

**STP 46-46RZ14-SM-TG**  
**Soldier's Manual and Trainer's Guide**

# **PUBLIC AFFAIRS BROADCAST SPECIALIST/CHIEF PUBLIC AFFAIRS NCO**



**MOS 46R Skill Levels 1-3, MOS 46Z Skill Level 4**

HEADQUARTERS, DEPARTMENT OF THE ARMY

DECEMBER 2010

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**SOLDIER'S MANUAL and TRAINER'S GUIDE**

**MOS 46R/46Z**

**Public Affairs Broadcast Specialist/Chief Public Affairs NCO**

**Skill Levels 1, 2, 3 and 4**

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## PREFACE

This publication is for skill levels 1-3 Soldiers holding MOS 46R, skill level 4 Soldiers holding MOS 46Z, trainers, and first-line supervisors. It contains standardized training objectives, in the form of task summaries, to train and evaluate Soldiers on critical tasks which support unit missions during wartime. Trainers and first-line supervisors should ensure Soldiers holding MOS 46Q and 46Z have access to this publication. It should be made available in the Soldier's work area, learning center, unit libraries, and online in the AKO Army Public Affairs Center (APAC) Training Development page knowledge center.

This manual applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

The proponent of this publication is the United States Army Training and Doctrine Command. The preparing agency is the Army Public Affairs Center. Your contributions and ideas toward improving this manual are always welcome. If you have suggestions or ideas, please send them to us along with a return address. Be sure to state your reasons for any recommended changes so we can better evaluate your ideas. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to—

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Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1-1. GENERAL.**

This manual identifies the individual MOS training requirements for Soldiers in MOS 46Q, Public Affairs Specialist; and MOS 46Z, Chief Public Affairs NCO. Commanders, trainers, and Soldiers should use it to plan, conduct, and evaluate individual training in units. This manual is the primary MOS reference to support the self-development and training of every Soldier.

Use this manual with the Soldier's manuals (SMs) of common tasks (STP 21-1-SMCT and STP 21-24-SMCT), and FM 7-0, Training for Full Spectrum Operations, to establish effective training plans and programs which integrate Soldier, leader, and collective tasks.

Each Soldier is responsible for performing individual tasks, which the first-line supervisor identifies, based on the unit's METL. The Soldier must perform the task to the standards listed in the SM. If a Soldier has a question about how to do a task, or which tasks in the manual he/she must perform, it is the Soldier's responsibility to ask the first-line supervisor for clarification. The first-line supervisor knows how to perform each task, or can direct the Soldier to the appropriate training materials.

Self-development is one of the key components of the leader development program. It is a planned progressive and sequential program to be followed by leaders to enhance and sustain their military competencies. It consists of individual study, research, professional reading, practice, and self-assessment. Under the self-development concept, the NCO, as an Army professional, has the responsibility to remain current in all phases of the MOS. The SM is the primary source for the NCO to use in maintaining MOS proficiency.

Unit learning centers are valuable resources for planning self-development programs. They can help access enlisted career maps, training support products, and extension training materials. The CMF 46 Career Progression Chart should be helpful to Soldiers to map out their careers.

### **1-2. TRAINING OVERVIEW.**

Every Soldier, noncommissioned officer (NCO), warrant officer, and officer has one primary mission—to be trained and ready to fight and win our nation's wars. Success in battle does not happen by accident; it is a direct result of tough and realistic, and challenging training.

#### **Operational Environment**

(1) Commanders and leaders at all levels must conduct training with respect to a wide variety of operational missions across the full spectrum of operations; these operations may include combined arms, joint, multinational, and interagency considerations, and span the entire breadth of terrain and environmental possibilities. Commanders must strive to set the daily training conditions as closely as possible to those expected for actual operations.

(2) The operational missions of the Army include not only war, but also military operations other than war. Operations may be conducted as major combat operations, a small-scale contingency, or a peacetime military engagement. Offensive and defensive operations normally dominate military operations in war along with some small-scale contingencies. Stability operations and support operations dominate in operations other than war. Commanders at all echelons may combine different types of operations simultaneously and sequentially to accomplish their missions. These missions require training since future conflict will likely involve a mix of combat and noncombat operations, often concurrently. The range of

possible missions complicates training. Army forces cannot train for every possible mission; they train for war and prepare for specific missions as time and circumstances permit.

(3) Our forces today use a train-alert-deploy sequence. We cannot count on the time or opportunity to correct or make up training deficiencies after deployment. Maintaining forces that are ready now, places increased emphasis on training and the priority of training. This concept is a key link between operational and training doctrine.

(4) Units train to be ready for war based on the requirements of a precise and specific mission; in the process they develop a foundation of combat skills that can be refined based on the requirements of the assigned mission. Upon alert, commanders assess and refine from this foundation of skills. In the train-alert-deploy process, commanders use whatever time the alert cycle provides to continue refinement of mission-focused training. Training continues during time available between alert notification and deployment, between deployment and employment, and even during employment as units adapt to the specific battlefield environment and assimilate combat replacements.

### **How the Army Trains the Army**

(1) Training is a team effort, and the entire Army has a role that contributes to force readiness and is responsible for resourcing the Army to train. The Institutional Army, including schools, training centers, and NCO academies, for example, train Soldiers and leaders to take their place in units in the Army by teaching the doctrine and tactics, techniques, and procedures (TTP). Units, leaders, and individuals train to standard on their assigned critical individual tasks. The unit trains first as an organic unit and then as an integrated component of a team. Before the unit can be trained to function as a team, each Soldier must be trained to perform their individual supporting tasks to standard. Operational deployments and major training opportunities, such as major training exercises at CTCs, provide rigorous, realistic, and stressful training. The operational experience under actual or simulated combat and operational conditions enhance unit readiness and produce bold, innovative leaders. The result of this Army-wide team effort is a training and leader development system that is unrivaled in the world. Effective training produces the force—Soldiers, leaders, and units—that can successfully execute any assigned mission.

(2) The Army Training and Leader Development Model (Figure 1-1) centers on developing trained and ready units led by competent and confident leaders. The model depicts an important dynamic that creates a lifelong learning process. The three core domains that shape the critical learning experiences throughout a Soldiers and leaders time span are the operational, institutional, and self-development domains. Together, these domains interact using feedback and assessment from various sources and methods to maximize war-fighting readiness. Each domain has specific, measurable actions that must occur to develop our leaders.



**Figure 1-1. Army Training and Leader Development Model.**

(3) The operational domain includes home station training, CTC rotations, and joint training exercises and deployments that satisfy national objectives. Each of these actions provides foundational experiences for Soldier, leader, and unit development. The institutional domain focuses on educating and training Soldiers and leaders on the key knowledge, skills, and attributes required to operate in any environment. It includes individual, unit and joint schools, and advanced education. The self-development domain, both structured and informal, focuses on taking those actions necessary to reduce or eliminate the gap between operational and institutional experiences.

(4) Throughout this lifelong learning and experience process, there is formal and informal assessment and feedback of performance to prepare leaders and Soldiers for their next level of responsibility. Assessment is the method used to determine the proficiency and potential of leaders against a known standard. Feedback must be clear, formative guidance directly related to the outcome of training events measured against standards.

### **Leader Training and Leader Development**

(1) Competent and confident leaders are a prerequisite to the successful training of units. It is important to understand that leader training and leader development are integral parts of unit readiness. Leaders are inherently Soldiers first and should be technically and tactically proficient in basic Soldier skills. They are also adaptive, capable of sensing their environment, adjusting the plan when appropriate, and properly applying the proficiency acquired through training.

(2) Leader training is an expansion of these skills that qualifies them to lead other Soldiers. As such, doctrine and principles of training require the same level of attention of senior commanders. Leader training occurs in the Institutional Army, the unit, the CTCs, and through self-development. Leader training is just one portion of leader development.

(3) Leader development is the deliberate, continuous, sequential, and progressive process, grounded in Army values, that grows Soldiers and civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through institutional training and education, organizational training, operational

experience, and self-development. Commanders play the key role in leader development that ideally produces tactically and technically competent, confident, and adaptive leaders who act with boldness and initiative in dynamic, complex situations to execute mission-type orders achieving the commander's intent.

## **Training Responsibility**

Soldier and leader training and development continue in the unit. Using the institutional foundation, training in organizations and units focuses and hones individual and team skills and knowledge.

### **(1) Commander Responsibility.**

(a) The unit commander is responsible for the wartime readiness of all elements in the formation.

The commander is, therefore, the primary trainer of the organization and is responsible for ensuring that all training is conducted in accordance with (IAW) the STP to the Army standard.

(b) Commanders ensure STP standards are met during all training. If a Soldier fails to meet established standards for identified MOS tasks, the Soldier must retrain until the tasks are performed to standard. Training to standard on MOS tasks is more important than completion of a unit-training event such as an ARTEP. The objective is to focus on sustaining MOS proficiency—this is the critical factor commanders must adhere to when training individual Soldiers units.

### **(2) NCO Responsibility.**

(a) A great strength of the US Army is its professional NCO Corps who takes pride in being responsible for the individual training of Soldiers, crews, and small teams. The NCO support channel parallels and complements the chain of command. It is a channel of communication and supervision from the Command Sergeant Major (CSM) to the First Sergeants (1SGs) and then to other NCOs and enlisted personnel. NCOs train Soldiers to the nonnegotiable standards published in STPs. Commanders delegate authority to NCOs in the support channel as the primary trainers of individual, crew, and small team training. Commanders hold NCOs responsible for conducting standards-based, performance-oriented, battle-focused training and providing feedback on individual, crew, and team proficiency. Commanders define responsibilities and authority of their NCOs to their staffs and subordinates.

(b) NCOs continue the Soldierization process of newly assigned enlisted Soldiers, and begin their professional development. NCOs are responsible for conducting standards-based, performance-oriented, battle-focused training. They identify specific individual, crew, and small team tasks that support the unit's collective mission essential tasks; plan, prepare and rehearse, and execute training; and evaluate training and conduct after action reviews (AARs) to provide feedback to the commander on individual, crew, and small team proficiency. Senior NCOs coach junior NCOs to master a wide range of individual tasks.

### **(3) Soldier Responsibility.**

Each Soldier is responsible for performing individual tasks identified by the first-line supervisor based on the unit's mission essential task list (METL). Soldiers must perform tasks to the standards included in the task summary. If Soldiers have questions about tasks or which tasks in this manual they must perform, they are responsible for asking their first-line supervisor for clarification, assistance, and guidance.

First-line supervisors know how to perform each task or can direct Soldiers to appropriate training materials, including current FMs, technical manuals (TMs), and Army regulations (ARs). Soldiers are responsible for using these materials to maintain performance. They are also responsible for maintaining standard performance levels of all Soldier's Manual of Common Tasks at their current skill level and below. Periodically, Soldiers should ask their supervisor or another Soldier to check their performance to ensure that they can perform the tasks.

## **1-3. TASK SUMMARIES.**

Task summaries outline the wartime performance requirements of each critical task in the SM. They provide the Soldier and the trainer with the information necessary to prepare, conduct, and evaluate critical task training. As a minimum, task summaries include information you must know and the skills

that you must perform to standard for each task. The format for the task summaries included in this SM is as follows:

**Task Title.** The task title identifies the action to be performed.

**Task Number.** A 10-digit number identifies each task or skill. Include this task number, along with the task title, in any correspondence relating to the task. To determine which tasks are performed at each skill level, refer to the MOS Training Plan, found in Chapter 2. The first number of the last four digits in the task number indicates the skill level for which the particular task is performed.

**Conditions.** The task conditions identify all the equipment, tools, references, job aids, and supporting personnel who the Soldier needs to perform the task in wartime. This section identifies any environmental conditions, which can alter task performance such as visibility, temperature, or wind. This section also identifies any specific cues or events (a media inquiry or news event), which trigger task performance.

**Standards.** The task standards describe how well and to what level you must perform a task under wartime conditions. Standards are typically described in terms of accuracy, completeness, and speed.

**Training and Evaluation.** This section may contain all or part of the following: training information outline, evaluation preparation subsection, and evaluation guide. The training information outline includes detailed training information. The evaluation preparation subsection indicates necessary modifications to task performance in order to train and evaluate a task that cannot be trained to the wartime standard under wartime conditions. It may also include special training and evaluation preparation instructions to accommodate these modifications and any instructions that should be given to the Soldier before evaluation. The evaluation guide identifies the specific actions, known as performance measures, which the Soldier must do to successfully complete the task. These actions are listed in a "Pass/Fail" format for easy evaluation. Each evaluation guide contains the following feedback statement, indicating the requirements: Score the Soldier GO if all applicable steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show what was done wrong and how to do it correctly.

**References.** This section lists two columns of references. Required references are listed in the conditions statement and are required for the Soldier to do the task. Related references are materials, which provide more detailed information, and a more thorough explanation of task performance.

Additionally, some task summaries include safety statements and notes. Safety statements (danger, warning, caution) alert users to the possibility of immediate death, personal injury, or damage to equipment. Notes provide a small, extra supportive explanation or hint relative to the performance measures.

#### **1-4. TRAINING EXECUTION.**

All good training, regardless of the specific collective, leader, and individual tasks being executed, must comply with certain common requirements. These include adequate preparation, effective presentation and practice, and thorough evaluation. The execution of training includes preparation for training, conduct of training, and recovery from training.

##### **Preparation for Training**

Formal near-term planning for training culminates with the publication of the unit-training schedule. Informal planning, detailed coordination, and preparation for executing the training continue until the training is performed. Commanders and other trainers use training meetings to assign responsibility for preparation of all scheduled training. Preparation for training includes selecting tasks to be trained, planning the conduct of the training, training the trainers and reconnaissance of the site, issuing the training execution plan, and conducting rehearsals and preexecution checks. Preexecution checks are preliminary actions commanders and trainers use to identify responsibility for these and other training

support tasks. They are used to monitor preparation activities and to follow up to ensure planned training is conducted to standard. Preexecution checks are a critical portion of any training meeting. During preparation for training, battalion and company commanders identify and eliminate potential training distracters that develop within their own organizations. They also stress personnel accountability to ensure maximum attendance at training.

(1) Subordinate leaders, as a result of the bottom-up feed from internal training meetings, identify and select the individual tasks necessary to support the identified training objectives. Commanders develop the tentative plan to include requirements for preparatory training, concurrent training, and training resources. At a minimum, the training plan should include confirmation of training areas and locations, training ammunition allocations, training simulations and simulators availability, transportation requirements, Soldier support items, a risk management analysis, assignment of responsibility for the training, designation of trainers responsible for approved training, and final coordination. The time and other necessary resources for retraining must also be an integral part of the original training plan.

(2) Leaders, trainers, and evaluators are identified, trained to standard, and rehearsed prior to the conduct of the training. Leaders and trainers are coached on how to train, given time to prepare, and rehearsed so that training will be challenging and doctrinally correct. Commanders ensure that trainers and evaluators are not only tactically and technically competent on their training tasks, but also understand how the training relates to the organization's METL. Properly prepared trainers, evaluators, and leaders project confidence and enthusiasm to those being trained. Trainer and leader training is a critical event in the preparation phase of training. These individuals must demonstrate proficiency on the selected tasks prior to the conduct of training.

(3) Commanders, with their subordinate leaders and trainers, conduct site reconnaissance, identify additional training support requirements, and refine and issue the training execution plan. The training plan should identify all those elements necessary to ensure the conduct of training to standard. Rehearsals are essential to the execution of good training. Realistic, standards-based, performance-oriented training requires rehearsals for trainers, support personnel, and evaluators. Preparing for training in Reserve Component (RC) organizations can require complex preexecution checks. RC trainers must often conduct detailed coordination to obtain equipment, training support system products, and ammunition from distant locations. In addition, RC preexecution checks may be required to coordinate Active Army assistance from the numbered Armies in the continental United States (CONUS), training support divisions, and directed training affiliations.

## **Conduct of Training**

Ideally, training is executed using the crawl-walk-run approach. This allows and promotes an objective, standards-based approach to training. Training starts at the basic level. Crawl events are relatively simple to conduct and require minimum support from the unit. After the crawl stage, training becomes incrementally more difficult and requiring more resources from the unit and home station, and increasing the level of realism. At the run stage, the level of difficulty for the training event intensifies. Run stage training requires optimum resources and ideally approaches the level of realism expected in combat. Progression from the walk to the run stage for a particular task may occur during a 1-day training exercise or may require a succession of training periods over time. Achievement of the Army standard determines progression between stages.

(1) In crawl-walk-run training, the tasks and the standards remain the same; however, the conditions under which they are trained change. Commanders may change the conditions, for example, by increasing the difficulty of the conditions under which the task is being performed, increasing the tempo of the task training, increasing the number of tasks being trained, or by increasing the number of personnel involved in the training. Whichever approach is used, it is important that all leaders and Soldiers involved understand in which stage they are currently training and understand the Army standard.

(2) An AAR is immediately conducted and may result in the need for additional training. Any task that was not conducted to standard should be retrained. Retraining should be conducted at the earliest opportunity. Commanders should program time and other resources for retraining as an integral part of their training plan. Training is incomplete until the task is trained to standard. Soldiers will remember the standard enforced, not the one discussed.

### Recovery from Training

The recovery process is an extension of training, and once completed, it signifies the end of the training event. At a minimum and recovery includes conduct of maintenance training, turn-in of training support items, and the conduct of AARs that review the overall effectiveness of the training just completed.

(1) Maintenance training is the conduct of post-operations preventive maintenance checks and services (PMCS), accountability of organizational and individual equipment, and final inspections. Class IV, Class V, Training Aids, Devices, Simulators, and Simulations (TADSS) and other support items are maintained, accounted for, and turned-in and training sites and facilities are closed out.

(2) AARs conducted during recovery focus on collective, leader, and individual task performance, and on the planning, preparation, and conduct of the training just completed. Unit AARs focus on individual and collective task performance, and identify shortcomings and the training required to correct deficiencies. AARs with leaders focus on tactical judgment. These AARs contribute to leader learning and provide opportunities for leader development. AARs with trainers and evaluators provide additional opportunities for leader development.

### 1-5. FORCE PROTECTION (COMPOSITE RISK MANAGEMENT).

a. Composite risk management (CRM) is the Army's primary decision-making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities. (See Figure 1-2.)

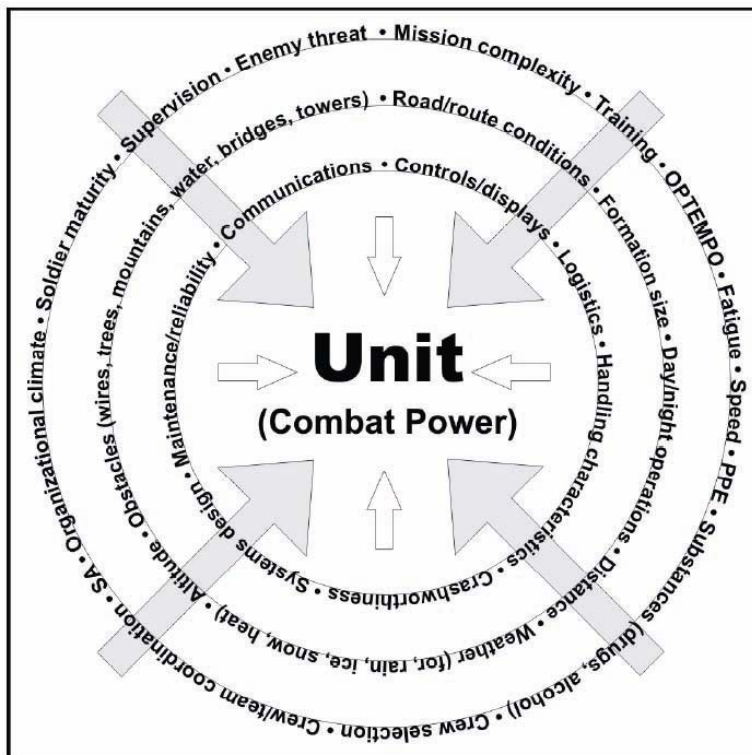


Figure 1-2. Composite Risk Management.

b. CRM is a decisionmaking process used to mitigate risks associated with all hazards that have the potential to injure or kill personnel, damage or destroy equipment, or otherwise impact mission effectiveness. In the past, the Army separated risk into two categories, tactical risk and accident risk. While these two areas of concern remain, the primary premise of CRM is that it does not matter where or how the loss occurs, the result is the same—decreased combat power or mission effectiveness. The guiding principles of CRM are as follows:

- Integrate CRM into all phases of missions and operations. Effective CRM requires that the process be integrated into all phases of mission or operational planning, preparation, execution, and recovery.
- Make risk decisions at the appropriate level. As a decisionmaking tool, CRM is only effective when the information is passed to the appropriate level of command for decision. Commanders are required to establish and publish approval authority for decisionmaking. This may be a separate policy, specifically addressed in regulatory guidance, or addressed in the commander's training guidance. Approval authority for risk decisionmaking is usually based on guidance from higher headquarters.
- Accept no unnecessary risk. Accept no level of risk unless the potential gain or benefit outweighs the potential loss. CRM is a decisionmaking tool to assist the commander, leader, or individual in identifying, assessing, and controlling risks in order to make informed decisions that balance risk costs (losses) against mission benefits (potential gains).
- Apply the process cyclically and continuously. CRM is a continuous process applied across the full spectrum of Army training and operations, individual and collective day-to-day activities and events, and base operations functions. It is a cyclic process that is used to continuously identify and assess hazards, develop and implement controls, and evaluate outcomes.

c. Do not be risk averse. Identify and control the hazards; complete the mission.

d. Safety demands total chain of command involvement in planning, preparing, executing, and evaluating training. The chain of command responsibilities include the following:

(1) Commanders responsibilities are the following:

- Ensure risk decisions are made at the appropriate level.
- Seek optimum, not adequate, performance.
- Specify the risk they will accept to accomplish the mission.
- Select risk reductions provided by the staff.
- Accept or reject residual risk based on the benefit to be derived.
- Train and motivate leaders at all levels to effectively use risk management concepts.

(2) Staff responsibilities are the following:

- Assists the commander in assessing risks and develops risk reduction options for training.
- Integrates risk controls in plans, orders, METL standards, and performance measures.
- Eliminates unnecessary safety restrictions that diminish training effectiveness.
- Assesses safety performance during training.
- Evaluates safety performance during an AAR.

(3) Subordinate leaders' responsibilities are the following:

- Apply effective risk management concepts and methods consistently to operations they lead.
- Report risk issues beyond their control or authority to their superiors.

(4) Individual Soldier's responsibilities are the following:

- Report unsafe conditions, and act and correct the situation when possible.
- Establish a buddy system to keep a safety watch on one another.
- Take responsibility for personal safety.
- Work as team members.
- Modify their risk behavior.



e. Risk management is a five-step cyclic process that is easily integrated into the decisionmaking process outlined in FM 5-0. The five steps are identifying hazards, assessing hazards, developing controls and making risk decisions, implementing controls, and supervising and evaluating.

(1) **Identify Hazards.** Identify hazards to the force. Consider all aspects of current and future situations, the environment, and known historical problems.

(2) **Assess Hazards.** Assess hazards using the risk assessment matrix in Figure 1-3, page 1-10. Assess the impact of each hazard in terms of potential loss and cost based on probability and severity, and then find the block where the two intersect to determine the risk level. For example, if the hazard probability is *LIKELY* and the severity is *MARGINAL* then the risk level is *MODERATE*.

(3) **Develop Controls and Make Risk Decisions.** Develop controls that eliminate the hazard or reduce its risk. As control measures are developed, risks are reevaluated until all risks are reduced to a level where benefits outweigh potential costs. Accept no unnecessary risks and make any residual risk decisions at the proper level of command.

(4) **Implement Controls.** Put controls in place that eliminate the hazards or reduce their risk.

(5) **Supervise and Evaluate.** Enforce standards and controls. Evaluate the effectiveness of controls and adjust/update as necessary.

**NOTE:** Three risk management training support packages are available to train Composite Risk Management at individual Soldier, tactical, and operational levels of risk decisionmaking. To obtain these training support packages, access the Army Training Support Center's Reimer Digital Library at <http://www.adtdl.army.mil/>. AKO login is required, and the TSPs may be searched through the keyword "risk." You may also contact the U.S. Army Training and Doctrine Command, ATTN: ATCSS, 1 Bernard Road, Bldg 84, Fort Monroe, Virginia 23651-1048, or contact the United States Army Combat Readiness/Safety Center (USACRC), ATTN: CSSC-T, 4905 5th Ave. Fort Rucker, AL 363625363.

f. Each Soldier is responsible for performing individual tasks that the first-line supervisor identifies based on the unit's mission essential task list (METL). The Soldier must perform the task to the standards listed in the SM. If a Soldier has a question about how to do a task or which tasks in this manual he/she must perform, he/she must ask the first-line supervisor for clarification. The first-line supervisor knows how to perform each task or can direct the Soldier to the appropriate training materials.

			HAZARD PROBABILITY				
			FREQUENT	LIKELY	OCCASIONAL	SELDOM	UNLIKELY
			A	B	C	D	E
<b>SEVERITY</b>	<b>CATASTROPHIC</b>	<b>I</b>	EXTREMELY	HIGH			
	<b>CRITICAL</b>	<b>II</b>		HIGH			
	<b>MARGINAL</b>	<b>III</b>		MODERATE			
	<b>NEGLIGIBLE</b>	<b>IV</b>				LOW	
<p><b>Severity</b></p> <p><b>Catastrophic</b> Death or permanent total disability, system loss, major property damage.</p> <p><b>Critical</b> Permanent partial disability, temporary total disability in excess of 3 months, major system damage, significant property damage.</p> <p><b>Marginal</b> Minor injury, lost workday accident, compensable injury or illness, minor system damage, minor property damage.</p> <p><b>Negligible</b> First aid or minor supportive medical treatment, minor system impairment.</p> <p><b>Probability</b></p> <p><b>Frequent</b> Individual soldier/item ..... Occurs often in career/equipment service life.</p> <p><b>Likely</b> All soldiers exposed or item inventory ..... Continuously experienced.</p> <p>Individual soldier/item ..... Occurs several times in career/equipment service life.</p> <p><b>Occasional</b> All soldiers exposed or item inventory ..... Occurs sporadically, but is not uncommon.</p> <p>Individual soldier/item ..... Occurs sometime in career/equipment service life.</p> <p>All soldiers exposed or item inventory ..... Occurs sporadically, or several times inventory service life.</p> <p><b>Seldom</b> Individual soldier/item ..... Possible to occur in career/equipment service life.</p> <p>All soldiers exposed or item inventory ..... Remote chance of occurrence.</p> <p><b>Unlikely</b> Individual soldier/item ..... Can assume will not occur.</p> <p>All soldiers exposed or item inventory ..... Possible, but improbable; occurs rarely.</p> <p><b>Risk Levels</b></p> <p><b>Extremely High</b> Loss of ability to accomplish mission.</p> <p><b>High</b> Significantly degrades mission capabilities in terms of required mission standards.</p> <p><b>Moderate</b> Degrades mission capabilities in terms of required mission standards.</p> <p><b>Low</b> Little or no impact on mission accomplishment.</p>							

Figure 1-3. Standard risk assessment matrix

**1-6. SELF-DEVELOPMENT.**

a. Self-development is one of the key components of the leader development program. It is a planned progressive and sequential program followed by leaders to enhance and sustain their military competencies. It consists of individual study and research, professional reading, practice, and self-assessment.

Under the self-development concept, the NCO, as an Army professional, has the responsibility to remain current in all phases of the MOS. The SM is the primary source for the NCO to use in maintaining MOS proficiency.

b. Another important resource for NCO self-development is the Army Correspondence Course Program (ACCP). Soldiers can access the ACCP online at <http://www.atsc.army.mil/accp/aipdnew.asp>.

c. General Dennis J. Reimer Training and Doctrine Digital Library is an additional resource for NCO self-development. This electronic library is the single repository of approved Army training and doctrine information. Soldiers can access the library online at <http://www.train.army.mil/>.

d. Unit learning centers are valuable resources for planning self-development programs. They can help access enlisted career maps, training support products, and extension training materials such as FMs and TMs. It is the Soldier's responsibility to use these materials to maintain performance.

e. For assistance, contact the Army Training Help Desk (ATHD), Department of the Army, Army Institute for Professional Development (AIPD), U.S. Army Training Support Center (ATSC), Newport News, VA 23628-0001; <https://athd.army.mil>.

**1-7. PUBLIC AFFAIRS BROADCAST SPECIALIST CAREER MAP. MOS 46R, SL 1-3. MOS 46Z, SL 4.**  
See Figure 1-4.

OPERATING FORCE			
	Skill Level 1 PV1, PV2, PFC, SPC/CPL	Skill Level 2 SGT	Skill Level 3 SSG
<b>Job Description</b>	PA Broadcast Sergeant	PA Broadcast Sergeant	PA Broadcast NCO
<b>Assignment Opportunities</b>	BCT PAOC/PCH BOD MPAD PAD AFN Europe AFN Honduras AFN Korea 3rd PSYOP Bn.	Division PAOC/PCH BOD MPAD PAD AFN Europe AFN Korea 3rd PSYOP Bn.	Army Corps PAOC/PCH BOD MPAD AFN Europe AFN Honduras AFN Korea 3rd PSYOP Bn.
PROFESSIONAL MILITARY EDUCATION			
<b>Common Core</b>	WLC	ALC	SLC
<b>MOS-Specific</b>		AEJ BMC IPASC	PAQC JEPAC
GENERATING FORCE			
<b>Special Assignments</b>	Adv. VI Course - Syracuse	Adv. VI Course - Syracuse  Drill Sergeant Recruiter DINFOS Instructor Training With Industry	Adv. VI Course - Syracuse  Drill Sergeant Recruiter DINFOS Instructor SGL - NCOES Training With Industry Retention NCO IG Observer / Controller
ARMY WARRIOR TRAINING			
<b>Army Warrior Tasks</b> Battle Drills SMCT Level 1, 2-4	SL1	SL2	SL3
PUBLIC AFFAIRS TRAINING			
<b>46Q/Z Critical Tasks</b> STP 46-46QZ14-SM-TG	SL1	SL2	SL3
FUNCTIONAL TRAINING			
<b>ASI, SQI and AOT</b>	Airborne Air Assault	Airborne Air Assault Jump Master Instructor	Airborne Air Assault Jump Master Instructor Battle Staff NCO
SELF-DEVELOPMENT			
<b>Degree Completion Goals</b>	Begin AA/AAS	Begin AA/AAS	Complete AA/AAS
<b>Structured Self-Development</b>	ACCP, ASVAB, Distributed Learning, Self-Develop		
<b>Guided Self-Development</b>	SOCAD, DANTES, CLEP, GoArmyEd, ACES, Educational Developme		
<b>Reading Lists</b>	APAC AKO Page ASK CLAP DANTES ACCP	EArmyU COOL DINFOS Advanced Courses DLS	CALL Smart Book EREC Promotions OCPA AKO Page 46Q SOCAD Program

Figure 1-4. Public Affairs Broadcast Specialist Career Map (Pg. 1).

Skill Level 4 SFC	Skill Level 5 MSG/1SG	Skill Level 5 SGM/CSM	
PA Ops NCO	Senior PA NCO	Chief PA NCO	<b>Job Description</b>
Corps Division Multi-Functional SPT BDE MPAD PAD BOD PAOC/PCN MPAD Team Leader AFN Det. Cdr. (Europe/Korea)	Army Corps Division MPAD 1SG	Army Corps ACOM TSC PAOC CSM	<b>Assignment Opportunities</b>
	USASMA		<b>Common Core</b>
PAQC JSEPAC	JSEPAC		<b>MOS-Specific</b>
Career Management NCO  Drill Sergeant Recruiter DINFOS Instructor SGL - NCOES Training With Industry Retention NCO PDNCO Proponent NCO EOA	First Sergeant  Proponent NCO	OCPA  Joint - SOCOM, CENTCOM CSM	<b>Special Assignments</b>
SL4			<b>Army Warrior Tasks</b> Battle Drills SMCT Level 1, 2-4
SL4			<b>46Q/Z Critical Tasks</b> STP 46-46QZ14-SM-TG
Airborne Air Assault Jump Master Instructor Battle Staff NCO OCPA Joint - SOCOM, CENTCOM	Airborne Air Assault Jump Master Instructor Battle Staff NCO First Sergeant	Air Assault Jump Master Battle Staff NCO	<b>ASI, SQI and AOT</b>
Begin BS/BA	Complete BS/BA		<b>Degree Completion Goals</b>
ment Handbook, Center for Army Leadership			<b>Structured Self-Development</b>
ent (GEDs, Credentials, Certificates, Degrees), Army e-Learning			<b>Guided Self-Development</b>
AR 360-1 FM 3-61			<b>Reading Lists</b>

Figure 1-4. Public Affairs Broadcast Specialist Career Map (Pg. 2).

## **1-8. TRAINING SUPPORT**

This manual includes the following appendixes and information, which provide additional training support information.

**Appendix A.** Broadcast Journalist Training Aids.

**Appendix B.** DA Form 5164-R (Hands-on Evaluation). This appendix provides instructions on how to fill out a DA Form 5164-R for purposes of evaluating Soldiers on the tasks in this MOS. There is also a copy of the form, which directly supports DA Form 5165-R (see Appendix C).

**Appendix C.** DA Form 5165-R (Field Expedient Squad Book). This appendix provides an overprinted copy of DA Form 5165-R for the tasks in this MOS. The NCO trainer can use this form to set up a leader book. The use of this form may help preclude writing the Soldier tasks associated with the unit's mission essential task list, and can become a part of the leader book.

**Appendix D.** Public Affairs Organizational Structure.

**Appendix E.** Media Card.

**Appendix F.** Media Accreditation/Embed Application.

**Appendix G.** Public Affairs Standing Operating Procedure.

**Appendix H.** Public Affairs Estimate.

**Appendix I.** Public Affairs After-Action Review.

**Appendix J.** Operations Order (OPORD).

**Appendix K.** Public Affairs Annex for an Operations Order.

**Appendix L.** Unit Public Affairs Representative (UPAR) Fragmentary Order (FRAGO).

**Appendix M.** Crisis Communications Plan.

**Appendix N.** Public Affairs Guidance (PAG).

**Glossary.** The glossary, which follows the last appendix, is a single comprehensive list of acronyms, abbreviations, definitions, and letter symbols used in this manual.

**References.** This section contains a list of all the references in the manual, required and related, which support training of all tasks.

## **CHAPTER 2**

### **TRAINING GUIDE**

#### **2-1. GENERAL**

The TG identifies the essential components of a unit-training plan for individual training. Units have different training needs and requirements based on differences in environment, location, equipment, dispersion, and similar factors. Therefore, the TG is a guide used for conducting unit training and not as a rigid standard.

The TG provides information necessary for planning training requirements for the MOS. The TG:

Identifies subject areas in which to train Soldiers.

Identifies the critical tasks for each subject area.

Specifies where soldiers are trained to standard on each task.

Recommends how often to train each task to sustain proficiency.

Recommends a strategy for training Soldiers to perform higher-level tasks.

#### **Training for Full Spectrum Operations**

FM 7-0, Training for Full Spectrum Operations, establishes the Army's keystone doctrine for training – it is the guide for Army training and training management. It addresses the fundamental principles and tenets of training modular, expeditionary Army forces to conduct full spectrum operations – simultaneous offensive, defensive, and stability or civil support operations – in an era of persistent conflict. The mission essential task list (METL) remains the basis for unit training. Unit leaders use the METL to identify the collective, leader, and Soldier tasks which support accomplishment of the METL. Unit leaders then assess the status of training and lay out the training objectives and the plan for accomplishing needed training. After preparing the long- and short-range plans, leaders then execute and evaluate training. Finally, the unit's training preparedness is reassessed, and the training management cycle begins again. This process ensures that the unit has identified what is important for the wartime mission, that the training focus is applied to the necessary training, and that training meets established objectives and standards.

#### **Relationship of Soldier Training Publications (STPs) To Training for Full Spectrum Operations**

The two key components of enlisted STPs are the trainer's guide (TG) and the Soldier's manual (SM). The TG and SM give leaders important information to help in training for full spectrum operations. The TG relates Soldier and leader tasks in the MOS and SL to duty positions and equipment. It provides information on where the task is trained, how often training should occur to sustain proficiency, and who in the unit should be trained. As leaders go through the assessment and planning stages, they should use the TG as an important tool in identifying what needs to be trained.

The execution and evaluation of Soldier and leader training should rely on the Army-wide training objectives and the standards in the SM task summaries. The task summaries ensure that Soldiers in any unit or location have the same definition of task performance, and that trainers evaluate the Soldiers to the same standard.

## **Trainer's Responsibilities**

Training Soldier and leader tasks to standard and relating to this training to collective mission-essential tasks is the NCO trainer's responsibility. Trainers use the steps below to plan and evaluate training.

Identify Soldier and leader training requirements. The NCO determines which tasks soldiers need to train on using the commander's training strategy. The unit's METL and the MOS Training Plan (MTP) in the TG are sources of helping the trainer define the individual training needed.

Plan the training. Training for specific tasks can usually be integrated or conducted concurrently with other training or during "slack periods." The unit's ARTEP can assist in identifying Soldier and leader tasks, which can be trained and evaluated concurrently with collective task training and evaluation.

Gather the training references and materials. The SM task summary lists all references, which can assist the trainer in preparing for the training of that task.

Determine risk assessment and identify safety concerns. Analyze the risk involved in training a specific task under the current conditions at the time of scheduled training. Ensure that your training preparation takes into account those cautions, warnings, and dangers associated with each task.

Train each Soldier. Show the Soldier how the task is done to standard, and explain step-by-step how to do the task. Give each Soldier one chance to do the task step-by-step.

Emphasize training in Mission-Oriented Protective Posture (MOPP), level 4. Soldiers have difficulty performing even the very simple tasks in a nuclear/chemical environment. The combat effectiveness of the Soldier and the unit can degrade quickly when trying to perform in MOPP 4. Practice is the best way to improve performance. The trainer is responsible for training and evaluating Soldiers in MOPP 4 so that they are able to perform critical wartime tasks to standards under nuclear/chemical environment.

Check each Soldier. Evaluate how well each Soldier performs the tasks in this manual. Conduct these evaluations during individual training sessions or while evaluating Soldier proficiency during the conduct of unit collective tasks. This manual provides an evaluation guide for each task to enhance the trainer's ability to conduct year-round, hands-on evaluations of tasks critical to the unit's mission. Use the information in the MTP as a guide to determine how often to train the Soldier on each task to ensure that Soldiers sustain proficiency.

Record the results. The trainer may use DA forms 5164-R (Hands-On Evaluation) and 5165-R (Field Expedient Squad Book) as part of the leader book. The forms are optional and locally reproducible. Examples and instructions on how to fill out DA Form 5164-R and DA Form 5165-R can be found in Appendixes B and C, respectively, of this manual.

Retrain and evaluate. Work with each Soldier until he can perform the task to specific SM standards.

## **Evaluation Guide**

An evaluation guide exists for each task summary in the SM. Trainers use the evaluation guides year-round to determine if Soldiers can perform their critical tasks to SM standards. Each evaluation guide contains one or more performance measures, which identify what the trainer needs to observe to score a Soldier's performance. Each step is clearly identified by a "P" (Pass) and "F" (Fail), located under the "Results" column on each evaluation guide. Some tasks involve a process which the trainer must observe as the Soldier performs the task. For other tasks, the trainer must evaluate an "end product" resulting from doing the task. The following are some general points about using evaluation guide to evaluate Soldiers:



Review the guide to become familiar with the information on which the Soldier will be scored.

Ensure that the necessary safety equipment and clothing needed for proper performance of the job are on hand at the training side.

Prepare the test site according to the conditions section of the task summary. Some tasks contain special evaluation preparation instructions. These instructions tell the trainer what modifications must be made to the job conditions to evaluate the task. Reestablish the test site to the original requirements after evaluating each Soldier to ensure that conditions are the same for each Soldier.

Advise each Soldier of the information in the "Brief the Soldier" section of the task summary before evaluating.

Score Soldier according to the performance measures and feedback section in the evaluation guide.

Record the date and task performance ("GO" or "NO-GO") in the leader book.

### **Training Tips for the Trainer**

Prepare Yourself.

Get training guidance from you chain of command on when to train, which Soldiers to train, availability of resources, and a training site.

Get the training objective (task conditions and standards) from the task summary in this manual.

Ensure you can do the task. Review the task summary and the references in the reference section. Practice doing the task or, if necessary, have someone train you on the task.

Choose a training method. Some tasks provide recommended training methods in the feedback section of the task summary.

Prepare a training outline consisting of informal notes on what you want to cover during your training session.

Practice your training presentation.

Prepare the resources.

Obtain the required resources identified in the conditions statement for each task.

Gather equipment and ensure it is operational.

Coordinate the use of training aids and devices.

Prepare the training site according to the conditions statement and evaluation preparation section of the task summary, as appropriate.

Prepare the Soldiers.

Tell the Soldier what task to do and how well it must be done. Refer to the standard statement and evaluation preparation section for each task, as appropriate.

Caution Soldiers about safety, environment, and security.

Provide any necessary training on basic skills that Soldiers must have before they can be trained on the task.

Pretest each Soldier to determine who needs training in what areas by having the Soldier perform the task. Use DA Form 5164-R and the evaluation guide in each task summary to make this determination.

Train the Soldiers who failed the pretest.

Demonstrate how to do the task or the specific performance steps to those Soldiers who could not perform the SM standards. Have Soldier study the appropriate materials.

Have Soldiers practice the task until they can perform it to SM standards.

Evaluate each Soldier using the evaluation guide.

Provide feedback to those Soldiers who fail to perform to SM standards, and have them continue to practice until they can perform to SM standards.

Record results in the leader book.

### **Conducting a Public Affairs Specialist OJT Program**

A Mission Essential Task List (METL) includes those collective tasks identified by a unit's commander as essential to the accomplishment of the unit's wartime mission. These tasks may be either critical training tasks or daily operational activities. Each collective task in the unit METL may require that several individual tasks be trained. This manual is the best source for all information related to individual tasks.

Local OJT programs must familiarize new people with the operational procedures of a station, and effectively train AIT graduates with no experience. To achieve the goals of an effective OJT program, a PA NCO must establish precise training objectives for all tasks. Properly constructed, each training objective contains three elements: the TASK to be accomplished, CONDITIONS under which the task is to be accomplished, and STANDARDS for acceptable performance.

The PA Supervisor must ensure the subordinate—

- Understands what he/she is expected to learn.
- Has an opportunity to practice what's learned.
- Receives needed reinforcement.
- Progresses in a logical sequence.

Many DMA unit METLs focus on operational activities that contribute to the accomplishment of the daily mission, such as news, radio operations, acquisition, etc. However, PA NCO must be careful that an OJT

program does not encourage specialization. Soldiers should be trained in all aspects of the unit's mission.

To supervise an OJT program, select instructors or mentors to supervise and assist in the training. OJT is performance-based training and devotes the bulk of its time to controlled practice of a task. The goal is to train to standard on equipment used in daily operations. Testing can be written or hands-on.

The supervisor should evaluate the OJT program continually. There should be constant feedback between the trainer and trainee. Identifiable standards provide the basis for constructive feedback from the trainer and well-defined goals for the trainee. The supervisor should establish formal, written guidelines for all OJT programs. He/She must set down logical, measurable milestones or plateaus of progress, and evaluate each trainee's performance at predetermined points within the program. The supervisor must maintain a record of participation and progress, through completion, and ensure quarterly counseling reflects appropriate development.

## 2-2. MILITARY OCCUPATIONAL SPECIALTY TRAINING PLAN

The MOS Training Plan (MTP) identifies the essential components of a unit training plan for individual training. Units have different training needs and requirements based on differences in environment, location, equipment, dispersion, and similar factors. Therefore, the MTP should be used as a guide for conducting unit training and not a rigid standard. The MTP consists of two parts. Each part is designed to assist the commander in preparing a unit training plan which satisfies integration, cross training, training up, and sustainment training requirements for Soldiers in this MOS.

a. Paragraph 2-4 shows the relationship of an MOS skill level between duty position and critical tasks. These critical tasks are grouped by task commonality into subject areas. Paragraph 2-3 lists subject area numbers and titles used throughout the MTP. These subject areas are used to define the training requirements for each duty position within an MOS.

- **Duty Position Column.** This column lists the duty positions of the MOS, by skill level, which have different training requirements.
- **Subject Area Column.** This column lists, by numerical key (see Section I), the subject areas a Soldier must be proficient in to perform in that duty position.
- **Cross Train Column.** This column lists the recommended duty position for which Soldiers should be cross trained.
- **Train-Up/Merger Column.** This column lists the corresponding duty position for the next higher skill level or military occupational specialty code (MOSC) the Soldier will merge into on promotion.

b. Paragraph 2-5 lists by general subject areas the critical tasks to be trained in an MOS and the type of training required (resident, integration, or sustainment).

- **Subject Area Column.** This column lists the subject area number and title in the same order as listed in paragraph 2-3.
- **Task Number Column.** This column lists the task numbers for all tasks included in the subject area.
- **Title Column.** This column lists the task title for each task in the subject area.
- **Training Location Column.** This column identifies the training location where the task is first trained to Soldier training publications standards. If the task is first trained to standard in the unit, the word "Unit" will be in this column. If the task is first trained to standard in the training base, it will identify, by brevity code (such as ALC and SLC), the resident course where the task was taught. Figure 2-1 contains a list of training locations and their corresponding brevity codes.

<b>AIT</b>	Advanced Individual Training
<b>UNIT</b>	Trained in Unit
<b>ALC</b>	Advanced Leaders Course
<b>SLC</b>	Senior Leaders Course
<b>dL</b>	Distributed Learning

**Figure 2-1. Training Locations.**

- **Sustainment Training Skill Level Column.** This column lists the skill levels of the MOS for which Soldiers must receive sustainment training to ensure they maintain proficiency to Soldier's manual standards.
- **Sustainment Training Frequency Column.** This column indicates the recommended frequency at which the tasks should be trained to ensure Soldiers maintain task proficiency. Figure 2-2 identifies the frequency codes used in this column.

<b>BA</b>	- Biannually
<b>AN</b>	- Annually
<b>SA</b>	- Semiannually
<b>QT</b>	- Quarterly
<b>MO</b>	- Monthly
<b>BW</b>	- Biweekly
<b>WK</b>	- Weekly

**Figure 2-2. Sustainment Training Frequency Codes.****2-3. SUBJECT AREA CODES.****Skill Level 1**

- 1 Proprietary Guidelines
- 2 Interviews and Preparation
- 3 Writing
- 4 Studio
- 5 Acquisition
- 6 Production
- 7 Product Distribution
- 8 Media Operations

**Skill Level 2**

- 4 Studio
- 6 Production
- 8 Media Operations

**Skill Level 3**

- 6 Production
- 8 Media Operations
- 9 Public Affairs Operations

**Skill Level 4**

- 8 Media Operations
- 9 Public Affairs Operations

**2-4. DUTY POSITION TRAINING REQUIREMENTS.** Table 2-1 shows the training requirements for MOS 46R, SL 1-3 and 46Z, SL 4.

**Table 2-1. Duty Position Training Requirements.**

<b>Skill Level</b>	<b>Duty Position</b>	<b>Subject Areas</b>	<b>Cross-Train</b>	<b>Train-Up/Merger</b>
1	Public Affairs Broadcast Sergeant	1-9	NA	NA
2	Public Affairs Broadcast Sergeant	1-9	N/A	46Q3 Public Affairs Broadcast NCONCO
3	Public Affairs Broadcast NCO	1-9	46Q3 Public Affairs NCO	46Z4 Chief Public Affairs NCO
4	Chief Public Affairs NCO	1-9	N/A	46Z5 Chief Public Affairs NCO
See Table 2-2, Sust Tng Column, For Tasks Within Subject Areas That Apply At This Skill Level.				

**2-5. CRITICAL TASK LIST.** Table 2-2 shows the MTP for MOS 46R, SL 1-3, and MOS 46Z, SL 4.

**Table 2-2. Critical Task List.**

**MOS TRAINING PLAN  
46RZ14**

**CRITICAL TASKS**

Task Number	Title	Training Location	Sust Tng Freq	Sust Tng SL
<b>Skill Level 1</b>				
<b>Subject Area 1. Proprietary Guidelines</b>				
224-278-1110	Determine Ethical Considerations	AIT	MO	1-4
224-278-1111	Explain the Principles of Security, Accuracy, Policy and Propriety (SAPP)	AIT	MO	1-4
224-278-1120	Review a Media Product for Policy Violations	AIT	MO	1-4
<b>Subject Area 2. Interviews and Preparation</b>				
224-277-1211	Conduct an Interview for a Broadcast Production	AIT	MO	1-4
224-277-1230	Set Up Microphones For A Production	AIT	MO	1-4
224-277-1231	Set Up Lighting Equipment for a Production	AIT	MO	1-4
224-278-1210	Prepare for an Interview	AIT	MO	1-4
224-278-1220	Determine News Sources for a Media Product	AIT	MO	1-4
<b>Subject Area 3. Writing</b>				
224-277-1310	Write Broadcast Copy for Release	AIT	MO	1-4
224-278-1316	Write a News Release	AIT	QT	1-4
224-278-1317	Write a Media Advisory	AIT	QT	1-4
224-278-1320	Localize News Service Material	AIT	QT	1-4
<b>Subject Area 4. Studio</b>				
224-277-1415	Perform a Radio Program	AIT	QT	1-4
<b>Subject Area 5. Acquisition</b>				
224-277-1510	Operate Digital Imagery Acquisition Equipment for Production	AIT	MO	1-4
<b>Subject Area 6. Production</b>				
224-277-1610	Announce Copy for a Broadcast Production	AIT	MO	1-4
224-277-1620	Produce a Video News Product for Release	AIT	MO	1-4
224-277-1621	Produce a Video Spot for Release	AIT	MO	1-4
224-277-1635	Produce a Radio News Product for Release	AIT	MO	1-4
224-277-1640	Edit Broadcast Material for Release	AIT	MO	1-4
224-277-1650	Produce a Broadcast for Release	AIT	MO	1-4
224-277-1660	Conduct a Live Broadcast	AIT	MO	1-4
<b>Subject Area 7. Product Distribution</b>				
224-278-1710	Apply Visual Information Record Identification Number (VIRIN) Standards to Digital Imagery	AIT	MO	1-4
224-278-1720	Convert Digital Imagery for Distribution to Multiple Platforms	AIT	MO	1-4

**CRITICAL TASKS**

<b>Task Number</b>	<b>Title</b>	<b>Training Location</b>	<b>Sust Tng Freq</b>	<b>Sust Tng SL</b>
224-278-1730	Disseminate A Media Product to Internal Information Sources	AIT	MO	1-4
224-278-1740	Employ a Portable Digital Satellite Transmission System	AIT	MO	1-4
<b>Subject Area 8. Media Operations</b>				
224-278-1810	Produce a Media Content Analysis	AIT	MO	1-4
224-278-1820	Record a Media or Public Inquiry	AIT	MO	1-4
224-278-1821	Respond to a Media or Public Inquiry	AIT	MO	1-4
224-278-1830	Prepare Press Kits	AIT	MO	1-4
224-278-1831	Register News Media	AIT	MO	1-4
224-278-1832	Facilitate News Media	AIT	MO	1-4
224-278-1850	Establish a Unit Emerging Media Site	AIT	MO	1-4
<b>Skill Level 2</b>				
<b>Subject Area 4. Studio</b>				
224-277-2415	Establish A Radio Music Format	UNIT	QT	2-4
224-277-2425	Maintain a Traffic and Continuity Program	UNIT	QT	2-4
224-277-2450	Manage an AFN Affiliate	UNIT	SA	2-4
<b>Subject Area 6. Production</b>				
224-277-2610	Review Broadcast Copy for Release	UNIT	MO	2-4
224-277-2650	Supervise a Live Broadcast	UNIT	MO	2-4
<b>Subject Area 8. Media Operations</b>				
224-278-2820	Conduct Media Interaction Training for Non-Public Affairs Personnel	UNIT	QT	2-4
224-278-2850	Maintain Unit Emerging Media Site	UNIT	QT	2-4
<b>Skill Level 3</b>				
<b>Subject Area 6. Production</b>				
224-277-3600	Plan a Broadcast Format	ALC	SA	3-4
<b>Subject Area 8. Media Operations</b>				
224-278-3810	Conduct Media Content Analysis	ALC	MO	3-4
224-278-3820	Plan Media Coverage of an Event	ALC	MO	3-4
224-278-3825	Accredit News Media	ALC	QT	3-4
224-278-3830	Participate in a Media Interview	ALC	QT	3-4
224-278-3831	Conduct a Media Briefing	ALC	QT	3-4
224-278-3840	Market a Media Product	ALC	QT	3-4
224-278-3850	Establish a Media Operations Center	ALC	SA	3-4
224-278-3851	Support a Media Operations Center	ALC	SA	3-4
<b>Subject Area 9. Public Affairs Operations</b>				
224-278-3910	Establish a Digital Archive for Public Affairs Products	ALC	QT	3-4
224-278-3920	Identify Target Audiences for a Public Affairs Campaign	ALC	QT	3-4
224-278-3921	Identify Conflicts of Interest in a Public Affairs Activity	ALC	QT	3-4
224-278-3930	Prepare a Public Affairs Estimate	ALC	QT	3-4

**CRITICAL TASKS**

<b>Task Number</b>	<b>Title</b>	<b>Training Location</b>	<b>Sust Tng Freq</b>	<b>Sust Tng SL</b>
224-278-3931	Develop Key Messages	ALC	QT	3-4
224-278-3932	Write a Public Affairs SOP	ALC	QT	3-4
224-278-3933	Draft a Public Affairs Annex for an Operations Order	ALC	QT	3-4
224-278-3940	Implement a Unit Public Affairs Representative (UPAR) Program	ALC	QT	3-4
224-278-3950	Implement Operations Functions for a Public Affairs Element	ALC	QT	3-4
224-278-3960	Conduct a Public Affairs AAR	ALC	QT	3-4
<b>Skill Level 4</b>				
<b>Subject Area 8. Media Operations</b>				
224-278-4810	Supervise a Media Event	SLC	QT	4
224-278-4820	Supervise a Media Briefing	SLC	QT	4
224-278-4830	Prepare a Spokesperson to Address the Media	SLC	QT	4
224-278-4850	Supervise a Media Operations Center	SLC	QT	4
<b>Subject Area 9. Public Affairs Operations</b>				
224-278-4901	Supervise a Broadcast Facility	SLC	QT	4
224-278-4902	Approve a PA Product for Release	SLC	QT	4
224-278-4903	Manage a Command Information Campaign	SLC	QT	4
224-278-4905	Identify Community Relations Planning Considerations	SLC	QT	4
224-278-4910	Develop a Crisis Communications Plan	SLC	QT	4
224-278-4920	Review a Speech or Manuscript for Approval	SLC	QT	4
224-278-4930	Write a Daily PA Situation Report (SITREP)	SLC	QT	4
224-278-4940	Write Proposed Public Affairs Guidance	SLC	QT	4
224-278-4950	Apply PA Operations to the Targeting Process	SLC	QT	4
224-278-4951	Support an Information Operations Cell	SLC	QT	4



# CHAPTER 3

## MOS/Skill Level Tasks

Skill Level 1

Subject Area 1: Proprietary Guidelines

### Determine Ethical Considerations

**224-278-1110**

**Conditions:** Given an electronic image, image-editing system, DODI 5040.5, and AR 360-1.

**Standards:** Produce a product free of ethical violations that is suitable for publication or reproduction and that adheres to security, accuracy, policy, and propriety.

### Performance Steps

1. DODI 5040.5 established policy and assigns responsibilities to ensure the absolute credibility of official DOD imagery in and outside the Department of Defense.
2. If we are perceived as trying to deceive the public, whatever we have done electronically to the photo will be wrong. If we are perceived as attempting to bring the most accurate representation of reality as we can create to the reader, we will have acted ethically on behalf of our profession. If we bring accurate information to the reader, we will have succeeded.
3. The alteration of official DOD imagery by persons acting for or on behalf of the Department of Defense is prohibited, except as follows:
  - a. Image enhancing techniques common to digital imaging stations such as dodging, burning, color balancing, spotting, sharpening of focus, and contrast adjustment that are used to achieve the accurate recording of an event or object are not considered alterations.
4. The obvious masking of portions of a photographic or video image in support of specific security, criminal investigation, privacy, or legal requirements is authorized.
5. Cropping or enlarging to selectively isolate, link, or display a portion of a photographic or video image is not considered alteration. Cropping, editing, or image enlargement that has the effect of misrepresenting the facts or circumstances of the event or object as originally recorded is prohibited.
6. The digital conversion and compression of official DOD imagery is authorized.
7. Photographic and video postproduction enhancement, including animation, digital simulation, graphics, and special effects, used for dramatic or narrative effect in education, recruiting, safety and training illustrations, publications, or productions is authorized under either of the conditions below:
  - a. The enhancement does not misrepresent the subject of the original image.
  - b. It is clearly and readily apparent from the context or from the content of the image or accompanying text that the enhanced image is not intended to be an accurate representation of any actual event. For example, "Photo illustration by ..." IAW local style.

Before any imagery is disseminated, it must be cleared by the appropriate release authority.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Used image/video enhancement techniques to achieve an accurate recording of an event. Print - dodging, burning, color balancing, spotting, sharpening of focus and color adjustment. Broadcast - image stabilization, color balancing and color adjustment.	——	——
2. Properly cropped, edited, or sized an image/video that does not misrepresent the facts or circumstances of an event or object as originally recorded.	——	——
3. Clearly labeled images not intended for use as an accurate representation of an event or object.	——	——

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
DODI 5040.5  
FM 46-1

**Explain the Principles of Security, Accuracy, Policy and Propriety (SAPP)****224-278-1111**

**Conditions:** Given an assignment to submit a completed print product, still imagery or video imagery for release, AR 360-1, additional necessary regulations and higher headquarters release guidance.

**Standards:** Explain how to apply the principles of security, accuracy, policy and propriety prior to the release of the completed product.

**Performance Steps****1. Security -**

The primary concern of your review must be security. Question whether or not the story or imagery will jeopardize the conduct of the mission or endanger the lives of Soldiers.

Security measures for the Army are outlined in AR 380-5, Department of the Army Information Security Program.

The security principle can be divided into two categories: classified and sensitive.

The disclosure of classified information would violate the principle of security. Classified materials are clearly marked "Confidential," "Secret," "Top Secret," etc.

The disclosure of information that is not classified, but still sensitive, would violate the principle of security. This information includes, but is not limited to, troop strengths, unit capabilities, tactics, readiness future operations, and precise troop locations. This is true for any type of unit, especially when dealing with intelligence, CBRN, counterterrorism and Military Information Support Operations units.

- a. Imagery Product - What is in the background? Charts, maps or distinctive terrain features in the background of otherwise harmless video and photos could provide valuable information to the enemy. Long-range, wide-angle, and aerial video or still photos could reveal fortifications or the locations of key targets that could assist the enemy.

When checking a media product, you may see what you think are shots of equipment. The unit may say it's fine to document, but you're not sure whether the equipment is classified or sensitive. Always check with your supervisor or unit's security officer when in doubt. If there is a questionable media product and it can't be cleared for release, you should enhance it, replace it or hold it until it can be cleared.

Always clear classified or sensitive material through Operations (S-3, G-3) or Intelligence (S-2, G-2), whichever is appropriate.

**2. Accuracy -**

Get the facts right! Double-check the information in your story or script. For example, a person you are interviewing told you a new program is about to be announced. Your first question should be whether or not he is in charge of that program. If he is not, and it is relevant to your story, find out who is and verify the information. Your personal credibility, as well as the organization's, is on the line every time you release information. Even stories that are generated by other PA staff should be checked for accuracy.

- a. Double Check:

Spelling of Names - If they're spelled incorrectly, you've lost credibility.

Ranks - Don't assume the author knew the right abbreviation for a sergeant or a specialist.

Make sure you give the correct rank, regardless of the branch of service.

Unit Designations - Here is where credibility can be lost on a much larger scale. For example, there are no companies in field artillery units - they are called batteries. Get the designation correct. Refer to Appendix D (PA Organizational Structure), AP, and local style guide for correct unit designations.

**Performance Steps**

## b. Libel:

An inaccuracy can lead to bigger problems. Libel is injury to reputation. Words, pictures, videos or cartoons that expose a person to public hatred, shame, disgrace, ridicule, or induce an ill opinion of a person are libelous.

Actions for civil libel result mainly from news stories that allege crime; fraud; dishonesty; immoral or dishonorable conduct; or stories that defame the subject professionally, causing financial loss either personally or to a business.

There is one complete and unconditional defense to a civil action for libel - that the facts are probably true. Quoting someone correctly is not enough. The statement itself must be substantially correct.

If you have any doubt about whether something you intend to publish is libelous, check with your supervisor.

## 3. Policy -

Read PA regulations and guidance. You cannot comprehend the many policy considerations by simply reading this task. The examples in this task are only highlights of the regulation and should be used for training purposes only - they are not intended to replace the regulation. The essential principle is that the Army strives to keep the public fully informed of all unclassified Army activities. This requires the full and prompt release of both good and bad news. There are, however, restrictions and limitations placed on the release of some information: when it is released, how it is released, and who can release it.

Basic public affairs policy is spelled out in AR 360-1 and DOD Regulation 5120.20-R.

You should be familiar with the following regulations and directives containing additional policy considerations which will impact your mission:

AR 25-55, Department of the Army Freedom of Information Act Program.

AR 340-21, The Army Privacy Program.

AR 380-5, Department of the Army Information Security Program.

AR 530-1, Operations Security.

DODI 5040.5, Alteration of Official DOD Imagery.

DOD Directive 5105.74, Department of Defense Operations at U.S. Embassies.

For more information on policy review, refer to Task 224-278-1120, "Review Media Product for Policy Violations."

## 4. Propriety -

Is the information appropriate to the situation? Does it add to the story? In other words, make sure all your releases are in good taste and should not violate the sensitivities of the listening/viewing/reading audience. Out of respect for servicemembers and their families, you should display sensitivity and dignity when collecting and disclosing information. For example, do not release photographs that could distress family members. You should ensure your products do not contain profanity, gore, perversion, excessive violence, obscenity, lewdness and information that holds a service or its members up to ridicule.

## 5. After completing any review for SAPP violations, report the results to your supervisor.

**Performance Measures****GO**    **NO-GO**

- |  |       |       |
|--|-------|-------|
| 1. Reviewed commander's guidance and higher-headquarters PA guidance concerning release of the product under review. | _____ | _____ |
| 2. Checked the product thoroughly for security violations.   | _____ | _____ |
| 3. Checked the accuracy of all the facts.  | _____ | _____ |

**Performance Measures**

- |  |           |              |
|--|-----------|--------------|
| 4. Checked the product for any potentially libelous statements.  | <u>GO</u> | <u>NO-GO</u> |
| 5. Reviewed the product for policy violations.   | _____     | _____        |
| 6. Checked the product for propriety.  | _____     | _____        |
| 7. Eliminated violations, or if they cannot be eliminated, recommended that the product not be released. | _____     | _____        |
| 8. Reported the results of the review to your supervisor.  | _____     | _____        |

**References****Required****Related**

AR 360-1  
 AR 25-55  
 AR 340-21  
 AR 380-5  
 AR 530-1  
 FM 46-1  
 DODD 5105.74  
 DODI 5040.5

## **Review a Media Product for Policy Violations**

**224-278-1120**

**Conditions:** Given a broadcast or print media product for review, AR 25-55, AR 340-21, AR 360-1, and commander's guidance or higher-headquarters PA guidance.

**Standards:** Review a media product before release for policy violations. Identify any policy violations and take the appropriate steps to eliminate violations or recommended to your supervisor that the product not be released.

### **Performance Steps**

The review of any product for internal or external release must be thoroughly reviewed. Materials intended for either internal or external release include written copy, photographs and artwork, videotapes or film, audiotapes and speech materials.

1. Review for policy violations. Read the PA regulations. The third aspect of SAPP covers a lot of territory. You cannot comprehend the many policy considerations by simply reading this task. The examples in this task are only highlights of the regulations and should be used for specific training purposes only. They are not intended to replace complete regulations. The essential principle is that the Army strives to keep the public informed of all unclassified Army activities. This requires the prompt release of both good and bad news. There are, however, limitations placed on the release of information, when it is released, how it is released and who can release it.
  - a. Basic public affairs policy is spelled out in AR 360-1 (The Army Public Affairs Program) and FM 46-1 (Public Affairs Operations).
    - (1) Specifically, AR 360-1, Chapter 5 "Release of Information" and AR 360-1, Appendix K "Guidance of Release of Information Under the Privacy Act" cover the release of information.
  - b. You should also be familiar with the following Army regulations:
    - (1) AR 25-55, Department of the Army Freedom of Information Act.
    - (2) AR 340-21, The Army Privacy Program.
2. Determine the appropriate release authority. Information should be released at the lowest level possible, but some information must be submitted to OASD (PA), such as:
  - a. Information that is or has the potential to become of national or international interest.
  - b. Information or statements that have foreign policy or foreign relations implications.
  - c. Information and statements which concern high-level military or defense policy.
  - d. Information concerning communications security, electronic warfare, signal intelligence, and computer security.
  - e. Information of national-defense significance on new weapons or weapons systems developments, unless the information has already been released by OASD(PA). Prior unofficial broadcast or publication does not constitute authority for release.
  - f. Information on significant military operations, potential operations, and operations security.
  - g. Information on significant policy that is written in purview of other government agencies.
  - h. Information on military applications in space; nuclear weapons and their components, including nuclear weapons research; chemical warfare and defensive biological and toxic research; laser and particle beam technology; NBC defense testing and production, including NBC policies, programs and activities.
  - i. Information on subjects of potential controversy between services.
  - j. Initial announcement of general-officer assignments.
  - k. Initial announcements of Army contracts of more than \$3 million.
  - l. DoD releases initial announcement of names of casualties, 24 hours after the next of kin have been notified.

## Performance Steps

3. Review for violations of the Freedom of Information Act (FOIA). The DA Freedom of information Act Program (AR 25-55) is a disclosure law that contains the basic policy for providing the public access to records in possession or control of the executive branch of the federal government. FOIA includes nine exemptions or reasons allowing the government to refuse to disclose information, which serve as guidelines. The act does not require exempted information be withheld, but permits it to be withheld. If requested information falls in to one of the following nine categories, contact your Freedom of Information Officer for a decision to withhold or release the information:
  - a. Exemption 1: National Security. Information that is classified top secret, secret, or confidential in the interests of national defense or foreign policy are not releasable.
  - b. Exemption 2: Internal Agency rules. Regulations, directives, and manuals solely related to internal personnel rules and practices of an agency (SOPs, promotion board materials, Soldier's manuals) may not be releasable.
  - c. Exemption 3: Exempt by other statute.
  - d. Exemption 4: Trade secrets.
  - e. Exemption 5: Memoranda or letters. Nonfactual portions of working papers and staff studies, including after action reports and situational reports containing staff evaluations, advice, opinions, or suggestions.
  - f. Exemption 6: Personnel and Medical Files. The disclosure of these files and similar information in other personal files is a unwarranted invasion of privacy. This exemption essentially covers the same material in the Privacy Act.
  - g. Exemption 7: Law enforcement information. When disclosure of this information would jeopardize ongoing civilian, military and criminal investigations. This includes the identity of firms or individuals under investigation for alleged irregularities involving contracting with DA when there is no indictment or any civil action filed against them. Information may be withheld if its release would:
    - (1) Interfere with law enforcement proceedings.
    - (2) Deprive a person of a fair trial.
    - (3) Make an unwarranted invasion of privacy of a living person. The exemption includes surviving family members of a deceased individual identified in a record.
    - (4) Disclose the identity of a confidential source.
    - (5) Disclose the information from a confidential source in a criminal investigation or a lawful national security intelligence investigation.
    - (6) Disclose investigative techniques and procedures not already in the public domain.
    - (7) Endanger the life, physical safety, or well-being of law enforcement personnel and their families.
  - h. Exemption 8: Bank reports.
  - i. Exemption 9: Oil and gas well data.
4. Review for violations of the Army Privacy Act (AR 340-21) prohibits clearly unwarranted invasion of privacy due to the release of information about an individual in a Privacy Act system of records. The term "individual" applies only to living citizens of the United States or aliens admitted for permanent residence. Violators of the Privacy Act are subject to civil and criminal penalties. The restrictions under the Privacy Act generally fall into three categories: releasable information, information not routinely releasable, and information not releasable.
  - a. Releasable information - name, rank, date of rank, gross salary, promotion and sequence number, source of commission, awards and decorations.
    - (1) Education/schooling/specialty - covered are major areas of study, school, year of graduation, degree and specialty degree.
    - (2) Duty status - this includes release of information concerning hospitalization, unauthorized absence or desertion, arrests and confinement by civil or military authorities awaiting trial.

## Performance Steps

- (3) Home of Record - you can usually release the home of record or present geographical location, if you omit the street address. When possible, consider the desires of the individual or next of kin. Either can provide consent to the release of information, but doesn't necessarily control the decision to release it. When there is an objection to release, FOIA may still require disclosure.
- (4) Punitive discharges - the proceedings and records are not restricted in discharges resulting from courts-martial. These proceedings are public, so approved sentences and clemency actions are releasable.
- (5) Results of personnel board actions (groups) - this information is releasable after a decision by final approving authority if the board action applies to a category of persons as opposed to an individual. Promotion board and augmentation board results are releasable.
- (6) Photos of DOD military and civilian personnel - photographs taken for official purposes, (awards ceremony photographs, official personnel file photographs, chain of command photographs, and similar photos) are releasable. AR 360-1, paragraph 5-31, "Photographing and recording personnel in a hostile area," provides important guidance on releasing photographs and videotape recordings of wounded or dead personnel.
- b. Information not routinely releasable - age, date of birth, marital or family status. Do not volunteer this information to the media. You must weigh the reason for this kind of request against the degree of invasion of privacy.
  - (1) Home addresses are normally not releasable without the consent of the individuals concerned.
  - (2) Race - Normally, race is not releasable. However, a specific request may be made for information in circumstances when it is relevant, for example, a racially oriented protest or altercation. When an individual's race is relevant to the essential facts, it may be releasable to the press.
  - (3) Results of personnel board actions (individuals). Information from administrative discharge boards is generally not releasable. Traditionally, you don't release the results of aviator flight boards. The board proceedings are not public, and the nature of the action taken, often adverse, warrants preservation of its confidentiality. Information may be confirmed that has become a matter of public knowledge through the action of the individual or his counsel.
- c. Nonreleasable information.
  - (1) Do not release lists of names and duty addresses of DOD military and civilian personnel assigned to units that are sensitive, routinely deployable or stationed in foreign territories. The release of this information can constitute a clearly unwarranted invasion of personal privacy or security violation.
  - (2) Do not release information on administrative discharges. The character of the discharge resulting from administrative processing is not a matter of public record. Do not release any indication of whether or not a discharge is honorable, general, or under other than honorable conditions. The only way the information can be released is if the individual gives his/her consent for release.
5. Review the information about accidents or incidents. An accident is an unforeseen and unplanned event or circumstance while an incident is something dependent on or subordinate to something else of greater or principal importance. OASD(PA) releases the names of Soldiers killed or wounded after next of kin have been notified. An initial accident story will contain the statement in the bridge. "The names of the dead and injured are being withheld pending notification of the next of kin." For more information, consult AR 360-1, paragraph 5-20.
  - a. You should avoid the term "casualty." Instead use "dead," "Very seriously wounded, injured, or ill," "seriously wounded, injured, or ill," or "slightly wounded, injured, or ill."



## Performance Steps

- b. When possible, one-story, single-release coverage of accidents or incidents is preferred. Releases should state that an accident or incident occurred, where and when it occurred, names and city-and-state addresses (no streets or house numbers) of victims, if the next of kin have been notified. If the cause of an accident or incident has not been officially determined, the release should state that an investigation is being conducted to determine the cause.
  - c. You should not release information pertaining to line-of-duty status or misconduct of individuals except with the approval of the Adjutant General, HQDA, under the provisions of ARs 25-55 and 340-21.
  - d. The release of information on patients under treatment in Army medical facilities is governed by FOIA and the Privacy Act. You cannot release biographical data, other than releasable under AR 340-21, without the consent of the individual or, if he is unable to function for himself, his/her representative.
  - e. In response to a query, you may provide the dates of admission and the release of the patient, along with a current assessment of his/her condition. The condition statement should be limited to "the patient's condition is stable (or good, fair, serious, or critical)." Never provide a prognosis. With the written consent of the patient, a description of his condition may be released. The information should be limited to identifying the type or injury or illness, such as "burn," "fracture," "pneumonia," "gunshot wound," etc. Avoid any statement that may lead to speculation.
  - f. When personnel from more than one service are involved, the first release should originate with the parent service to which the vessel, aircraft, missile or personnel involved belong.
6. Release the following information concerning accused persons. See AR 25-55 for exceptions.
  - a. The name, rank, city or installation of residence or unit, regularly assigned duties of the accused, and other background information normally releasable under FOIA.
  - b. The substance or text of the offense of which he is accused.
  - c. The identity of the apprehending or investigating agency and the length and scope of the investigation before apprehension.
  - d. The factual circumstances immediately surrounding the apprehension of the accused, including the time and place of apprehension, as well as residence and pursuit.
  - e. The type and place of custody, if any.
7. Review photographs and video recordings. Take special care when releasing photographs and video recordings. Soldiers should be shown in situations that accurately reflect Army activities and missions. No release should in any way hold a member of the Armed Forces up to ridicule or embarrassment.
8. Review photographs and video recordings in a hostile area. Careful judgment should prevail when photographing or videotaping in hostile areas because the subject (generally speaking, dead, wounded, or captured personnel) and sensitivity considerations to any next of kin involved. Visual products that deal with any of the following are prohibited:
  - a. Recognizable wounded or dead personnel not identified by name.
  - b. Recognizable wounded personnel identified by name, until the next of kin have been notified, unless the release is authorized in writing by the wounded.
  - c. Recognizable wounded personnel who have requested their next of kin not be notified.
  - d. Dead or wounded personnel in large numbers, (the term "large numbers" is not identified by the regulation. PAOs releasing information must use their own judgement).
  - e. Mangled or mutilated bodies, obvious expressions of agony or severe shock.
  - f. Personnel missing in action or detained before their next of kin have been notified and before search-and-rescue operations have ended.
9. Review photographs and video recordings of courts-martial. News media requests to photograph or videotape during a courts-martial should be guided by the following, unless more restrictive measures are necessary for security reasons or to ensure a fair trial:
  - a. You may allow photos and videotapes of the courtroom interior only when people involved in the proceedings are not present.

## Performance Steps

- b. During the trial, you may allow photographing and video taping of the accused only when he is outdoors and in public view. The accused should never be photographed or videotaped in the courtroom, cell, cell block, prison yard or in the presence of other prisoners.
10. Determine if there are host-nation sensitivities. Another important aspect concerning policy considerations is host-nation sensitivities. Host country or host-nation sensitivities are defined as those "cultural, religious, and political customs and topics identified by the Country Team (embassy level) as potentially offensive to the local population and governments." U.S. military commands receive periodic listings of sensitivities. Public Affairs Officers are required to observe these sensitivities in external as well as internal information products.
11. Review material for copyright violations. Copyright is the right of the writer, composer, artist, photographer, etc., to own, control and profit from the production of his work. Copyrighted material may not be reproduced without the copyright owner's consent. Often, payment is required.
  - a. You may not include copyrighted materials, including videotapes or photos, in an Army release unless you have written permission of the copyright holder or if use falls under the "fair use" provision of copyright law.
  - b. In general, the fair use provisions allow small portions of copyrighted materials to be used for the purpose of comment or criticism. Information contained in copyrighted material can be used for background information if it is paraphrased. Paraphrased copyrighted material does not have to be attributed. However, if the source of the information is identifiable with your information, attribution is required. If you quote directly, you must attribute the source of the information.
  - c. Here are some areas to watch out for in checking copyright violations or concerns:
    - (1) Facts, events, or titles cannot be copyrighted.
    - (2) Background music in briefings, productions, or special events. Most of the time it is copyrighted and you should seek permission from the composer.
    - (3) Army, Navy, and Air Force Times may not be used without permission. If you read something in these magazines that is represented by them as military policy, contact the department or agency that has jurisdiction and get the information straight from the source.
    - (4) All internal Army and DOD publications, Soldiers magazine for example, may be used freely and without permission.
  - d. Copyright is good for the author's life plus 50 years.
  - e. The Associated Press and other wire services are copyrighted and may not be used except by subscription to the service. Some computer databases or networks include a wire-service feed that is provided for information purposes only; release, broadcast or publication of the information is prohibited.
  - f. The Armed Forces Radio and Television Service (AFRTS) has permission from the networks to broadcast shows.
  - g. Additionally, materials produced by Army members and employees as part of their official duties cannot be copyrighted. Allow no such material to be released indicating it is copyrighted. If your Soldiers produce work on their own time, away from the office, it can be copyrighted.
12. Ensure materials are free of opinion unless—
  - a. It is obtained from interviewees in a news or feature story and the opinion is clearly attributed.
  - b. They are part of clearly identified editorial directed toward the interest and welfare of an international audience. You may broadcast or publish commentaries from outside agencies and quasi-military organizations (AUSA, NCOA, Federally Employed Women, American Legion, etc.), but the sources of such material must clearly identified. Such material must not promote the organization (solicit membership) or endorse its political positions. If one organization is allowed to express an opinion, submit special material, or provide special services, you must give all such organizations an equal opportunity to do the same.

**Performance Steps**

- c. Do not provide commentary or analysis of national or international news. For example, in broadcast, only those analysis or commentary programs provided by AFRTS may be aired. Even then, this material must still be reviewed before broadcast. Certain comments may be fine in Panama but not Korea because of host-nation sensitivities. Local SOP should provide guidance in this area, but if a news analysis or commentary program is aired, it must be aired in its entirety. Radio news actualities and correspondents' reports may be excerpted from network newscasts but must be excerpted entirely. News sources which authorize their television programming to be excerpted are identified by AFRTS.
13. Review material concerning elections and partisan politics. Material must not include partisan news, photos, cartoons, or editorials dealing with candidates for office or issues associated with political campaigns, candidates, or parties. Opinion polls, surveys, straw votes related to such topics are prohibited. Exceptions to the above include—
    - a. Publications, bulletins and news summaries that are the major sources of national and world news for personnel serving overseas may cover all domestic political issues, with the following provisions:
      - (1) These publications must be authorized and have valid agreements with U.S. commercial news services. Your broadcast and stories must depend on syndicated copy to present impartial and factual news.
      - (2) These broadcasts and publications may not present opinionated commentaries and articles that discuss active political issues of a host country. You may, however, broadcast or publish factual news stories about political events in a host country. These stories must have a direct impact on military personnel, civilian employees, and their families living in the region.
    - b. You may broadcast or publish editorials, news items, and fillers to support the Federal Voting Assistance Program, to inform Army members and their families about voting laws, and to encourage them to register and exercise their right to vote.
  14. Review material for controversial issues. Besides material advocating political candidates, material dealing with controversial topics should be omitted unless they affect Army or DOD policy for the community.
  15. Review material about fund-raising campaigns. You may cover such fund-raising campaigns as Army Emergency Relief and the Combined Federal Campaign as hard news, with proper references, attribution and background information. Material should not discuss goals, quotas, or tallies of solicitations or competition between units and commands.
  16. Credit your sources. Ensure any material provided by other than local news sources are credited. This included the Army News Service, American Forces Information Service, AFRTS networks and affiliates, as well as commercial news services, when authorized.
  17. Review material that implies DOD or DA endorsement. Ensure a media product does not imply DOD or DA endorsement of a product, service, or commodity.
    - a. Guard against mentioning brand names or trade names in materials because this may be construed as free advertising. Whenever possible, use generic names for products ("facial tissue" instead of "Kleenex" and "gelatin" instead of "JELL-O"). You may use brand names and compare products for consumer benefit. For example, movie, record, book, art, food, and travel reviews are allowed as long as you are fair and speak or write so not to imply selective benefit or endorsement.
    - b. Do not make recommendations about equipment in your articles or products. Do not represent contracting for the Army by implying that such a type of equipment should be purchased by the Army.
    - c. Similarly, do not allow someone in uniform to be videotaped or photographed in such a way that they appear to be recommending a product.

## Performance Steps

18. Review the advertising content. Advertising may not in any way discriminate in regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation, or other nonmerit factor. You must review your ads in your paper. The PA office is responsible for the content of ads.
19. Review material about games of chance.
  - a. Army-funded (AF) and civilian-enterprise (CE) publications are prohibited from publishing advertisements or editorial material about "games of chance," except as authorized by Section 2720, Title 25, United States Code (25 USC 2720), regarding any gaming conducted by an Indian tribe pursuant to the Indian Gaming Regulatory Act. You may not advertise in AF and CE newspapers bingo games or lotteries conducted by a commercial organization whose primary business is conducting lotteries. Since AFRTS stations and AF newspapers do not contain commercial advertising, you are restricted to broadcasting or publishing public-service ads about games of chance, provided the ads come from nonprofit organizations.
  - b. However, the Charity Games Advertising Clarification Act of 1988 and U.S. Postal Service changes to the Domestic Mail Manual, both of which took effect May 1990, liberalized other rules regarding lottery advertisements in AF and CE newspapers. The bill lets you advertise—
    - (1) Any and all legal lotteries (including bingo games) conducted by nonprofit entities (a "nonprofit entity" is defined as any entity that would qualify as tax exempt under any subsection of Section 501 of the ITS Code).
    - (2) Army and all lotteries by any government entity (schools, county fairs, fire prevention organizations, etc.), except that a state-conducted lottery can only advertise in publications in its own state or published in any other state which had its own state-conducted lottery.
    - (3) Any activity which is conducted as a promotional activity by a commercial entity and is clearly occasional and secondary to the primary business of the entity.
    - (4) Nonlottery activities (such as dining at a restaurant or attending a musical performance) of a commercial organization whose primary business is conducting lotteries.
  - c. "Lottery" is defined as containing a prize (anything of value), chance (random selection of winners), and consideration (need to pay to play). Such common activities such as bingo, door prizes, and raffles are considered lotteries.
  - d. Your spot announcements may not publicize gambling or games of chance, unless such activities are organized within U.S. military communities and authorized by local commanders for the purpose of charity or morale and welfare. In the case of command-authorized lotteries, you may mention names of winners in local broadcasts or news stories. Your spot announcements are restricted to mentioning where tickets are available, and may not mention price, nor encourage participation in the lottery.
  - e. The provisions of this paragraph do not apply to activities that do not require payment of money or other consideration to play.
  - f. If you are unsure, consult the Staff Judge Advocate.
20. Eliminate violations; if they cannot be eliminated, recommended that the product not be released.
21. Report results of your policy review to your supervisor.

**Evaluation Preparation:** Setup: Provide the Soldier with several simulated releases, media requests, ads, spot announcements, and photographs containing policy violations or potential violations. Include some that do not have violations.

**Brief Soldier:** Tell the Soldier to review a media product. He must identify the policy violations, if any, or declare the product is acceptable for release. If he finds violations, he should state what steps he would take to eliminate them or, if they cannot be eliminated, to recommend that the product not be released.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Reviewed commander's guidance and higher-headquarters PA guidance concerning release of the product under review.	—	—
2. Reviewed for Army Public Affairs Program violations.	—	—
3. Determined appropriate release authority.	—	—
4. Reviewed for Freedom of Information Act violations.	—	—
5. Reviewed for Army Privacy Act violations.	—	—
6. Reviewed for host-nation sensitivities, if necessary.	—	—
7. Reviewed for copyright violations.	—	—
8. Reviewed for mention of noneditorial opinion, partisan politics, controversial issues and fund-raising campaigns.	—	—
9. Reviewed for advertising content.	—	—
10. Reviewed for material about games of chance.	—	—
11. Eliminated violations or, if they cannot be eliminated, recommended that the product not be released.	—	—
12. Reported results of your policy review to your supervisor.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

#### **References Required**

**Related**  
AR 360-1  
AR 25-55  
AR 340-21  
FM 46-1

Subject Area 2: Interviews and Preparation

**Conduct an Interview for a Broadcast Production**

**224-277-1211**

**Conditions:** Given an assignment to conduct an interview for a broadcast product (spot, feature or news production), leader guidance, digital imagery acquisition equipment, microphones, power supply, batteries, coordination with public affairs (as required), and leader approval (topic or interviewee).

**Standards:** Conduct an interview using the proper interview and questioning techniques. The final interview must adhere to SAPP guidelines.

**Performance Steps**

1. The following tasks provide additional essential skills for the completion of this task:
  - "Determine News Sources for a Media Product," 224-278-1220
  - "Announce Copy for a Broadcast Production," 224-277-1610
2. Interviewing is probably the most difficult task of a broadcaster. In the space of a few minutes, you must draw out answers and reveal attitudes that would normally take hours or even days in ordinary conversation. You must interview various types of people under hot lights, in front of microphones and cameras. Your job is to gather and clarify the facts, and then present them to the audience.
3. Research the topic. This is the first and most important step in preparing for an interview. This is when you research background information on the topic for the interview and gather information concerning an interviewee. The interviewee expects you to be informed about him and the interview topic. The more you know, the better questions you can develop.
4. Select the type of interview that best supports the topic or interviewee. Interviews can be classified into three general types - opinion, information, and personality.
  - a. Information interview. This is the most common form of interview used by military journalists. The information is more important than the person making the statements. You might do an interview with the theater commander for a weekly command-information program or interview a physician for a health series. Whatever the topic may be, the object is to inform the audience.
  - b. Personality interview. The focus is on the person because of what happened to him, what he has done, or the position he holds. It may be a timely feature story interview, a regular series, or a celebrity interview. Subjects may range from novelties and stunts to craftsmen and current-event personalities. You must be versatile enough to make your delivery match the event.
  - c. Opinion interview. This type of interview usually supports a magazine or expanded news format. A common form is the "man-on-the-street" interview. Station yourself in a busy public area, and stop people to ask a question on a specific issue. Make sure you gather responses from a cross-section of the area or base you're supporting - young and old, male and female, and people of various ethnic backgrounds. This will give the completed program credibility. Make sure you represent all the answers, avoid airing all negative or all positive responses. You must also be extremely careful not to attribute personal opinions to the military.

## Performance Steps

5. Select the questioning technique that best supports the interviewee or interview subject. There are three major methods of conducting an interview - ad-lib, fully scripted, and semi-scripted.

- a. Ad-lib - Requires a high degree of active involvement and absolute concentration by the interviewer to maintain logical progression, a sense of direction, and continuity. The spontaneous atmosphere of this sit-down-and-start-talking method can cause stuttering, repeated questions or answers, off-the-subject discussions, long pauses, and security or propriety violations. Ad-lib is good for spontaneous news such as on-the-scene reports and other "live" topics of interest. Be wary of using this method for interviews.

- b. Fully scripted - All the questions are prepared in advance and submitted for approval. This method is used for interviews concerning sensitive or security subjects. It has the potential of losing the conversational tone and sounding impersonal because it's scripted. Avoid sounding like you're reading the interview - you'll lose audience attention. Practice ahead of time, and discuss with the guest the flow of the interview to make him comfortable. Avoid scripting the entire interview unless it's absolutely necessary.

- c. Semi-scripted - This is best for most interviews because it provides an excellent balance between the ad-lib and fully scripted methods. Prepare by researching the subject and interviewee. Discuss possible questions in advance with the interviewee. Preparing an outline for the interview can help keep you on track.

6. Whether you are setting up or conducting the interview over the phone or in person, the following steps are a good guideline for arranging an interview:

- a. Identify yourself by name, rank, and office.
  - b. Tell the interviewee the purpose of the interview and the subject(s) you want to cover.
  - c. Let the interviewee know how the information obtained during the interview will be used.
  - d. In closing, recap the arrangements.

7. Be on time for the interview. This means being set up and ready to record at the scheduled time. The interviewee may not have much time to do this interview, and your time is valuable also.

## 8. FOR TELEVISION ONLY

Ensure anyone appearing on camera is well groomed and dressed in accordance with military regulations or civilian broadcast standards. Your credibility and the station's will suffer if you or your guest violates uniform or appearance policies. Weight, hair, mustache, and uniform violations are particularly obvious on camera. Apply makeup conservatively, if necessary. The main objectives are to eliminate shine, hide heavy beards, and reduce shadows and dark circles. Some people look fine on camera without makeup. If possible, don't use swivel chairs.

## Performance Steps

9. Prepare clear, concise interview questions. Decide the focus of your interview, and formulate your questions around a primary idea. Leave yourself open to new information you may not have known about prior to the interview.

a. The amount of time you have will determine the questions you can ask. If you have lots of time you can discuss questions at length. If you don't, word your questions to get quickly to the point. Keep the following in mind as you draft your questions:

(1) Carefully consider how to begin. Look at the five W's (who, what, where, when, and why) and the how. Remember that your first question sets the tone and focus for the interview.

(2) Prepare open-ended questions, those that cannot be answered with a "yes" or "no". Use who, what, when, where, why or how as the first word in your question to assure yourself of more than a "yes" or "no" reply. For example: Don't ask: "Is your unit ready for action?" instead: "Describe your unit's attitude toward actual combat."

(3) Avoid asking trite questions.

(4) Avoid asking embarrassing or antagonistic questions. This is especially important during a personality interview. Be sensitive to the interviewee; avoid making light of his accomplishment, situation, or position.

(5) Avoid jargon. If you must use jargon or acronyms, explain them. Don't assume that your audience knows the topic as well as you or the interviewee. Ask interviewee to clarify any jargon he/she uses.

(6) Avoid loaded questions to elicit an opinion. For example: "Don't you think the new commissary is being built in a bad location?"

This question might lead the interviewee to agree, even if he disagrees.

(7) Prepare questions that will interest your readers. Ask yourself what it is they would like to know from or about the person you're interviewing.

(8) Prepare questions well in advance if time permits. Giving your subject an idea of what you will be asking helps to keep your topic on track.



## Performance Steps

### 10. DURING THE INTERVIEW

There are three parts to the interview - the open, the body, and the close. This is the basic format for all interviews, but you don't have to lock yourself into it unless local SOP requires it.

a. Open. Clearly identifies you, your subject, and the topic. This lets your audience know up front whether the interview has any direct interest to them. Also the open can give your location to establish local tie-in or explain any background noises. Local SOPs may dictate a specific opening format. In television, this can include required scripted moves for camera changes.

b. Body. The interview itself, the questions, and the answers. This is where the interview takes shape and becomes reality. Here are some guidelines to keep in mind during the interview:

(1) Be an active listener! What you "hear" can often be more important than what you ask. Pay attention and follow up on responses that pertain to your line of questioning.

(2) Be simple and direct. Don't beat around the bush with your question or ask multiple questions. This will only confuse the interviewee and your audience.

(3) Avoid making trite comments about the interviewee's responses. For example: "I agree" or "you don't say!"

(4) Avoid reacting in a way that would draw attention to you rather than the interviewee (distracting gestures; facial or body movements).

(5) Maintain control of the flow of the interview.

(6) If you are on camera, ensure your camera operator monitors the audio levels. Use headphones if available.

(7) Move to the close when you have adequately covered the topic.

c. Close. The close is an abbreviated form of the open. Briefly summarize the content of the interview and re-identify yourself and your guest. Vary the working somewhat from the opening so it doesn't sound repetitious. Local SOPs may call for a specific closing format. You may be able to record the open and close before the actual interview to save time for the guest.

### 11. Check all equipment and accessories before going on a remote interview. Make sure you have everything, and make sure it works! A checklist may make this job easier. Check it again at the interview location. Here are some technical tips for your interview:

a. If you're using batteries to power the recorder or operate the microphone, ensure they are fresh. Always take along spares.

b. Take extra recording media (cards, discs).

c. Use a handheld microphone instead of the microphone built into the recording device.

d. A lavalier microphone (mic) is a good choice for television interviews. If you have to use a hand-held mic, avoid "cable rattle" (bumping and rubbing noises) by using a mic stand or limiting the movement of the hand-held mic. Loop the cable around your hand, and move the mic to and from the interviewee in a fluid motion. Avoid letting the interviewee take the mic.

e. Use windscreens outdoors.

f. Establish and maintain proper audio levels. Monitor audio with headphones.

g. If you want ambient sounds (natural sound) from a remote location for postproduction mixing in a studio, record them at the interview site.

## Performance Steps

12. Before the interview. Here are some personal tips you should consider just before the interview takes place:
  - a. Take pride in your appearance. Remember, you're representing the Army. This is just one of the many things you must consider for a television interview:
    - (1) Don't wear sunglasses outdoors, or tinted or photo gray glasses indoors.
    - (2) If seated, keep your jacket buttoned. To remove wrinkles in the front, pull jacket down in the rear.
    - (3) If sitting, sit with the base of the spine back on the chair and lean slightly forward. Don't swivel in your chair!
    - (4) In a stand-up interview, stand straight. Don't lean into the microphone and don't rock back and forth.
    - (5) Hands should be relaxed at your side at the beginning of the interview.
    - (6) Don't distract your home audience. Don't pull up your socks, fiddle with your ring, or look at your watch hoping you've almost finished.
  - b. Check the pronunciation of your guest's name, and verify his rank and job title or position before the interview.
  - c. If time permits, establish a rapport with the interviewee by talking about job, hobbies, or some other subject. Avoid the interview topic.
  - d. Find out if the guest is nervous. If so, tell him to try to ignore the cameras and studio people, and then get his mind off the interview. Here are some signs that imply your interviewee is nervous:
    - Lack of eye contact.
    - Tapping fingers or pencil on the desk.
    - Pulling away from the microphone.
    - Stuttering or stammering excessively.
    - Very short answers to your questions.
    - Frequent interruptions of your questions
  - e. Once the guest is comfortable, or more comfortable, briefly explain the interview format and procedures. For a television interview, make sure you discuss production crews, cameras, and lights. Discuss question and answer areas briefly. If he/she opposes any questions, omit or reword them.
13. Ensure the content of the interview does not violate security, accuracy, propriety, or policy (SAPP).
14. Ensure the final interview meets broadcast technical quality standards. After the interview, spot-check the tape to make sure you have a good recording. Avoid playing the whole tape while the guest is still present; it's too time consuming, and it might encourage the guest to ask for a retake, even though nothing is technically wrong.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Researched the interview topic	—	—
2. Selected the type of interview that best supports the topic or interviewee (opinion, information, personality).	—	—
3. Selected the questioning technique that best supports the interviewee or the interview subject.	—	—
4. Conducted the interview using the proper announcing skills and format.	—	—
5. Asked clear, concise interview questions.	—	—
6. Ensured the content of the interview does not violate security, accuracy, policy, or propriety.	—	—

**Performance Measures****GO****NO-GO****7. TELEVISION ONLY**

Ensured anyone appearing on camera is prepared:

Applied makeup as needed.

Double-checked their appearance and uniform according to military standards or, if a civilian, according to civilian broadcast standards.

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1

FM 46-1

## Set Up Microphones For A Production

224-277-1230

**Conditions:** Given an assignment to set up microphones for a production, microphones, cables, connectors and plugs, headsets, audio control console, or audio/video recording equipment.

**Standards:** Set up microphones in accordance with established production requirements and broadcast standards. Determine the number type, and pickup pattern of the appropriate microphones. Check equipment for operability and serviceability. Properly label all microphones, cables, and channels; secure cables; and perform operational checks. Recover, inventory, and secure equipment.

### Performance Steps

1. Audio is the most often overlooked ingredient in the production of a television or radio presentation even though it can make or break the presentation. With good audio quality, nothing stands in the way of the message. However, if it's distorted, the audience is distracted, and the message is lost. Planning for and ensuring quality audio starts with the acoustical analysis.
2. An acoustical analysis should be conducted at the location where the audio will be recorded. Most of the time this will be in the studio but it could be on location. Regardless of the location, the analysis is conducted in the same manner. An acoustical analysis is a three-step process.
  - a. Determine the origin of the required sound. Will there be one person interviewed or a group? Will the subject be singing, will someone be playing an instrument? Pinpoint the exact origin of the sounds you will record.
  - b. Determine the origin of extraneous noises. Extraneous noises or background noises are usually found in remote broadcast or location taping. Audio studios should have no extraneous noises. If they occur, it is usually a piece of equipment making the noise. On remote productions check for crowd noises, traffic noises, any noises that will force your primary audio source to compete with the extraneous noises. Severe wind conditions will play havoc with your recording. These conditions will affect your microphone selection.
  - c. Assess the acoustics of the recording area. Acoustics are the qualities that determine the ability of an enclosure to reflect sound waves. A gym with its high ceilings and hardwood floors has few qualities that deaden or absorb sound and produces a very hollow echoing sound. In an office setting, carpet, furniture, and low ceilings will absorb or deaden sound producing a full sound because of the lack of reflective surfaces. Your acoustical assessment will impact your microphone selection.
3. Determine the number of microphones and cables needed. To achieve the desired audio effect in your final product, it may be necessary to mike a multitude of sound sources. Depending on the origin of each audio source you may have to use a variety of microphone types.
4. There are three basic types of microphones: dynamic, condenser, and ribbon.
  - a. The dynamic microphone is the most rugged and can tolerate rough handling. Used close to the sound source, it can withstand extremely high sound levels without damage to the microphone or distortion of the incoming sound. It can also withstand fairly extreme temperature variations. Dynamic microphones work well outside because of their rugged characteristics. These mics come in a wide range of styles and pickup patterns. They can be used indoors for high-volume sound sources, such as bass drums, and for close audio on a stand for singers.
  - b. The ribbon microphone is more sensitive to physical shock, temperature changes and input overload than dynamic microphones. It usually produces higher quality sound, even when used at greater distances from the sound source. Most studios have stationary ribbon mics for high-quality voice work.

## Performance Steps

- c. The condenser microphone is similar to the ribbon in that it is sensitive to physical shock, temperature changes, and input overload. It also produces a higher quality sound at greater distance from the source. However, the condenser is the only mike that requires a small battery to power a built-in amplifier. The batteries normally last more than 1,000 hours, but you should always carry spares, especially on remotes. For more mobility while retaining high quality, use the condenser mic.
5. There are times when different mikes are used in combination. For instance, when you are shooting a video interview, natural sound is recorded through your built-in shotgun mike, while your reporter or interviewee is recorded from a hand-held mike. This is important in postproduction editing because it allows you to control the audio on each track separately.
6. Each microphone has a different pickup pattern. Some microphones pick up sound from a full 360-degree circle; others pick up sound from only a narrow angle in front of the mike. Microphone pickup patterns are classified into one of three categories, omnidirectional, bi-directional, or unidirectional.
  - a. Omnidirectional (Supercardioid)- Sound is picked up from all directions-360. The majority of hand-held mics and lavalier microphones are omnidirectional.
  - b. Bi-directional (Hypercardioid)- Sound is picked up in front and back, not the sides of the microphone. The user must correctly position the bi-directional microphone to record desired sound while rejecting unwanted sounds. The mic picks up from two directions. The greatest pickup capability is at 0 and 180 degrees; but there is very little pickup at 90 and 270 degrees. The two shaded circles show the gradient at which pickup falls off.
  - c. Unidirectional (Cardioid)- Picks up sound only from one side, mostly in front of the mike. These microphones are designed to reject sound from the rear and the sides. Unidirectional mikes are good for news conferences and meetings because of their ability to minimize audience noise and feedback. Because the maximum pickup capability is at 0 degrees, it must be pointed toward the audio source. Audio is picked up at varying degrees less as the sound source moves behind the microphone.
7. Several types of microphones with unidirectional pickup may be used for single voice pickup. Some examples are described below:
  - a. A desk microphone may be used by an announcer. It should be left or right of center; NOT front of him/her.
  - b. A lavalier can be clipped on to free the speaker's hands.
  - c. A hand-held mic is commonly used for a field interview. Beware of what's behind your subject. Certain mics, such as a "shotgun mic," will pick up the traffic or flight line noise, and the subject's voice will be drowned out.
8. To set up microphones for multiple subjects, you must ensure that each person can be heard clearly. Two ways to accomplish this are discussed below:
  - a. Set up enough microphones for each group of two people to share one. Place it centered between them. If there are an odd number of people, one will have a mike to himself.
  - b. Use a pressure zone microphone (PZM) in the center of the table. Because the table acts as a reflecting surface, the mic picks up each person's voice equally; it also picks up finger tapping, paper rustling, table bumping, etc., so be careful.
9. Selecting the proper microphones also means selecting the proper auxiliary equipment such as cables, connectors, and mounts. Once the equipment has been selected, inspect all equipment for cleanliness and serviceability before you leave for the shoot. It's a good idea to have a checklist to ensure consistent, quality inspection. Make sure you take extra mics, cables, batteries, etc. on a remote, for backup. At the production site—
  - a. Set up the microphones as planned, labeling each mike cable and pot.

**Performance Steps**

- b. Ensure all cables are secured. If your cables or cords are extremely long and someone could trip over them, take some gaffer's tape and secure them to the floor. If you do not have gaffer's tape, try looping the cable around the leg of the table or post before you plug into the audio console. If someone kicks the cable, the console will not be thrown onto the floor.
  - c. Perform an operational check, testing each mike for sound pickup, and preset the audio levels. Ensure each mic is connected to the correct pot.
  - d. Replace or reposition your mikes as needed.
  - e. Recover and account for all audio equipment immediately after recording.
  - f. Mark and report all unserviceable equipment to the technical staff.
10. Some stations have the latest in lavalier and wireless microphones. It would be impossible to cover the capabilities of all microphones used in the Army broadcast field.

**Performance Measures**

	<u><b>GO</b></u>	<u><b>NO-GO</b></u>
1. Determined requirements, and conducted a site survey with an acoustical analysis.	—	—
2. Selected microphones and related equipment from available inventory.	—	—
3. Inspected all equipment for cleanliness and serviceability before leaving for shoot.	—	—
4. Set up mics, and labeled all cables and pots (remote only).	—	—
5. Performed system operational checks, and preset audio levels.	—	—
6. Recovered and accounted for all equipment immediately after recording.	—	—

**Evaluation Guidance:** Score the Soldier GO if all applicable steps are passed (P), NA if the step is not applicable. Score the Soldier NO-GO if any applicable step is failed (F). If the Soldier fails any step, show what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1

## **Set Up Lighting Equipment for a Production**

**224-277-1231**

**Conditions:** Given an electronic news gathering or production assignment, transportation, digital imagery acquisition equipment, portable or studio lights with control unit, protective gloves, and the talent or subject.

**Standards:** Set up lighting equipment consistent with the type of production, using the information gained in the site survey, and using the appropriate lighting technique needed to produce broadcast quality video. Perform the task without causing injury to self, other personnel, the environment, or damage to the equipment.

### **Performance Steps**

1. When shooting a field or "remote" production (news or entertainment), it is crucial that you plan for adequate lighting conditions to ensure the quality of your product. The first step in this lighting process starts with a site survey. A site survey is simply an advanced look at the current light conditions of the location where the shoot will take place. Here are several ways to get that information before the shoot takes place.

Ask around the office for information on the location. Chances are that someone else in the organization has done a shoot there before and can give you some tips or hints on what to expect at the site.

If you are operating on short notice, pick up the phone and call the point of contact and ask for a description of the current lighting conditions.

Visit the site. This is the preferred method when time and distance permit. See for yourself what lighting conditions exist. Obviously, if you are a great distance from the location (over 1 hour) you probably will not get a chance to visit the site in advance.

Ask the Public Affairs Office what the site looks like. Many times the PAO or staff member in the office can fill you in on the layout of the shooting location.

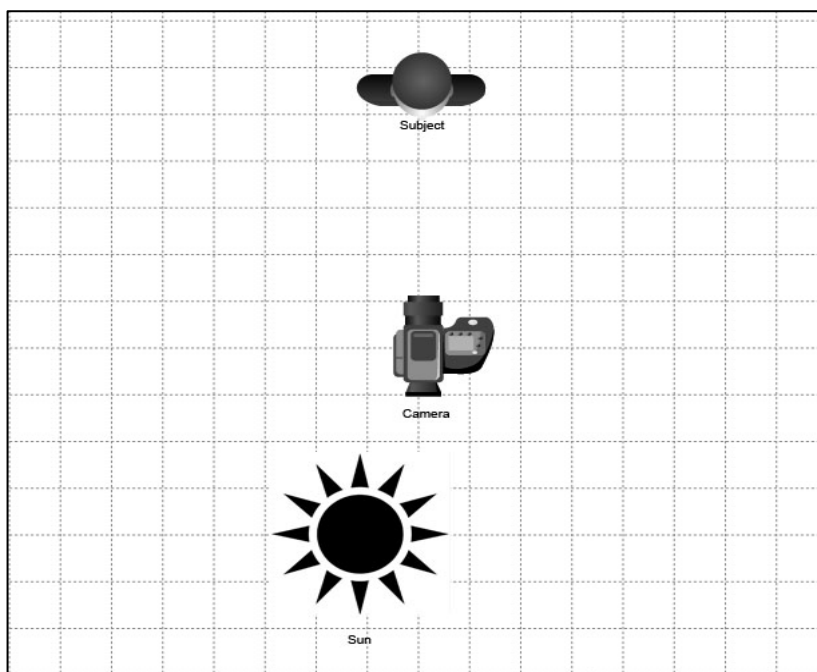
## Performance Steps

2. Lighting conditions. When conducting a site survey and planning lighting for a television production you must consider the existing lighting conditions.

Will the shoot be outdoors? If you're shooting outdoors, the primary source of illuminations is the sun. Even though you have no direct control over the sun, there are ways to make it work to your advantage. The sun's illumination can also be supplemented by using special lighting instruments and accessories.

The ideal light for shooting outdoors is an overcast day. The clouds act as diffusers for the hard, directional sunlight, providing an even illumination. Shadows are not usually a problem because the diffused light of an overcast day creates rather soft shadows and, therefore, slow falloff.

Most outdoor lighting problems occur on bright, sunny days. During this type of day, the sunlight is highly directional and produces dense shadows (fast falloff). Shoot with the sun (see Figure 3-1, Shooting with the Sun). Don't point the camera into the sun. If a situation may require aiming the camera towards the sun, consult you NCOIC and the camera's manual.



**Figure 3-1. Shooting with the sun.**

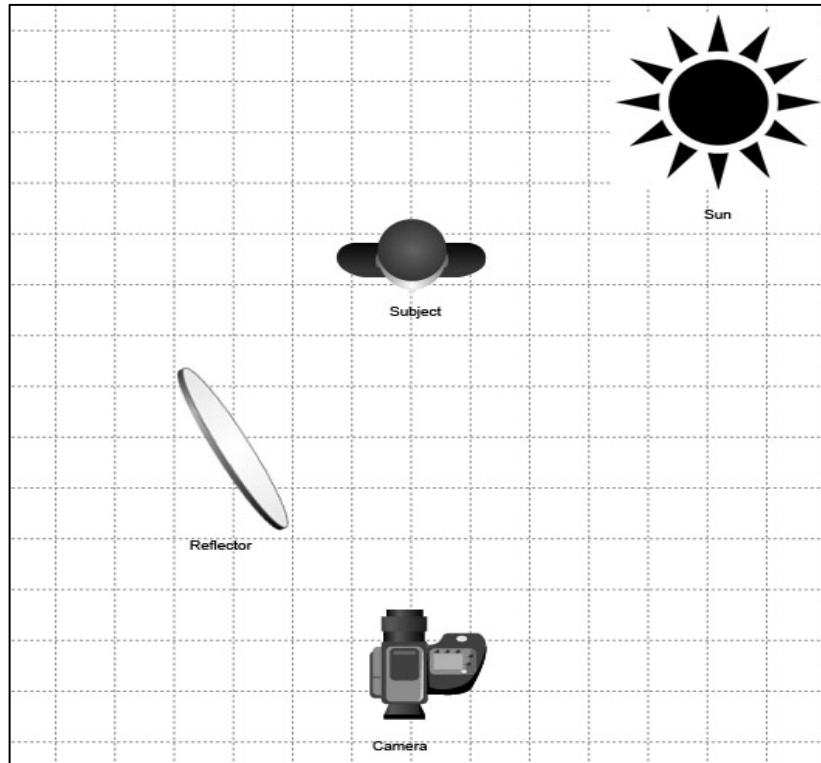
Some camera systems are capable of handling this situation, having a dynamic contrast control (DCC) that corrects for underexposure, automatically adjusting for a bright background. Other cameras do not have this capability.

A bright background will often push the contrast ration beyond the 30:1 limit. This extreme contrast would cause background overexposure. If you cannot avoid the bright background, you may have to shoot the scene anyway. If this is the case, read the camera manual on how to use the manual iris control.



### Performance Steps

3. Bright sunlight also produces dense shadows (fast falloff) much the same as a key light does in the studio. The easiest way to lighten these shadows somewhat (slow down the rate of falloff) is by using a reflector. The reflector bounces back some of the sunlight and renders the dense shadows more translucent. (See Figure 3-2, Reflector Use.)



**Figure 3-2. Reflector use.**

When shooting at dusk or dawn under poor lighting conditions, try to keep the camera as steady as possible in order to minimize "lag" and "comet-tailing." In addition, the camera iris must be opened much wider than when shooting under adequate lighting to allow more light in. Again, consult the camera's manuals for control of the iris. But when the iris on the camera is set to a wide opening, the depth of field is shallow, meaning that some parts of the scene will be in focus while others will not. In good lighting conditions, the iris will be set to a smaller opening, which increases the depth of field. The camera focal length also affects depth of field—the longer the lens focal length, the more shallow the depth of field. Thus, under low light conditions, use a short focal length and work to keep the subject in focus. Pay attention. Ask him not to move around too much. But if he moves, check the focus.

Shooting outdoors may require the use of lighting instruments in addition to reflectors.

4. Television cameras can be adjusted to operate under only one color temperature at a time. Therefore, when using lighting instruments outdoors to supplement available sunlight, the color temperature of the available light and the lighting instruments must be matched. Since we can't change the color temperature of the sun, we must match the color temperature of the lighting instruments to the sun.

## Performance Steps

5. The easiest method of changing a lighting instrument's color temperature is by attaching a dichroic daylight filter to the front of the lighting instrument. A daylight diachronic filter will change the color temperature of the illumination emitted by the lighting instrument to 5600 degrees Kelvin, matching the color temperature of outdoor illumination. A blue gel can be used as a substitute for a dichroic daylight filter, but care must be taken to ensure that the gel does not change the illumination beyond 5600K. Otherwise, the scene will take on a bluish tint.

When shooting indoors, matching color temperature of different light sources can be even more difficult than when shooting outdoors. Some interiors are illuminated by the daylight that comes through large windows; others with fluorescent lighting, and still others use desk and floor lamps to augment the daylight that is coming through windows. The major problem here is not so much how to supply additional light but how to match the various color temperatures.

6. The most difficult problem is shooting your subject with a large window in the background. If you set the iris according to the background brightness, the person in front tends to turn into a silhouette. If you adjust the iris to the person, the background is overexposed. Secondly, the color of the light coming through the window does not match the illumination used to light the room. If you adjust the camera to the daylight color temperature, the illumination will appear bluish. Let us take a look at some possible solutions to these problems.

The best method of controlling both of these problems is to draw the curtains or blinds and light the set using portable lighting instruments. Unfortunately, not all office windows have curtains or blinds. Another easy method of controlling these problems is to "shoot" your subject using only close-ups, thus eliminating most of the background. The "close-up only" method is not always practical. For instance, some people just do not appear at their best when shown close up.

7. Another possible method of handling this situation is to shoot your subject with the window to his side, rather than to his rear and use a reflector or a portable lighting instrument with a daylight dichroic filter attached to it as an additional light source (Figure 3-2). By using this method, the daylight coming through the window is used as the key light, and the additional light source or reflector is the fill light. This allows the daylight coming through the window to be used as part of the set lighting, rather than as a hindrance to it.

The problem with working under fluorescent lights is their color temperature. It is always higher than the standard of incandescent lights (3200K). Therefore, if you use additional lighting, consider turning the fluorescent lights off altogether when using quartz lights (3200K). If you are shooting a fast-breaking story, you will not have time to locate the building manager, persuade him to turn off the lights, and then relight the scene before you start shooting.

8. If you have to use a quartz light for additional illumination, either boost the color temperature of the quartz light (using a dichroic filter) or adjust the camera using the illumination provided by the quartz light (3200K). Generally, a quartz light, such as a sun gun, is strong enough to "wash out" the bluish tint emitted by the fluorescent base light. A higher base light allows you to work with smaller lens iris openings, which increases depth of field, making it easier to focus.
9. When lighting large groups of people, such as commanders' calls or chaplains' briefings, the easiest and most efficient method of lighting is to establish a general, nondirectional base light. Simply use two or three portable lights and bounce the illumination emitted by them off the ceiling or walls.

## Performance Steps

10. Power sources. When conducting a site survey and planning lighting for a television production, you must consider the existing power sources.

If you're using battery powered lights, you need to determine how long the shoot will last and decide if you will need to carry extra batteries to run the lights. Be prepared to handle dead batteries. Battery powered lights have a limited life span. Know the limits of your equipment.

If you're using AC power consider:

- The voltage (110 or 220).
- The location of power outlets.
- The location of circuit breaker boxes.
- The location and use of extension cords.

11. Portable lights use a lot of AC power. Three 600-watt external reflector lights will blow a 15-amp circuit of sockets. Use extension cords and spread the power drain around.

The use of transformers or converter.

12. Determine what lighting accessories are needed to enhance the shoot.

Reflectors can be used to change lighting from direct to indirect by bouncing the light at the subject. Especially helpful when shooting outdoors, the handheld reflector can bounce light into the face of the interviewee, reducing shadows.

Camera mounted lights, otherwise known as "sun-guns," are perfect for a quick interview where little preparation time is available. In the controlled television environment they can be used as the key light or as a fill light.

Scrimms are used on lights to diffuse the light's intensity. For example, if you've got hot spots shining on a subject's forehead, try a scrim on the key light to diffuse the intensity of the light.

Barn doors can be used to redirect the light into wide or narrow paths at the subject. Barn doors can be used in conjunction with scrims to diffuse and direct lights.

Reflectors are used to reflect the light at the subject.

## Performance Steps

13. Ensure all lighting equipment is operational. Basic portable lighting kits will vary greatly, but usually consists of three lamps or one sun gun, three stands, barn doors and scrims for each lamp, extra bulbs, and extension cables. Remote productions can vary from a simple interview in someone's office to highly complex scenes shot "on location." Before you leave the shop—

Check all lighting equipment to make sure it works. Plug in the lights and check the cords for breaks or loose connections.

Set up the telescopic light stands. Make sure they stand flat and all the fasteners are there to secure the stand sections and the light.

Ensure you have extra lighting supplies. Extra light bulbs or lamps are a must. Don't leave for the shoot without spare bulbs. Amps (fuses), batteries, fully charged battery belts, and extension cables should be included in the kit.

14. Arrive early at the location to allow plenty of time to set up the lights correctly. Things seem to always change when you're shooting television. It's crucial to the success of the shoot to have ample time to adjust to these changes.
15. Selecting the proper lighting technique.

Three-point lighting. When time and equipment are available, use the three-point lighting system. This technique is the same in the field as in the studio. If you refer to Figure 3-3, you see that portable lights can be place in either the spot or flood position. This lighting also shows the use of a background light.

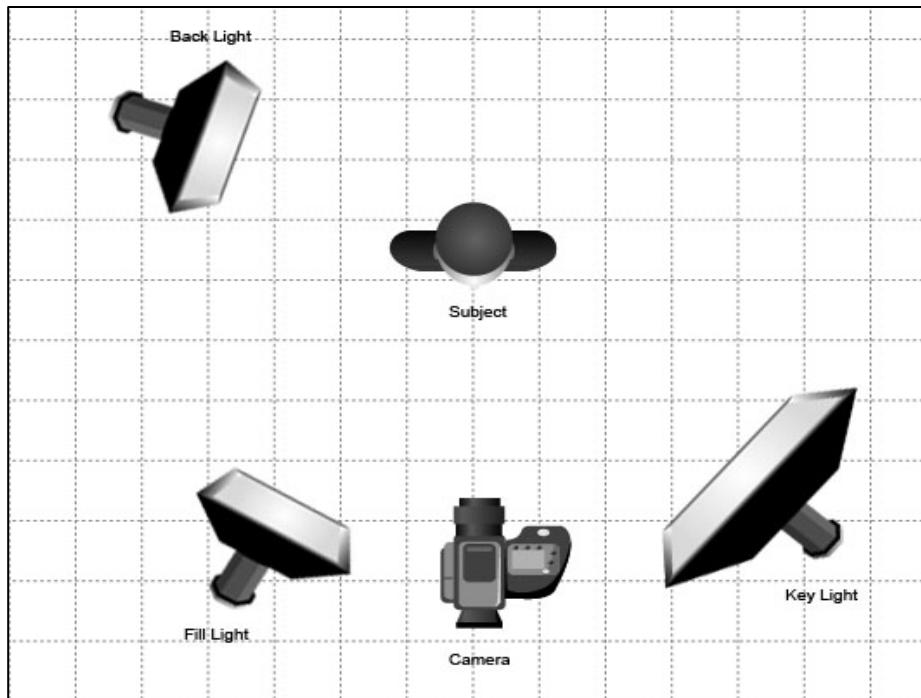


Figure 3-3. Three-point lighting.

## Performance Steps

The main light used to light the subject or general area is called the key light.

Key is set at 45 degrees to the side and above the camera, and so it's suitable for the camera position, and subject direction or movement.

Check the coverage area if the key light must cover more than one subject.

Check the key light placement if you must cover more than one camera angle. You may have to compromise the camera angle or use a second light.

Check and adjust the key light intensity. Use scrims or mesh filters if necessary.

Adjust barn doors if you need to restrict your key light coverage.

Check to see if your key light causes camera shadows, background shadows, or hot spots.

Check for effects on the subject. If the light is too steep, it may create neck shadows, dark eyes, or make the nose appear long. Make sure the light isn't too offset, causing a large shadow on the shoulder or leaving one side of the subject's face completely dark.

The fill light fills in the shadows created by the key lights.

16. Fill is set at 45 degrees, opposite the key light, low and to the front or the side of the subject.

Position the fill light to reduce shadows, but not added to the key light, or over illuminate other subjects or the background. Intensity is usually one-half the key light level.

Fill light normally must be diffused with scrims and mesh screens.

Avoid excess fill light. A fill light may not be needed if the key light fully illuminates the subject.

The backlight lights the back of the subject to outline the head, hair, and shoulders. It provides separation from the background and adds depth to the scene. The backlight is not always needed.

The backlight should be placed behind and above the subject. Avoid steep back light because the top light flattens the head and looks unattractive.

Make sure the backlight for one camera isn't in the field of view of a second camera.

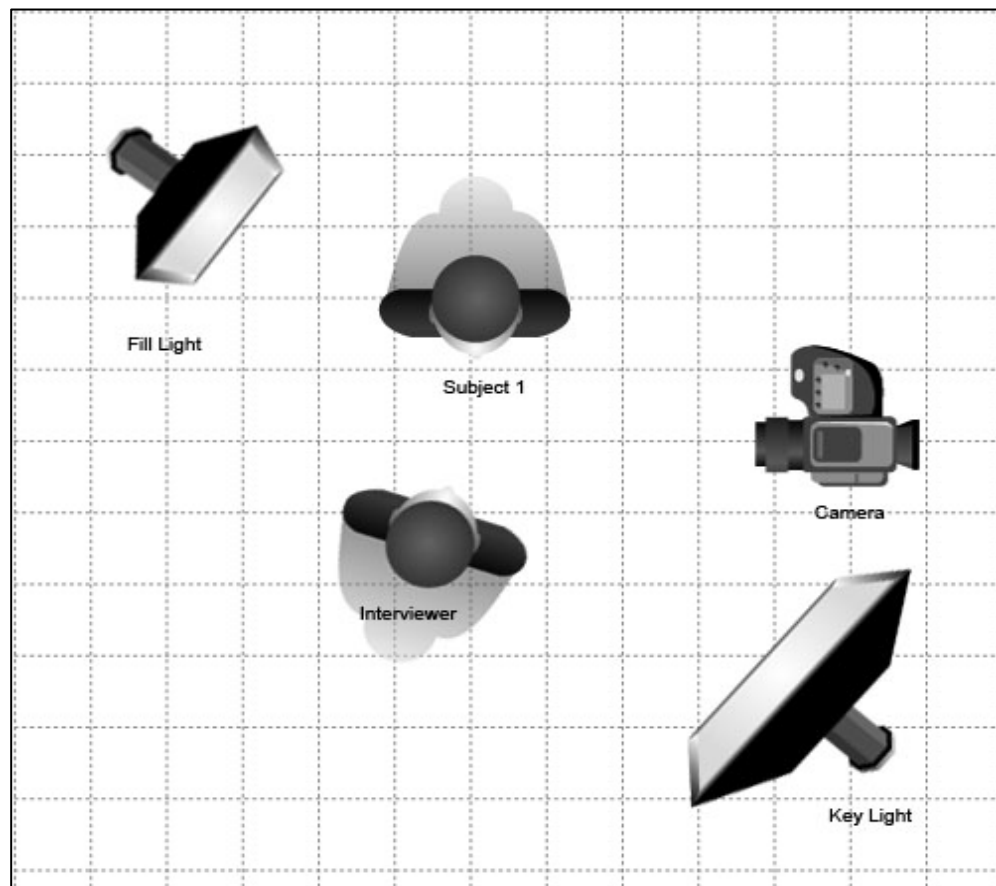
Intensity is typically the same or less than the key light.

If you need to light the background behind the subject, such as a bookcase, a fourth light or a reflector is used. The background light is usually positioned on the same side as the key light.

**Performance Steps**

17. Two-person interview. There are many times when three-point lighting is just not practical. A two-person interview is certainly one of those times. When lighting for this type of production, whether in studio or on a remote, it is not practical to set up three-point lighting for each subject. Lighting this scene using the three-point lighting setup would take six lighting instruments and a great deal of electrical power. Even if the lighting instruments and the electrical power were available, the intensity of the light from so many instruments would be extremely high, causing "hot spots" on your subject.

A good alternative to using three-point lighting is shown in Figure 3-4, Two-person light set up. Here, the key light for the interviewer is also the backlight for the guest, and the key light for the guest becomes the back light for the interviewer. This eliminates two lighting instruments while still meeting the key/back photographic principle.



**Figure 3-4. Two-person light set up.**

## Performance Steps

18. Set up your portable lighting system. As in studio lighting, portable lighting must be set up before the subject arrives. Use a member of your team, or ask someone in the office to sit in the chair. Get the lights right before the subject arrives.

Set up your lights. Unpack your light kit and start setting up your lights based on the site conditions and you're chosen lighting technique. Remember to consider—

Traffic patterns. Be careful where you run your light cords and extension cords. If people will be walking around or over the cords, take some extra time to secure them to the floor with some gaffer's tape. Don't leave any "swinging bridges," electrical cords swinging from a wall socket to the light stand. This is an accident waiting to happen. Add an extension cord to move the light closer to the wall socket. You could even set up a few traffic barriers (chairs) blocking access to the area if necessary.

Electrical outages. When you turn the lights on, bring them up one at a time. This will prevent a sudden overload on the power supply and could save your bulbs from being blown. Know where that circuit breaker box is!

19. Blown bulbs. Just because the lights all worked at the station doesn't guarantee they will all work when you get to the site. If one blows when the lights come on, be very careful how you change the bulb to prevent serious injury.

Set up your lighting accessories. Once you're lighting system is set up and all the lights are working, set up your accessories to enhance and sharpen your lighting. To accurately choose the type and placement of your lighting accessories, you need more than just your eyes. Use a light meter to judge the intensity of your lights and help determine whether you need more or less light.

20. Make lighting and camera adjustments. With your lights set up and turned on, you must set up your camera and make final adjustments to your lighting before the talent/subject arrives.

Final camera adjustments. Lighting success is measured in the look of your final video product. How your lights look through the lens of your camera will ultimately impact on your final product. It is crucial that you make the necessary adjustments to your camera to ensure the lighting enhances and complements your video. To ensure quality video you must—

Make sure you adjust the camera filter wheel/switch to current lighting conditions according to the operator's manual.

White balance your camera according to local SOP and the operator's manual. Your camera may have an automatic white balance or it may even hold multiple white balance settings for indoor and outdoor lighting. Your system may require both white and black balancing. Remember, any time you change the intensity or adjust your lights you need to white balance. You can never over white balance.

## Performance Steps

21. Final lighting adjustments must be made based on what you see through the camera's viewfinder or an external monitor. With your stand-in in place check for—

**Hotspots.** Hotspots generally occur on the foreheads and cheekbones of your subjects. The key light is usually the culprit. Using a protective glove, try adjusting the light up or down a little to remove the hotspot. If this doesn't help, try to diffuse the light with a scrim.

**Shadows.** Look for shadow spots, dark areas around the eyes, face, or under the chin. Shadows can be eliminated by changing the direction or the intensity of the light. Look first at adjusting the fill light, then the key light. Under the chin shadows can be eliminated or reduced by using a reflector to reflect light from the floor up.

**Reflections.** The most common problem is the reflection you get when trying to light a subject who wears glasses. If the subject cannot function normally without glasses you may need to raise the key light and fill light higher on their stands so that they point down at an acute angle. Additional problems occur when subjects wear the Class A uniform. The brass crest and buttons on the uniforms will cause a reflection problem. Dulling spray is usually not the answer to eliminating the problem on your subject. Try adjusting the angle of the fill and key lights to eliminate the reflection.

**Halos.** Halos occur along the back edge of the shoulders and around the back of the head. An adjustment of the back light angle or its intensity will eliminate the problem.

22. Shoot the video. Now that you're satisfied with the lighting of your set or location, it is recommended that you white balance your cameras one more time with all the lights on before the subject arrives. When the subject arrives the lights are on, everything is in place, and you shoot your video.



## Performance Steps

23. Break down and secure equipment. Once you've completed the assignment you'll obviously have to breakdown and secure the equipment. The procedure for breaking down and securing your equipment should be covered in your local SOP. Every SOP should consider—

**Safety.** Whether the lights were on for 1 minute or 10 they are extremely hot. You must give them time to cool down. At a minimum, it should take 15 minutes. It is recommended that you go ahead and breakdown your camera equipment first. When you have finished this task your lights should be sufficiently cooled to begin breaking them down.

Never test the coolness of the lights by touching them with your bare hands.

Never put hot lights directly in the case. The heat will melt most light case inserts.

Remove the scrims, barn doors, and other lighting accessories after the lights have cooled.

**Accountability.** Local SOP should dictate that you use some sort of inventory checklist to ensure all your lighting equipment is accounted for at the site. Be organized. Pay attention to detail. Before one item goes into the light case make sure it is all there by laying out the light kit's components outside the case. Make sure you have all the lights, stands, cords, accessories, extensions cords, etc.

**Courtesy.** Television shoots indoors and outdoors are disruptive to the areas in which they occur. You and your team should put every piece of furniture back the way it was when you arrived. Make every effort to leave the location looking neater, cleaner, and better than when you arrived. This small courtesy will go a long way toward making sure you host will cooperate when you need to shoot another story in the area.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Conducted a site survey to determine the lighting requirements.	—	—
2. Determined the available light sources at the location.	—	—
3. Determined the power sources at the location, and decide which will be used.	—	—
4. Used transformers, if necessary, to light the set with the correct power supply.	—	—
5. Determined what additional light will be necessary to properly light the set to produce broadcast quality video.	—	—
6. Ensured all selected lighting equipment and accessories are operational.	—	—
7. Ensured there is an extra supply of expendable items.	—	—
8. Arrived early at the news gathering or production location.	—	—
9. Set up lights and accessories using the proper lighting technique needed to produce broadcast quality video.	—	—
10. Adjusted the lights, as needed, using protective gloves.	—	—
11. Adjusted the camera(s) with the lights on, and shoots broadcast quality video.	—	—
12. Allowed lights to cool, using protective gloves, place lights in equipment case.	—	—
13. Performed the task without causing injury to self, other personnel, environment, damage to equipment, or disrupting operations at the site.	—	—

**Performance Measures**

14. Inventory and secure light kit.

**GO**

**NO-GO**

\_\_\_\_\_

\_\_\_\_\_

15. Return area to proper appearance.

\_\_\_\_\_

\_\_\_\_\_

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**

**Required**

**Related**

AR 360-1

FM 46-1

## Prepare for an Interview

**224-278-1210**

**Conditions:** Given an assignment to prepare for a news or feature interview, access to the interviewee, background files, access to audio or video recording devices, and standard office equipment.

**Standards:** (1) Prepared for an interview by determining news angle, conducted research, and identified sources.

(2) Prepared questions that, at a minimum, answer the five W's and H; avoided closed end or leading questions.

(3) Gathered and checked materials leading to an interview, and scheduled interview appointment.

### Performance Steps

Preparation is just as important to the success of an interview as the interview itself. While preparation may differ from one interview to another, depending on the type of story and the person being interviewed, several steps remain the same.

1. DETERMINE OBJECTIVES - what is the purpose of the interview and the story? Is it a news interview, or a feature interview? If a feature, what kind—personality, human interest, sidebar, how-to, etc.
2. RESEARCH BACKGROUND MATERIAL - this is perhaps the single most important step. Good research will help you make the best of the time allotted for the interview. Research will also keep you from embarrassing yourself or antagonizing the interviewee with irrelevant or redundant questions. If the interview is with a celebrity or prominent official, you should especially avoid asking biographical questions that are available in bio sheets, the "Who's Who," or any other number of sources. If the interviewee is an expert in some technical field, you should at least be knowledgeable in the field's jargon and current trends.
3. PREPARES QUESTIONS - most reporters prefer to use what is called a "semi-scripted" method of interviewing. This is opposed to the more rigidly "scripted" and wide-open "extemporaneous" forms. The semi-scripted calls for a list of basic questions, usually at least six or seven, to ask the interviewee. Answers to these basic questions will often lead to follow-up questions during the interview. This provides a compromise between the scripted and extemporaneous forms, and allows for a more conversational interview. The prepared questions should, at a minimum—
  - a. Address the basic Who, What, When, Where, Why, and How of the story.
  - b. Note that questions should not be "leading" or "closed-ended." Leading questions are those that are designed to get the interviewee to elicit a certain response. Often, leading questions begin with such phrases as, "Wouldn't you say...." Or "Don't you think..." Closed-ended questions are those that can be answered with a simple "Yes" or "No." A question like, "do you think the new procedure will help Soldiers?" will likely get a yes-no answer. Rephrase the question to something like "How will the new procedure help Soldiers?" or, "What will be the main advantage of the new system?"
4. PREPARES EQUIPMENT - well before the interview, you should ensure you have all the necessary equipment and that it is working properly. Always make sure to carry extra notepaper and pens, recording devices and batteries. This step is especially important when you plan to use a camera (still or video) or a digital recorder during the interview. When planning to use a digital recorder, remember that the interviewee can decline its use; ask permission before using it. The video camera or digital recorders, while worthwhile tools in many cases, also have drawbacks.

**Performance Steps**

- a. They're subject to breakdown. Make sure you have extra batteries and extension cords. Never depend on the video camera or digital recorder to do its job. Print journalists should always take notes, too. Immediately after the interview, check to make sure the camera or recording device functioned properly. If the video camera didn't function properly, there's still time to reshoot the interview, as opposed to rescheduling it. If the interview is strictly for a print story and the recording device did not function properly, and the interview is still fresh in your mind, you may be able to reconstruct your notes from the interview.

- b. For print journalists—

It inhibits many people, causing a stilted interview instead of a smooth, conversational one.

It requires transcription. To transcribe a 45-minute interview can take longer than the interview itself. One way to help overcome this problem is to use a tape recorder with a counter. With the recorder positioned so you can see the counter, you can jot down the number when the interviewee offers key notes or information. With the counter number noted, you can locate those points on the tape easily when transcribing your notes.

It records everything. That sounds good, but it often isn't. In normal conversations, human beings are able to filter out background noise and "focus" on one source. The tape recorder can't do this. Ringing phones, slamming doors and air conditioners—unnoticed at the time—can cause all or part of your interview to be lost.

5. SET UP INTERVIEW APPOINTMENT - note that this is the last step of the preparation process. This should not be done early because, often, an interviewee will say he has the "right now" or within the next hour or two for the interview. Should this happen, you will go into the interview unprepared. When setting up the appointment, be sure to introduce yourself and explain the purpose of the interview. Also, consider the site of the interview. Personality interviews or interviews connected with a person's hobby, for example, might best take place in a person's home or at some "natural" location. The decision, of course, is theirs, but you can suggest a site when arranging the interview.

**Performance Measures****GO**    **NO-GO**

- |  |       |       |
|--|-------|-------|
| 1. Determined objectives.  | _____ | _____ |
| 2. Researched background material (historical files, military and civilian Internet sites, fact sheets, Daily Bulletins and libraries).  | _____ | _____ |
| 3. Prepared a list of questions designed to, at a minimum—   | _____ | _____ |
| a. To get answers to the five W's and H.   |       |       |
| b. Prepare questions that are neither "closed-ended" nor "leading."  |       |       |
| 4. Prepared Equipment. Gathered materials needed for the interview (pencils, notepad, video camera, digital recorder, spare batteries) and checked to ensure they are in good operating condition. | _____ | _____ |
| 5. Set up an interview appointment.  | _____ | _____ |

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

## Determine News Sources for a Media Product

### 224-278-1220

**Conditions:** Given an assignment to research any topic for a media product, unit and installation directories, and a computer with Internet access.

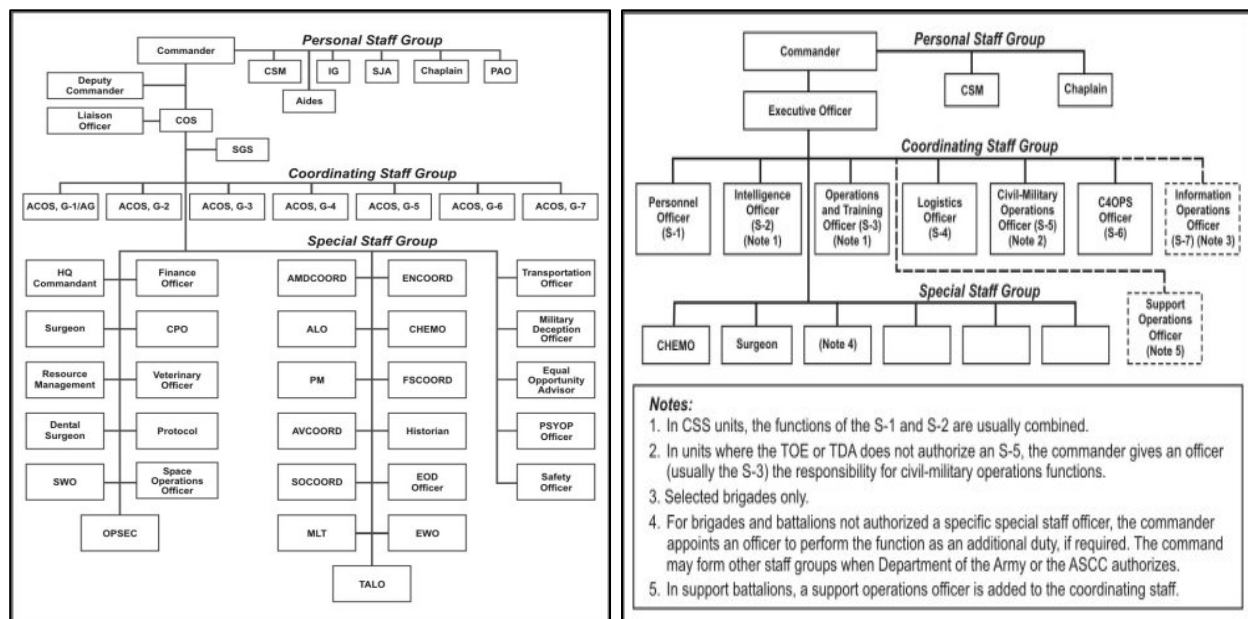
**Standards:** Determined the primary source and at least one secondary source for gathering information to produce either an internal or external media product. The primary source must be a subject matter expert on the pertinent topic. Secondary sources need not be subject matter experts, but should be able to supply supporting information, such as facts or statistics.

#### Performance Steps

Because you are responsible for gathering information, you must know the scope of responsibilities of units in the command.

1. Research primary sources pertinent to the media product. Possible sources include—
  - a. Contacts. When a supervisor assigns a story, he will likely have several points of contact in mind. Contact these first. They will probably lead you to other subject matter experts. Contact sources provided by your supervisor.
  - b. Subject matter experts. Often it is impossible to determine all the sources during the initial stages of research. But above all, find the person who is responsible for that subject—the person whose job it is to make the decisions about that program—he/she should be your main source. He/She may refer you to the subject matter expert on his/her staff for that subject. Subject matter experts are primary sources.
  - c. Archives. Videotape archives or historical files are good sources. Often, similar stories done in the past can provide information and identify people to be interviewed.
2. Research secondary sources. Secondary sources provide details to confirm information from the primary sources or to provide additional details that put the story into context. For example, a story about OPSEC obviously leads you to the G2 and G3. Secondary sources might include Soldiers in tenant military intelligence or signal units. Interviewing Soldiers of different ranks provides a variety of points of view. Information found on military and civilian internet sites may be used. Caution: All information found on internet sites should be reviewed for accuracy prior to use in a story.
3. Research unit or installation organization charts and telephone books. Organization charts may be more useful because they graphically depict the hierarchy of, and relationships between, offices. Additionally, Soldiers need to know the locations of these organizations when the units are deployed. Often headquarters staff activities are spread among two or three locations on the battlefield. To use either organization charts or phone books, however, Soldiers have to know the basic Army organization. Staff organization at all levels of command falls into three broad categories: coordinating staff, special staff, and personal staff (see Figure 3-5, Corps/Div, and Figure 3-6, Bde/Bn).

## Performance Steps



**Figure 3-5. Corps/Division Staff Organization. Figure 3-6. Brigade/Battalion Staff Organization.**

- The coordinating staff can be identified by the numerical designators 1, 2, 3, 4, and 5, preceded by a letter indicating the level of command. At corps and division levels, coordinating staff sections are referred to as G1, G2, G3, G4, and G5. At brigade, battalion and regimental levels, they are S1, S2, S3, S4, and S5. "J" is used to indicate joint commands—made up more than one branch of the U.S. military. "C" is used in combined commands—made up of more than one nation. Additionally, the numeric designations for combined commands may differ.
- All coordinating staff officers report directly to the chief of staff (or the executive officer at smaller commands), who is responsible for ensuring the commander's policies and decisions are implemented. The chief of staff directs the staff and reviews staff actions. In many cases, coordinating staff officers are referred to as the Assistant Chiefs of Staff (ACoS, G1, etc.).
- The normal duties of these staff sections are:
  - (1) G1 (Personnel) - The G1 officer is responsible for all matters concerning human resources, including maintaining unit strength; personnel service support; discipline, law and order; civilian personnel; safety; and headquarters management.
  - (2) G2 (Intelligence) - The G2 oversees OPSEC issues. The G2 officer handles all military intelligence matters, including collecting, analyzing and evaluating data. The G2 is also responsible for counterintelligence and threat information.
  - (3) G3 (Operations) - The G3 officer is responsible for operations, plans, organization, and training.
  - (4) G4 (Logistics) - The G4 officer handles all matters concerning supply, maintenance, transportation, and services.
  - (5) G5 (Civil-Military Operations) - The G5 officer handles all matters concerning effects civilians have on military operations, and the political, economic and social effects of military operations on civilians. The G5 is the commander's principal adviser on matters about the civilian population, its government, institutions, economy and customs. The G5 also has staff responsibility for civil affairs.

**Performance Steps**

- (6) G6 (Command, Control, Communications, and Computer Operations) - The G6 is the principal staff officer for all matters concerning command, control, communications, and computer operations (C4OPS). A G-6 (S-6) is authorized at all echelons from battalion through corps. The G-6 (S-6) advises the commander, staff, and subordinate commanders on C4OPS matters. C4OPS include C4 operations (general), network operations (NETOPS), and Information Management.
- (7) G-7 (Information Operations) - The G7 officer is the principal staff officer for all matters concerning information operations, including current operations, plans, and IO-related targeting.
- (8) G-8 (Resource Management) - The G8 is responsible for budget preparation and RM analysis and implementation. Corps and divisions are normally authorized an RM or comptroller.
- d. The rest of the commander's staff is made up of officers who assist in professional, technical, or functional areas. The number and the duties of staff officers vary based on the size and type of unit, and the desires of the commander. Some common staff officers include headquarters commandant (HQ CMDT), surgeon (SURG), adjutant general (AG), air defense artillery (ADA), finance (FIN), weather (SWO), artillery (FSCO), engineer (ENGR), air liaison (ALO), aviation (AVN), communications-electronics (C-E), chemical (CML), provost marshal (PM), transportation (TRANS), command sergeant major (CSM), commander's aides, inspector general (IG), staff judge advocate (SJA), chaplain (CH), and public affairs office (PAO).
- 4. Research installation organizations. At many locations, a separate "installation" organization exists. This organization usually reports to a deputy installation commander, rather than to the chief of staff. Differences in installation staffs are based on historical alignment of duties at each location, the capabilities and grades of personnel assigned, the requirement for continued operation of the installation following deployment of its major combat units, and the commander's priorities. The installation staff is usually organized into the following directorates:
  - a. Directorate of Resource Management (DRM or comptroller) - Responsible for budget, finance and accounting, manpower, and management analysis.
  - b. Directorate of Human Resources (DHR) - Responsible for—
    - (1) AG - Administrative Support Branch.
    - (2) ACAP - Army Career and Alumni Program.
    - (3) ASAP - Army Substance Abuse Program.
    - (4) In/Out Processing.
    - (5) Education programs and services.
    - (6) APAC - Army Personnel Assistance Center.
    - (7) Retirement Services.
  - c. Directorate of Logistics (DLO or DIO, Industrial Operations) - Performs all installation logistical functions:
    - (1) Purchasing and contracting.
    - (2) Supply.
    - (3) Maintenance.
    - (4) Laundry.
    - (5) Food service.
    - (6) Bulk fuels.
    - (7) Ammunition.
    - (8) Transportation.
    - (9) Mortuary.
    - (10) Airlines ticket office.
  - d. Directorate of Public Works (DPW) - Often equated to a city engineer. It is normally in charge of all utilities; maintenance and repair of buildings, roads and grounds; billeting and housing; minor construction; fire prevention and fighting; garbage collection; insect control; and custodial services.
  - e. Directorate of Morale, Welfare and Recreation (DMWR)

**Performance Steps**

- (1) Morale and welfare support activities (teen clubs, bowling alleys, gyms, crafts shops, libraries, etc.).
- (2) Nonappropriated fund activities (EM and NCO clubs, golf courses, etc.) and private organizations (rod and gun clubs, flying clubs, etc.).
- (3) Intramural Sports.
- f. Directorate of Information Management (DOIM) - Responsible for all information systems and communications networks on an installation.
- g. Directorate of Plans, Training, Mobilization, and Security (DPTMS) - Provide, maintain, upgrade, and introduce training support resources and capabilities.
  - (1) Readiness.
  - (2) Mobilization.
  - (3) Force management.
  - (4) Training management.
  - (5) Intelligence/security.
  - (6) Aviation.
5. Research tenant units. Tenant units are units not directly related to the command structure on an installation. Common types of tenant units include criminal investigation, signal, military intelligence, medical, engineer, aviation, and Reserve or National Guard units.
6. Determine which news sources are pertinent to the media product and contact the appropriate agency.

**Evaluation Preparation:** Brief the Soldier: Provide the Soldier with a list of subjects for possible stories and a command organization chart and telephone book.

**Performance Measures**

	<u><b>GO</b></u>	<u><b>NO-GO</b></u>
1. Researched primary sources to include: <ol style="list-style-type: none"> <li>a. Contacts from supervisor</li> <li>b. Subject matter experts</li> <li>c. Archives</li> </ol>	—	—
2. Researched secondary sources.	—	—
3. Researched unit organizations.	—	—
4. Researched installation organizations.	—	—
5. Researched tenant units.	—	—
6. Identified primary source for media product.	—	—
7. Identified secondary source for media product.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1



## Subject Area 3: Writing

**Write Broadcast Copy for Release****224-277-1310**

**Conditions:** Given a requirement to write broadcast copy for release, format guidelines, time requirements, Internet access, wire service material, a copy of the interview(s), and supporting media.

**Standards:** Write broadcast copy for release, applying the fundamentals outlined in the performance steps to produce a script which meets established guidelines for security, accuracy, policy and propriety (SAPP), and meets criteria for format, continuity and timing requirements.

**Performance Steps**

1. The following tasks provide additional essential skills for the completion of this task:

224-278-1111 "Explain the Principles of SAPP."  
 224-278-1120 "Review a Media Product for Policy Violations."  
 224-278-1220 "Determine News Sources for a Media Product."  
 224-278-1320 "Localize News Service Material."

2. Broadcast feature writing differs from broadcast news writing in that it has more of a human interest angle. We focus the broadcast writing fundamentals and elements of style into a more dynamic script of painted word pictures.
3. Research background information to develop your script using available resources to include the Internet.
4. Review the following:  
 Interviews to select appropriate sound bites.  
 B-roll to select supporting video (video only).
5. Concentrate on the elements of feature writing for this task, while keeping in mind that you must be able to apply all the broadcast writing fundamentals. These fundamentals and elements of style are described in detail in Appendix A, Broadcast Writing Style Guide.

The following are elements unique to feature writing:

- Writing a lead of no more than 20 words that grabs audience attention (less structured than news, may be a question, a sound bite, an interesting statement, etc.) and concentrates on the human interest angle of the story.
- Using colorful treatment.
- Developing a telling point that ties back to the lead.

6. Broadcast writing requires:
  - Words that are clear, concise and conversational.
  - Active voice.
  - Sentence lengths that vary in length but do not exceed 25 words.
  - Proper broadcast style for quotes, attribution, numbers and phonetic spelling.
  - Proper broadcast writing mechanics.
7. Ensure the script is complete, current, correct, and adheres to SAPP.
8. Ensure the script follows format guidelines and meets established time requirements.
9. Submit the completed script to your first-line supervisor for review.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Completed background research necessary to develop your script.	_____	_____
2. Reviewed interview(s) to select appropriate sound bites.	_____	_____
3. Reviewed B-roll to select supporting video (TV only).	_____	_____
4. Wrote a lead of no more than 20 words to grab audience attention.	_____	_____
5. Developed the body logically, concentrating on the human interest angle of the story.	_____	_____
6. Used colorful treatment (dynamic, intense, descriptive words with precise meaning, verbs in active voice) to paint mental pictures.	_____	_____
7. Created a telling point that ties back to the lead.	_____	_____
8. Used words that are clear, concise, and conversational.	_____	_____
9. Used active voice.	_____	_____
10. Varied sentence lengths without exceeding 25 words per sentence.	_____	_____
11. Used proper broadcast style for quotes, attribution, numbers, and phonetic spelling.	_____	_____
12. Used proper broadcast writing mechanics.	_____	_____
13. Ensured the script is complete, current, correct, and adheres to SAPP.	_____	_____
14. Ensured the script follows format guidelines and meets established time requirements.	_____	_____
15. Submitted completed script to first-line supervisor for review.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

## Write a News Release

### 224-278-1316

**Conditions:** Given a significant event or action and a requirement to notify media.

**Standards:** Write a news release that is in accordance with SAPP guidelines, AP, and local style guides.

#### Performance Steps

The difference between a news release and a news story is the intended audience. A news story is a product intended for use in a publication. A news release is a listing of facts intended to garner media interest and help in telling their story. News releases may use interviews or quotes, but they are not required. They are written to inform—not entertain. Additionally, a news release contains PAO contact information for media to follow up on the story, if desired.

1. Write a news release in the inverted pyramid format, with three parts: the lead, the bridge, and the body.
2. Write a lead, usually a one sentence paragraph. It must answer the most important of the five Ws and the H. The most important will normally be the Who, What, When and Where, at a minimum. A well-written lead will give the media the essentials of the story so that they needn't read any further if they chose not to.
  - a. Choose the single most important of the five W's and H should be used at the very beginning of the lead. This is called the "lead emphasis."
  - b. Do not write cluttered leads. The lead should not be cluttered with information that can be saved for later in the story. Generally, the lead should not exceed 30 words, and should be no less than 20 words.

3. Write a bridge, usually a one- or two- sentence paragraph of the story that links the lead to the body.
  - a. Remember the acronym WAITS when writing a bridge.

W - W's and H not answered in the lead.

A - Attributes information found in the lead.

I - Identifies the person, group, or organization impersonally identified in the lead.

T - Ties the news release back to a previous one.

S - Secondary facts.

4. Write the body to reflect only important facts no more than two paragraphs, one or two sentences each.
  - a. Use an interview or quote only when it is a necessary to support the facts in the release.

5. News Release should be accurate, brief, and clear.
  - a. Check all names, titles, ranks, and numbers. News releases must be accurate, as they are a direct correspondence to the news media.
  - b. Attribute for anything that is not generally accepted as fact, or considered common knowledge. Any opinions must be attributed.

**Note:** This includes professional opinions of any kind you as a reporter are not qualified to render. This includes the nature and events of injuries, cause of death, damage estimates, etc. A good general rule of attribution: When in doubt, attribute.

- c. Ensure news releases are not in violation of SAPP.

6. At the end of the news release, add public affairs contact information. For example, "For more information, contact Sgt. 1st Class Craig Zentkovich, 3rd Inf. Div. Public Affairs, at (912)767-3442 or marnemedia@us.army.mil."

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Wrote a news release in the inverted pyramid format, with three parts: the lead, the bridge, and the body.	_____	_____
2. Wrote a lead which included, at a minimum, the Who, What, When and Where.	_____	_____
a. Included appropriate lead emphasis.		
b. Lead was between 20 and 30 words in length.		
3. Wrote a bridge, considering WAITS, one or two sentences in length.	_____	_____
4. Wrote the body, including only the important facts, no more than two paragraphs in length.	_____	_____
a. Used a quote only to support facts in the release.		
5. Checked all names, titles, ranks and numbers to ensure they were accurate.	_____	_____
6. Ended the release with a contact statement.	_____	_____

**References  
Required**

**Related**  
AR 360-1  
FM 46-1

**Write a Media Advisory**  
**224-278-1317**

**Conditions:** Given a planned event and a requirement to notify the media.

**Standards:** Write a media advisory in accordance with SAPP guidelines, AP, and local style guides.

**Performance Steps**

Not to be confused with a news release, a media advisory is written in advance of an event to generate media interest and coverage.

1. Ensure you have an up-to-date and thorough media contact list of all local, regional, and national media outlets. This will prove invaluable to your unit when you're stateside and deployed. At a minimum, this list should include the news media organization, points of contact (reporters, editors, producers), physical addresses, phone numbers, and email addresses.
2. Decide if an upcoming event warrants a media advisory.  
Media advisories should never be produced for future combat operations
3. What is the intended audience of the media advisory and event? Who are you trying to reach?  
Some events on an installation or its surrounding communities are specific to local media operations overseas tend to be of national and international interest.
  - a. Events on an installation or its surrounding communities are specific to local or regional media. For example, a 3rd Infantry Division change of command ceremony will only generate interest from a local newspaper or regional TV affiliate.
  - b. Major operations in a deployed environment attract national and international attention. For example, a press conference to highlight the apprehension of a high-value enemy target will most likely garner interest from national and international news organizations.
  - c. While deployed, you should notify all news media representatives currently in the region in order to get the most balanced and widespread coverage of the event.
4. Media advisories is a listing of facts, including the five Ws (Who, What, When, Where, and Why). There are never any opinions or quotes in a media advisory—just the facts.
5. At the end of the media advisory, add public affairs contact information and a confirmation deadline. For example, "For those interested in attending the event, contact Sgt. 1st Class Craig Zentkovich, 3rd Inf. Div. Public Affairs, at (912)767-3442, no later than 5 p.m. Wednesday."
6. The media advisory should be no more than three paragraphs—the lead, the bridge, and the contact information statement.
7. All media advisories should be accompanied by press kit materials, if possible. These materials should include, but are not limited to, a comprehensive fact sheet (that does not violate SAPP), necessary biographies of those speaking at/hosting the event, unit history, and photographs, if available.
8. Receive approval to release the media advisory.

**Performance Measures**

	<u><b>GO</b></u>	<u><b>NO-GO</b></u>
1. Ensured you have an up-to-date media contact list.	—	—
2. Determined if an upcoming event warranted a media advisory.	—	—
3. Determined the intended audience of the event and who will receive the advisory.	—	—
4. Wrote the advisory, ensuring it included the five Ws.	—	—

**Performance Measures**

5. Ended the advisory with a contact information statement and confirmation deadline.
6. Media Advisory was no more than three paragraphs.
7. Prepared press kit materials to accompany media advisory.
8. Received approval to release the media advisory.

**GO**

**NO-GO**

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**References**

**Required**

**Related**

AR 360-1

FM 46-1

**Localize News Service Material**  
**224-278-1320**

**Conditions:** Given a story from a news service or a release from an outside organization, and supervisor guidance.

**Standards:** Prepared a story or script from the news service material, in appropriate news or feature style, tailored to include the impact of the subject matter on your command or local community.

**Performance Steps**

The following tasks provide additional essential skills for the completion of this task:

**224-278-1220 "Determine News Sources for a Media Product."**

A lot of news comes to the public affairs office or the broadcast station in the form of handouts, either news releases from various organizations or stories from news services. In some cases a news service release might be used "as is," or you may produce an entirely new story related to the news service story. However, most stories can be "localized" to reflect the impact of the story on your particular command (see examples below).

1. Identify local subject matter expert. Find the person in your command that is responsible for the subject of the news release—the subject matter expert. Ask yourself how the release relates to the local audience. A release about a new clothing item, for example, might say that the item is expected to be available worldwide by Oct. 1. A call to the clothing sales store, however, could reveal that the item will be available locally by Aug. 1.
2. Identify local Army officials related to the news. At the very least, Army-wide or nationwide stories can often be localized by asking local officials to review the story and provide additional details. A quote/sound bite from a local official, safety officer, PX manager, brigade commander, etc., can supplement the material from officials in Washington. In some cases a local official's quote can be used instead of the one in the original release.
3. Contact the SME or local official for background information and quote on the news. Coordinate with your supervisor, then contact the SME and ask how the story affects your unit or the post or community.
4. Reconstruct at least the lead to present the new information. The local angle should always be incorporated in the lead. Add the rest of the information to the appropriate body parts of the story or script.
5. Credit the originating news service. (Remember, unless your office or command subscribes to such commercial news services as AP or UPI, you cannot use their releases.) If you have completely rewritten the story you may put your byline or local attribution on it, but if large parts of the original release are used intact, credit only the originating news service.
6. Submit the localized script or story, prepared in appropriate news or feature style, to your supervisor.
7. Examples of localization:
  - a. Latest promotion list. Find out how many people were promoted locally. Contact the local personnel office for sound bite or quote.
  - b. Army Designated Driver Program. Find out when it will begin locally and are there any specific issues that are local to your command. Contact the Provost Marshall for more information.
  - c. Army shortens/lengthens combat tour. Find out how many Soldiers it will affect. Contact the personnel office (S1 or G1) for specific numbers and possibly unit commanders and family members for a local response.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Identified local subject matter expert.	_____	_____
2. Identified local Army officials.	_____	_____
3. Contacted the SME or Army official related to the news story for information and quotes.	_____	_____
4. Reconstructed the lead of the news story to reflect the local angle.	_____	_____
5. Credited the originating news service.	_____	_____
6. Submitted localized script or story to your supervisor.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1



## Subject Area 4: Studio

**Perform a Radio Program****224-277-1415**

**Conditions:** Given an assignment to perform a radio program for an affiliate station supporting a theater of operations, command guidance (public affairs policy, Army and DD regulations, local or host-nation sensitivities, emergency procedures), a play list, broadcast studio equipment, a program log, access to radio library material, written and produced information spots, a dictionary or pronunciation guide, current command information guidance, access to satellite network radio news, sportscasts, and internet access.

**Standards:** Perform a radio program using a balanced mix of music, proper voice and diction skills, transitions, production aids, and proper equipment operation to produce a broadcast standard production for the required format. Perform all program requirements according to the program log and annotate, as required, all log entries (time, spot, and news or entertainment elements). The entire content of the program must adhere to all security, accuracy, policy, and propriety guidelines and end on time.

**Performance Steps**

1. The following task provides additional essential skills for the completion of this task:

224-277-1610 "Announce Copy for a Broadcast Production."

224-277-1650 "Produce a Broadcast for Release."

224-278-1120 "Review a Media Product for Policy Violations."

2. Radio is the primary DMA service in wartime and military operations. News and command information are critical to these operations. You may have emergency announcements, late-breaking news, evacuation procedures or other situations that require you to react quickly. When you sign on the program log, you are responsible for what happens on your shift.
3. Your first step is to understand and comply with all the rules and regulations. This requires a thorough review of standing operating procedures (SOP's), emergency SOP's, local or host-nation sensitivities, and local command policy or guidelines. In wartime operations you must be prepared for the unexpected.
4. Review program requirements to ensure all elements are included. Use the program log, format, music wheel, or other guidance.
5. Familiarize yourself with the show's play lists, music wheel or format (mixed format, country, soul, etc.).
6. Review the show's requirements (news breaks, spot breaks, sports, etc.).
7. Review the programs log for specific time requirements for live satellite feeds, board shift off-lining duties, system cues, etc.
8. Determine the total amount of music required for the program.
9. Most stations preprogram music for the announcer. You may have to do this job during wartime operations. First, identify the length of all nonmusical items for each program hour. This includes news, sports, command information (community calendars), spots, weather, station ID's, and system cues. Subtract these items from the total time available for each show hour to come up with your total music time per hour.

## Performance Steps

10. A computer music management system, such as "Superscheduler," can provide you with the total music time for each program hour. This system, if properly programmed, normally does a good job, but you must check over a computer-generated music list and you may have to edit it. The automated programming may provide a total music time, higher or lower than the time available. This happens when a music category (country, rock, etc.) unusually short songs (1:50) or long songs (6:00). When this happens, edit the music list in accordance with local policy or supervisor guidance to ensure the proper amount of music is programmed.
11. Pull music for your show according to the play list, if you have one. Otherwise choose a balanced mix of music, tempo, and styles that fit your format. Do not air songs with lyrics alert.
12. Tempo. Avoid airing three songs with like tempos back-to-back-to-back, for example, three fast songs or three slow songs in a row.

Groups/gender. You may want to vary the female-male group balance on your play list—program at least one song by a male singer and one song by a female singer each half hour.

If you use a program such as Superscheduler, it may be necessary to edit the computer-selected music to maintain tempo or gender/group balance.

13. Listen to the beginning and ending of each unfamiliar song to determine when the vocals begin and when and how the song ends. This helps you to avoid talking over the vocals when you use the instrumental ramp for your song identification or transition. You can also decide which production aid, if any, to use.
14. Inspect compact discs (CD's) or other air products to ensure they meet broadcast air-quality standards. Check each item for the obvious scratches or other damages that may affect air quality. CD players more easily ignore inside-to-outside scratches. Circular or vertical scratches can obscure too much information and cause skips. Review digital file information for kill date information, correct audio in/out points, and levels. Make adjustments, if necessary.
15. Recue and arrange all items in order of presentation. Replace defective items in accordance with local policy.
16. Rehearse all promos, spots and other materials to be read live during the program. Determine the mood or tone of the material so you can effectively communicate the intended message. Use your dictionary or pronunciation guide to check words that are difficult to pronounce.
17. Update the weather forecasts, current temperature and conditions, sports briefs, and other dated material required for the format.
18. Operate the audio control board properly while performing the music program. Mistakes can cause the best-planned program to turn out amateurish and unprofessional. Here are a few tips that can help you avoid mistakes:

Become familiar with your equipment and its capabilities.

Develop a system of operation that works for you, so that you do things the same every time. This helps you avoid such problems as unintentional live mic or a source pot in cue instead of program.

Always recheck each source (CD, spot, mic, etc.) before putting it on the air. (See Appendix C, Audio Console Tips & Guidelines).

## Performance Steps

19. Air all program elements within the prescribed time limits according to the program log. Make sure each program entry is correct and complete.

Use transitions and production aids to blend music and program elements. For example, spot to jingle/propellant to music, music to propellant to music, etc. Follow a jingle or propellant with music, not talk. Be careful not to overuse these production aids.

Run a tight board, avoid dead air. Dead air signals inexperience, poor preparation, or mechanical failure. Know your stations emergency procedures for remote line or power outages and react accordingly. In almost all cases, including most mechanical failures, excessive dead air is inexcusable.

20. Don't use profanity, vulgarity, or any statements that could be considered bad taste. Familiarize yourself with the host-nation sensitivities and avoid these and other areas of controversy. Consult your leader if you have any doubts or questions about something you want to use in your program. If a leader is unavailable, don't use the questionable material. Observe operations and communications security at all times.

Perform the radio program using proper broadcast announcing techniques. Don't try to sound like someone else you admire. Be yourself. Be natural and sincere. There's nothing wrong with adopting ideas for your show, but use them in your own way.

Know your audience and relate to them. Research trade magazines and other publications (if available) for interesting bits and pieces of information about songs and artists to add some variety to your show.

Respect your audience; talk to them one-to-one. Use the pronoun "you" instead of "you all" or "everyone out there." These techniques help your audience better relate to you.

21. Be funny or amusing if you can. Prepare to drop the humor if it doesn't work. Don't use "in-house" jokes. The listener will not know what you're talking about. Keep jokes and humorous pieces short. Make sure the jokes are appropriate for your audience. Use a joke only once. Review all comedy materials for appropriateness before airing.

Perform music program without violating public affairs policy, Army regulations, or host-nations sensitivities. Identify and report questionable lyrics. Local policy.

Complete the program on time, as specified on the program log. This may mean back timing your last song (subtracting its run time from the time it must end to get the time it must start) or simply airing an instrumental and potting it down.

Perform any required equipment cleaning. Return items used during the program to their proper places.

**Performance Steps**

22. In general, CD's are fairly durable. Keep them in their cases and they will stay that way. If you do spill something on one or scratch one, clean it gently with a soft cloth. Use a dishwashing soap with a soft cloth if necessary.

If you discover damaged material during your shift, pull the item and notify your supervisor.

If you encounter any studio equipment problems during your shift, inform your supervisor or studio engineer. Don't leave surprises for the next shift.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Read standard operating procedures to ensure compliance with all local regulations, policy or emergency procedures.	—	—
2. Reviewed the program requirements to ensure all elements are included.	—	—
3. Ensured a balanced mix of music that corresponds in tempo and style to the local format.	—	—
4. Inspected materials or other air products for scratches or other damage that might affect air quality.	—	—
5. Updated weather forecasts, current temperatures, sports briefs, or other dated material as required for the format.	—	—
6. Operated the audio control board properly while performing the music program.	—	—
7. Aired all program elements within prescribed time limits, according to the program log.	—	—
8. Performed the radio program using broadcast standard announcing techniques.	—	—
9. Used proper transitions to blend music and program elements.	—	—
10. Annotated correct, complete entries on the program log as prescribed by local station policy.	—	—
11. Performed the music program without using profanity, vulgarity or other statements that could be considered bad taste.	—	—
12. Performed the musical program without violating public affairs policy, Army regulations, or host-nation sensitivities.	—	—
13. Completed the program on time, as specified in the program log.	—	—
14. After the program, performed required cleaning and reported damaged equipment or materials to supervisor.	—	—

**Evaluation Guidance:** Score the Soldier a GO if all steps are passed (P). Score the Soldier a NO-GO if any step is failed (f). If the Soldier fails any step, show him what done wrong, and how to do it correctly.

**References**  
**Required**

**Related**  
 AR 360-1  
 FM 46-1

## Subject Area 5: Acquisition

**Operate Digital Imagery Acquisition Equipment for Production  
224-277-1510**

**Conditions:** Given a requirement to operate digital imagery acquisition equipment for a video production (spot, feature, news,) digital imagery acquisition equipment, portable lights, information concerning the production, and leader guidance.

**Standards:** Set up and operate digital imagery acquisition equipment and portable lights to record broadcast-standard video and audio to support a spot, news, or feature production. Perform the task without causing injury to self, other personnel, the environment, or damage to equipment while adhering to security, accuracy, policy, and propriety requirements, and adhering to format, continuity, and timing requirements.

**Performance Steps**

1. Select equipment required to complete the spot, news, or feature production. Most shoots require a variety of digital imagery acquisition equipment, which may vary from unit to unit.
2. Inventory and check the serviceability of all equipment before you go out on a shoot. Use an existing list or prepare an equipment list to account for the equipment before, during, and after the shoot. Equipment may vary from unit to unit, but these standard preparations apply to all systems:

Ensure the batteries for the camera and battery pack are charged. Some batteries, such as battery belts, take longer to charge than others. Make sure you give yourself adequate time to charge batteries before the shoot. Ensure your microphone batteries are fresh, and be sure to bring along spares. Place a label on your battery to indicate the date the battery was installed in the microphone.

Check all cables for breaks in insulation and loose connectors. It's a good idea to carry extra cables on shoots in case of malfunctions. Include cables of various lengths to give yourself more flexibility.

Prepare your solid-state media card or tape for recording. Ensure record inhabit device is in the proper position to record.

Inspect the camera and lens for scratches and dust. If necessary, clean the camera lens according to manufacturer's guidelines.

Make sure your lights work, and always bring spare bulbs. Bring heat-resistant gloves for safety purposes.

Include a white card for white balancing, if applicable.

Perform a systems check on the camera/recorder system to ensure the equipment is operating properly.

### Performance Steps

3. Set up your digital imagery acquisition camera on a tripod.

Keep the camera lens capped until you're ready to white balance or shoot.

Make sure you secure the camera to the tripod.

Level the camera on the tripod head according to the manufacturer's instructions.

Insert a battery or connect an AC adapter.

Turn on the power and check the battery level indicator to ensure a fully charged battery.

Adjust all camera controls (zoom control, auto iris, doubler lever, gain switches, microphone switches, display ctl/tc/u-bit switches, etc.) according to a local checklist or SOP and your operator's manual.

Set the recorder controls (audio limiter switch, input switcher, audio input switch to mike or camera, audio-in channel switches to mic/cam/line, external microphone(s) to channel one or two as required, etc.) to the proper settings according to your SOP and operator's manual.

If possible, connect your headphones or ear pieces to your recorder.

Insert your solid-state media card or rewind tape (open the tape transport first, if necessary).

Conduct an audio check on the camera/recorder systems internal microphone.

Connect every external microphone you plan to use on the shoot to the camera/recorder system for audio check.

Record color bars and audio. Playback to ensure recorder is working properly.

Separate any defective equipment for turn-in to maintenance for repair or to higher headquarters for replacements. Replace any defective equipment required for the digital imagery acquisition assignment.

4. Perform a systems check on all replacement equipment to make sure it's operational.

Check all equipment selected for the digital imagery acquisition shoot against an equipment list before departing for the assignment.

Consider your equipment's limitations prior to shooting video/audio for production.

5. Magnetic or radar fields such as radar or communications transmissions antennas may distort your video. Check your video to determine if distortion is present. If so, consult manufacturer's instructions to compensate.
6. Low or high light levels in the shooting environment can effect camera/recording operations. This can result in poor quality video that does not meet broadcast standards.

## Performance Steps

7. Extreme temperatures (very hot, humid, or freezing) conditions will affect your equipment. Changes, such as going from a warm building to shoot outside in cold weather, going from an air conditioned building to a humid area, or vice versa, also effect the equipment. You must allow plenty of time for equipment to adjust to conditions. Some recorders have a built in humidity damage protection system. Observe the "auto-off" or similar indicator light before and during the shoot. Follow manufacturer's instructions or local SOP.
8. Monitor and conserve your batteries. Avoid leaving your camera/recorder on if it's not necessary. Use preheat functions to conserve power.
9. When shooting near windows avoid mixing indoor and outdoor light by adjusting curtains or blinds. You may also have to adjust the camera filter wheel/switch or change camera angles.

Remember all portable video equipment is fragile; handle it with care. Avoid exposing equipment to sand, salt, or heavy rain.

Set up equipment as needed for the assignment according to local policy or manufacturer's instructions.

Perform another systems check at the digital imagery acquisition site to ensure the equipment is working properly before you begin shooting video for production.

Set up lights or reflectors as required during the shoot without causing injury to yourself or anyone else.

Make sure you adjust the camera filter wheel/switch to current lighting conditions (indoors, outdoors, cloudy, or bright sunshine) according to the operator's manual.

10. White balance the camera for current lighting conditions according to manufacturer's instructions or local SOP to ensure natural colors. If you're using portable lights to shoot a scene, turn them on before you white balance. White balance the camera every time you change light sources. If you move from indoors to outdoors or vice versa during the shoot, you must white balance again. If the sky conditions change while you're shooting outdoors you must again white balance your camera. Some cameras may allow you to save your white balance settings.
11. Make sure you have a white card or white sheet of paper available.

Place your white target in front of and close to the subject you're going to shoot.

Ensure your white target is straight up and down, if you tilt it, you might reflect other light and have an inaccurate reading.

Zoom in and adjust the lens so the white target completely fills the viewfinder.

12. Now you're ready to white balance the camera according to the operator's manual.

Maintain proper audio levels during the shoot. You must monitor audio levels for primary audio (narration, actualities/soundbites, and standups) and the camera/recorder's built-in microphone for natural sound. Use the VU or LED meter and headphones to monitor audio quality. Adjust audio levels as necessary during the shoot. Standards for audio levels may fall within the 80 to 100 percentage range on the VU meter or be prescribed by local SOP or the operator's manual.

## Performance Steps

13. As you gather video, you need to understand the functions of primary and supporting footage, and how to organize them.

A-roll - The sound portions of your spot, news, or feature production. This includes narrations, interviews, and stand-ups. If the open and close of a news feature story are done on camera, you should record them on this tape.

B-roll - The supporting raw footage for the production, often referred to as cover material. The main purpose of B-roll is to visually illustrate a spot, news, or feature. Your goal is to shoot scenes that will work together to support the information objective for a spot, show what happened at an event, or give a close-up look at how something is done.

14. Ensure correct shot composition and shot variety. Use your tripod; steady camera shots are hard to get with a hand held camera. Be familiar with the following terminology and guidelines. Appendix C, Camera Composition Tips, shows examples of how to apply them.

Field of view - The balance between the sizes of the subject and its environment.

Extreme long shot and long shot - The subject is dominated by background area.

Medium shot - The subject is more dominant than the background area but shares video space.

Close-up and extreme close-up - The subject becomes the primary source of interest within the video space.

Cutoff lines - the natural lines occurring at various points of the body that provide a pleasing shot.

Full shot (the entire body).

Waist-to-headroom.

Pockets-to-headroom.

Never frame cutoff lines on a body joint such as the elbows or ankles.



## Performance Steps

15. Camera angles - The perspective which affects the audience's perception of what is happening on the screen includes the following:

Normal angle - Subject's eye level (remember, children have a different eye level than adults).

High angle - Often chosen as an overview of a subject's environment. It makes the subject seem smaller. The subject lacks power and dominance.

Low angle - Increases audience perception of the subject's size, power, and dominance.

Canted or "dutch angle" - Perceived by audience as dynamic, exciting, and unstable. It also suggests fantasy and unreality. However, it draws attention to itself and should be used sparingly.

Subjective angle - From a subject's point of view. It's sometimes the most dynamic shot available. For example, a shot taken from inside a fast moving M1 Abrams tank.

Avoid using too many tilts and pans. Movement should be motivated by the action.

Visual compositions - Think in terms of creating depth. Pictures are two-dimensional and require composition of depth.

Shoot subjects from an angle instead of straight on.

Include objects in the foreground, middleground, and background.

16. Make good use of background area, avoid using protrusions from the subjects body (phone lines, poles, etc.) that can distract the audience. Remember to frame your shot to compensate for a 10 percent transmissions loss. This allows enough room for fonts, graphics, and viewfinder overscan.

Rule of thirds - Eyes, horizons and points of interest are best composed on imaginary lines one-third from top to bottom of the screen. When composing a human subject, eyes should be framed one-third from the top with proper headroom.

Look space - Provide space for the subject to look off screen or lead room for moving objects. Too much space behind a subject gives the perception that something is about from behind.

180-degree rule - Respect the line of action (also called the eyeline, stageline, or axis) by taking all your camera shots for a sequence from one side of the line and avoiding reverse cuts. Here are a few examples of how the 180-degree rule is applied:

Violation of the action will change the screen direction of a moving object, confusing the audience. For example, troops marching on the left of the screen; if the 180-degree rule is violated, the troops would appear to be marching off the right side of the screen.

The line of action extends between the heads of two people talking, eye to eye. When one person moves, the line changes, but it still connects them.

## Performance Steps

17. When taping a dialogue between two people, the position of the subjects in relation to each other must be clear to the audience, even in a close-up. To achieve this, keep the camera on one side of the line and avoid reverse cuts.

The line of action may be moved by moving the subject or moving the camera during the shot.

Jump Cuts - Adjoining scenes from the same size and angle that do not match. This occurs at the point where the scenes are edited together and shows an unnatural jump in the action. Jump cuts interrupt the flow and continuity of the visual story line. This is particularly evident when shooting people or moving action. You must consider possible jump cuts when you shoot the story.

Vary shot sizes and angles of your subject.

Always consider continuity of action to avoid double action or omission of action. Facial expressions and hand gestures are the most difficult to deal with.

Take note of the location and background subjects to avoid appearances and disappearances or alterations of objects.

Ensure the place of action and emotion of subjects is consistent.

18. Three-shot story sequence - This approach duplicates the natural tendency to move in toward a subject you're interested in.

Long shot or establishing shot - Indicates the geography or locale of the story.

Medium shot - Moves the audience closer to the subject. This allows enough detail of the subject to identify it within its environment.

Close-up - Indicates the central figure/item within the story. This forces the audience's attention onto a single item.

Cut-in and cut-away - Used to avoid jump cuts and cover edit points. They also help to bridge telling points.

Cut-in - A shot that takes you into the central action being shown. For example, you have a shot of a Soldier on a rifle range and cut into a shot of his finger on the trigger.

Cut-away - A shot that turns away from the central action, often thought of as a reaction shot. For example, you have a shot of an M1 Abrams tank firing a round and cut away to a shot of a general looking down range through a pair of binoculars.

19. Ensure there are no violations of security, accuracy, policy, or propriety during the shoot.
20. Inventory, clean, and store all equipment according to the local SOP.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Selected the equipment required to complete the spot, news or feature production.	—	—
2. Inventoried all equipment selected for the assignment.	—	—
3. Performed a systems check on the digital imagery acquisition equipment to ensure all equipment is operable.	—	—
4. Considered equipment limitations when shooting video for production.	—	—
5. Set up equipment that is needed for the assignment according to local policy or manufacturer's instructions.	—	—
6. Repeated the systems check at the digital imagery acquisition site to ensure all equipment is still operable.	—	—
7. Set up lights or reflectors, as required, during shoot without causing injury to yourself or anyone else.	—	—
8. White balanced the camera for current lighting conditions according to manufacturer's instructions. Repeated this step as often as required.	—	—
9. Maintained proper audio levels during the shoot; adjusted as necessary.	—	—
10. Recorded scenes for the production using proper shot variety and composition.	—	—
11. Ensured there are no violations of security, accuracy, policy, or propriety during the shoot.	—	—
12. Inventoried and stored all equipment according to local SOP.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

Subject Area 6: Production

**Announce Copy for a Broadcast Production**

**224-277-1610**

**Conditions:** Given a requirement to announce copy for a broadcast production (news, sports, spots, or feature), leader guidance, prepared broadcast copy, a dictionary, a current news or pronunciation guide, format guidelines, time requirements, and a timing device.

**Standards:** Announce broadcast copy, applying the fundamentals outlined in Appendix B, "Broadcast Announcing Skills Guide," for a TV news, sports, feature, or spot production which—  
Effectively communicates the determined objective.

Meets established guidelines for SAPP.

Meets local criteria for format, continuity, and timing requirements.

**Performance Steps**

1. The following skills and techniques apply to announcing both TV and radio:  
Preparation.  
Required voice and diction skills.  
Microphone techniques.  
In copy-handling techniques.
2. The distinguishing factor for announcing copy for TV is the video image of the announcer. Attention must be given to the appearance of the announcer as well as the sound.
  - a. You need to check your uniform (or clothing) and appearance to ensure it is neat and within regulation (AR 670-1) or local broadcast policy. This includes your hairstyle and make-up, if used. Hair should be neat and make-up natural looking.
  - b. As you are positioning yourself to announce, make sure you place your copy, microphone, and teleprompter controller inconspicuously so you don't distract the viewer. Check your appearance again to ensure it is still neat and correct.
  - c. If there is a floor director, follow all hand-signals. If not, follow the local format and policy for the product. Announce your copy using the proper voice and diction techniques. End on the cue of the floor director or within the established time requirements.
3. Announcing copy for radio requires skillful use of your voice and correct diction practices. Appendix B, "Broadcast Announcing Skills Guide," covers proper voice and diction techniques, and provides practical exercises to help you develop each skill.
  - a. Your understanding and preparation of the copy enable you to implement your voice and diction skills. You must read your copy first for comprehension. Then mark it for pronunciation, phrasing, or breath points, as you need to. Read it aloud until you are familiar with it and have timed it for the broadcast. If you are preparing for a newscast, see task 224-277-1650, "Prepare a Broadcast For Release," for additional information.
  - b. Your posture, position, and handling of the copy all contribute to proper microphone technique. Good posture helps you breathe and use your diaphragm most efficiently. Position yourself at the proper distance and angle from the microphone to allow it to clearly pick up your voice without distortion of any kind. Situate yourself comfortably, while maintaining good posture, and be prepared to stay in this position throughout your broadcast to ensure audio consistency. If you are operating an audio board or other equipment, make sure it is accessible from your position. Have your copy in order and within reach.
  - c. Using proper voice and diction techniques, announce your copy. Avoid creating a distraction by shuffling your copy, or by leaning away from the microphone to turn a page, etc.
  - d. End your broadcast on time, or ensure your final produced piece meets the established time requirements.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Read the copy until you comprehend it, are familiar with it and have it timed.	—	—
2. Identified proper pronunciation for unfamiliar or difficult to pronounce words.	—	—
3. Maintained good posture, position and handling of copy.	—	—
4. Announced copy with authority, using proper voice and diction techniques.	—	—
5. Communicated the main idea of the news or sports story, feature or spot.	—	—
6. Used proper breathing techniques.	—	—
7. Used proper phrasing techniques.	—	—
8. Used proper pronunciation.	—	—
9. Used proper inflections.	—	—
10. Used proper articulation.	—	—
11. Used the proper rate/pace.	—	—
12. Used verbal or nonverbal transitions to smoothly move from one element to another.	—	—
13. Avoided excessive stumbles (as defined by the supervisor).	—	—
14. Used proper microphone techniques.	—	—
15. Completed the broadcast on cue of the floor director or within established time limit, and adhered to SAPP.	—	—
Adhered to additional guidelines for TV.		
16. Ensured your appearance conforms to local requirements for broadcast and AR 670-1.	—	—
17. Responded correctly to all hand signals (if using a floor director).	—	—
18. Maintained proper on-camera presence (eye contact, appropriate facial expressions, avoiding distracting gestures, etc.).	—	—
19. Followed local TV format guidelines.	—	—

**Evaluation Guidance:**

Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1

## **Produce a Video News Product for Release**

**224-277-1620**

**Conditions:** Given an assignment to produce a news product and a digital imagery acquisition and editing system. Coordination for logistical support and a site assessment have been completed.

**Standards:** Produce a video news product for release, using proper voice and diction, writing and editing techniques, which meets—

Established guidelines for security, accuracy, policy and propriety (SAPP).

Local criteria for format, audio and video quality, continuity, assigned product length, and correct VIRIN information.

### **Performance Steps**

1. The following tasks provide additional essential skills for the completion of this task:

224-277-1211 "Conduct an Interview for a Broadcast Production."

224-277-1310 "Write Broadcast Copy for Release."

224-277-1510 "Operate Digital Imagery Acquisition Equipment for Production."

224-277-1640 "Edit Broadcast Material for Release."

224-278-1710 "Apply Visual Information Record Identification Number (VIRIN) Standards to Digital Imagery."

2. The video news product is a news story or sound bite prepackaged for a broadcast. It's similar to a radio news product in the basic steps—research, recording, writing, producing—but the presence of video images prompts additional considerations.
3. Before the shoot. You must determine your approach to the story. This is sometimes referred to as the "hook" or "peg." It's the main point of appeal to the audience. Have an idea of the angle you want to take, but be flexible. You may find a better hook during the shoot. Don't try to cover too much; focus on one aspect of the story, and cover it thoroughly. One important consideration is how much time you have to present the story. This may be based on the length of the cast or how much time you have to produce it. If you have a lot of important information, you might break the story up into a series.
4. Gathering information. Your goal is to collect all the visuals, actualities, and information necessary to build your story. To accomplish this you may use archives of similar stories in the past, interviews of subject matter experts or eyewitnesses, sound bites from press conferences, speeches, network or news service feeds, Internet resources, and press releases.
5. As you gather video, you need to understand the functions of primary and supporting footage, and how to organize them.

A-roll - The primary audio of your news insert. This includes interviews and stand-ups.

B-roll - The supporting raw footage of the news story or event. The main purposes of B-roll are to visually illustrate and explain a story or event. Your goal is to shoot scenes that will work together to show what happened at an event, or give a close up look at how something is done. Shoot a variation of shots to ensure you have more than you need for the final product. Always use natural sound.

## Performance Steps

6. Correct camera techniques. As you shoot, keep in mind the continuity of the story, and the upcoming editing process. Shoot to avoid jump cuts. Compose your shots carefully, remembering proper camera techniques.

Types of news products. When you've finished the shoot, review your notes and video, and check your facts for accuracy. Select the sound bite(s) and determine the type of news insert that best supports your story. Time constraints, late-breaking events, and internal vs. external releases all effect this decision process. Sometimes it's the story content or subject that determines the insert. Here are some video news products commonly used in broadcasting:

Actuality (sound bite; commercially called "sound on tape" or "SOT") - A video excerpt of a newsmaker or eye witnesses remarks recorded as part of a news story or event. Actualities are most often taken from speeches, briefings, or interviews. You can add B-Roll from the story or event to illustrate what the person in the actuality is talking about. A video actuality should run 15 to 30 seconds. B-Roll is especially important for long actualities (:25 to :30) to break the monotony of a talking head.

Live voice-over (Rolling video; VO/SOT) - An edited video segment (B-Roll with natural sound) accompanied by narration. The newscaster delivers the script live while the video segment airs on the TV screen. It should run 10 to 30 seconds.

Live voice-over with actuality (rolling video-sound bite) - An insert that includes an edited video segment(s) combined with an actuality. The segment(s) can air before the actuality, after the actuality, or both. The whole series should run 30 to 60 seconds. Time the scripts to fit within the video segment(s).

7. Package - A complete story of a news event. They generally run about 30–90 seconds. It is broken down into three parts: the open, body, and close.

Open - Grabs the viewer's attention. You can use a stand up, voice over, sound bite, or the start of an interview.

Body - The telling piece of the story. It includes sound bites from interviews, B-roll with natural sound, or an on-scene stand-up to bridge or tell parts of the story. Using a combination of these techniques adds variety to the piece.

Close - Leaves the viewers interest and curiosity satisfied. It should include a standard lockout by the reporter according to your station format. This lockout can be an audio or video (stand-upper) close. It alerts the newscaster the story is finished, and the live portion of the newscast is about to continue.

8. Video news release - Designed for use by external media. Package the product. Check with supervisor to ensure product is packaged to meet external media requirements.
9. Scripting - Once you've decided what type of video news product to produce, write a script in the proper format, conforming to the broadcast writing guidelines established in Appendix A. Keep in mind what images you've captured on video, and write the script to match. The words and pictures must convey the same idea to successfully communicate the news story.

## Performance Steps

10. Lead-ins and closes - Produce a lead-in sheet similar to the example in Appendix A. Write it to give the viewer an idea of what the story is about, and make him want to know more. Avoid using phrases that you will use in the report or actuality. You might hold out one of the five W's (who, what, when, where, why,) from the story to use in the lead-in. Make sure your lead-in stands alone; that it doesn't rely on the insert to make sense. This allows for the anchor to recover more easily if the insert doesn't play. He can move on the tag or next story. The final sentence in the lead-in is the throw line. It identifies the reporter or the newsmaker on the insert whose about to speak. Here's an example for a lead-in for a package or voice-over with actuality:

THE SECRETARY OF DEFENSE ANNOUNCED TODAY THAT THE ARMY MAY NOT GET THE EXPECTED TWO PERCENT PAY RAISE IN JANUARY. ARMY SERGEANT BLYTHE JONES REPORTS THAT CONCERN AMONG THE TROOPS IS RISING.

11. Actualities and voice-overs require long lead-ins to tell the complete story. Because they are shorter, more information must be packed into the lead-in. Actualities also require a close (tag) to wrap up the story into a complete package. Write it to stand alone, just as you write a lead-in. Here's an example of a lead-in and close for actuality:

THE ANNOUNCEMENT THAT THE ARMY MIGHT NOT GET THE EXPECTED TWO PERCENT RAISE IN JANUARY HAS SOLDIERS CONCERNED. DUE TO BUDGET CONSTRAINTS, THE DEFENSE DEPARTMENT MUST CUT SPENDING. THE SECRETARY OF DEFENSE STATED THAT HE WOULD RATHER CUT MONEY NOT YET SPENT THAN TAKE AWAY BENEFITS SOLDIERS ALREADY ENJOY. THE SECRETARY HELD A PRESS CONFERENCE THIS MORNING ON THE PROPOSED BUDGET CUTS.

INSERT: SEC DEF  
OC: ... word on it.

Run time: 15 sec

CONGRESS IS SCHEDULED TO VOTE ON THE PAY RAISE NEXT WEEK.

Notice the information scheduled about the insert. Follow your local policy, but always include the outcue (the last few words of the speaker on the insert). It is critical to the director and the anchor because it alerts them that the video news product is about to end.

12. Production. If STET, preproduce as graphics. Review the edited news product for quality and time requirements, and make any necessary corrections. Label the file according VIRIN standards and local policy, if necessary. The time noted on the label should reflect the time of the news product from the first video to the last audio.
13. Turn in the final product for approval. Correct any deficiencies and release it IAW PAO guidance and local SOP.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Gathered information from archives, interviews, news releases, etc. to develop your story.	—	—
2. Gathered enough quality video (A-roll and B-roll) to support your story.	—	—
3. Reviewed video to select sound bites and scenes to build the story.	—	—
4. Wrote the script, conforming to broadcast writing guidance established in Appendix A and local policy.	—	—
5. Edited the story according to your script and local policy.	—	—
6. Ensured the video news product meets all quality and policy requirements.	—	—



**Performance Measures****GO****NO-GO**

7. Included out cues on all lead-in sheets and scripts for packages and sound bites.

\_\_\_\_\_

\_\_\_\_\_

8. Turned in finished product for approval.

\_\_\_\_\_

\_\_\_\_\_

9. Released it IAW PAO guidance and local SOP.

\_\_\_\_\_

\_\_\_\_\_

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1

FM 46-1

**Produce a Video Spot for Release**  
**224-277-1621**

**Conditions:** Given an assignment to produce a video spot, digital imagery acquisition and editing equipment, music and/or sound effects library, and Internet access.

**Standards:** Produce a video spot that meets commander's intent, using proper voice and diction, writing and editing techniques, which meets—

Established guidelines for security, accuracy, policy, and propriety (SAPP).

Criteria for format, style, audio and video quality, continuity, and assigned product length in accordance with host-nation sensitivities. Provide correct VIRIN information.

Music and/or sound effects must support the spot objective. Properly archive the approved product.

**Performance Steps**

The following tasks provide additional essential skills for the completion of this task:

224-277-1230 "Set Up Microphones for a Production."

224-277-1231 "Set Up Lighting Equipment for a Production."

224-277-1510 "Operate Digital Imagery Acquisition Equipment for a Production."

224-277-1610 "Announce Copy for a Broadcast Production."

224-277-1640 "Edit Broadcast Material for Release."

224-278-1710 "Apply Visual Information Record Identification Number (VIRIN) Standards to Digital Imagery."

1. A video spot is very similar to a radio spot in—
  - a. Purpose (to inform your audience or persuade them into action).
  - b. Development of the objective and style.
  - c. Use of production elements and techniques.
  - d. Development of the script.
2. The distinguishing factor, of course, is the video image that accompanies the audio in a spot. We will begin this task with what it takes to plan for a spot shoot.
  - a. Conduct research and develop a production plan.
  - b. Develop a storyboard. It is a simple sketch showing the sequence of pictures that must be shot to compliment and support the audio message.
  - c. Plan for and recruit the talent needed for the production. You may find talent in your station, a local community theater group, or in a unit in your area.
  - d. Select the location(s) for shooting the supporting video. Have some control over the activity in the area to prevent distracting background sounds. Exercise the control of the lighting of the location. Coordinate with the local PAO and other officials for clearance to shoot at a selected site, if necessary. For example, you'd need clearance to shoot a spot on tank safety in a motor pool or in the field. The PAO might be able to assist you in finding talent and getting clearance.
  - e. Decide what kind of props and costumes you need to support the shoot. What people wear can compliment or detract from the spot's message.
  - f. Survey the site. Visualize the shoot actually taking place.
  - g. Coordinate support for your production.
  - h. Submit the script, storyboard and production schedule to leader for approval. Make any necessary corrections and re-time the script if any changes were made.
  - i. Hold final preproduction meeting with everyone involved to—
    - (1) Make sure each person knows exactly what is expected.
    - (2) Review the spots objective.
    - (3) Address any questions.

### Performance Steps

3. Make one last check of vehicle and equipment coordination to make sure the committed assets are still available for the shoot. Have a backup plan.
4. Rehearse the spot. Some things stress:
  - a. Delivery of copy by the talent should be natural, at a steady pace, and not sound as if they're reading their lines. There must be some acting and personality in the spot to grab the audience and hold them.
  - b. Have the technical crew rehearse their camera angles, get sound checks, check lighting, etc. while the rehearsals are going on.
  - c. Keep your eye on the quality and continuity of lighting, audio, video, and talent. Be aware of your talent and the scene to ensure everything is exactly the same in each shot. Even slight differences between shots (hats on, then off; collar open, then closed; lighting changes; props in a different place; etc.) break the continuity of the spot. It's too late if you notice these differences during postproduction.
  - d. Edit the final product in accordance with your station's SOP.
5. Review your final product. You should be able to answer "yes" to the following questions:
  - a. Does it meet the established objectives?
  - b. Is it within the established time constraints?
  - c. Does it meet local broadcast quality standards?
6. Label it according to VIRIN standards and turn it in to your leader. Make changes, if necessary, and then archive it according to your Army PA standards and local SOP. See task 224-278-3910 "Establish a Digital Archive for Public Affairs Products."
7. It's a good idea to hold a postproduction meeting to show the finished product to the production staff and discuss strengths and weaknesses of the product and production.

### Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Completed background research necessary to develop your spot.	—	—
2. Wrote the script in a proper format to satisfy your objective.	—	—
3. Developed a storyboard to support your script.	—	—
4. Surveyed the shooting site(s) to plan for equipment and lighting setup, power availability, distractions, etc.	—	—
5. Coordinated support for the production (equipment).	—	—
6. Submitted the script, storyboard and production schedule to your supervisor for approval.	—	—
7. Held preproduction meetings to discuss the approved production plan.	—	—
8. Rehearsed the spot until it's done the way you want to shoot it.	—	—
9. Shot the spot according to the plan.	—	—
10. Edited the spot according to the local SOP.	—	—
11. Ensured the edited spot met all quality and policy requirements.	—	—
12. Properly labeled (IAW VIRIN standards) and turned in the finished spot to your supervisor for approval.	—	—
13. Archived the approved spot in accordance with Army public affairs standards and local SOP.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**

**Required**

**Related**

AR 360-1

FM 46-1

## Produce a Radio News Product for Release

**224-277-1635**

**Conditions:** Given an assignment to produce a radio news product for release and a digital imagery and/or acquisition system.

**Standards:** Produce a radio news product for release, using proper voice and diction, writing and editing techniques, which meets—

Established guidelines for security, accuracy, policy and propriety.

Criteria for audio quality, assigned product length, and correct VIRIN information.

### Performance Steps

1. The following tasks provide additional essential skills for the completion of this task:

224-277-1211 "Conduct an Interview for a Broadcast Production."

224-277-1650 "Produce a Broadcast for Release."

224-278-1120 "Review a Media Product for Policy Violations."

224-278-1220 "Determine News Sources for a Media Product."

2. Write a script for the radio news product using the guidelines established in Appendix A, Broadcast Writing Style Guide.
3. A good radio newscast includes more than just the voice of the newscaster. One element that complements and adds credibility to a radio newscast is a radio news product. It's a sound bite or news story prepackaged for a newscast. It allows you to take the listener to the scene of the story.
4. There are three types of news inserts used in a radio news product—actualities, voicers, and wrappers.

An actuality is a sound bite of the voice of the newsmaker only. Fifteen to 25 seconds is usually a good length.

A voicer is a news report ending with a self-identification of the reporter. It should run 30 to 60 seconds.

A wrapper is a combination of the two of them. The actuality is "wrapped" in the voicer. The reporter leads into the story (voicer); the newsmaker makes a few comments (actuality); and the reporter concludes the story and identifies himself (voicer). A wrapper usually runs longer than an actuality or a voicer—about 45 to 75 seconds—because it included both.

The length of each insert depends on the importance of the story or quote and the length of the newscast. A long insert runs the risk of being boring; a short one may confuse the listener by not having enough information. Generally, an insert should not exceed 60 seconds.

5. Getting the story. The first step is research. Gather pertinent information to develop your story. Search archive tapes for similar stories from the past, and interview subject matter experts. You may also use sound bites from press conferences, speeches, beepers, news events, eyewitness accounts, public affairs office releases, and network or local news service feeds. You may use sound bites from telephone conversations if you make sure to tell the speaker they're being recorded. These sound bites allow information to come directly from the mouth of an expert, adding authority and credibility to your story.

## Performance Steps

6. You may record your narration on the scene or later, in the studio. If you decide to use the studio, remember to record natural sound at the scene to use as an audio bed. Record enough to cover the length of the insert, plus a few extra in case of mistakes. Mixing natural sound under your voice preserves the scene, allowing the insert to portray the story in its natural setting. You may use background sound to add to your production. It would be unethical to dub in sound to indicate that something did not occur. The purpose to adding the sound is to help the listener to feel like they are there.
7. When you are ready to put your story together, review your notes and recordings and check your facts for accuracy. You probably have more information than you need. Decide which aspect of the story has the greatest appeal to your audience, and select the sound bites that tell the story from that perspective.
8. Scripting. Write your script, incorporating any sound bites, to embody the five W's and H (who, what, when, where, why and how). The lead-in prepares your listener for the story. Avoid using the same words as in the insert, especially those in the opening sentence. Avoid writing a lead-in that depends on the speaker completing the thought. Write it to stand alone, so you're not left hanging if for some reason the insert does not play. (See example 1, below.)

A typical lead-in for a voicer or wrapper gives some of the facts, but lets the insert tell most of the story. Consider leaving one of the W's out of the story to use in your lead-in. In the last sentence, the throw line, identify the newsmaker or reporter, even if you've mentioned their name previously.

Example 1. Voicer or Wrapper lead-in:

TROPICAL DISEASES POSE A BIG THREAT TO U.S. TROOPS SERVING IN SOMALIA. S-R-T-V'S SERGEANT JOHN DRAKE SAYS LEADERS ARE STRESSING PERSONAL HYGIENE AS THEIR BEST DEFENSE.

A lead-in to an actuality contains much more of the story because the sound bite is shorter than a voicer or wrapper.

Example 2. Lead-in for an actuality:

WATER SHORTAGES HAVE INCREASED THE THREAT OF SOLDIERS CONTRACTING TROPICAL DISEASES. CURRENT SUPPLIES DON'T MEET DEMANDS OF THE NUMBER OF SOLDIERS ASSIGNED TO SOMALIA. WATER ISN'T IMPORTANT JUST FOR DRINKING, IT IS ALSO NEEDED FOR PERSONAL HYGIENE, WHICH IS THE BEST SAFEGUARD AGAINST DISEASE. LOGISTICS OFFICER, CAPTAIN HAL GREY, OF THE 99TH FORWARD SUPPORT BATTALION, SAYS IT'S IMPORTANT THAT EVERYONE WATCHES THEIR WATER USE.

9. An actuality also requires a close (or tag) to re-identify the speaker and to blend the copy and sound bite into one cohesive unit. As with the lead-in, make sure your close is a complete sentence, which can stand alone. Avoid using "this is..." and "that was...." If the insert doesn't play, the announcer can continue from the lead-in to the close as if it were a short news story. See how examples two and three can be read together to convey a complete, although short, news story.

Example 3. Close for actuality:

CAPTAIN GREY WENT ON TO SAY THAT HE EXPECTS BOTTLED WATER TO ARRIVE WITHIN A WEEK.

**Performance Steps**

10. Record your narration, sound bites and natural sound onto reel-to-reel according to your script. Review the story for quality and time requirements. Edit as necessary, and then transfer it onto a cart. Label it according to local policy.
11. Turn-in the finished radio news product and the complete lead sheet for approval. Correct any deficiencies. Turn in the cart and lead sheet for use in the newscast. Follow local policy for archiving.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Completed background research necessary to develop your story.	—	—
2. Gathered sound bites (interviews, press conferences, beepers, etc.) to support the story.	—	—
3. Wrote the script, conforming to broadcast writing guidance established in Appendix A and local policy.	—	—
4. Recorded the story according to your script and local policy.	—	—
5. Ensured the radio news product meets all quality and policy requirements.	—	—
6. Completed an audio insert lead sheet to accompany the radio news product.	—	—
7. Turned in the finished radio news product and lead sheet for approval.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1

## Edit Broadcast Material for Release

**224-277-1640**

**Conditions:** Given prerecorded video and/or audio, a log sheet, and digital imagery editing equipment.

**Standards:** Edit video and/or audio for a news, spot, or feature production for release; adhere to guidelines for security, accuracy, policy and propriety (SAPP); meet criteria for audio and video quality and assigned product length; provide correct VIRIN information.

### Performance Steps

1. The following tasks provide additional essential skills for completion of this task:

224-277-1620 "Produce a Video News Product for Release."  
 224-277-1621 "Produce a Video Spot for Release."  
 224-277-1635 "Produce a Radio News Product for Release."  
 224-277-1640 "Edit Broadcast Material for Release."  
 224-278-1111 "Explain the Principles of SAPP."  
 224-278-1120 "Review a Media Product for Policy Violations."  
 224-278-1710 "Apply Visual Information Record Identification Number (VIRIN) Standards to Digital Imagery."

2. Editing video is a cornerstone in the production of all broadcast video products. Your understanding of the principles of editing is vital as it affects the product from preproduction through completion. Follow the performance measure below.

3. The editing steps and performance measures in this task are designed to be equipment generic. You can apply these fundamental steps using virtually any equipment configuration. For specific operation instructions on your equipment, you must consult your equipment manufacturer's manuals and local SOP.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Set up system to edit.	—	—
2. Imported source material to be edited.	—	—
3. Reviewed your sources to identify and select clips.	—	—
4. Set up proper edit points for one edit.	—	—
5. Selected correct input source(s) for the edit.	—	—
6. Set corrected audio and/or video level(s) for input source(s) for the edit.	—	—
7. Previewed the edit for quality and correctness.	—	—
8. Performed the edit.	—	—
9. Reviewed the edit for quality and correctness.	—	—
10. Repeated steps four through nine until all edits are complete.	—	—
11. Ensured the entire product meets all broadcast quality and policy requirements.	—	—
12. Ensured product is assigned a proper VIRIN, and is labeled in accordance with local SOP.	—	—



**Performance Measures****GO****NO-GO**

13. Exported final product using correct settings for use in unit production, transfer to an outside source, and proper archiving.

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\_\_\_\_\_

**Evaluation Guidance:** Score the Soldier a GO if all the steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1

FM 46-1

## **Produce a Broadcast for Release**

**224-277-1650**

**Conditions:** Given a requirement to produce a broadcast for release (audio/video), multiple broadcast elements, digital imagery editing equipment, graphics if required, news policy formats, and time limits.

**Standards:** Produce a broadcast for release using multiple broadcast elements placed in the appropriate order, using broadcast standard writing and transition techniques, audio/video production techniques, and graphics to provide flow and continuity. The broadcast must adhere to all SAPP guidelines, local or host-nation sensitivities, and correct VIRIN.

### **Performance Steps**

1. The following tasks provide additional essential skills for completion of this task:

224-277-1310 "Write Broadcast News Copy for Release."  
224-277-1620 "Produce a Video News Product for Release."  
224-277-1621 "Produce a Video Spot for Release."  
224-277-1635 "Produce a Radio News Product for Release."  
224-277-1640 "Edit Broadcast Material for Release."  
224-278-1111 "Explain the Principles of SAPP."  
224-278-1120 "Review a Media Product for Policy Violations."

2. Review unit's news policy, standing operating procedures (SOP), and guidelines to comply with all standards.

Determine the format for the broadcast open and close.

Find out the minimum and maximum story lengths (actualities, voice-overs, wrappers, packages, etc.)

Determine if there are content requirements that will have an impact on the pace of the broadcast format; for example, a required number of produced stories in the broadcast (read-tape story ratio). Produced in TV refers to actualities, voice-overs with actualities, and packages. Produced in radio refers to actualities, voicers, and wrappers.

Determine the standard elements in the broadcast format (weather, spot breaks, promos, unit salutes, etc).

Find out if there are host-nation sensitivities to consider when preparing the broadcast copy.

Determine standard outcues for the broadcast format. For example:

FOR AFKN NEWS I'M ARMY SERGEANT JOHN DOE...I'M ARMY SERGEANT JOHN DOE  
REPORTING FROM KANDAHAR, AFGHANISTAN.

3. If your unit's SOP, policy or guidelines for video broadcast requires you to prepare names, titles and graphics, you will also have to review the format standard for these elements.

Determine the total amount of packages needed. A check of the program log will give you the total program time. From this figure, subtract any element or segment that is not news or sports. For example, spot announcements, the news open and close, etc. This total amount of news packages is the minimum amount of copy you need.

## Performance Steps

4. Gather all stories and inserts that will be used in the broadcast from the following sources:
  - Wire copy.
  - Audio inserts from major network sources.
  - Radio/TV news inserts from service-unique military sources.
  - Locally-produced radio/TV news inserts.
  - Local Public Affairs Office releases.
  - Post newspaper stories.
5. Most copy provided by the wire services is in a format that allows individual stories to stand alone. You must continually update stories to present the most current information in your broadcast. You will often find various sources of information on any given topic. It is likely those sources will have slightly different, if not conflicting information.

Edit or rewrite all live-read copy to meet broadcast style writing standards. For accuracy in presentation, you must proofread and review all stories.

Prepare emergency fill copy to cover mechanical or other mishaps that may affect the use of scheduled inserts.

Write a lead-in, throwline or close, as required, to support television news inserts. Here are some general rules to follow:

When writing a lead-in or intro to your news insert, avoid using the same wording or ideas contained in the insert.

## Performance Steps

6. Do not write a lead-in that depends on the news product to be complete. Avoid wording like "SERGEANT JOHN DOE HAS MORE...." The lead-in should be written to stand alone if for some reason the actuality does not air.

The throwline is the last sentence of your lead-in. For a package, the throwline should mention the name of the reporter.

Because there is more information in a package, the lead-in for this insert is only a couple of sentences.

TROPICAL DISEASES MAY POSE THE BIGGEST THREAT TO U.S. TROOPS SERVING IN SOMALIA. S-R-T-V'S SERGEANT JOHN DOE SAYS LEADERS ARE STRESSING PERSONAL HYGIENE AS THEIR BEST DEFENSE.

A lead-in to an actuality contains much of the information in the news story. Prepare the listener for the news insert with the lead-in. Here are some general rules for writing a lead-in to an actuality:

Identify the speaker.

Keep the information flowing. Never lead in with a sentence dependent on what the speaker has to say, for example, "The Colonel explains..."

When writing a throwline for an actuality, the name of the speaker must be mentioned, even if you mentioned his name previously in the lead-in.

Lead in with a complete thought. Don't lead in with an incomplete sentence, such as, "Private Smith says..."

WATER SHORTAGES HAVE INCREASED THE THREAT OF SOLDIERS CONTRACTING TROPICAL DISEASES. CURRENT SUPPLIES DON'T MEET THE DEMANDS OF THE NUMBER OF SOLDIERS ASSIGNED TO SOMALIA. WATER ISN'T IMPORTANT JUST FOR DRINKING. IT'S NEEDED FOR PERSONAL HYGIENE—THE BEST SAFEGUARD AGAINST DISEASE. LOGISTICAL OFFICER, CAPTAIN JOHN DOE, OF THE 99TH FORWARD SUPPORT BATTALION, SAYS IT IS CRITICAL EVERYONE WATCH THEIR WATER USE.

7. Actualities also require a close. Your main goal when writing a close for an actuality is to blend the copy and actuality into one cohesive unit. Here are some general rules for writing a close to an actuality:

Re-identify the speaker coming out of the actuality. Use a complete sentence.

Avoid using "this is...that was..." speaker identifications.

Make sure you include the outcue or last few words of the insert on your lead sheet. The outcue is critical to the announcer because it alerts him the insert is about to end. The lead-in sheet should also include the insert number and run time.

## Performance Steps

8. Arrange the stories and inserts in the order they will be used in the new/sportscast. The body of the newscast will generally be organized according to standards of broadcast journalism appropriate for the treatment of the stories. You must decide which story is most important. Local standing operating procedures may provide guidance. Remember to consider how the stories will follow one another. Beware of mixing a tragedy with a happy/light story. Group them accordingly and with appropriate breaks. Normally the story that has the greatest impact on your audience is the most important.

Descending order of importance. The newscast begins with the most important story and ends with the least important.

Topical. The stories, placed one after another, are tied together by a central theme. This is the most frequently used method after descending order of importance.

Geographical. The stories are placed according to regional, political, or economic locations. Avoid jumping stories from Germany to Japan and back to Germany again.

Combination. Most newscasts begin with the most important story. The remaining

9. Stories may then follow by a combination of topical and geographic order, or significant central themes taking place within specific geographical locations.

In sports, you must consider the audience and the season when organizing stories for presentation.

Basketball and hockey playoffs occur in the spring, as does the beginning of the baseball season. In addition, there are many golf, tennis, auto racing, horse racing, and amateur athletic events.

Summer is the season most closely associated with baseball, but National Football League (NFL) training camp also occurs then, as do many other special events in other sports.

Autumn begins the NFL and college football seasons, along with the baseball playoffs and the World Series. It also brings the start of the basketball and hockey seasons.

NFL playoffs, college bowl games, and the Super Bowl occur during the winter months, as do baseball drafts and trades.

Olympic competition and World Cup soccer create intense worldwide interest and evoke fierce nationalism.

## Performance Steps

10. Transitions give the listener a point of reference for the next story. Write transitions for broadcast copy. When placing stories in order, you may have to write brief phrases to provide a smooth transition between them.

Verbal transitions are words that specifically state the next story is in some way similar or dissimilar from the last story.

Similar transitions show the next story is in some way like the one that preceded it, usually topically and/or geographically. For example, "in another terrorist incident...."

Dissimilar transitions show the next story deals with a different topic or location. For example, "On the economic front...."

Nonverbal transitions can be any kind of pause, change in vocal inflection, or change in rate or style of delivery. The most common forms of transitions used are nonverbal. In television, nonverbal transitions can be accomplished with graphics.

11. Edit sports scores to include more information to describe the action. One characteristic that separates sports copy from news copy is the use of "color"—adjectives used to describe the action—to describe the action more vividly.

If a score is close, the contest should be described with words that show the victor barely overcame the opponent, such as "nipped, trimmed, clipped, edged, squeaked by, outlasted, held off," etc. However, if the victor soundly defeated the opposition, use words such as "crushed, destroyed, mauled, romped, blasted, and stung."

Usually scores come in a raw form showing which team or player won or lost. Internet resources can help fill in the data. You must add to this to enhance the scoreboard and give the sports enthusiast additional information:

THE ATLANTA BRAVES SHUT OUT SAN FRANCISCO SIX TO NOTHING LAST NIGHT, TO CLINCH THE NATIONAL LEAGUE TITLE.

## Performance Steps

12. Determine the time for all the stories and insets, including lead-ins, closes, and transitions. Stories can be timed in several ways:

You can use a stopwatch or the second hand on a clock to time stories.

Use the line-count method. The average person reads at a rate of 14 to 16 lines per minute. You can time yourself to determine your average lines per minute.

A story usually contains 5 to 10 lines, but some may be longer or shorter.

Steer clear of short, two- and three-line stories; they go by the listener too quickly and can confuse the audience.

Radio products (actualities, voicers, and wrappers) are timed from first audio to last audio.

Television products (actualities, voice-overs, and packages) are timed from first video to last audio.

Television inserts such as slides, graphics, and voice-over video can be used without affecting the total time of the news/sportscast.

Check resources before the broadcast to see if there are any late-breaking stories or further details on existing stories.

13. Update or edit stories when the facts or situations change. This includes updating, replacing, or omitting previously selected radio/TV news inserts. Remember to retime your news/sportscast if any changes are made to scheduled inserts.

Organize the news script (copy, inserts, lead sheets) in the order it will be presented in the broadcast.

Review the script for policy violations and host-nation sensitivities.

### FOR TELEVISION ONLY

Select visuals (graphics, slides, etc.) to support the broadcast copy for the broadcast in accordance with the station's SOP, news policy, or command guidance. This will depend a great deal on the material and equipment available at your station. Script these visuals in accordance with the station SOP or other guidance, but make sure you script them for the exact time to be aired.

Provide the director with an exact copy of the script with inserts and lead sheets. Lead and insert sheets must include exact runtime, incue, and outcues. These cues and timing information are critical to the director as he directs camera changes and video, audio, and time cues. All the copy may have to be retyped according to television script guidelines to fit a teleprompter format.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Read the station SOP, news policies or guidelines for the broadcast format to comply with all standards.	—	—
2. Determined the total amount of news/sports needed for the broadcast.	—	—
3. Prepared emergency fill copy to cover mechanical or other mishaps may affect the use of scheduled inserts.	—	—
4. Edited the copy to meet broadcast writing standards.	—	—

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
5. Wrote lead-ins and closes as required for news inserts.	_____	_____
6. Arranged the stories and inserts in the order they will be used in the news/sportscast.	_____	_____
7. Wrote transitions for news or sports copy as needed.	_____	_____
8. Edited sports scores to include additional information to describe the action.	_____	_____
9. Determined the time for all stories and inserts, including lead-ins and closes that will be used.	_____	_____
10. Checked resources before the broadcast to see if there are any late-breaking stories or further details on existing stories, and update or edit stories accordingly.	_____	_____
11. Reviewed the script for policy violations and host-nation sensitivities.	_____	_____
12. Selected appropriate visuals to support the broadcast copy for the broadcast (TV only).	_____	_____
13. Prepared an exact copy of the script in the order it will be presented in the broadcast for the director (TV only).	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all applicable steps are passed (P), or NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1



## Conduct a Live Broadcast

**224-277-1660**

**Conditions:** Given an assignment to broadcast live, personnel to be interviewed, a portable digital satellite transmission system, light kit, microphones, digital imagery acquisition equipment, and cables.

**Standards:** Conduct a live broadcast via a portable digital satellite transmission system in order to meet the commander's intent for informing the external audience.

### Performance Steps

1. The following tasks provide additional essential skills for the completion of this task:

224-277-1211 "Conduct an Interview for a Broadcast Production."

224-277-1230 "Set up Microphones for a Production."

224-277-1231 "Set up Lighting Equipment for a Production."

224-277-1510 "Operation Digital Imagery Acquisition Equipment for Production."

224-278-1211 "Conduct an Interview."

224-278-1740 "Employ a Portable Digital Satellite Transmission System."

2. Determine the type of live broadcast to be conducted. There are several forms which include the following:
  - a. Shout Out- This form is most often used by sporting venues, but also by concerts and other entertainment products. As few as one person or as many as an entire Battalion can be used to perform a shout out.
  - b. Command- This type involves one of the senior leaders (CG, BCT CDR, etc.) and is used to inform a specific audience about recent events pertinent to his unit's mission. This could be to the local community near the unit's home station or to the Pentagon Press Corps who are looking for information as to what is happening in the Commander's area of operations.
  - c. Personal- This is a single person interview used by civilian stations to get a first person account of what's going on in his/her daily life, how conditions are, what they do to pass the time, etc. Most often these interviews are harmless and are meant for troops that are local to the station conducting the interview. These interviews are the best way to put a face on the operation and allow the audience to connect personally to conditions and problems Soldiers face on a daily basis.
3. Once the type of interview is determined, a location must be found. If ever planning for an outdoor event, always plan a back-up indoor plan for inclement weather. Most personal and command style interviews can be done from the studio you are using, but always attempt to be creative. If the person being interviewed belongs to a helicopter squadron, see about using the flight line with helicopters in the background. Same for heavy artillery, armor, and such. Find a way to blend the tools of the trade into the scene. For a shout-out style, it depends on the number of people. Once again, be creative. When scouting locations that are away from the studio, remember to think power! "Where am I going to plug into so my lights, PDSTS, and other needed devices will have electricity?"
4. Go to the site several hours ahead of time if possible and set as much up as possible. Establish the PDSTS first and foremost, you can setup the lights as needed and mark their location on the ground in case you have to remove them for a short time, establish cable runs with protective measures. This is very important. Heavy duty tape should be used to bundle the cables together and sandbags or plastic road channels can be used to provide thoroughfare passing if on location.

**Performance Steps**

5. Prepare the subject for the interview. Use lavalier microphones whenever possible and limit handhelds as they can become burdens and tells. That is, the subject may begin to get arm fatigue and lower the microphone over time or they may move it up and down whenever faced with a difficult question. Run a few questions by the subject to get sound checks and to put them in the right mood for what they are about to do. Ask them to go over their short (1–2 minute) remarks about who they are and what they do. If doing a large group shout out, this is when any synchronization is done with verbal responses.
6. Approximately 15 minutes prior to going live, or when directed by satellite hub operators, establish the satellite connection and go through camera setup and framing according to the producer/director of the receiving station. Once the framing, lighting, and positions are set, lock everything down and standby.
7. Once the live broadcast is complete, participate in an AAR with the staff and subject, if available.
8. Conduct equipment breakdown procedures—disassemble, clean, inventory, and store all items.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Determined the type of live broadcast to be conducted.	—	—
2. Determined a location. <ol style="list-style-type: none"> <li>a. Indoor or outdoor broadcast.</li> <li>b. Choose a fitting scene or backdrop.</li> <li>c. Consider power availability.</li> </ol>	—	—
3. Set up site. <ol style="list-style-type: none"> <li>a. PDSTS.</li> <li>b. Lighting.</li> <li>c. Marks.</li> <li>d. Cabling.</li> </ol>	—	—
4. Prepared the subject for the interview. <ol style="list-style-type: none"> <li>a. Ask a few questions.</li> <li>b. Check systems on subject—lighting, audio, etc.</li> </ol>	—	—
5. Established a satellite connection at the direction of the satellite hub operators. <ol style="list-style-type: none"> <li>a. Set up camera and frame subject according to the direction of the producer/director of the receiving station.</li> </ol>	—	—
6. Upon completion of the interview, conducted an AAR.	—	—
7. Conducted equipment breakdown procedures.	—	—

**References****Required****Related**

AR 360-1  
FM 46-1

## Subject Area 7: Product Distribution

**Apply Visual Information Record Identification Number (VIRIN) Standards to Digital Imagery  
224-278-1710**

**Conditions:** Given digital imagery, computer equipment, and the requirement to archive a product.

**Standards:** Properly apply the VIRIN naming standard IAW DOD Captioning Style Guide.

**Performance Steps**

In order to properly archive still imagery and audio/video file, it is necessary to assign it a unique, understandable, and universal file name. The Visual Information Record Identification Number (VIRIN) is the standard across the Department of Defense for imagery archiving.

1. A VIRIN is a four-part file name, and includes the following:
  - a. Date the imagery was acquired, written out as YYMMDD
  - b. Service code in the form of a single letter:
    - A: Army.
    - D: Department of Defense.
    - F: Air Force.
    - G: Coast Guard.
    - M: Marine Corps.
    - N: Navy.
  - c. Personal identification number: Last four numbers of SSN and first letter of your last name, written out as 1234A.
  - d. For still imagery:
    - Image number, between 001-999. This number will change/reset every time the mission/subject, photographer, or date change.

**For Video Imagery:**

File number, between 101-801. This number will change for each format (audio or video), type (package, interview, or b-roll), and subject you record. The first digit of the file number should read 1-8, indicating the following:

- (1) 1 - Video Package.
- (2) 2 - Video Interview (Interviews, Briefings, \*Greetings).
- (3) 3 - Video B-Roll.
- (4) 4 - Video Spots (Commercials, PSAs, Command Messages).
- (5) 5 - Video Newscast.
- (6) 6 - Audio Package.
- (7) 7 - Audio Interview.
- (8) 8 - Audio Newscast.

The last two digits in the file number are 01-99, indicating the proper sequence number of that subject. While the last two digits will probably never exceed 03 or 04, a larger number is necessary in cases of interviews.

NOTE: Greetings of any type (hometown, shout outs, etc.) will be labeled per greetings package, not per individual greeting. The number of greetings will be annotated on the slate for the greetings package.

2. Apply a VIRIN to each still image or audio/video file through the available imaging or audio/video editing program.
  - a. For still images, the VIRIN should be the file name of your image, and each image captured should be assigned a VIRIN, whether releasing the image or not. Also include the VIRIN in the file information through your image editing software as some outside agencies change file names to suit their own archiving standards.

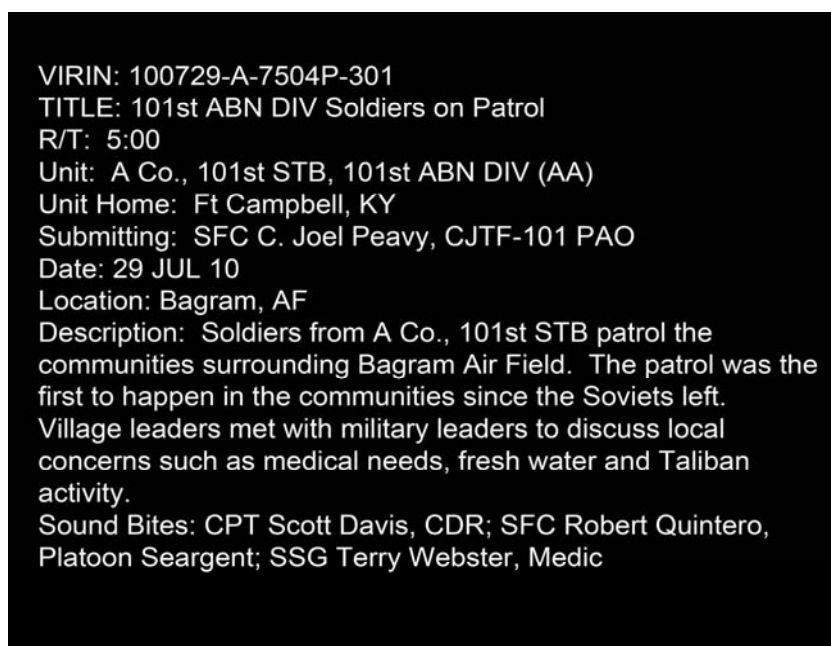
**Performance Steps**

For example, Army Sgt. 1st Class Craig Zentkovich shot a series of photographs from a single mission on Nov. 21, 2007. The first photograph in that series is assigned the following VIRIN: 071121-A-7144Z-001.

Some image editing programs allow the user to conduct a batch rename of all files in a single folder. This process allows you to set the parameters of labeling with the first file, and label the remaining files sequentially in very little time. To learn more about this, consult your image editing software user's manual.

- b. For video imagery, the VIRIN should be the file name of your product, as well as be located at the top of the slate (Figure 3-7) for each video package, interview, b-roll, spot, or newscast archived or released.

For example, Army Sgt. 1st Class Joel Peavy compiled video b-roll from a mission on July 29, 2010. That b-roll file is assigned the following VIRIN: 100729-A-7504P-301.



**Figure 3-7. Video slate with correct VIRIN formatting and location.**

While file formats vary depending on organizations, file names should be universal.

**Performance Measures**

1. Applied a VIRIN to an MOS-specific image or file as a file name.
  - a. Date, written out as YYMMDD.
  - b. Service code.
  - c. Personal identification number, written out as 1234A.
  - d. Image number (46Q) or File number (46R).

2. VIRIN is placed in either the file information (46Q) of the image, or the slate (46R) preceding the video imagery in the file.

**GO**      **NO-GO**

—      —

—      —

**References****Required****Related**

AR 360-1  
FM 46-1

## Convert Digital Imagery for Distribution to Multiple Platforms

### 224-278-1720

**Conditions:** Given an audio- or video-based project approved for release, leader's guidance for distribution, conversion software, file and codec specifications, and internet access.

**Standards:** Convert digital audio or imagery IAW platform specifications and leader's instructions.

#### Performance Steps

1. Once an audio- or video-based project has been edited to completion and cleared for release, the various outlets of release specific to audio and video files must be established. Each outlet may have a different file type or size constraint for its product download procedure. You must determine what that file size or type is based on the outlets determined by your leader, archive standards, and current capabilities.
  - a. Contact or research each intended outlet and their respective Web site for information concerning their policy for minimum and maximum file sizes, and recommended file type for highest quality viewing given various internet connection speeds.
  - b. Refer to local policy for use of available bandwidth and restrictions. High-speed internet connections may be able to move one (1) gigabyte files in less than 10 minutes, where as austere satellite transmission terminals, such as those currently fielded public affairs-centric elements, are limited to 1GB per hour.
  - c. Accepted standards are also lower for Web-based viewing when compared to television broadcast viewing.
2. Determine the parameters of the file to be converted.
3. Open standard, nonlinear video/audio editing program on your computer (i.e., Adobe Premiere Pro, Avid, Final Cut).
4. Open audio/video file in program.
  - a. Ensure each audio and video layer that is meant to be used is selected.
  - b. Render all transitions.
  - c. In the main menu, under File, select Export.
  - d. In the Export graphical user interface, set the appropriate file type. Most current editors will have established values for the fields predetermined. If not, the following settings apply:
    - (1) Web Use:
 

Resolution: 320x240.  
 Mono audio with ACC at 64Kbit/sec (128K bit for stereo).  
 Best Encoding Quality. (Most sites downgrade any submissions to the noted settings, so providing more will not increase quality.)
    - (2) Broadcast Television (High Definition):
 

Format: Quicktime.  
 Codec: H.264.  
 Quality: 100.  
 Frame Width (Pixels): 1280(min), 1920(max).  
 Frame Height (Pixels): 720(min), 1080(max).  
 Frame Rate (fps): 29.97.  
 Field Order: Progressive.  
 Pixel Aspect Ratio: Square (1.0).  
 Bitrate: 3,000 kps (low bandwidth), 10,000 kps (high bandwidth).
5. Save and export the file(s) to removable media storage (CD, DVD) or device (hard drive).
6. Initiate upload or transmission of files by way of:

### Performance Steps

- a. Email.
- b. Website.
- c. Portable Digital Satellite Transmission System (task 224-278-1740, "Employ a Portable Digital Satellite Transmission System").

### Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Researched release outlets for proper file formatting and size limitations.	—	—
2. Determined the parameters of the file to be converted, including the application format to be used (Web or TV).	—	—
3. Opened the editing program and the file to be converted.	—	—
4. Selected appropriate audio and video layers.	—	—
5. Rendered all transitions.	—	—
6. In the Export GUI, set the appropriate file type.	—	—
7. Saved and exported file to removable device or storage.	—	—
8. Initiated upload or transmission of files.	—	—

### References

#### Required

#### Related

AR 360-1  
FM 46-1

**Disseminate A Media Product to Internal Information Sources**  
**224-278-1730**

**Conditions:** Given a broadcast or print media product that has already been approved for release, distribute to target media outlets using the most advanced technological means available and in the format used by the recipient.

**Standards:** Identify the technologies available to distribute media products.

**Performance Steps**

1. In today's global information environment (GIE), great consideration must be given to the speed and reliability of the mode of dissemination.

Means of Dissemination:

Hand carried.  
 Mail.  
 Fax.  
 Telephone.  
 Computer.  
 Satellite.

2. Select appropriate format for media outlet's equipment. Many print organization prefer text format and photos with a high resolution for publication. Broadcast formats vary depending on the station's capabilities. While some stations may have high definition capabilities, others will not.
3. Select avenues of distribution.

Broadcast :  
 Local Public Affairs Office.  
 Soldiers Radio and Television.  
 Installation TV station.  
 Local AFN affiliate.

Print/Photo:  
 Local Public Affairs Office  
 Civilian enterprise publication.  
 Army News Service.  
 Soldier Magazine.

4. Other sources to consider.

Army Public Affairs Link (bulletin board) – print.  
 Defense Imagery Management Operations Center - video/still photography.  
 Digital video/imagery hub (DoD contracted civilian archive and website) - print stories/publications, still and video products.

5. Send media product.
6. Log release information in accordance with local SOP.

**Performance Measures**

	<u><b>GO</b></u>	<u><b>NO-GO</b></u>
1. Identified means of dissemination.	—	—
2. Selected appropriate format.	—	—

**Performance Measures**

3. Selected appropriate avenue(s) of distribution.
4. Sent media product.
5. Logged release information in accordance with local SOP.

**GO**      **NO-GO**

_____	_____
_____	_____
_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**

**Required**

**Related**

AR 360-1  
FM 46-1



## **Employ a Portable Digital Satellite Transmission System**

### **224-278-1740**

**Conditions:** Given a portable digital satellite transmission system, manufacturer's instructions, dedicated window of time to transmit, digital imagery acquisition system, power source, compass, and a requirement to transmit digital imagery.

**Standards:** Set up, align, and achieve signal lock using a portable digital satellite transmission system; establish a link with the receiving ground station and successfully transmit digital imagery.

#### **Performance Steps**

1. Identify a requirement to transmit digital imagery.
2. Contact the receiving ground station and request all the necessary information to effectively transmit imagery.
  - a. Dedicated time to transmit.
  - b. Satellite name.
  - c. Appropriate channel for transmission.
  - d. Transmission frequency.
  - e. Additional inputs identified as necessary by ground station.
3. Select a site for your transmitter/antenna.

Consider the following:

- a. Surface - The area must be relatively flat.
  - b. Obstructions - There can be no trees, buildings or vehicles in front of the antenna. From the Northern hemisphere, you must have an unobstructed view of the Southern sky; just the opposite from the Southern hemisphere.
  - c. Metallic objects - Metal on the surface or in the immediate area can effect transmitting capabilities.
  - d. Emitting technologies - To avoid signal interference, ensure there are no other satellites, radar or radio towers in the area.
  - e. Elevation - The higher the antenna, the better the signal (i.e., rooftop location).
4. Inventory and assemble the outdoor transmitter/antenna in compliance with the manufacturer's instructions. Ensure proper low-noise blocker (LNB) hardware is used in regards to your location. Point the antenna in the general direction of the satellite you are directed to link to and properly secure the antenna to the surface to prevent movement from strong winds.
  5. Properly connect the base control unit to a power source, ensuring the voltage from the power source matches the voltage on the base control unit. For some systems, a fuse located in the back of the unit must be adjusted between 120v and 240v to accommodate the varying voltages of power sources throughout the world.
  6. Connect the transmitter/antenna to the base control unit using the appropriate control-connect cable provided by the manufacturer, ensuring there is no cross-threading or debris blockage in the connection plugs or outlets.
  7. Configure the software for transmission by:
    - a. Selecting the proper program from the base control unit computer.
    - b. Input all required information (i.e., location, GPS data, name of satellite, frequencies, etc.)
  8. Adjust the antenna, as needed, based on the software program feedback (azimuth, elevation, and polarization). Minor adjustments must be made in order to maximize the peak signal strength, limit interruptions in data transmission, ensure clean transmission feeds, and maximize data transfer speeds.

**Performance Steps**

9. Connect any storage or transmission devices to the base control unit. This includes computers, hard drives, disc/card readers, or digital imagery acquisition systems (cameras). Cameras may be used to feed previously edited and release material as well as a live interview or imagery. Additional audio devices may need to be connected. See manufacturer's manual.
10. Contact the receiving ground station at the scheduled time to establish a connection, check signal strength, begin transmission, and confirm delivery of all imagery/products.
11. Disassemble, clean, inventory, and store all parts of the portable digital satellite transmission system upon completion successful transmission IAW manufacturer's instructions and/or unit SOP.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Contacted the receiving ground station for all the information necessary to transmit.	—	—
2. Conducted a proper site assessment.	—	—
3. Inventoried and assembled the outdoor transmitter/antenna.	—	—
4. Connected base control unit to power source, ensuring voltage is correct.	—	—
5. Connected the transmitter/antenna to the base control unit with the appropriate cable.	—	—
6. Initiated transmission software program from the base control unit computer.	—	—
7. Adjusted the antenna, as needed, to ensure high-quality transmission.	—	—
8. Connected required digital storage or transmission devices to the base control unit.	—	—
9. Contacted the receiving ground station at scheduled time to establish connection, check signal strength, begin transmission, and confirm delivery of all imagery/products.	—	—
10. Disassembled, clean, inventory, and store all parts of the portable digital satellite transmission system.	—	—

**References****Required****Related**

AR 360-1  
FM 46-1

## Subject Area 8: Media Operations

**Produce a Media Content Analysis****224-278-1810**

**Conditions:** Given a news event or military operation, media products, and standard office equipment with Internet access.

**Standards:** Produced media analysis by determining the intent and method of analysis, researching the topic, compiling all of the information, analyzing the content for overall tone, determining the format, and disseminating the analysis to your chain of command.

**Performance Steps**

A commander needs to know what is being said and by whom. A media content analysis will provide an evaluation of the quantity and the nature of that coverage. By producing a media content analysis, a PA practitioner can provide the PAO or commander with an overall tone of coverage on a certain topic. Senior PA officials can use this analysis to develop future key messages and themes to better facilitate the public's understanding of a topic.

1. Determine the intent and method of the analysis. This will help you facilitate the information through the proper channels to the appropriate staff sections.
  - a. Review of general news. With this method, you scan all local and national newspapers, local and national newscasts, and web content (Early Bird) on any news relating to your organization or post and give the commander a brief overview of all coverage in your area of operation. When deciding whether to include national outlets in your research, you need to know the issues that are possible being reported on and determine whether these have national implications.
  - b. Review of a specific topic. With this method, you will scan the publications of those news outlets that covered an event at your post or in your unit's area of operation. You will compile these clippings and find out the overall tone of coverage of that specific event. This method is very useful when you want to immediately get feedback on how a particular operation or event went.
  - c. Review a specific type of coverage. It is possible that the PAO or commander may want a media analysis done on just one type of coverage. For example, for a media event concerning an airborne operation, they may want to see how the broadcast outlets portrayed the event based on the footage they shot.
2. Research the topic. There are many different mediums that you can use to help you research a topic. These include:
  - a. Newspapers. Normally, you will only research local newspapers for articles involving your command. However, depending on the importance of the story, you may be researching major newspapers. If you have the paper delivered, clip these articles for storage in your archive. You should scan these articles to save electronically and, if possible, save the hard copy. Thanks to advances in technology, most newspapers are now online, so stories can be printed off and also saved in an electronic archive.
  - b. Local and National Broadcasts. This normally takes a little more work because you have to set up a VCR or DVDR to automatically record the news programs during after duty hours. Again, with advances in technology, many news broadcasts can be found online, and you can download these files to your electronic archive. If you miss a recording, you can contact the station manager for an electronic copy.
  - c. The Internet. You can do almost all of your research online. By using a search engine, you can find all articles and broadcast coverage at one time. When using a search engine, however, you have to ensure that you have the right date because you don't want to do analysis on out-of-date information.

**Performance Steps**

- d. Early Bird. The Early Bird consists of daily compilations of published articles and commentary concerning significant defense and defense-related national security issues. The publications aim to represent how the public, Congress, and the press see military and defense programs and issues. You can find the Early Bird at [www.ebird.afis.mil](http://www.ebird.afis.mil). It is a very helpful site if you are looking for national-level coverage.
3. Compile pertinent media products. Separate information based on the focus of the analysis.
  - a. For a review of general news, separate all the articles and broadcast news coverage into specific topics or themes. For example, three articles of base realignment, four articles and one broadcast story on a unit training for a deployment, and two broadcast stories on new equipment in the unit's inventory.
  - b. For a review on a specific topic, separate all types of coverage on the topic. For example, five articles in local papers, two in national, four local broadcast stories, and one national broadcast story. There are also four opinion pieces published on the topic. By separating the coverage, you can see trends in the coverage.
  - c. For a review of a specific type of coverage, you can separate all the media content by the type of coverage, to include broadcast, Web, and newspaper/magazine.
4. Analyze the content for overall tone. There are usually three types of tone in media products.
  - a. Positive. A positive overall tone will show your command in a good light. Normally, there will be strong quotes and the commander's key messages will be prevalent in the story.
  - b. Neutral. A neutral overall tone will show both sides of a particular issue. There may be some key messages in the story, but they will be counterbalanced with other points of view, perhaps not favorable with your command or their actions. If there is an issue with your command, a good journalist will strive to remain neutral in their writing, and give equal weight to all sides.
  - c. Negative. A negative overall tone will usually show both sides of a particular issue, but the command's key message may not be prevalent in the story or overshadowed by other points of view.
5. Determine the format. There are a couple of ways to do this, to include using a matrix, chart, or word document. Check your local SOP on the format that best works for your PAO and command.
6. Disseminate your findings to your chain of command. You may only send the information to the PA NCOIC, or PAO. However, you may send the information directly to the commander and his staff. Again, check your local SOP on how to disseminate your product.

**Evaluation Preparation:** Brief the Soldier: Provide the Soldier with all related publications and news information resources.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Determined the intent and method of the analysis.	—	—
2. Researched the topic.	—	—
a. Newspapers.		
b. Local and National Broadcasts.		
c. The Internet.		
d. The Early Bird.		
3. Compiled pertinent media products.	—	—
4. Analyzed content for overall tone.	—	—
5. Determined the format.	—	—
6. Disseminated findings to your chain of command.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

## **Record a Media or Public Inquiry**

**224-278-1820**

**Conditions:** Given an inquiry (telephone, email, or in person) from a representative of the civilian news media or a member of the general public, DA Form 7675, Media Query Form, to record the query, and DA Form 7679, Media Query Log, to log the query.

**Standards:** In a courteous, professional manner, recorded a media or public inquiry, ensuring the question(s) were recorded word-for-word. Obtained all appropriate information about the person and the organization the requestor works for, annotating the information on proper forms.

### **Performance Steps**

You, as a public affairs Soldier, are responsible for receiving and recording queries from the news media or from private citizens. A query may come into the office in writing, in an e-mail, by way of a phone call or in person. Regardless of how a query arrives, you must receive and record it accurately.

The Army applies two principles to the handling of media queries or public inquiries:

- a. Maximum disclosure with minimum delay.
- b. Release of unfavorable news with the same care and speed given favorable news.

These principles require truthfulness, accuracy, and timeliness, all within the limits of operational security. News that is potentially embarrassing to the Army or to a command may not be withheld simply because it is potentially embarrassing.

1. Ensure either hard copy or the digital versions of DA Form 7675, Media Query Form, are readily available at your media operations or public affairs work station, with blocks 1 and 2 of the form completed.
  - a. If block 2a is checked "CONUS," do not complete blocks 2b through 2d.
2. Receive Media Query or Public Inquiry.
  - a. The first consideration in handling a query is the manner in which you present yourself and represent the Army. Remember to handle the request in a courteous, professional manner. When talking to requesters:
    - (1) Do not get into arguments with them - keep your cool.
    - (2) Do not be intimidated by demands for immediate information to meet deadlines.
    - (3) If people are demanding, simply repeat your request for the question, state politely that you will get back to them.
    - (4) Do not speculate, state your opinion or elaborate on the topic presented by the inquirer.
3. Record the question(s) accurately on DA Form 7675 in block 9.
  - a. Make sure you record the question(s) exactly as it is asked.
  - b. Repeat the question back to the person to ensure you have it right, if applicable.
  - c. If per telephone, record the information while the person is talking. Do not write it down afterwards - you won't remember all the important details. If electronic, print or save all copies of the inquiry, and copy-and-paste the questions onto the query form,
  - d. Never refuse to accept a question. Inquiries from citizens or from the news media can be a good barometer of public attitude toward the Army, especially in overseas locations.
  - e. Do not respond to a query at the time it is received unless your supervisor has given you permission to answer with the approved fact sheet or news release. See task 224-278-1821, "Respond to a Media or Public Inquiry." Never provide interim or partial responses based on what you believe the facts to be at the moment. However, if the request is electronic, you may verify receipt.

**Performance Steps**

- f. Promise to go to work on the query immediately. Do not, however, promise a response by a certain time or date. Be considerate of the requester's suspense, but don't be confined to it. Just say you will gather the information and provide it as quickly as possible, and then follow up on the promise.
4. Record all pertinent information on DA Form 7675.
- a. Fill in blocks 3 through 8 and 10 through 12 immediately after filling in block 9.

MEDIA QUERY					
For use of this form see STP 46-46RZ14-SM-TG; the proponent agency is TRADOC.					
1. UNIT: HQ, 1st CAV Division		2a. Select One: <input type="checkbox"/> CONUS <input checked="" type="checkbox"/> OCONUS		2b. Theater: IRAQ (If OCONUS):	
2c. Command: MND-B (If OCONUS):		2d. If OCONUS, Level of Command (Select One): <input type="checkbox"/> Army <input type="checkbox"/> Corps <input checked="" type="checkbox"/> Division <input type="checkbox"/> Brigade <input type="checkbox"/> Other			
3. DATE (YYYYMMDD): 20090501	4. TIME: 1420	5. NAME (Last, First, MI) Pleitgen, Frederick		6. ORGANIZATION: CNN	
7. PHONE NUMBER: 0790-225-2563		8. E-Mail: frederick.pleitgen@cnn.com			
9. QUESTIONS/INQUIRY:  Looking for information on security crackdown in Baghdad:  1) Which brigade is involved? 2) When did the operation begin? 3) What is the involvement of the ISF? 4) What is the purpose of the operation?  Would like an embed with a maneuver battalion in the AO					
10. QUERY TAKEN BY: SPC Riley		11. SUSPENSE DATE (YYYYMMDD): 20090502		12. SUSPENSE TIME: 0900	
13. RESPONSE:  1) Which brigade is involved? 3rd HBC T 2) When did the operation begin? 20090430 3) What is the involvement of the ISF? They have the lead on the operation 4) What is the purpose of the operation? To root out the remaining AIF east of the Tigris  Will embed journalist with 3rd HBC T NLT 20090502, 2000hrs					
14. COORDINATION/SOURCE OF INFORMATION: G2 SGM, G3		15. RESPONSE DATE (YYYYMMDD): 20090501		16. RESPONSE TIME: 1955	
17. REMARKS (FOR INTERNAL USE):  Coordinate Travel for Embed. Ensure BCT makes necessary coordination for embed to get to maneuver battalion on the ground in east Baghdad.					
18. APPROVED BY (Name, Rank, Title): Conway, Alayne LTC 1st CAV PAO		19. SIGNATURE		20. DATE SIGNED (YYYYMMDD): 20090501	

DA FORM 7675, OCT 2010

APD PE v1.00ES

**Figure 3-8. DA Form 7675, Media Query Form (Sample).**

## Performance Steps

5. Inform your supervisor of the query.
6. Log the query on DA Form 7679, Media Query Log.
  - a. Ensure blocks 1 through 3 are completed prior to logging the query.
  - b. The query number, query topic, organization/name, taken by, contact number and email blocks are complete.
  - c. All PA offices should maintain a log of incoming queries and their answers. See Figure 3-9 for an example of DA Form 7679.

[illegible]

**Figure 3-9. DA Form 7679, Media Query Log (Sample).**

7. Public affairs is the medium between the outside world and the Army. You are the first impression. Make it a good, efficient, positive, courteous, and professional exchange.

**NOTE:** DA Form 7675 and DA Form 7679 are available for download from the Army Publishing Directorate at <http://www.apd.army.mil/> . Both forms can be filled electronically using the most current forms reader, also available from APD.



**Evaluation Preparation:** Brief the Soldier: Provide the Soldier with the Media Query form and guidance on where to log the query once completed.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Ensured DA Form 7675 is readily available	_____	_____
a. Blocks 1 and 2 on the form complete		
2. Received the query.	_____	_____
a. Handled yourself in a courteous, professional manner.		
3. Recorded the questions and/or request word for word in block 9 on DA Form 7675.	_____	_____
a. Repeated the question back to the person to ensure you have it right, if applicable.		
b. Do not respond at during the query unless your supervisor has given you permission.		
4. Completed blocks 3 through 8 and 10 through 12:	_____	_____
a. Date (of query).		
b. Time (of query).		
c. Person's name.		
d. Person's organization.		
e. Phone Number.		
f. Query taken by (Rank and Name).		
h. Suspense date.		
i. Suspense time.		
5. Informed supervisor of the query.	_____	_____
6. Logged the query on DA Form 7679, Media Query Log.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

**Respond to a Media or Public Inquiry**  
**224-278-1821**

**Conditions:** Given a military situation, a media or public inquiry, AR 360-1, and appropriate public affairs guidance (PAG), DA Form 7675, Media Query Form, and DA Form 7679, Media Query Log.

**Standards:** Coordinate a response through appropriate offices, ensuring the response does not violate SAPP or release-protected information; obtain approval from release authority; release command-approved response to inquiry.

**Performance Steps**

As explained in the task "Record a Media or Public Inquiry," 224-278-1820, a request for information from the media or public should be entered on a DA Form 7675. (See Figure 3-8 on page 3-96 in task 224-278-1820.) These procedures are important to track the request to ensure a timely response and to avoid the embarrassment of forgetting or losing a request. Your most important concern is the principle of maximum disclosure with minimum delay.

1. Ensure the requester's inquiry is clearly understood and accurately recorded on DA Form 7675.
2. Review the request first for policy or security violations. If policy or security violations are evident, prepare a draft response explaining why the inquiry cannot be answered. Review the response with the PAO before providing it to the requester.
3. Verify release authority. If the inquiry can be answered, ask yourself if release authority belongs to another agency, command, or Public Affairs Officer. If it does, forward the inquiry and advise the requester that it has been forwarded, why, and to whom it was sent.
4. Determine if the query concerns multiple services. Does the inquiry concern an accident or incident involving units or personnel from more than one service? If so, consult "Release of Information When More Than One Service is Involved in Accidents or Incidents," AR 360-1, for how to handle the request.
5. Gather the information needed to provide a response if your office or command has release authority over the subject in question.
6. Prepare a draft response. Ensure the response is complete, accurate, clear, concise, and free of military acronyms, terminology, and complies with SAPP.
7. Coordinate the draft response through the people who contributed information to ensure accuracy and thoroughness (Block 14). Avoid using coordinating the response as an excuse to delay it.

NOTE: If at any point in this process you cannot meet the query suspense, contact the requestor immediately.

8. Write the final response (Block 13) and obtain approval from the public affairs officer. If the PAO is unavailable, or where local policy dictates, obtain release approval from the command group or the commander (Blocks 18 through 20).
9. Release the response to the requester, preferably in writing/email. Note the date and time of the release (Blocks 15 and 16). If time constraints make it necessary to make the release by telephone, read the precise wording of the written release to the requester and email and fax a copy promptly.
10. Complete the form by noting additional information (Block 17), if necessary. Attach a final copy of the release to the form, if applicable.
11. On DA Form 7679, note the action taken and whether or not the query was resolved (see Figure 3-9, task 224-278-1820).
12. File the response and query (DA Form 7675) in accordance with local policy.

**NOTE:** DA Form 7675 and DA Form 7679 are available for download from the Army Publishing Directorate at <http://www.apd.army.mil/> . Both forms can be filled electronically using the most current forms reader, also available from APD.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Ensured the requestor's inquiry is clearly understood and accurately recorded on DA Form 7675. Task 224-278-1820, "Record a Media or Public Inquiry,"	—	—
2. Reviewed the inquiry for policy or security violations.	—	—
a. If the inquiry violates policy or security violations, draft a response explaining why the inquiry cannot be answered.		
b. If the inquiry complies with policy and security violations, continue staffing the request.		
3. Verified the release authority.	—	—
a. If the release authority belongs to another agency, forward the inquiry to the appropriate agency.		
b. If the inquiry can be answered, continue staffing the request.		
4. Determined if the inquiry concerns multiple services.	—	—
a. If more than one service is involved, consult AR 360-1 for appropriate staffing procedures.		
b. If the inquiry involves just the Army, continue staffing the request.		
5. Gathered the information needed to provide a response.	—	—
6. Prepared a draft response.	—	—
7. Coordinated the draft response through applicable sections and agencies, annotated in Block 14).	—	—
8. Wrote the final response in Block 13 and obtained approval from the PAO (Blocks 18 through 20).	—	—
9. Released the response to the requester, preferably in writing, noting date and time in Blocks 15 and 16.	—	—
10. Contacted the requestor if the deadline could not be met.	—	—
11. Completed the media query form by completing Block 17, if necessary.	—	—
12. Completed DA Form 7679.	—	—
13. Filed DA Form 7675 with attachments, if applicable, in accordance with local policy.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

#### References

##### Required

##### Related

AR 360-1  
FM 46-1

**Prepare Press Kits**  
**224-278-1830**

**Conditions:** Given a requirement to research, write or compile material for a news or special event press kit, access to pertinent individuals and files, access the Internet standard references, and office equipment.

**Standards:** Prepare press kits by determining objective, including appropriate materials and double-checking all facts for accuracy and relevance. Write new material for approval when appropriate. Assemble and package necessary items and appropriate number of copies, and retains file copies. Ensure all press kit materials do not violate security, accuracy, policy, or propriety.

**Performance Steps**

1. Determine the purpose and objective of the press kit before beginning to research, write, or compile materials.
2. Once the purpose and objective are determined, identify any existing materials that may be suitable. Biographies, fact sheets, maps, and installation guides are often appropriate and available in quantities. Avoid including items in the press kit just because they are available. Ensure everything in the kit is pertinent.
3. Ensure existing materials are up to date and accurate, to include published articles. If necessary, rewrite or revise. In some cases, it may be desirable to rewrite existing materials to tailor them to the event for which the press kits are intended.
4. Identify press kit material not already available that need to be developed. Usually, for events like changes of command, open houses, or training exercises, a timetable or schedule of events and a cover story are minimum requirements.
5. Gather needed information from the appropriate staff offices or agencies, or electronic sources. Include Internet sites where related materials or historical information may be found.
6. Double-check all facts, to include times, dates, sites, and also ensure that copyrighted material is attributed.
7. Write press kit stories in appropriate news or feature style. When appropriate, present "laundry lists" of facts in tabular form or single-page fact sheets.
8. Avoid technical jargon and military acronyms when writing the materials.
9. Ensure final drafts are free of spelling, grammar, syntax, and style errors before submitting to your supervisor for approval.
10. Proofread clean copies, again verifying such facts as times, dates, and sites.
11. If photos, digital images, line art, maps or characteristics are to be included, ensure they are of high quality and suitable for reproduction and posting to Internet sites or electronic transmission.
12. Ensure the name, phone, fax number, and email address, if applicable, of a point of contact are included on each separate item in the press kit.
13. Ensure no materials violate security, policy, or propriety, to include electronic transmissions.
14. Package the materials in folders, binders, or in some other manner, and include an index of materials, if appropriate.
15. If press kit is provided via electronic medium, ensure material is virus free and adheres to local and DOD policies.

**Performance Steps**

16. Ensure sufficient copies are produced to have extras if needed.
17. Retain copies of the final press kit for office files and store electronically.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Determined objectives and purposes of the press kit.	—	—
2. Identified and selected appropriate existing materials.	—	—
3. Updated existing materials as necessary.	—	—
4. Identified needed materials that do not already exist.	—	—
5. Gathered needed information from appropriate staff offices or agencies.	—	—
6. Double-checked all facts to ensure accuracy.	—	—
7. Wrote new material in appropriate news, feature, fact sheet, or tabular style.	—	—
8. Wrote materials free of technical jargon and military acronyms.	—	—
9. Wrote materials without errors in grammar, spelling, syntax, and style.	—	—
10. Submitted drafts of new materials to supervisor for approval.	—	—
11. Proofread clean copy to double-check all facts, especially times, dates, and sites.	—	—
12. Ensured photos, art, graphs, maps, and other illustrations are of reproduction quality.	—	—
13. Ensured point of contact information is included on each time in the press kit.	—	—
14. Ensured nothing in the press kit violates security, policy, or propriety.	—	—
15. Assembled press kit in appropriate folder, binder, or other manner.	—	—
16. Ensured the press kit material adheres to local and DOD policies, and is virus free if provided electronically.	—	—
17. Ensured sufficient copies are made of the press kit so that extras are available.	—	—
18. Retained copies of the press kit for office files and stores electronically.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1

## **Register News Media**

**224-278-1831**

**Conditions:** Given a media request for support or information, copies of the media ground rules, the Waiver of Liability agreement, press identification badges, a telephone or other means of communication, a current media list with phone numbers, and access to standard office equipment.

**Standards:** Register a news media representative who requests information or support from the military beyond that given to the public. Verify identity and status. Form an agreement when granting military support, access to Soldiers, information, and other privileges in exchange for abiding by established ground rules.

### **Performance Steps**

The following tasks provide more essential skills for the completion of this task:

224-278-1832, "Facilitate News Media."

Registration is merely an accounting tool, which provides PAOs the ability to know what media are represented in the theater, where they are located, and their movement around the theater. This information is helpful in planning and conducting media logistical support and transportation, and in preparing subordinate commands for media encounters. It is also helpful to commanders who might want to provide newsworthy events to the media. Registration also identifies which news media have asked for military assistance and access, and have agreed to the command's media ground rules (see Figure 3-10 for an example of Media Ground Rules).

1. Verify the identity of the media representative (including checking for valid passport/visa, professional media organization membership card, media ID card, other military press credentials, etc.).
2. Have them sign an agreement to abide by the established media ground rules for the operation in exchange for granting support, access to units, information, and other privileges. If required, revoke credentials for those who violate the ground rules. (Enforcement of this requirement is essential.)
3. Have NMR agree to and sign a liability waiver that frees the military of responsibility if the NMR is killed or injured as a result of covering the operation. See Figure 3-11, Hold Harmless Agreement and Liability Waiver.
4. Give NMRs proof of registration (memorandum, press badge, or other identification).
5. Maintain a roster of registered NMRs and monitor their movements during the time they are receiving military support.
6. Inform NMRs who refuse to agree to the military ground rules and who are not registered that they will receive only the support and information assistance as provided to the general public.
7. Inform NMRs that registration and acceptance of media ground rules will entitle them to better access to units and subject matter experts, and provision of military ground and air transportation when possible.



## 1st Armored Division Media Ground Rules

In return for accreditation by the 1st Armored Division, I agree to abide by the following ground rules the unit has established for me to conduct business in its area of operations:

1. I understand that for my safety I will be escorted by military personnel at all times, and my business in the area, to include transportation on military vehicles or aircraft, will be on a non-interference-with-mission basis.
2. I understand that I will reimburse the government for any meals or emergency medical care made available to me by 1st Armored Division units or personnel.
3. I understand that billeting may be made available to me free of charge on a space-available basis. I also understand I may be required to pay for billeting in built up areas.
  - a. For US or coalition units, specific operational readiness rates or numerical information on troop strength, aircraft, weapons systems, on-hand equipment, or supplies (e.g., artillery, tanks, radars, missiles, trucks, water), including amounts of ammunition or fuel moved must be described in general terms such as "company-sized," "multi-battalion," "multi-division," and "task force." Number or amount of equipment and supplies may be described in general terms such as "large," "small," or "many."
  - b. Any information that reveals details of future plans, operations, or strikes, including postponed or canceled operations.
  - c. Information, photography, and imagery that would reveal the specific location of military forces or show the level of security at military installations or encampments.
  - d. Rules of engagement details.
  - e. Information on intelligence collection activities, including targets, methods, and results.
  - f. During an operation, specific information on friendly force troop movements, tactical deployments, and dispositions that would jeopardize operational security or lives. This would include unit designations, names of operations, and size of friendly forces involved, until released by V Corps.
  - g. Identification of mission aircraft points of origin, other than land or carrier based. Number and type of aircraft may be described in very general terms such as "large flight," "small flight," "many," "few," "fighters," "fixed wing," etc.
  - h. Information on the effectiveness or ineffectiveness of enemy camouflage, cover, deception, targeting direct and indirect fire, intelligence collection, or security measures.
  - i. Specific identifying information on mission or downed aircraft or ships while search and rescue operations are planned or underway.
  - j. Special operations forces' methods, unique equipment or tactics.
  - k. Specific operating methods and tactics (e.g., air angles of attack or speeds, and evasive Maneuvers). General terms such as "low" or "fast" may be used.
  - l. Information on operational or support vulnerabilities that could be used against US forces, such as details of major battle damage or major personnel losses of specific US or combined units, until that information no longer provides tactical advantage to the enemy and is, therefore, released by V Corps. Damage and casualties may be described as "light," "moderate," or "heavy."
  - m. Visual or audio recordings of injured and wounded personnel that do not have the consent of the attending physical or medical commander and the victim's oral or written consent.
  - n. No photographs or other visual media showing an enemy prisoner of war or civilian internee's recognizable face, name tag or other identifying feature or item may be taken.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

**Figure 3-10. Media Ground Rules (Sample).**



## 1<sup>st</sup> ARMORED DIVISION PUBLIC AFFAIRS



### PRIVACY ACT STATEMENT

This information is requested under the authority of Title 10, United States Code, Section 3013. The principal purpose of this form is to hold the United States Army harmless from liability for injuries or damage resulting from participation in designated activities. Routine uses: See AR 340-21; paragraph 340-21, paragraph 3-12, for use outside the Department of Defense (DoD). Release of this information is voluntary; however, if the information is not provided, the individual(s) may not be allowed to participate in the designated activities.

### WAIVER OF LIABILITY FOR TRAVEL WITH 1ST ARMORED DIVISION FORCES and AGREEMENT TO COMPLY WITH SECURITY RESTRICTIONS

Date: \_\_\_\_\_

I, \_\_\_\_\_, SSN (if applicable) \_\_\_\_\_  
 Passport \_\_\_\_\_, in consideration of having access to 1ST ARMORED DIVISION operations and accompanying forces, using division transportation and facilities at no or reduced cost to myself and my news organization, agree to hold 1ST ARMORED DIVISION and the US government and its employees and contractors, harmless from any and all injury, loss, or damage to myself and my property, and bind my heirs, executors, and administrators accordingly. I acknowledge the fact that I will be traveling, living, and working in dangerous or hazardous areas under wartime conditions, and that military operations, even in protected or peacetime situations, are inherently dangerous and are subject to surprising and unanticipated risks. I accept the risk of loss of life and limb, property, possibility of abduction, and the difficult, restricted living and working conditions, in consideration for limited access and logistic support.

For the same consideration as above, and for the added consideration of protecting the lives, property and privacy of US soldiers, civilians, and the local population, I agree that I will not disseminate, publish, or pass on any classified information which may come to my attention or knowledge. I also agree, in doubtful cases, to seek the assistance of PAO personnel to determine whether this information is classified or not. I agree to adhere to any specific guidelines and restrictions that are communicated to me by 1ST ARMORED DIVISION or US authorities. I acknowledge that there is a tension between the right of a free press and the protection of lives, property and privacy, and I acquiesce to these restrictions, which may limit the right of a free press, in order to preserve mission security and save lives. I agree that I will not interfere with 1ST ARMORED DIVISION or US operations. I acknowledge that my failure to adhere to this agreement may, among other things, result in the temporary or permanent loss of my press credentials, the temporary or permanent confiscation of any and all media equipment, and the right to accompany 1ST ARMORED DIVISION and US forces.

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Address: \_\_\_\_\_

Nationality: \_\_\_\_\_

News Organization: \_\_\_\_\_

Editor / Supervisor Name and Contact Number (If applicable): \_\_\_\_\_

Witness Signature: \_\_\_\_\_

Emergency Contact (Preferably Relative) to contact in case of an emergency:

Name and Relation: \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number and E-Mail: \_\_\_\_\_

Figure 3-11. Hold Harmless Agreement / Liability Waiver (Sample).



<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Verified the identity of the media representative.	_____	_____
2. Media representative signed media ground rules.	_____	_____
3. Media representative signed waiver of liability statement.	_____	_____
4. Gave NMR proof of registration.	_____	_____
5. Informed NMW that refusal to sign ground rules will result in only support and information granted to the general public.	_____	_____
6. Informed NMR that acceptance of the media ground rules will entitle them to better access to units and subject matter experts, and provision of military ground and air transportation when possible.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

**Facilitate News Media**  
**224-278-1832**

**Conditions:** Given an assignment to facilitate news media within your public affairs unit's area of responsibility and public affairs guidance.

**Standards:** Facilitated media representative and allowed access to the information needed to produce his intended print or broadcast product, without interfering with the success of the military mission, or endangering the lives of Soldiers, civilians or the media representative, and without violating OPSEC.

**Performance Steps**

The following tasks provide additional and essential information for the completion of this task:

224-278-1821, "Respond to a Media or Public Inquiry."

224-278-1831, "Register News Media."

224-278-3960, "Prepare a Public Affairs AAR."

The aim of Public Affairs is to tell the Army story accurately, honestly, and completely to as wide an external audience as possible by the timely release of information to the civilian news media. The media serve as a link between the Army and the American public. That link is critical because the Army cannot carry out its mission without public support. Commanders at all level must recognize the legitimate role of news media in reporting military operations, and accept their presents wherever the U.S. military operates.

A commander's or PAO's right to withhold information is extremely limited. They may refuse to answer questions that would clearly endanger lives or mission accomplishment (locations, numbers, or missions of specific units), offend host-nation sensitivities, or disclose classified or sensitive information (see AR 360-1). However, all other questions should be answered quickly, accurately, and completely—maximum disclosure with minimum delay. We do not facilitate news media representatives in order to manipulate facts, slant stories, or prevent reporters from finding the information they need. Do not cover up embarrassing stories or criminal acts just because they are embarrassing.

1. Train ahead. PA Soldiers will be a part of the initial deployment. Be prepared to step into the role of media escort, and train your Soldiers to do the same. Embedded reporters may start out from the beginning of the deployment, or arrive after the unit is already in theater. Embeds will need escorts in certain situations as well as national, international, and regional press.
  - a. Media escorts may not be necessary, but when media ask for access to controlled sites, installations, or other types of special support, escort will be needed. Assist the on-scene commander in deciding whether escorts are needed. PA trained escorts are preferred, but you may need to train non-PA personnel to act as escorts as well.
  - b. PA Soldiers may act as an agent of the on-scene commander, and keep correspondents abreast of the situation. Be as helpful as possible within the limits of security and troop safety.
  - c. Point out possible ground rule violations and security problems.
2. Prepare for the media representative. Obtain background information on the proposed visit. The information should identify:
  - a. Purpose and length of stay.
  - b. Area, units, facilities, and people to be visited.
  - c. Media representatives mode of travel, time, and place of arrival.
  - d. Need for lodging, meals, and transportation.
  - e. Communication needs.
  - f. Special needs or requirements.
3. Coordinate for the visit. Things to consider:
  - a. Lodging.

## Performance Steps

- b. Commanders or officials in charge of each area, or other public affairs offices. Coordination may be required to set up a time and duration of each visit.
  - c. Arrange for interviews and briefings. This may require the Public Affairs Office to prepare a spokesperson to address the media, to set up a media briefing, or an on-camera interview. Refer to the appropriate task to prepare for these media events.
  - d. Develop an itinerary. If the reporter is going to be visiting multiple areas, and talking to multiple commanders or Soldiers, develop an itinerary and coordinate with everyone involved. Allow time for transportation, breaks for meals, and security concerns. Think the itinerary through from start to finish, and submit the draft itinerary to the PAO for approval.
  - e. Distribute the itinerary to the person's involved in the visit, keeping OPSEC in mind. If there is a lot of time between the approval of the itinerary and the reporter's visit, check back with all the points of contact to ensure everything is still coordinated or needs to be changed before the reporter's arrival.
  - f. Coordinate for embeds. Embeds may start out with the unit before it deploys, and stay for some time throughout the deployment. Many of the coordination steps are the same. The embedding unit will have to coordinate the lodging and support of the embed. Ensure that the embed has adequate PA contact information as well as a full understanding of the ground rules and any limitations to their stay. Train the unit public affairs representative on their responsibilities as well.
4. Greet the representative upon his arrival. Register the media representative with the Public Affairs Office. Refer to task 224-278-1831, "Register News Media," for registration procedures. Issue the representative a press badge, and issue a press kit. Brief the representative on the ground rules for the visit.
5. Follow these rules when facilitating/escorting news media:
  - a. Plan. Anticipate and know where the information and answers are that a reporter needs. Without media facilitation, the reporter might blindly wander about the area of operations trying to acquire information from the wrong people.
  - b. Know your mission. You should be reasonably knowledgeable on all aspects of your unit's mission and the areas of operations. Be prepared to handle the routine questions that come up, and have a press kit prepared for the media.
  - c. Know your objectives. The media wants information. Are there positive points you can make with them? Take advantage of this media opportunity to present positive points on your mission, your Soldiers, and the Army.
  - d. Know current events. Know the events and issues the media is covering, and find the subject matter experts for those areas. Do your homework. Coordinate with the subject matter experts to gather background information, policy guidance, fact sheets, etc. Prepare a list of anticipated questions, and get the appropriate answers cleared ahead of time. As stated above, you must know what you can and can't say to the press. This information may be in approved PAG. Remember, you are not in the speculation business.
  - e. Know the media's needs and capabilities. Your specific mission is greatly influenced by the nature of the news media and exactly what kind of story they are interested in. Print, TV, and radio media all gather information differently.
  - f. Provide assistance. You are there to help the reporter get the story quickly and accurately, while minimizing interference with the mission. Be prepared to clarify misunderstandings, interpret military jargon and events, and place what the reporter sees and hears in a perspective to avoid confusing or misleading the American people. If the reporter plans to use misleading or inaccurate information despite your attempts to correct it, notify your supervisor.
  - g. Know protocol. You are the commander's representative and are in a position to be around senior officers and diplomats. Address them accordingly and appropriately to do so. Your job is to assist. Do not get in the way or draw attention to yourself by any comment or action.
  - h. Be professional and courteous. Stay out of the way, behind the camera. Be a "fly on the wall," unless there is a possible safety or ground-rule violation. If a photographer is about to wander into a restricted area, you must tell them. Remind them of the ground rules, if necessary.

**Performance Steps**

- i. Always be on time and stay on time. Be on site before the media. Don't allow yourself to stray from your basic itinerary if you can help it. A commander at the next stop may be waiting for you. Failure to be prompt and professional could hinder needed support in the future.
  - j. Wear the appropriate uniform. Make sure the reporter has all the necessary equipment they will need to cover the story. Body armor, earplugs, wet-weather gear may need to be provided by your office if the reporter doesn't have the appropriate gear.
6. Provide thorough and timely responses to queries. Refer to task 224-278-1821, "Respond to a Media or Public Inquiry."
  7. Review safety and operational security concerns.
    - a. Military operations are inherently dangerous. Our equipment and weapons pose dangers to which civilians are not accustomed. Safety concerns are obvious when you are taking people around live-fire operations, armor movements, or flight lines. But safety is a factor no matter what the story is. Photographers especially, are in their zeal to get the best camera angle, often take great personal risks. Fully plan and coordinate with the unit commander to know where the unit is and where it is going (basic overland navigation skills). Then brief the news media on the dangers of the area, rules to follow, and the possible consequences of disobeying those rules.
    - b. Always be mindful of operations security. Ensure media representatives are registered at the public affairs unit or media center before heading out on the assignment. When escorting, watch the background in all camera shots. Even unclassified information can be put together in a certain form may become classified or sensitive. If security problems arise or the correspondent collects material that may be classified, request the information be withheld from their report, and explain why. The correspondents may decide to leave it in. If this happens, notify your supervisor.
  8. Conduct an after-action review once the escort is complete. The review should cover any problems and how they were handled, as well as recommendations for any changes in escort/facilitation procedures. Back brief the PAO or your supervisor and turn in the after-action review. Refer to task 224-278-3960, "Prepare a Public Affairs AAR."

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Trained ahead.	_____	_____
2. Prepared for the news media representative.	_____	_____
3. Coordinated for the visit. <ul style="list-style-type: none"> <li>a. Lodging.</li> <li>b. Arranged for interviews and briefings.</li> <li>c. Developed an itinerary.</li> <li>d. Distributed approved itinerary.</li> <li>e. Coordinated for embed (if applicable).</li> </ul>	_____	_____
4. Greeted the news media representative. <ul style="list-style-type: none"> <li>a. Registered news media.</li> <li>b. Briefed the media on the ground rules.</li> </ul>	_____	_____
5. Followed rules and policies while escorting the news media representative.	_____	_____
6. Provided thorough and timely responses to queries.	_____	_____
7. Reviewed safety and operational security concerns.	_____	_____
8. Conducted an after-action review and submitted it to the PAO or supervisor.	_____	_____

**Evaluation Guidance:** Score the Soldier a GO if all steps are passed (P). Score the Soldier a NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

**Establish a Unit Emerging Media Site**  
**224-278-1850**

**Conditions:** Given a need for an emerging media site in a headquarters element and a computer with unrestricted internet access.

**Standards:** Establish a unit emerging media site in accordance with SAPP and the commander's intent.

**Performance Steps**

There are a number of emerging media sites on the internet. While some are very popular and an effective means of communicating now, they may not be in a year. It is up to public affairs specialists to keep an open line of communication with higher headquarters regarding the latest in emerging media. The job of a public affairs specialist is to tell the unit's story to as many people as possible—both internal and external audiences.

1. Identify a need for the site.
  - a. Commander's Intent.
  - b. Target Audiences.
2. Determine the appropriate emerging media tool.
  - a. Blog sites.
  - b. Current status sites (i.e., Twitter).
  - c. Personalized community sites (i.e., Facebook, MySpace).
  - d. Photo distribution sites (i.e., Flickr, Photobucket).
3. Coordinate with appropriate staff sections including, but not limited to, SJA and G6 (IAW unit SOP).
4. Establish account - Ensure each member of the unit PA staff has full access (username and password) to the emerging media site.
5. Populate with basic unit information and products without publishing it, whenever possible.
  - a. Ensure all information has been approved for release.
  - b. All information and products must adhere to SAPP.
  - c. With the exception of approved editorials and commentaries, no opinions are stated on the site.
6. Receive approval from PA officer.
7. Publish site.

**Performance Measures**

	<u><b>GO</b></u>	<u><b>NO-GO</b></u>
1. Identified a need for the site.	_____	_____
2. Determined the appropriate emerging media tool.	_____	_____
3. Coordinated with appropriate staff sections prior to establishment.	_____	_____
4. Established account, ensuring all PA staff has full access.	_____	_____
5. Populated site with basic information and products without publishing it, whenever possible).	_____	_____
a. Ensured all information is approved for release.		
b. All information and products adhered to SAPP.		
c. Site is free from opinion (except for approved editorials and commentaries).		
6. Received approval from PA officer.	_____	_____
7. Published site.	_____	_____

**References  
Required**

**Related**  
AR 360-1  
FM 3-61.1  
FM 46-1

Skill Level 2  
Subject Area 4: Studio

**Establish A Radio Music Format**  
**224-277-2415**

**Conditions:** Given a requirement to establish a radio music format, programming materials, audience demographics and/or the latest audience survey information, access to music category standing lists (Top 40, contemporary, country, etc.), program log(s), command information program, access to internet resources, and commander's intent.

**Standards:** Establish a radio music format IAW commander's intent. The format must adhere to command policy and guidance, meet command information requirements, and serve intended audience needs.

**Performance Steps**

1. The following tasks provide additional essential skills for the completion of this task:  
224-277-1415, "Perform a Radio Program."  
224-277-2425, "Maintain a Traffic and Continuity Program."
2. Your format must be flexible enough to support up-to-the-minute mission requirements. Sometimes music programming will take a back seat to real-time news and information.
3. Determine the amount of news, sports, or command information required for the radio music format. In military operations, music content is still a concern, but the major focus of the programming maybe news and CI.
4. Standardize the placement of news, sports, weather, and other major information so your audience knows when to tune in. For example, your first music hour in the morning may include an expanded news or sportscast; the noon show may include a feature.
5. Determine the music-to-nonmusic ratio for the format. Nonmusic elements may include news, weather, sports, exchange rates, and spots. Your ratio depends on command information mission and local guidance.  
  
In military operations, you may use a lot of readers. They are less manpower-intensive than product spots and allow you to get time sensitive news on the air faster.
6. Establish the makeup of spot clusters (spot set of two or more spots). Most stations cluster spots together because it gives the sound of more music play. If you have a traffic and continuity or CI section, they can assist you in making this determination. Most stations include a spot cluster (spot set) of two or three spots every 10 to 12 minutes of an hour show.
7. Use recent audience survey or demographics to help establish your format.
8. Determine the time available for music in this format. Identify the length of all nonmusic items. This includes news, sports, command information, spots, weather, station ID's, and system cues. Subtract these items from the total time available for each show hour to come up with your total music time per hour.



## Performance Steps

9. Implement guidelines to control music content in DJ shows. Develop a system that keeps the music selection from being left entirely up to the DJ. The format must be flexible enough to include requests, but not so request-heavy that the DJ ignores other music. You might schedule a certain number of songs each hour that can be replaced by requests. There are several ways to program music,

Divide music types into sections to simplify management of your format. Common categories are "hot" chart songs (Top 40 hits), "low" chart songs (41 and below hits), oldies, rock, country, or urban contemporary (soul/urban).

Prepare a music wheel (hot clock), representing an hour of programming as a guide for DJ's. Use a circle corresponding to the face of a clock to show the DJ required show elements to air and the approximate time to air them. Include news, sports, music selections, spots, and jingles. Balance program aids with other show elements (see Figure 3-12).

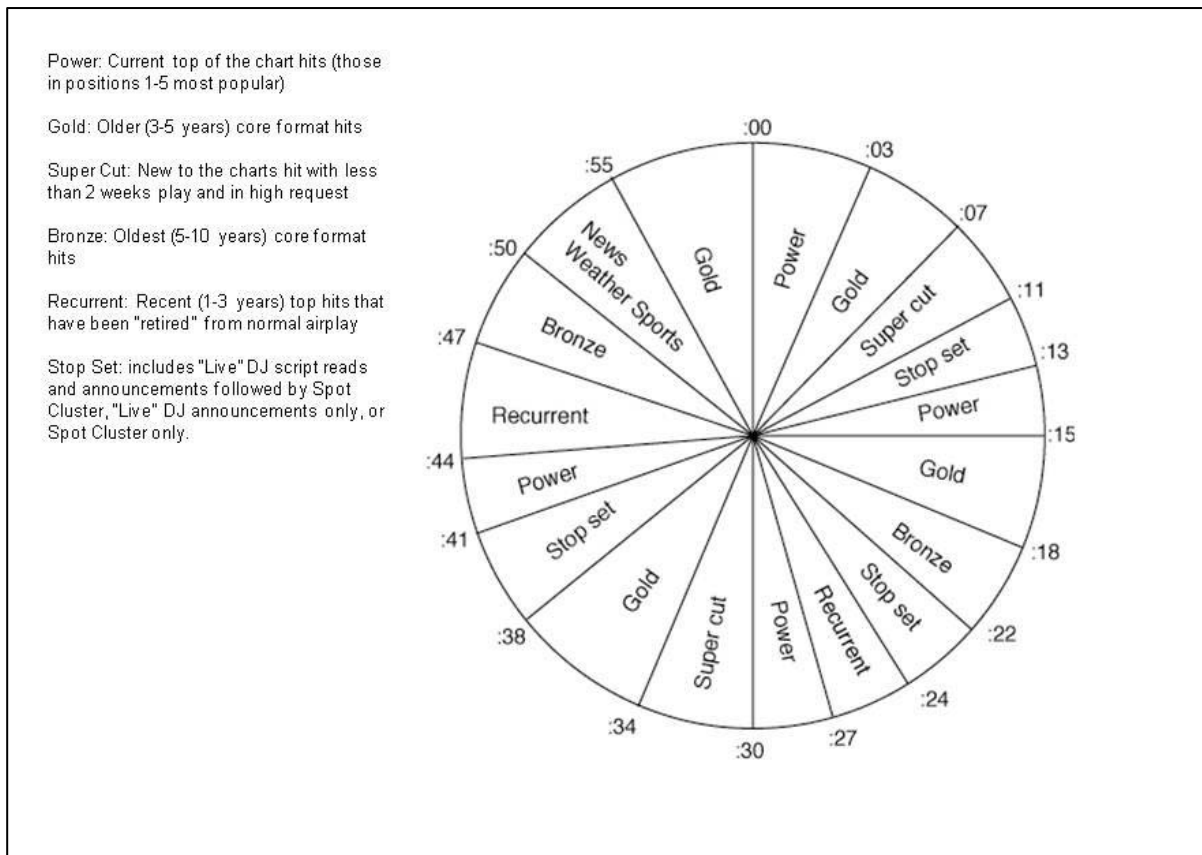


Figure 3-12. Sample music wheel (Hot Clock).

**Performance Steps**

10. Establish a procedure to identify and report questionable lyrics that violate DOD Directive 5120.20-R and local policy.
11. Establish a policy governing the use of supportive materials. Give the DJ guidance on when and how often to use produced jingles and music liners. Without guidance, these program aids can become a crutch for the announcer.
12. Establish procedures for announcer self-identification (ID). Decide whether to use formal or informal IDs or a combination of both.
13. Establish procedures for using emergency fill music.
14. Establish procedures for recording discrepancies in the music format on the program log.
15. Establish procedure to interrupt the music format for emergency broadcasts.
16. Submit the program format to your leader or higher headquarters for approval.
17. Revise the format, if necessary, to comply with command guidance or requirements.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Determined the amount of news, sports or command information required for the format.	_____	_____
2. Standardized the placement of nonmusic elements (news, sports, weather, etc.).	_____	_____
3. Determined the music-to-nonmusic ratio for the format.	_____	_____
4. Established the makeup of spot clusters.	_____	_____
5. Determined if the most recent audience survey or demographics affect format decisions.	_____	_____
6. Determined the time available for music in the format.	_____	_____
7. Established procedures to ID and report questionable lyrics.	_____	_____
8. Implemented guidelines to control music content in Disc Jockey shows.	_____	_____
9. Established a policy on when to use supportive materials (jingles and music liners).	_____	_____
10. Established guidelines for announcer self-identification.	_____	_____
11. Submitted the program format to your supervisor or higher headquarters for approval.	_____	_____
12. Revised the format, if necessary, to comply with command guidance or requirements.	_____	_____

**Evaluation Guidance:** Score the Soldier a GO if all steps are passed (P). Score the Soldier a NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**
 AR 360-1  
 FM 46-1

## **Maintain a Traffic and Continuity Program**

**224-277-2425**

**Conditions:** Given the station commander's guidance on the station's current broadcast philosophy, program logs, most current approved organization list, requests for command information support, the latest audience survey, demographics, and computer support.

**Standards:** Maintain a traffic and continuity program that, at a minimum, has a defined procedure for submitting a request for broadcast support, a system for accounting for all requests, a procedure for determining treatment and assigning a producer, a system for reviewing products for policy and technical violations, a system for archiving and scheduling products, and a method for removing out-of-date products from the studio.

### **Performance Steps**

1. While military broadcasting doesn't actually sell commercial time, we are still in the business of selling ideas to our audience. We call the idea "command information," and the ads "spot announcements." One person may be tasked with managing traffic and continuity, while the rest of the broadcast staff serve as producers. Some stations have separate radio and TV continuity offices while others are combined. No matter how much your office is organized, there are some basic management techniques that you should follow.
2. As the manager of T & C, you are the liaison between the station management and your CI clients, or the customer relations representative of your station. Successful T & C programs are judged by the amount of service you are providing to your audience.
3. Review the current traffic and continuity program, and evaluate whether it reflects the station management's current broadcast strategy. Does it—
  - a. Identify the needs and concerns of the clients and audience?
  - b. Meet the needs and concerns of the clients and audience?
  - c. Enhance the capabilities of your staff and your facilities?
4. Review the approved organizations list with your installation PAO who, in most communities, is designated as having the authority to approve whether an organization is placed on the list. Things may have changed dramatically since the last annual review. Update the list—an organization may no longer be in existence or may have combined with another. Validate the needs and justification for service with each organization by meeting face-to-face with its point of contact. Develop an understanding of their expectations for getting the message out. During the review, explain restrictions, policies, and other requirements of your CI program. Work closely with the installation PAO to ensure that office is in the process of deciding who uses your service.

## Performance Steps

5. Ensure a producer is in place for submitting a request for command information support. A request for support can be submitted by telephone, in writing, or by email. The bottom line is have a policy and make as few exceptions as possible. Develop a standard form in a computer or on a form that is preproduced that ensures all pertinent information is included. Make sure there is a place for a phone number in case you need to get more information. It is recommended that requests—
  - a. Be submitted by an authorized client.
  - b. Be made in writing according to DOD regulation 5120.20-R. Take a telephone request only as a last resort, and make sure it's followed up with written confirmation for the file.
  - c. Be submitted far enough in advance to allow adequate processing, preparation, and production. Depending on your staff requirements and capabilities, it should take, at a minimum, about 1 week for a reader to be processed and hit the airwaves, and 2 or 3 weeks for a single spot announcement. Ideally, requests should be submitted as far in advance as possible to allow your staff an adequate amount of time to prepare an appropriate response.
6. Ensure a system of accountability for all requests received is established and maintained. The easiest way to establish a system of accountability is to set up a database. The objective is to keep a current, complete status of all requests, should a client call with a query. You must be able to track the product from receipt of the request through its kill date. At a minimum, your system of accountability should include—
  - a. Log the date each request is received.
  - b. Maintaining a log of all requests received. The log must include all pertinent information for each request, such as:
    - Client's name.
    - Date of request.
    - Date assigned to producer.
    - Completion date.
    - Information appearing on the production label or slate, such as title, run time, out cue, control number, etc.
    - Start date for airing.
    - Kill date (date to take it off the air).

Enter the information from each request into the log. Then write the assignment information on the request for the producer.
7. Determine the type of treatment for the request. The key to getting the maximum treatment or exposure for your command information request is flexibility. Changing technologies and capabilities, such as the internet, may enhance your ability to deliver command information. The goal is to use as many avenues of communication as possible to get the message to the audience.

## Performance Steps

8. Assign a producer to develop the request into the approved treatment. The producer should—
  - a. Determine the CI objective.
  - b. Determine the target audience.
  - c. Consider the age, sex, education, job, and work hours of the target audience.
  - d. Consider the request's impact on host country and audience sensitivities. If required, obtain clearance with the PAO.
  - e. Consider the requested length of airtime. If it's long-term, you might want to produce a spot campaign—more than one spot on the same topic to increase recognition while providing variety. With campaigns, you must institute some kind of rotation system for the spots to ensure the audience doesn't tire of them. One way might be to kill the first spot after a week, and start a second spot on the same subject using different production techniques. Rotate in a new spot every week. This keeps the message fresh.
9. Monitor the progress of each request through an accountable system. From script completion to archives to airing to killing, the traffic and continuity manager has the responsibility of tracking the product's movement and providing feedback to the producer. A procedure for the systematic review of outstanding command information requests in production must be established. At a minimum, you should set up some kind of suspense log to track and check on outstanding products. Another useful method is to hold weekly production meetings with the broadcast staff. Whatever your method, it is important that you have some type of system in place that will show your production staff that you are checking and that they are being held accountable for completing the product on time and getting the message on air.
10. Review traffic for policy violations, content, and quality before scheduling. Before anything goes on the air, it must be reviewed for content and quality. Every station, network, and broadcast organization should have in place a policy and/or procedure for the review of all broadcast materials prior to their release and airing. Your local SOP should cover the particular details of these requirements.
11. Label or slate traffic according to local SOP. There are five items that must be on every slate or label.
  - a. A "slug" or short title typed on the label that matches the slug used to identify the product on the log.
  - b. Runtime - In television the runtime is computed from first video to last principal audio. In radio, runtime is from the first sound to the last sound, either voice, effects, or music.
  - c. Producer or voice - It is important to know the producer so the same producer's voice is not scheduled back-to-back.
  - d. Outcue - It is crucial for the board operator to know what the last words or sounds will be before the spot ends. This will facilitate a smooth transition from one source to the next.
  - e. Start date - The date the spot will begin airing.
  - f. Kill date - The last date and time the spot should air.

## Performance Steps

12. Schedule releasable traffic based on local SOP.
13. You want to get out as much information as possible while maintaining a balance between CI and entertainment programming. Here are some considerations when scheduling traffic for airing:
  - a. Use spots of different lengths within your breaks. If you schedule two 60-second spots back-to-back, you'll lose the audience before you get out of the break. But if you break that 2 minutes up with a 30-second spot, 60 seconds of bulletin board information, and a 30-second spot, you should successfully hold the audience until you return to entertainment programming.
  - b. Avoid scheduling back-to-back spots from the same client or on the same subject. Try to spread them out at least 30 minutes.
  - c. Do not schedule the same spot in consecutive spot breaks. Avoid repeat scheduling within the same TV show or live radio hour. If you want to saturate the audience with a certain topic, produce a spot campaign so they won't tire of it.
  - d. Most automation systems have extensive day-parting capabilities and other rotation characteristics that can improve the flow and balance of CI in the broadcast day. Use day parting to air products for specific target audiences. For example, you might schedule a spot for youth services from 4:00 to 8:00 p.m. because your target audience is in school before then. Check your last audience survey to find out who watches or listens to your station, and when.
  - e. Schedule during the heavy audience times the information you want the most people to receive, such as morning or afternoon drive times for radio, and evening prime time for television.
14. Active command information campaigns. In addition to responding to requests from clients, you need to take an active role in planning CI campaigns. Use the CI events calendar, which is normally available from the PAO. It gives you a head start. Year after year, events are repeated —Black History Month always falls in February, Christmas in December, and tax day in April. The calendar allows you to start planning for annual events. It normally includes both American and host-nation special events. Take the initiative to call the local PAO or MWR representative before they call you.
15. Archive all produced traffic. It is the responsibility of the individual producer or broadcaster to archive their products. As the manager of the traffic and continuity program it is your responsibility to maintain the archive system and check to see that the broadcast staff is archiving their broadcast products. If a machine damages the product days or weeks before the kill date, it may be necessary for you to go to back-up to reproduce the traffic. It's up to you to devise a system that will enable products to be retrieved when necessary. Whatever form your system takes, ensure the back-ups are clearly marked and filed in a safe place.
16. Using the "kill dates" system, remove traffic from on-air rotations. Depending on when the event or activity takes place, your automation system or your established cutoff period, a product could air right up to an hour before you go off the air. Remember, there is nothing more embarrassing, or a faster way to lose credibility with the audience, than to read a reader live, play a spot, or air a television bulletin board with a piece of information that is outdated. Establish a system to monitor and remove killed products. A simple solution might be to task the person on the last shift of the day or at the end of each shift, with pulling all killed traffic and place it somewhere outside the studio in a box marked KILLED TRAFFIC.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Conducted a review of the current traffic and continuity program and evaluated whether it reflects the station commander's current broadcast philosophy.	—	—
2. Reviewed, with local PAO, the list of approved organizations.	—	—

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
3. Ensured a procedure is in place for submitting a request for command information support.	—	—
4. Ensured a system of accountability of all requests received is established and maintained.	—	—
5. Determined the type of treatment for the request.	—	—
6. Assigned a producer to develop the request into the approved treatment.	—	—
7. Monitored the progress of each request through an accountability system.	—	—
8. Reviewed traffic for policy violations, content, and quality before scheduling.	—	—
9. Labeled or slated traffic IAW local SOP.	—	—
10. Scheduled releasable traffic IAW the local television or radio format.	—	—
11. Checked producers for compliance with the need to archive products.	—	—
12. Used the kill date system to remove traffic from rotation.	—	—

**Evaluation Guidance:** Score the Soldier a GO, if all steps are passed (P). Score the Soldier a NO-GO, if any step is failed (F). If the Soldier fails any step, show what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

**Manage an AFN Affiliate**  
**224-277-2450**

**Conditions:** Given a requirement to manage an AFN affiliate, local command guidance, standing operating procedures, personnel, and equipment.

**Standards:** Ensured that the staff was organized to best accomplish the mission, assessed mission effectiveness, determined if the intended audience's needs were being met, conducted training, supported deployed units, and stayed within guidelines and regulation in the management of an AFN affiliate.

**Performance Steps**

The following tasks provide additional essential skills for the completion of this task:

224-278-1110, "Determine Ethical Considerations."  
224-278-1111, "Explain the Principles of SAPP."  
224-278-1120, "Review a Media Product for Policy Violations."  
224-278-1220, "Determine News Sources for a Media Product."  
224-278-1320, "Localize News Service Material."  
224-278-3820, "Plan Media Coverage of an Event."  
224-278-3920, "Identify Target Audiences for a Public Affairs Campaign."  
224-278-3950, "Implement Operations Functions for a Public Affairs Element."  
224-278-4910, "Develop a Crisis Communication Plan."

Note: For station commander responsibilities, refer to task 224-278-4901, "Supervise a Broadcast Facility."

1. Organize your staff. A number of variables determine how your section is organized—the location, number of people assigned, station capabilities, mission, and local air time. In most cases, operational procedures are already established. If so, review the operation and consider ways to improve performance, efficiency, product quality, and morale. AFN affiliates can be organized whichever way best suits mission needs, and, in many cases, the same person may be doing more than one job. You may find yourself in charge of all of the sections, or being in charge of just a specific section, depending on the manning of an affiliate.
  - a. Affiliate NCOIC. The NCOIC acts as the first sergeant for the affiliate. Responsibilities include the day-to-day operations of the affiliate. Primary duties include counseling section NCOICs, enforcing unit policy, and implementing and conducting military training. In the absence of an Operations Chief, the operations NCOIC assumes the responsibilities of that position.
  - b. TV Section NCOIC/Team Chief. The TV Section NCOIC is responsible for ensuring the TV mission is met. This may include TV newscast production and TV news assignments. In this position you may find yourself not only responsible for scheduling shoots for your Soldiers, but you may also be actively engaged in news gathering yourself. If there is no Command Information section, the TV section will produce local spots for TV broadcast as well. Some responsibilities include:
    - (1) Assign traffic and continuity responsibilities.
    - (2) Identify local breakaway availabilities and procedures.
    - (3) Establish procedures to review materials before airing (e.g., host-nation sensitivities).
    - (4) Ensure section maintains an events calendar and futures file supporting command interest activities.
  - c. Radio Section NCOIC/Team Chief. The radio section NCOIC is responsible for the on-air mission of the radio station. This includes managing the designated DJs as well as the radio news mission. The Radio Section NCOIC also is responsible for setting up the radio logs and ensuring the on-air mission is completed to standard. If there is no Command Information section, the radio section will produce spots for radio broadcast as well. Radio NCOIC responsibilities include:



## Performance Steps

- (1) Establish or update a radio music format.
    - (2) Identify local breakaway availabilities, capabilities, and procedures.
    - (3) Plan a local master radio program schedule.
    - (4) Keep track of completed logs of radio shows.
    - (5) Ensure section maintains an events calendar and futures file supporting command interest activities.
  - d. Command Information NCOIC/Team Chief. The Command Information NCOIC is responsible for all of the spots and products that get the commander's information out to the public. This includes TV and Radio spots, community calendars and blue pages that might air, and emerging media Web sites (i.e., Facebook, YouTube, etc.). This section NCOIC may also be responsible for collecting readers and keeping track of when the products air. In the absence of a traffic/continuity position, this section NCOIC will also be responsible for programming the spots into various automated systems.
  - e. An affiliate may also be organized by the mission, such as News, Radio DJs, and Command Information. Whichever way the affiliate is organized, it is important to understand what each sections' missions are, and what the headquarters deems as the primary mission for your affiliate. If you are in charge of a news section, you may have the following responsibilities:
    - (1) Establish operational files.
    - (2) Biographical files on key leaders, such as general officers, ambassador, etc.
    - (3) Background files on principal commands and units within your broadcast area.
    - (4) Completed scripts of aired newscasts (file for 90 days, IAW DOD 5120.20-R).
    - (5) Events calendar and futures file supporting command interest activities.
2. Assess the mission. Whichever section you may be in charge of, you need to assess how well you are meeting the mission. To do this, consider the following:
- a. Review SOPs. Most stations have a standing operation procedure on file. Review it. Update parts relating to your section, as needed, to reflect the most current broadcast policy, defining areas of responsibility. If required, coordinate SOP development or updates with maintenance.
  - b. Locate/update/create quick reference guides to assist in mission accomplishment (may include emergency contact numbers, alert/duty rosters, "how to" and troubleshooting tips, off-air procedures, format guidelines, etc.).
  - c. Review mission accomplishment. How well are you accomplishing the mission? For example, are you doing a weak 10-minute newscast when you could do a strong 5-minute newscast?
  - d. Review personnel skills. What are the skill levels and talents of your personnel? Are training needs being met?
  - e. What awards or recognition has the section received? What is their reputation in the local community?
  - f. Review emergency operations procedures. If there are none in place, create an emergency SOP. These procedures describe what actions to take if there is a signal outage, or what actions to take if emergency broadcasts need to be aired.
3. Determine If audience needs are being met. At the affiliate level you may or may not have input on the broadcast content. If your higher headquarters requires certain content and programming, determine if it is meeting the audiences needs and recommend any changes to your supervisor or station commander. If your station has broadcast content control, tailor your programming to meet the audience's needs. Some things to consider when determining your audiences needs include:
- a. Latest survey. What were the results of the latest survey, and are you meeting those needs?
  - b. Determine audience entertainment/informational preferences: Conduct a random sampling of the audience to gather information. Knowing what your audience likes allows you to program in a way that keeps them listening/watching. At a minimum, determine—
    - (1) Radio format – Do the majority prefer rock music, R & B, country, or news/talk.
    - (2) Television preferences – Do the majority prefer movies, family oriented programming, or news.
    - (3) News preferences – Do they want more? Do they want less? Would they prefer more theater/service specific news, or would they prefer more US/international news?

**Performance Steps**

- (4) Sports preferences – Do they want more? Do they want less? Would they prefer more unit level coverage? Would they prefer more high school level coverage?
- c. Keep in touch with the PAO that you support. This includes informing the PAO when products concerning their unit are going to air, as well as the status of any command information products that are under production or that are airing on a regular basis.
- 4. Conduct training. Whether you in charge of the entire affiliate or a specific section, make sure your Soldiers stay proficient in their broadcast tasks. Also make sure that there is time dedicated for Army common core training as well.
  - a. Develop on-the-job (section certification) training programs. This will ensure that all of the Soldiers in a section stay proficient in their broadcast skills and are qualified to perform their broadcast jobs.
  - b. Rotate staff through all positions. Periodically reassign staff members to different sections so that they can remain proficient in all of their broadcast skills.
  - c. Provide feedback and critiques to the staff. Let your subordinates know how they are doing through critiques and individual training. Constructive criticism will let your subordinates know what they have to work on to better themselves in their broadcast tasks.
- 5. Support deployed units in your area. If your affiliate supports a tactical commander, you may be requested to support that commander if his unit deploys. This could mean that a member of your staff deploys with the unit and supports the tactical commander by sending stories back to home station. Or, if you do not have the personnel to deploy, set up a home station support plan with the PAO prior to the unit deploying, so other PA units in theater can support your broadcast mission with products from downrange.
- 6. Periodically check for compliance with published standards and guidelines. DOD Directive 5120.20-R gives guidance to the management of DMA services.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Organized the staff.	—	—
a. Affiliate NCOIC.		
b. TV Section.		
c. Radio Section.		
d. Command Information Section.		
2. Assessed the mission.	—	—
a. Reviewed SOPs.		
b. Located/updated/created quick reference guides.		
c. Reviewed mission accomplishment.		
d. Reviewed personnel skills.		
e. Recommended changes to supervisor/higher headquarters.		
f. Reviewed emergency operations procedures.		
3. Determined if audience needs are being met.	—	—
a. Reviewed audience preferences.		
b. Reviewed feedback from the PAO.		
4. Conducted training.	—	—
a. Developed on-the-job (section certification) training program.		
b. Rotated staff through all positions in section.		
c. Provided feedback (critiques) to staff.		
5. Supported deployed units in your area.	—	—
6. Periodically checked for compliance with published standards and guidelines.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

## Subject Area 6: Production

**Review Broadcast Copy for Release****224-277-2610**

**Conditions:** Given prepared broadcast copy for release, time requirements, and the broadcast writing style guide.

**Standards:** Review broadcast copy for release, applying the fundamentals outlined in the broadcast writing style guide which meets—

Established guidelines for security, accuracy, policy, and propriety (SAPP).

Criteria for format, continuity, and timing requirements.

Established guidelines for local- and host-nation sensitivities.

**Performance Steps**

1. The following tasks provide additional essential skills for the completion of this task:

224-278-1120, "Review a Media Product for Policy Violations."

224-278-1220, "Determine News Sources for a Media Product."

224-278-1320, "Localize News Service Material."

2. Use broadcast writing fundamental and elements of style in all broadcast products that require a script. These fundamentals are described in detail in Appendix A, Broadcast Writing Style Guide. For this task, you need to understand them, be able to apply them to broadcast news writing, and know how to identify discrepancies in them.
3. As you study Appendix A, pay particular attention to the elements that distinguish writing for news from other kinds of broadcast writing. These elements provide the framework for logical developments of the news story:
  - Writing a news tease.
  - Writing a studio lead-in.
  - Writing a localized lead.
  - Writing a close.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Reviewed background research used to develop the script.	_____	_____
2. Reviewed interview(s) used for sound bites.	_____	_____
3. Reviewed B-roll used to select supporting video (TV only).	_____	_____
4. Ensured the script has— A tease of no more than ten words. A studio lead-in. A localized lead of no more than 20 words. A close.	_____	_____
5. Ensured words are clear, concise, and conversational.	_____	_____
6. Copy is in active voice.	_____	_____
7. Sentence lengths are varied without exceeding 25 words.	_____	_____

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
8. Ensured proper broadcast style for quotes, attribution, numbers, and phonetic spelling.	_____	_____
9. Ensured proper broadcast writing mechanics.	_____	_____
10. Ensured the script is complete, current, correct, and adheres to SAPP.	_____	_____
11. Ensured the script follows format guidelines and met established time requirements.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

#### **References**

##### **Required**

##### **Related**

AR 360-1  
FM 46-1

## **Supervise a Live Broadcast**

**224-277-2650**

**Conditions:** Given a requirement for a live broadcast, contact information for a satellite transmission hub, and access to a subject prior to the broadcast.

**Standards:** Supervise a live broadcast, ensuring all scheduling and preparation are conducted in accordance with published guidelines and timelines.

### **Performance Steps**

1. The following task provides additional essential skills for the completion of this task:

224-277-1660, "Conduct a Live Broadcast."

2. Receive the mission to conduct a live broadcast.

As the PA NCO in your unit, you will be in direct communication with both higher headquarters and subordinate commands, as well as the satellite transmission hub, and receive requests for live broadcasts.

3. Coordinate.

Whether the request comes from higher headquarters, the satellite transmission hub, or a news media representative, it is your responsibility to coordinate with all parties involved once you have received the mission. Prior to coordination, you will know whether the type of request is a shout out, command interview, or personal interview.

- a. Higher Headquarters - Receive detailed, up-to-date information on the request. If the request for a live broadcast did not come from HHQ, ensure they're notified prior to coordination.
  - b. Satellite transmission hub - Schedule the exact date and time of the broadcast/interview.
  - c. Subject - Identify, notify and schedule. Ensure the chain of command (of the subject) has approved the engagement.
  - d. News media representative or agency - If possible, you should contact them to get as much information as possible about the focus of the interview and, if possible, an idea of the types of questions that will be asked.
4. Location. Ensure the chosen location has the necessary resources to facilitate a live broadcast, primarily power.
  5. Check the site to ensure all equipment is set up in its proper place prior to the broadcast.
  6. Question the subject. While a shout out is a scripted event and personal interviews rarely touch on hard-hitting topics, command interviews require additional preparation for the subject. Compose a list of five easy, five likely, and five unlikely (difficult) questions (with possible answers) that may be asked during an interview. During preparation, remind the subject of the current themes and messages related to current operations.
  7. Satellite Hub. Ensure the satellite transmission hub has been contacted at least 15 minutes prior to going live, and there are no technical issues.
  8. During the interview, log all the questions asked by the NMR, as well as the answers given by the subject.
  9. After the interview, conduct an AAR with the subject and all available staff. Forward notes from the AAR to HHQ when complete.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Received the mission to conduct a live broadcast.	_____	_____
2. Coordinated with HHQ, the satellite transmission hub, the NMR, and the subject.	_____	_____
3. Ensured the location is suitable for facilitating a live broadcast.	_____	_____
4. Checked the site to ensure proper equipment set up.	_____	_____
5. Questioned the subject.	_____	_____
6. Contacted the satellite transmission hub at least 15 minutes prior to going live.	_____	_____
7. During the interview, logged all questions and answers.	_____	_____
8. Conducted an AAR following the interview and forward the notes to HHQ.	_____	_____

**References****Required****Related**

AR 360-1  
FM 46-1

Subject Area 8: Media Operations

**Conduct Media Interaction Training for Non-Public Affairs Personnel**  
**224-278-2820**

**Conditions:** Given an assignment to conduct interaction training for non-public affairs personnel, media role players, audio-visual equipment, and handouts.

**Standards:** Conducted media interaction training for non-public affairs personnel by knowing your intended audience, selecting the training method, developing the training material, conducting the training, and followed up.

**Performance Steps**

The presence of media representatives in the Army's operational theaters is a fact of life. Media interaction is more a question of when as opposed to if. Soldiers, DA civilians, and family members are the Army's best spokespersons. They must be prepared to interact with civilian reporters without direct assistance from public affairs representatives. The more comfortable they are with the media, the better the Army story will be told.

The Army has recognized the importance of non-public affairs Soldiers interacting with the media by adding a Warrior Task on conducting a media interview. PA supervisors need to be able to train all Soldiers on the proper way to conduct a media interview and be familiar with the performance measures needed to get an overall go. The process of training Soldiers on interacting with the media include:

1. Develop your training towards a specific audience. When setting up training, you have to know whom you will be speaking to. Has this unit been deployed recently? Have they already received one kind of training? Is the audience strictly lower enlisted personnel or is this officer professional development? By knowing the audience, you can better cater the group by offering them information that is relevant and new.
2. Select the training method. Once you know whom you will be training, you have to select the training method. There are several ways that you can conduct media interaction training with non-public affairs personnel. Some of these ways include:
  - a. Media training briefings. With this method, you normally use a short, concise slide presentation that explains the role of PAO, the nature and needs of the media, and guidance for speakers. This method is normally done in a garrison environment.
  - b. Mock Interviews. Pull Soldiers into a room one at a time and ask them questions they normally would get during an interview using media role players. Then show the video to the group. They will be able to see strengths and weaknesses and learn from each other's mistakes. This method can be used in the field or garrison environment.
  - c. Media on the battlefield training. During a field training exercise, media role players interact with Soldiers during operations. This usually takes more planning, but is the best way to teach Soldiers how to deal with the media. PA NCOs have to be a part of the planning process to make this happen.
  - d. Troop Cards. Hand out media troop cards that have tips on what to do and what not to do during a media interview. Troop cards are wallet size and can be made using publication design programs (i.e., InDesign). Finally, laminate and pass them out to the troops. See Appendix E, Media Card, for an example.
3. Select the training strategy. While doing any one of the training methods will give a Soldier the basics of how to conduct a media interview, he/she may need more. The best way to conduct the training is by using the crawl, walk, run method or combination method.



## Performance Steps

- a. The "crawl, walk, run" is the best method when you have a couple of weeks or months to train before the exercise or deployment. The crawl phase can be the slide show presentation, walk phase by conducting mock interviews, and the run phase consists of media on the battlefield training. By doing this method, you can teach the Soldiers step by step, while gradually making the training harder and more realistic.
  - b. The combination method is best when you have a short amount of time before you have to deploy. You can combine a couple of different training events into one block of instruction. By starting with the slide show presentation, handing out troop cards, and doing mock interviews, you will be able to teach everyone the steps of interacting with the media.
4. Develop training material. Each of the training methods will require different kinds of training material. However, there are some essential elements to that will be in all the different briefs. Make sure that you look in the STP-21-1-SMCT; task 224-176-1425, "Interact with News Media;" tailor your training so that the Soldiers will be able to pass the performance measures for that task.
- a. Explain that the role of the PAO is to facilitate and assist civilian media. The PAO also provides media training to personnel who may have contact with the media. When the media contacts members of the military community, the PAO should be notified for guidance and assistance.
  - b. Explain the unique needs of the two major types of media with emphasis on the needs of electronic versus the print mediums.
    - (1) Print and online media - Newspaper and magazine writers and bloggers require more time of their subjects. Photographers look for action and visual subjects and expect a greater degree of independence.
    - (2) Broadcast media - Television reporters want action and short sound bites. Due to nightly newscast deadlines, broadcast media prefer to work quickly. A weekly TV news program will likely spend more time and go into greater depth.
  - c. Talk about what you know. Stay in your lane and avoid issues that are outside of your purview, such as questions about politics or policy. If a personal opinion is offered, it should be identified as such.
  - d. Use key messages and themes provided by the PAO. Use the interview as an opportunity to speak about the positive things the Army is doing regarding the subject of the interview. Stress these points and reiterate them at the end of the interview.
  - e. Control the interview. Set enforceable ground rules if a PAO representative is not available and hold the media to them. Take and answer questions at a relaxed, natural pace. Take your time to answer questions.
  - f. "I don't know" is a more preferable answer than "no comment." If you can't or don't wish to answer a particular question, explain why. Don't be coaxed or tricked into answering the question if it is rephrased later in the interview.
  - g. Protect the record. If you said something incorrect or if the media has made an incorrect assumption, take time to make a correction.
  - h. Everything you say is on the record. Never assume you are off-the-record.
    - i. Include anything that you didn't cover from the Soldier's Manual of Common Tasks into your brief.
    - j. Anything else that you think is relevant to the operation or exercise. This may include specific key messages, different kinds of reporters, etc.
5. Conduct the training. Finally, when you've got all the necessary training aids and slides completed, it's time to conduct the training. Normally, the unit you are training will have a site and a time for you to show up at. They may also have a time limit for you. For some units, this is just a "check the block" before deploying—this should not be your approach to the training. Make sure that no matter what the time limit is, you put out all of the relevant information.
6. Follow-up on the training. After the training is over, ask for feedback from the OIC or NCOIC who set up the training. Did they get what they needed? Was it too long or short? Would they like to see anything else included in the training? By doing an AAR after the training, you can see if there is anything you need to add for future training dates.

**Performance Measures**

1. Developed training for a specific audience.
2. Selected the training method.
3. Selected the training strategy.
4. Developed the training material.
5. Conducted the training.
6. Asked for feedback from the requester of the training.

**GO****NO-GO**

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**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required**

STP-21-1-SMCT, Task 224-176-1425

**Related**AR 360-1  
FM 46-1

**Maintain Unit Emerging Media Site**  
**224-278-2850**

**Conditions:** As a public affairs NCO in a headquarters element, given a computer with unrestricted internet access and an emerging media site.

**Standards:** Maintain a unit emerging media site IAW SAPP and the commander's intent by managing site content.

**Performance Steps**

1. Review content to be posted for SAPP.
2. Post PA-approved or released products.
  - a. Photos.
  - b. Video.
  - c. Audio.
  - d. News stories/releases.
  - e. Media advisories.
  - f. Statements/announcements.
  - g. Hyperlinks.
3. Interact with audience through blogs, forums, and email.

In "Establish a Unit Emerging Media Site," task 224-278-1850, the goal is to tell the unit's story to as many people as possible. Therefore, it is important to monitor and update the page daily. Once you draw people in, you need to give them a reason to stay.

Ensure all posts, blogs forum replies, and emails are in accordance with SAPP and the commander's intent.

4. Save and publish content to site.
5. Log all posts in accordance with local SOP.
6. Review visitor metrics.  
 As the administrator for the unit emerging media site, you will have access to site statistics and traffic. Use this information to determine what content works well and what content is ineffective. It will also indicate whether or not your page requires more advertising.

**Performance Measures**

	<u><b>GO</b></u>	<u><b>NO-GO</b></u>
1. Reviewed content for SAPP.	—	—
2. Posted PA-approved content.	—	—
3. Interacted with audience through blog, forum, or email.	—	—
4. Saved and published site updates.	—	—
5. Logged all posts IAW SOP.	—	—
6. Reviewed visitor metrics.	—	—

**References**

**Required**

**Related**  
 AR 360-1  
 FM 46-1

Skill Level 3

Subject Area 6: Production

**Plan a Broadcast Format**

**224-277-3600**

**Conditions:** Given a requirement to plan a DMA broadcast in support of the commander's information requirements, public affairs guidance, personnel, access to public affairs products, and a dissemination model.

**Standards:** Plan a broadcast format that adheres to command guidance; defines the length of the broadcast and establishes format guidelines; defines content; meets audience needs; and does not exceed the unit's equipment, personnel or resource capabilities.

**Performance Steps**

1. The following task provides additional essential skills for the completion of this task:  
224-277-1650, "Produce a Broadcast for Release."
2. Determine the station's current operational status (normal operations, expanded news operations, etc.). The station's SOP or command guidance should provide guidelines broadcast programming. As wartime operations change, so might your news and sportscast formats. Review existing broadcast formats to determine if they meet audience needs. Consider how audience demographics or surveys impact format decisions.
3. Determine the resources available to support a broadcast format for television. Determine satellite programming available to support a broadcast format. Determine the number of personnel available to support the format. Assess equipment available to support the format.
4. Determine standard out-cues. Decide the standard out-cue for anchors and field reporters: (FOR AFN NEWS I'M SERGEANT JOHN DOE ... REPORTING FOR THE 4TH INFANTRY DIVISION IN BAGHDAD I'M SERGEANT FIRST CLASS RANDY RANDOLPH). Determine standards for titles. This includes the font, size, color and underlining of names, position/titles, locations, weather graphics, and sports graphics. Decide if you want the reporter's identification (ID) and the newsmaker's/actuality's ID's to be different. Decide if you want to use borders or backgrounds behind location titles (Tikrit, Kandahar, Seoul, etc.). The standard for titles should include the use of wipes and position. For example, the placement of file video in the upper right or upper left corner. Determine standard graphics for the format. Computer-generated graphics provide the ability to create a variety of images. Your job is to set a standard for graphics in the broadcast (weather maps and symbols, sports scoreboards, exchange-rate graphics, etc.). The graphics you select need to be coordinated with the unit's image. Your local broadcast should maintain the overall unit look.

## Performance Steps

5. Establish news close. The broadcast close includes credits, camera shots, and much more. Your biggest consideration is how to format credits. You may choose to use the names of reporters/photographers and story titles in the credits. The credits may include the entire staff. The credits can run over a wide shot of the news set or over video from package(s) aired during the broadcast. You have the option to roll the credits or take them one page at a time. (Figure 6-1 gives two examples of a broadcast close.)
  - (1). Establish format guidelines for the broadcast.
    - Establish minimum and maximum story lengths for all products.
    - Actuality (sound bite). A video excerpt of a newsmaker or eyewitness's remarks recorded as part of a news story or event. A video actuality should run 15–30 seconds.
    - Live voice-over (rolling video). An edited video segment (B-Roll w/natural sound, accompanied by a news script). A live voice-over should run 10-30 seconds.
    - Live voice-over w/actuality (rolling-video-sound bite). An insert that includes an edited video segment(s) combined with an actuality. A live voice-over w/actuality should run 30–60 seconds.
    - Package. A self-contained field report of a news event. A package should run 30–90 seconds.
  - (2). Establish standards for proper pacing within the broadcast. A good mix of video and read stories allows you to maintain a good flow in the production. Your goal is to keep the audience's attention, avoiding stagnation and boredom. In TV, you can create good pacing with a mix of elements.
  - (3). Determine the blocks for the broadcast format. The broadcast is broken down into different segments called blocks. Command Information spots provide natural breaks between blocks and allow for smooth transitions. These breaks give you the freedom to treat each block separately.
6. Assign each element of your format to a specific position in the format. Many people only tune into your broadcast for these segments (sports and weather). The effectiveness of CI elements is increased when they are presented in the same place within the format.
  - Package command information spot breaks. The effectiveness of CI elements is increased when they are presented in the same place within the format. You can lead off your spot breaks with teases for upcoming stories. The spot break can include many elements (exchange rates, unit or community salutes, promos for tomorrow's Stars and Stripes, promos for upcoming radio programming, etc.). During wartime operations or military operations, unit and community salutes may not be appropriate. These salutes within the theater of operations may violate operations security or communications security.
  - Start and end segments with strength. Each segment can have its own lead story and concluding story. Your goal is to create highs and lows. If you end segments with boring or uninteresting stories, you will probably lose the audience at the spot break.
7. Develop a comprehensive plan for a broadcast format.
  - Consider how you might combine your local production with other broadcast elements. You may have a television information hour that consists of 15 minutes of local news and sports, followed by 25 minutes of network news and sports.
  - Submit a complete plan for the news and sportscast format to the proper approval authority. Make sure you consult key staff members before finalizing the format, even if you're the final decision maker.
  - Make changes, as necessary, to the format.
  - When the plan is approved, be sure to incorporate the format(s) in the SOP. It's important to provide written guidance for the staff to follow.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Determined the station's operational status.	_____	_____
2. Determined the resources available to support a broadcast: Determined satellite programming available to support a broadcast format. Determined the number of personnel available to support the format. Assessed equipment available to support the format.	_____	_____
3. Determined the time slots available for insertion of local broadcast.	_____	_____
4. Developed a comprehensive plan for a broadcast format: Established format guidelines for the broadcast. Determined the blocks for the broadcast format.	_____	_____
5. Developed a plan for combining the local broadcast with satellite programming.	_____	_____
6. Submitted a complete plan for the broadcast format to the proper approval authority.	_____	_____
7. Made any necessary changes to the format.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

## Subject Area 8: Media Operations

**Conduct Media Content Analysis****224-278-3810**

**Conditions:** Given an event or military operation, media products, and standard office equipment with Internet access.

**Standards:** Conduct media analysis by identifying stated intentions and conditions and how they contrast with real intentions and conditions, identify media trends and agendas, determine the current media climate and future implications of the news of interests, and deploy themes and messages tailored to the current media climate.

**Performance Steps**

The following tasks provide additional essential skills for the completion of this task:

224-278-1810, "Produce a Media Content Analysis."

224-278-3931, "Develop Key Messages."

Media Analysis is integral in understanding what information is out there in the media, and how the media portray the themes and messages presented by the command and its representatives. "PA personnel create a media analysis plan and conduct media analysis to assess the success, strengths, and weaknesses of their PA actions and the impact on the IO concept of support. This information provides a sense of the issues the local population's attention is focused on. PA personnel analyze information and determine releasable material of items that have potential media interest while working closely with intelligence personnel." (FM 3-13)

1. Identify stated intentions and conditions. These are the key messages and themes that are used throughout a public affairs campaign and have been released to the media. You must identify how frequently a key message is used throughout the course of a news event, and the context it was used in. How far the key message penetrates the media or reader helps to frame the information environment for the commander and the effectiveness of the public affairs campaign.
2. Identify the contrast between stated intentions and conditions and actual intentions and conditions. Is there a difference in what is being released to the media, and what is actually taking place? Truth is paramount. Successful and effective public relations depend on credibility. The quickest way to destroy PA credibility is to misrepresent the truth. Close coordination within the IO cell is required to ensure that the media and the U.S. and multinational publics are not deceived or lied to, and that such a perception is not created.
3. Identify media trends and agendas. Throughout the course of the public affairs campaign or news of interests, track the frequency, context, and tone that different media use key messages and themes. Use quantitative and qualitative data to assess trends and measure progress toward desired messages.
  - a. Frequency - How often was the key message or theme used about a particular news event or news of interests?
  - b. Context - Was the key message or theme used as background information, supported the actual intentions and conditions, or directly quoted as the main subject of a media product. How the situation is framed is essential to designing effective strategies for communicating the Army perspective within the public discourse, and for achieving a balanced, fair, and credible flow of information.
  - c. Tone - Monitor media outlets (print, broadcast, web), to include local, western, and international to determine if the reporting will have a positive, negative, or neutral impact on the readers/viewers.

## Performance Steps

- (1) Positive – Portrays the messages of the military, includes the planned themes and messages from the PA and IO staff, and the news is factual.
  - (2) Neutral – Reports the facts regardless of the impact; the news is not biased, includes some of the themes and messages, and may lead to other media interest.
  - (3) Negative – Portrays a derogatory image of military and may have a strategic impact on the military's mission, does not include any themes or messages, will lead to increased media interest.
4. Determine the current media climate. How are the audiences receiving their information and what impact is the information having on the audience? Are media outlets relying on secondhand information, unidentified sources or uncorroborated facts instead of going to the source of the information and getting the information from the people who have the hard facts? Which media outlets are having the biggest impact on the audience?
  5. Determine the impact of future implications of news of interests. From the media trends and agendas as well as the media climate, hypothesize what the likely course of action of the interested media will be concerning a particular news event. Based upon past coverage, and past use of key messages and themes, you can develop an information strategy to get the best information out to the audience.
  6. Prepare the media analysis for the commander. The military commander needs media analysis to eliminate the “fog of media.” Commanders do not have the time to read extensively long products. Presentations must be easily understood in 1–3 minutes, within the context of the common operational picture (COP).
  7. Develop key messages and themes based from the media analysis. Depending on the targeted audience, develop messages and themes that will have the desired effect and support the information strategy.
  8. Coordinate the key messages and themes with the appropriate staff agencies (IO Cell).

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Identified stated intentions and conditions.	_____	_____
2. Identified the contrast between stated intentions and conditions and actual intentions and conditions.	_____	_____
3. Determined the current media climate.	_____	_____
4. Determined the impact of future implications of news of interests.	_____	_____
5. Prepared the media analysis for the commander.	_____	_____
6. Developed key messages and themes based from the media analysis.	_____	_____
7. Coordinated the key messages and themes with the appropriate staff agencies (IO Cell).	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

## References

### Required

### Related

AR 360-1  
FM 46-1



## Plan Media Coverage of an Event 224-278-3820

**Conditions:** Given a requirement to plan media coverage of an event and commander's guidance.

**Standards:** Plan media coverage of an event. Review the command's objective(s) for the event, coordinate for logistics and clearances, establish a checklist of milestones, and prepare supervisor to brief on the event.

### Performance Steps

The following tasks provide additional essential skills for the completion of this task:

224-278-1831, "Register News Media."

224-278-1832, "Facilitate News Media."

1. Review the command's objective(s) for the event. What are the command messages that will support the commander's objective(s)? What is the intended effect of the news event?
2. Assess the nature and impact of the event in two general areas:
  - a. Determine the interest in the news event. The basic questions about the event must be answered, such as, "Why are we doing this?" "What do we expect to accomplish?" "Is this the best way to get it done?" Asking these questions up front protects your commander from looking bad later in front of the media. Everyone involved in the event should be comfortable with these questions and their answers, and how to incorporate command messages and themes.
  - b. What is the audience? - Internal, external, regional, national, special? Know which audience would be most affected, that audience with the most effective medium.
3. Plan for the news event. Here are some things to consider in the planning phase:
  - a. Address the needs of the media. Provide active visuals for TV and extend interview time for print journalists. Find out if your office maintains after-action reports on media events. If so, review them for possible insight on what has not worked in the past.
  - b. Develop the itinerary. Weigh the proposed time of the event against media airing/publication deadlines. When setting dates, use calendars (training schedules, command group scheduled, etc). Go over the itinerary with all key "players." Tell them who's coming, what to expect, whom to contact if problems arise, what to do if someone arrives late, etc.
  - c. Consider host-nation sensitivities. For example, don't plan a military media event to coincide with the day a country remembers its war dead.
4. Prepare the site. Is the site accessible to the media? Do the media require transportation to the site? Electronic newsgathering teams certainly will want to get their vehicles close to the event as possible. Also, will the site allow signal transmission to area radio and television stations? If the media plan to conduct satellite operations from your installation, coordinate with local signal/communications units. Anticipate logistical media needs. Assign someone to register press members. Arrange to provide the media with press kits that include a copy of the briefing statement and any information too detailed to give out during the briefing (images, statistics, maps, fact sheets, bios, unit histories, etc.) Inspect the site as close to the scheduled briefing time as possible to ensure all requirements are met. Double check early so you have time to correct any problems. Ensure there are no problems prior to the briefing (transportations, audiovisual arrangements, etc.)
5. Prepare advance media advisory notices, invite media, and coordinate with applicable staffs for local community leaders.

## Performance Steps

6. Prepare a press kit if the event warrants it. Make sure a point of contact for your organization is included. If your commander is giving a speech and releasing new information or making an announcement, do not hold the information until the speech. Provide the media with the facts as they arrive. You may want to provide the media an advance copy of the speech or other pertinent information, especially if this will help ensure accurate presentation of specifics or details of an announcement or new policy.
7. Coordinate with applicable staffs for clearance. Provide the security force and/or MPs a list of media attending the event and instructions on how to refer unconfirmed media representatives to the PAO or registration site. You may want to have a PAO representative stationed with perimeter security for assistance. Register all media and issue press badges. (See task Register News Media.)
8. Make advance arrangements for interview/photo sessions to avoid overburdening the command or the media. Although you must be concerned with security and policy violations, avoid getting involved in the interview, answering for the interviewee, or giving any impression that the interviewee is not free to answer the questions. Conduct media training if needed (see task 224-278-2820, Coordinated Media Interaction Training for non-Public Affairs Personnel).
9. Prepare ground rules for video and still photographers. Discuss photographic considerations, such as how close they can get to the action and the need to avoid classified areas.
10. Brief escorts about the event. Ensure they know the terrain, the schedule, and their responsibilities as escorts—especially the need to avoid classified areas when escorting media.
11. Keep your supervisor informed. Either one of you should be prepared to brief on the event. The PAO should be aware of media representatives who've confirmed attendance and those who have declined to participate.
12. Establish a checklist and milestones. Troubleshoot the event preparation and, if possible, rehearse the event. Keep in touch with and brief all of the key people about PA considerations prior to the event.
13. Execute the news event. Register all media representatives, give them press badges and any press kit information that may have been prepared, and introduce them to their escorts, if required. As the organizer, constantly check all facets of the news event. Work closely with your supervisor to solve problems quickly and quietly. If the event is an accident or incident that has occurred, you will follow these same procedures, except you won't have press kits prepared in advance. Most importantly, work so the event itself is remembered, not how the event happened.
14. Prepare an after-action report to include the event's strong points and things that can be done better. Brief supervisor and/or staff.
15. If deployed to a field or operational environment, plan for possible movement of media products via military transportation assets and decide in advance what military resources will be made available to assist with story production (i.e., film processing, access to the Internet, fax machines, military phone systems, etc.).
16. Obtain copies of all news coverage from print, broadcast, and Web site sources.

## Performance Measures

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Reviewed the command's objective(s) for the event.	—	—
2. Assessed the impact of the event on the intended audience.	—	—
3. Planned for the news event.	—	—
4. Prepared the site.	—	—

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
5. Prepared advance media advisory notices, invited media, and coordinated with applicable staffs for local community leaders.	—	—
6. Prepared a press kit, if appropriate, ensuring a point of contact for your organization is included.	—	—
7. Coordinated with applicable staffs for clearance.	—	—
8. Made advance arrangements for interviews/photo sessions.	—	—
9. Prepared ground rules.	—	—
10. Briefed escorts.	—	—
11. Kept your supervisor informed and prepared to brief on the event.	—	—
12. Established a checklist of milestones and met them.	—	—
13. Briefed key people involved before the event about PA considerations.	—	—
14. Executed the event.	—	—
15. Monitored broadcast, print, and Internet products.	—	—
16. Wrote an after-action report, assessing what went well and what can be improved upon next time.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

**Accredit News Media**  
**224-278-3825**

**Conditions:** Given a media request for support or information, copies of the media ground rules, the Waiver of Liability agreement, the Promissory Note agreement, press identification badges, a telephone or other means of communication, and a current media list with phone numbers.

**Standards:** Register a news media representative who requests information or support from the military beyond that given to the public. Verify identity and status. Form an agreement when granting military support, access to Soldiers, information, and other privileges in exchange for abiding by established ground rules.

**Performance Steps**

1. The goal of military public affairs is to include news media representatives from the earliest predeployment stages of any operation, including combat. The personal safety of media representatives is not a reason for excluding them from operations. However, all media requesting support or information while covering military personnel or operations must first be accredited. This includes military media representatives, such as those who work for Soldiers magazine, Stars and Stripes, or Defense Media Activity. An important thing to remember is that not all media need to be registered. Only those who request special support, access, or information need to be registered.
2. Overseas, the decision to register news media is made by the host-nation's government in coordination with the commander. When registration is not required by the host nation's government, responsibilities are determined by the commander. Non-local national news media representatives must have a valid passport/visa before being issued military press credentials.
3. The registration process is listed below in four basic steps:

Verify the identity and status of media representatives who come to the PAO, JIB, or media center within the area of operations.

Form an agreement with them, granting military support, access to Soldiers, information, and other privileges in exchange for abiding by PAO established ground rules.

If possible, monitor their movement within the area of responsibility.

Revoke support to those who violate or refuse to agree to the ground rules.

See Appendix F, Media Accreditation/Embed Application, for an example of an accreditation form.

## Performance Steps

4. The following paragraphs describe how to accomplish these steps.

Maintain a list with photographs, if possible, of local, regional, national, and international media representatives who are likely to request information or support frequently. This list must be consistently updated to be effective. To verify the media representative's identification and credentials, ensure they match the information recorded on your list. If the representative is not listed, verify his credentials according to the procedures detailed in paragraphs 5 through 5c. Once verified, add him to the list.

Verify the credentials of all news media representatives as quickly as possible. Sometimes operatives as quickly as possible. Sometimes operational limitations placed on public affairs communications delay the verification process, especially during overseas contingency operations. If this is the case, register the media members and complete the verification process at the first opportunity. Explain that registration will be revoked if their credentials cannot be confirmed. Consider the following points when verifying credentials.

5. Verify requests from unfamiliar news media representatives by checking to ensure the listed phone numbers are authentic. If possible, look in a telephone directory or call directory assistance to get the organization's number. Do not merely call the number given—it might be a setup. Once a telephone number has been verified independently, call it to verify the request's validity.

Telephonic requests require the same independent verification. Take the caller's name, organization, and phone number. Then place the caller on hold, or tell him you will call him right back. Verify the number, then call and ask for the person who originally called. If there is any doubt about the request, ask to talk to the person's supervisor.

Handle walk-in requests promptly and politely. Ask the media representative to show his credentials (a press card or letter of introduction from a news organization) and at least one other piece of identification (driver's license, military ID card, passport, etc.) Then follow the same procedures outlined above the independently verify his identity and status.

## Performance Steps

6. Once credentials are verified the registration process begins. At a minimum, news media representatives must sign in, provide basic information, and sign three agreements. Ensure the following things are done prior to issuance of credentials.

Record the media representative's name, agency or organization and telephone number, and other relevant data—for example, military experience or military reporting experience—as determined by the mission, PA annex, or commander's guidance. This information is helpful in planning daily briefings and press advisories. Other types of information, which you may wish to record, could be clothing and equipment. You could design a checklist to ensure news media representatives have adequate clothing and equipment for the events they wish to cover. It is not the government's job to supply such items, but in some situations, the PAO may arrange with G4 to supply health-and-welfare-type logistical support (wet weather gear, canteens, protective masks, etc.) to the media on a reimbursable basis. Follow local command policy.

Have media representatives sign the following agreements:

Ground rules (set and prepared by the PAO) to include off-limits areas, daily briefing times and locations, news embargo criteria (if any), procedures for media pooling, OPSEC concerns, etc. By signing, the media representative agrees to abide by the ground rules in exchange for registration. See task 224-278-1831, Register News Media, for an example.

Waiver of liability (prepared by the Office of the Staff Judge Advocate) stating that the news media representative and his heirs will hold the U.S. government harmless if killed or injured as a result of covering military operations. See task 224-278-1831, Register News Media, for an example.

Promissory note (coordinate wording with SJA) to reimburse the government for services, which may be provided in accordance with command policy.

7. Following completion of registration, issue a local press pass or badge. The media representative must keep it in his possession while in the theater of operations. When issuing badges, consider, at a minimum, the following important points.

Ensure the badge contains the following statement: "This badge (or card) is the property of the U.S. Government. It must be returned to the issuer upon departure of the correspondent from the theater of operations. The bearer of this badge agrees to surrender it to public affairs personnel when directed." The registration number and date must also be printed on it. Send a copy of the approved press badge to appropriate agencies.

Maintain an up-to-date list of media representatives and their badge, and send provost marshal's office or other appropriate security agencies.

8. Ensure each correspondent returns his press pass or badge before leaving the theater of operations.

## Performance Measures

1. Created a list of known media representatives who are likely to enter the area of operations. This list should include at least the media representative's name, news organization and point of contact information.

**GO**      **NO-GO**

\_\_\_\_\_

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
2. Verified the identity and status of the news media representative by contacting the news organization he/she claims to represent. The news operation should be contacted using the quickest method, which doesn't interfere with the success of the overall mission.	——	——
3. Obtained the news media representative's signature to written agreement(s) granting military support, access to Soldiers, information, and other privileges in exchange for abiding by established ground rules (including the Waiver of Liability and Promissory Note agreements).	——	——
4. Revoked support to those who violate or refuse to agree to the ground rules.	——	——
5. Issued a numbered press badge to the media representative upon registration.	——	——
6. Recorded the media representative's name, press badge number, and other identifying information on the list created to track those who have been registered by PAO.	——	——
7. Notified nearby military police and security agencies of all additions or deletions to the media list.	——	——

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

#### **References**

##### **Required**

##### **Related**

AR 360-1  
FM 46-1

**Participate in a Media Interview**  
**224-278-3830**

**Conditions:** Given a requirement for a PA NCO to be interviewed on camera, based on a request for information on a particular subject.

**Standards:** Conduct an on-camera interview by preparing for the interview, conducting preinterview procedures, conducting the interview, and conducting postinterview procedures.

**Performance Steps**

The following tasks provide additional essential skills for the completion of this task:

224-278-2820, "Conduct Media Interaction Training for Non-Public Affairs Personnel."

224-278-3831, "Conduct a Media Briefing."

224-278-4830, "Prepare a Spokesperson to Address the Media."

224-278-4850, "Supervise a Media Operation Center."

Doing on-camera interviews is an important part of the public affairs mission. Though a PA NCO may not do many on-camera interviews, it is our responsibility to train those who are to be interviewed.

On-camera interviews are one of the best ways to get the command's position to the American people.

1. Prepare for the interview.

- a. Find out who will be conducting the interview and angle of the piece. It is important to have as much information as possible on the NMR conducting the interview because you will know what angle he/she normally goes after. Is he pro-military? Does she often write good articles about the command? Does he cover both sides of the issue? By finding out the NMR's angle, you can anticipate the questions and have answers prepared.
- b. Research the topic. It is important that you have all the relevant information on the topic. It is better to have too much information than none at all, and you may have to talk to numerous staff sections to get all the information you need.
- c. Prepare key messages. A key message is the information that you want the public to take away from the interview. Use task 224-278-3931, "Develop Key Messages," for guidance on preparing key messages.
- d. Practice Qs and As. Often called a "Murder Board," practicing Qs and As will help you prepare for the type of questions asked during the interview. It is better if you can find someone to "play" the reporter.

2. Conduct preinterview procedures.

- a. Introduce yourself to reporter. Give full name and job title for attribution. Make sure the reporter has the proper spelling.
- b. Determine reporter's knowledge of subject and deadline. By finding out what the reporter already knows, you can see how much background information you have to give. You can also clear up any rumors or speculation.
- c. Provide background information. Give the reporter some background information on the subject. Normally, the 5 Ws and H will be enough to ensure the reporter knows enough to conduct the interview.
- d. Explain ground rules. Before getting started with any interview, it is important to tell the reporter the ground rules.
  - (1) Give the reporter a time limit. Normally, 5 to 10 minutes is a good time limit. Don't tell the report that you only can take three questions.
  - (2) Tell the reporter that you'll only answer questions on this topic.
  - (3) Discuss OPSEC and SAPP violations. Tell the reporter that you won't be able to answer questions involving incidents/accidents that are still under investigation or names until NOK are notified.



## Performance Steps

3. Conduct the interview.
  - a. Answer questions with relevant information. Clearly and completely (yet concisely) answer questions with relevant and releasable facts. Sometimes "I don't know" is an effective response, especially if you don't know the answer.
  - b. Use relevant key messages. Key messages should be used every time you answer a question. However, you don't want to use the same one over and over. That's why you should prepare at least three and use all of them during the interview. Even an answer of "I don't know" should have a key message after it.
  - c. Use effective response to questions. An effective response is information, a bridge, and key message. A good response is one that answers the question, uses an effective bridge, and a key message in less than 15 seconds. Anything longer than 20 seconds is too long and will be cut up for broadcast.
  - d. Use good physical delivery.
    - (1) Keep good eye contact with the reporter while answering questions.
    - (2) Use nonverbal communication to help get your point across. If you are giving a condolence message while laughing, your point won't get across to the audience.
    - (3) Stay in one place. Don't get caught rocking back in forth because the camera won't be able to keep up and you may end up out of the frame.
4. Conduct postinterview procedures.
  - a. Ensure reporter's needs were met. Ask the reporter if he/she got everything needed for her piece and offer additional assistance as necessary.
  - b. Confirm broadcast date and time. You need to know when the interview will be on the air so you can record it for content analysis as well as the archive.
  - c. Provide reporter with contact information. Usually a business card with the PAO's number on it will suffice, but ensure the reporter can reach you for any follow on questions. Likewise, ensure you have the reporter's contact information in case you need to contact him/her with additional information.
  - d. Reemphasize command position. The last thing you should do while shaking the reporter's hand is give them the most important key message. For example, if there is an accident on your installation, you should tell the reporter that the safety office is investigating the incident to ensure this type of thing doesn't happen again.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Prepared for the interview.	_____	_____
a. Found out who will be conducting the interview and angle of the piece.		
b. Researched the topic.		
c. Prepared key messages.		
d. Practiced questions and answers.		
2. Conducted preinterview procedures.	_____	_____
a. Introduced yourself to the reporter.		
b. Determined the reporter's knowledge of the subject and deadline.		
c. Provided background information.		
d. Explained the ground rules.		
3. Conducted the interview.	_____	_____
a. Answered questions with relevant information.		
b. Used relevant key messages.		
c. Used effective responses to questions.		
d. Used good physical delivery.		
4. Conducted postinterview procedures.	_____	_____
a. Ensured reporter's needs were met.		
b. Confirmed broadcast date and time.		

**Performance Measures**

**GO**    **NO-GO**

- c. Provided reporter with contact information.
- d. Reemphasize command position.

**Evaluation Guidance:** Score the Soldier a GO if all the steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**

**Required**

**Related**

AR 360-1  
FM 46-1

## Conduct a Media Briefing

**224-278-3831**

**Conditions:** Given an assignment to conduct a media briefing; current public affairs guidance; required references; and access to logistical support which may include, but is not limited to, audiovisual aids, a copy machine, a video camera, microphones, and a podium or lectern.

**Standards:** Conduct a media briefing by preparing a draft briefing script, setting up the briefing site, giving the media briefing, answering questions, responding to unanswered questions, and transmitting transcript to the appropriate agencies.

### Performance Steps

The following tasks provide additional essential skills for completion of this task:

224-278-1120, "Review a Media Product for Policy Violations."

224-278-1830, "Prepare Press Kits."

224-278-3820, "Plan Media Coverage of an Event."

1. The following information provides the background needed to understand how to conduct a media briefing.
  - a. Public Affairs has the responsibility for any kind of briefing given to the civilian media. The media briefing (news briefing or news conference) normally takes place during military operations at a media operations center. The mission is to provide operational and administrative information to media representatives as required. Information is presented to update external news media on a situation. It must be current, relevant, and answer as many questions as possible. A briefing may be scheduled as a one-time event, given daily, or several times a day.
  - b. The term media briefing is used to cover both the news briefing and news conference. A news briefing is a presentation of facts currently available on a single news event, such as an accident, incident, or military action (a plane crash, fire, an air strike, etc.). The briefer maintains control, usually making a statement first, then answering questions related to the statement. The public affairs officer, commander, subject matter expert, or other official is usually the briefer. As a PA NCO you may be called upon to conduct a news briefing. If so, you must be prepared to handle the situation.
  - c. A news conference is a more open forum where the spokesman may make a brief statement, but the media are free to ask questions on any topic they choose. The Office of the Secretary of Defense regularly holds this type of meeting with the media. It is not likely a PA NCO will conduct a news conference, but may be involved in a news conference situation.
  - d. The briefing philosophy. The media briefing is given because the Army must:
    - (1) Maintain uniformity and accuracy of information to the public, who have a right to know under our democratic system of government.
    - (2) Maintain the credibility of the service or services involved.
    - (3) Express the concern of the services for the situation.
    - (4) Give comprehensive review of the facts to avoid confusion in what are often very complex circumstances.
  - e. When the briefing accomplishes these things, the Army can eliminate the effects of rumors, give people a basis to form an opinion, modify or crystallize unformed opinion, neutralize hostile opinions, help to keep good programs going, and start new programs. Your objective is to assist in producing truthful, balanced, and fair reporting.
  - f. Security, Accuracy, Policy and Propriety (SAPP) as applied to media briefings.

## Performance Steps

- (1) Security. In the modern global information environment, the media puts the military in the awkward position of telling everyone in the world what happened, including the enemy. The first and foremost principle of disclosure must be the protection of the lives of Soldiers. A close second is the success of the mission. Do not release information which may result in compromising the ability of the Army to conduct any mission with absolute integrity of design and with an absolute minimum of casualties.
  - (2) Accuracy and Truth. You must state what happened in the news format: who, what, when, where, why, and how. You will be asked these questions anyway, so you might as well get it up front. Unfortunately, media briefings also have the responsibility of conveying bad news. Present the truth under the principal of "maximum disclosure, minimum delay." as long as it doesn't violate security. The effects of nondisclosure are worse than disclosure—putting out a big fire is easier than putting out small fires day after day.
  - (3) Policy. You must review AR 360-1, "The Army Public Affairs Program," before you conduct a media briefing. You must have a current knowledge of PA policy before you brief and before you answer questions. You also need to review AR 25-55, "The Department of the Army Freedom of Information Act," as well as AR 340-21, "The Army Privacy Program."
  - (4) Propriety. You must present the truth, but you must have prudent regard for the dignity of your Soldiers and their families and the conscience of the nation. The problem with propriety in war is that no one dies cleanly, as on TV or in the movies. You must present tragedy truthfully and responsibly.
  - g. Above all, go into the briefing with confidence and with all the facts.
2. Prepare for the media briefing.
    - a. Appropriate planning for media coverage of a news event is as important as the briefing. Planning is covered in task 224-278-3820 "Plan Media Coverage of an Event."
    - b. Prepare a list of positive points about the event that you can return to as you respond to questions. Mold these positive points into key messages and themes. Remember, the 6 o'clock news will have a 10–15 second sound bite. You have to maximize the opportunity for the Army's statement about the event to be included in that sound bite.
    - c. Review policy to ensure the briefing conforms to current public affairs guidance and DOD and Army regulations.
    - d. Draft your briefing script double-spaced and in large print. Ensure of the following in your script:
      - (1) News lead with appropriate news emphasis. This is the most important fact that you want to get out to the media in your briefing. At a minimum it should answer the WHO, WHAT, WHEN and WHERE. It must be accurate, clear, concise, and complete and does not violate security, accuracy, policy and propriety (SAPP). It is usually combined with a key message or theme, and should be presented so that the media can use it for a sound bite.
      - (2) Key messages. These are your positive points or Army action that you want to get out to the media relating to the news event. They should address a central issue, be short and concise, and establish the command's position about the news event.
      - (3) Prepare anticipated question and answers. They should include the at least the five most anticipated questions, the five best questions to get out the Army story, and the five worst-case questions which could misrepresent the Army's position or be difficult to answer.
      - (4) Get the script approved. Go through the proper channels of the Public Affairs Officer, as well as any subject matter experts or command sections which may have insight or information about the news event.
    - e. Read and watch the news the day before. Reporters may have questions related to late-breaking news. Stay current in events relating to your command, service and DOD.

## Performance Steps

3. Arrive early at the briefing location and double check your setup requirements. If the media briefing will be on camera, review the room setup for lighting, background, and protocol. Ensure that briefing charts are in the right place, and easily accessible if you will be referring to them in the briefing. Make sure there are enough handouts or press kits for the media. Refer to task 224-278-1830 "Prepare Press Kits."
  - a. Have someone from the Public Affairs Office record the media briefing for internal use. You can then go back over the briefing during the After-Action Review.
  - b. Have an assistant ready to take down questions that cannot be answered during the brief, so that you can respond back to the media representative if the information becomes available.
4. Conduct the media briefing.
  - a. Begin the briefing on time.
  - b. Greet the audience.
  - c. State the purpose of the briefing. For example:
 

"GOOD MORNING, MY NAME IS SERGEANT FIRST CLASS CRAIG ZENTKOVICH FROM THE THIRD INFANTRY DIVISION PUBLIC AFFAIRS OFFICE. THE PURPOSE OF TODAY'S BRIEFING IS TO INFORM YOU ABOUT THE BLACKHAWK HELICOPTER CRASH LATE LAST NIGHT."
  - d. State the ground rules. For example:
 

"I WILL GIVE AN OPENING STATEMENT AND THEN ANSWER YOUR QUESTIONS IN TURN. I WILL ONLY BE ANSWERING QUESTIONS ABOUT THE TOPIC AT HAND. PLEASE TURN OFF OR PUT ON SILENT ANY MOBILE DEVICES. I WILL ONLY HAVE TEN MINUTES FOR THE QUESTION AND ANSWER SESSION. WHEN ASKING A QUESTION, PLEASE STATE YOUR NAME AND THE NEWS ORGANIZATION THAT YOU REPRESENT."

Your ground rules can be tailored to the situation and number of press present. You may take just one question and a follow-up from each reporter, or end the briefing at a specific time. Whatever ground rules you state, make sure that you enforce them.
  - e. Give an opening statement. This is your news lead with appropriate news emphasis. At a minimum, it should answer the WHO, WHAT, WHEN and WHERE of the news event and should be combined with a key message or theme.
  - f. Give the explanation or body. Explain what happened, including the positive results of the decision or event, or the reasons for the Army's actions. If appropriate give a chronology of events. List anticipated events. DO NOT speculate. DO NOT cover events you do not have responsibility for. If a statement by the responsible agency is appropriate or a complicated explanation is needed by a subject matter expert, coordinate ahead of time, introduce the spokesman for the agency or SME, and allow him to give his/her statement.
  - g. Close the briefing by restating the news lead and key message. Thank any outside agencies that may have helped the military in the situation.
5. Open the floor to questions. Whatever amount of time you established for the question and answer period, you must be prepared to answer questions for that amount of time. Be prepared mentally before opening the floor to the media.
  - a. State: "WHAT ARE YOUR QUESTIONS?"
  - b. Handle questions in turn according to the ground rules you established.
  - c. Be honest. Tell the facts of the situation. Never mislead. If you don't know the answer, say so. Always offer to try and get the answer. If you can't release the information, say why.
  - d. Be ethical. Don't play games with the reporter and NEVER show favoritism to a particular reporter. Don't withhold significant information just because the reporter did not phrase his/her question correctly.
  - e. Be accurate. Answer questions as completely as possible without violating SAPP. As for clarification on vague questions—

## Performance Steps

- (1) Never speculate. Don't answer questions with a guess. Instead refer the reporter to the appropriate authority. This could be a higher echelon Public Affairs Office or another agency that would have the correct information to release. If a reporter makes a speculative statement prior to asking a legitimate question, correct the reporter's statement and respond to the question, or ask the reporter to restate the question.
- (2) Keep the questions on track. If the reporter asks a question outside the subject area, simply take the question and get back with an answer later.
- f. Be responsive. Don't show anger or sarcasm when answering a question. You will most likely find three basic types of questions: focus, avoidance, and factual.
  - (1) Focus questions are questions that give you an opportunity to expand on a point by going into further detail or by giving an illustration. Use this time to incorporate a key message or theme. Reporters will often ask this type of question first.

Examples: "Bring us up to date on what has happened?" "What are you doing to resolve the problem?" "Is there anything else you would like to add?"

- (2) Factual questions are questions that seem relatively simple. They just ask for factual data. In most briefings, 90 percent or more of the questions asked are this type. Do not stop with just the facts, but show how they are related to your key messages or themes. Finish every answer with a key message or theme.

Examples: "How many people are involved in this operation?" "What is the name of the pilot who was flying the downed aircraft?"

- (3) Avoidance questions are questions that you would just as soon not have to answer because it would put your command in a bad light. Acknowledge the question by repeating the keep part in a positive way and bridge to a key message or theme. When asked avoidance questions you still need to respond. Here are some examples of dealing with avoidance questions.
  - (a) Needling: "Oh come on now, do you really expect us to buy that?"

Response: Stick to your guns. Don't lie, hesitate or fluctuate on your position. Say, "Absolutely," then go on to reinforce the key message on them or make a new positive point.

- (b) False fact (intentional or unintentional): "So your safety record has declined and now you have the worst record in the Army?"

Response: Correct graciously and move onto your key message. "Our safety record has improved and that number is ..." then go on to your key message about how the hard work involved in improving or the people involved in improving your safety record.

- (c) Reinterpretation of your response: "So what we have here is an epidemic?"

Response: Avoid repeating loaded words. "What I am saying is six of our employees have developed a minor skin rash, which we discovered through our own medical program." Go on to your key message about how well the medical personnel are doing their jobs and caring for the Soldiers.

- (d) Putting words in your mouth: "So you're still dumping crude oil into the ocean?"

Response: Recognize that their effort is to get you to use words that you don't want to use. DON'T ARGUE. "Let's see what's at issue here..." and move on to your key message about what is being done to correct the problem.

**Performance Steps**

- (e) False assumption or conclusion: "So the helicopter ran into the power lines which caused it to crash."

Response: Call the technique for what it is in your response. "Well, I wouldn't agree with your conclusion as the accident is still under investigation," then move on to your key message about how well the safety crews responded to the crash and what is being done to investigate the crash.

- (f) Hypothetical question: If the Army reverses or changes its position on receiving anthrax shots, then more than half of your unit will not be combat ready?"

Response: "That's a hypothetical question, and there are too many unknowns at this time. Next question please."

- (g) Baiting you into accusations: "What do you think of the MP's decision to cut half of the security personnel at your base? This is bound to have a negative impact on security?"

Response: Don't speculate. "If you talk with the MP's directly, I feel you'll get a better answer. What I can tell you is this..." and move onto a key message or theme.

- g. Communication skills for the briefer:

- h. Close the question and answer session according to your ground rules.

- (1) You can gain "think time" by repeating the question back to the reporter or by asking the reporter to restate the question. This may not work in a live interview. Do not gain time by stating "That is a good question" or "That's a good point."
- (2) You can maintain control by keeping your own pace and by being patient. Stay in control of yourself and keep control of the briefing. If the reporter tries to speed up or slow down, stay cool. Don't be pushed or goaded. Your goal is always to achieve understanding, not to engage in a shouting match.
- (3) The question period should be used as an opportunity to show that you are courteous, cooperative, and a calm professional who knows the subject, or is at least willing to get back with answers not at hand. Stay in control of yourself, and the process can actually be enjoyable.

6. Research the questions that you were not able to answer, or coordinate with the appropriate agency for the answers, and get back with the reporters.
7. Put the briefing in message format and transmit it to the services, major commands, OCPA, and OASD (PA) if appropriate.

**Evaluation Preparation:** Brief the Soldier: If you cannot simulate a required step during the evaluation, you should tell me the action you would take.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Prepared a draft briefing script and had it approved through the PAO or appropriate agency.	—	—
a. Wrote news lead with appropriate news emphasis.		
b. Included key messages and themes.		
c. Prepared anticipated questions and answers.		
2. Arrived early at the briefing location and double checked all setup requirements:	—	—
a. Camera/recorder was setup.		
b. Room was ready, briefing charts were in place, background was correct.		
c. Handouts were ready.		
3. Conducted the media briefing:	—	—
a. Began the briefing on time.		

**Performance Measures**

**GO**    **NO-GO**

- |   |                           |                           |
|---|---------------------------|---------------------------|
| <ul style="list-style-type: none"> <li>b. Greeted the audience.</li> <li>c. Stated the purpose of the briefing.</li> <li>d. Stated the ground rules.</li> <li>e. Gave an opening statement, including the news lead of the event as a sound bite with key message or theme.</li> <li>f. Explained what happened as much as has been accurately determined and is releasable, including the positive results of the decision or event, or the reasons for the Army's actions.</li> <li>g. Closed the briefing by repeating the news lead, and ending with a key message or theme.</li> </ul> | <p>_____</p> <p>_____</p> | <p>_____</p> <p>_____</p> |
| <p>4. Answered questions.</p> <ul style="list-style-type: none"> <li>a. Stated: "WHAT ARE YOUR QUESTIONS?"</li> <li>b. Handled questions according to the ground rules.</li> <li>c. Was honest.</li> <li>d. Was ethical.</li> <li>e. Was accurate.</li> <li>f. Was responsive.</li> <li>g. Ended the briefing after answering the question according to the ground rules or at the specified time.</li> </ul>   | <p>_____</p> <p>_____</p> | <p>_____</p> <p>_____</p> |
| <p>5. Researched the questions that were not able to be answered during the briefing, coordinated with the appropriate agency, and responded back to the appropriate reporter.</p>  | <p>_____</p>              | <p>_____</p>              |
| <p>6. Put the transcript of the briefing in message format and transmit it to the services, major commands, and OASD (PA) if appropriate.</p>   | <p>_____</p>              | <p>_____</p>              |

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**

**Required**

**Related**

AR 360-1

FM 46-1



## Market a Media Product 224-278-3840

**Conditions:** Given an assignment to market media products produced by your public affairs unit, access to AR 360-1, media directories, telephone books for home station local communities, and Internet access.

**Standards:** Market a media product; Identify the intended audience, develop media lists, target the media through which the product will be marketed, format the product for the media selected and distribute the product; maintain a file of marketed products used by the media and use feedback to improve marketing efforts or solve emerging problems; ensure product does not violate SAPP.

### Performance Steps

The following tasks provide additional essential skills for the completion of this task:

224-278-1120, "Review a Media Product for Policy Violations."

224-278-1220, "Determine News Sources for a Media Product."

224-278-1730, "Disseminate a Media Product to Internal Information Sources."

To be successful in telling the Army story, you must analyze all available media to market and publicize the Army's mission and message. The public affairs NCO must be ready to work with the media. Marketing during military operations becomes especially important to relay the Army's story to internal and external audiences.

1. Ensure media product is reviewed for policy violations. Before distributing a product to any media, ensure it is accurate, professionally prepared, and of interest to the television or radio station, newspaper, or magazine receiving it. Don't send out items of little interest to outside audiences—a wives club bake sale, Saturday in the commissary parking lot just will not do. Don't send out releases just to inflate monthly figures.
2. Focus on your primary markets, which are usually the local and regional communities. This continues to be your market when you are deployed, and local stations and papers will call you for local ties to military operations. Once released, your product may reach a national or even international level, thus you must have a good foundation in what information you can release.
3. Conduct market analysis. Market analysis becomes very important during deployments since personnel may augment the garrison office. Take full advantage of your time in garrison to create and maintain effective markets for your organization. Suggested steps for conducting market analysis:
  - a. Identify media markets you are trying to reach; i.e., local, regional, national, international.
  - b. Identify characteristics of the media outlets.
  - c. Develop a list of specific media that can be used to get out your media products. The list should include appropriate information such as:
    - (1) Name or call letters of media outlet.
    - (2) Address.
    - (3) Phone numbers and names of key contacts.
    - (4) Email.
    - (5) Preferred media format.
    - (6) Deadlines.
    - (7) Frequency of broadcast or publication.
    - (8) Audience served.
  - d. Identify the range and impact the media have on your intended audience. From the identified media, which ones does your audience have the most access to; do they trust those media organizations?
  - e. Develop a plan to maximize dissemination through the media markets available to you.

## Performance Steps

4. Prepare media products in media preferred format. As a public affairs NCO, you must understand the variations and considerations of the different media. Preparing your material in their format increases the probability of its use. You should be watching, listening, reading, and evaluating your local media to determine how to present the Army through them, how to format your message for their style and equipment, how to meet their print/production schedule, and who on a particular media staff can get your product aired or printed. For example, do radio stations prefer to take your material via telephone or a particular tape or digital format? Do they prefer stereo or mono format? Most radio and TV stations prefer to have a copy of the script, but do they want your material with or without a narrative track? Do TV stations use Beta or DV format? Does the print media prefer double or triple-spaced copy? Do they prefer black and white photos, slides, or digital images? The six basic media areas to consider are—
  - a. Radio - Radio offers immediately, variety, mobility and aural appeal. Nearly everyone listens to the radio at some time of the day, if only while driving to and from work. Most radio news stories are less than a minute—not a lot of time—and thus are short on content. Radio and television are extremely time sensitive media; they do not accept old news. Ask each station's news director or other appropriate personnel how they want material. Beepers to radio stations may be useful to local radio news departments. Would they prefer actualities with script, voicers, or wrappers? (See tasks Produce a Video News Product for Release, 224-277-1620, and Produce a Radio News Product for Release, 224-277-1635.) Some of radio's disadvantages, and those of television, are a lack of permanence and depth.
  - b. Television - Provide local stations with raw footage and a suggested script or fact sheet. You will be more likely to get your material aired. Despite a lack of permanence and depth, television remains America's medium of choice. It is the most potent mass communications medium, combining the impact of moving pictures with the sound and immediacy of radio. Pay attention to cable systems and community access channels; they now dominate TV access—don't overlook presenting the installation's activities on an appropriate community channel.
  - c. Newspapers - Metropolitan and suburban daily and weekly newspapers attract habitual readers who are often among the best-educated and most influential people in the community. Newspapers often cover stories in greater depth than the electronic media, and are more timely than magazines or books. Newspapers are not as timely as radio and TV, but are more permanent. Local papers definitely want to be informed about post events and, above all, about a deployed unit's activities. Keep a good working relationship with local papers.
  - d. News services - News services (wire services) exist to provide the mass media with coverage local media could not provide. In effect, subscription to a news service (print, electronic, or both) gives a subscriber access to correspondents wherever the news service has a bureau. News services can help you get a story with national or international appeal to the widest possible audience.
  - e. Magazines - Magazines can be grouped as news "Time," "Newsweek;" consumer "TV Guide," "Better Homes and Gardens;" special interest ("Stereo Review," "Popular Photography") and internal Army ("Soldiers," "Armor"). Few magazine editors want "handouts," except as possible leads for staff written stories. Special interest magazines are the exception—many eagerly seek high-quality stories and photos. There are a number of outside print publications that target the services: "Army Times," "Veterans of Foreign Wars," "American Legion," and "Disable American Veterans" magazines. Keep these in mind. Again, your release authority is consideration.
  - f. Internet - The emergence of the Internet as a mass media has not only opened up a new avenue for marketing media products, but given creative PA marketers a fast and efficient tool. PA Web sites can provide access to timely releases, information about upcoming events, and archival resources. Search engines provide a quick tool to locate regional, local, and national media outlets. Mass email of releases can be accomplished instantly. Television, radio, newspapers, and online only media sites provide their broadcast and print products on the Internet.

## Performance Steps

5. Disseminate product to the media outlets. Determine the mode of dissemination. Depending on your office's ability and the environment you are in, you can get your product to the media in the following ways:
  - a. Hand carried.
  - b. Mail.
  - c. Fax.
  - d. Email.
  - e. Telephone.
  - f. Satellite (Task 224-278-1740, "Employ a Portable Digital Satellite Transmission System").
6. Monitor your marketing program. You can use two methods to monitor your external dissemination:
  - a. Media listing - This list provides valuable continuity for your broadcast outlet or public affairs office. Your media listing should include all media that have accepted your releases because they may do so again. Include names of station managers, news directors and editors, and their business and email, business and fax, phone numbers, deadlines, frequency of broadcast or publication, type of audience served, and any unique requirements or interests. In many communities, media listings already exist and are available from state, city, or community service organizations. The Gobble Press All in One Directory, the Editor and Publisher International Yearbook, Broadcasting Annual, and other directories can help locate outlets nationally and worldwide. This list is valuable for continuity in your public affairs office.
  - b. Archive/clipping file - Collect the final media video product and the original release you sent out. By comparing the audio or video product to the original release, you can monitor the effectiveness of your marketing program.
7. Use feedback to enhance your program. Determine how the user edited the release or media product. This feedback can help you tailor future releases for that user, save time in release production, and improve your airing/publication rate. Aside from improving your marketing efforts, you may also be able to identify any problems in your marketing process. Design an archive file in accordance with local policy for media products used.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Ensured media products are reviewed for policy violations.	—	—
2. Focused dissemination on primary markets.	—	—
3. Conducted media market analysis: <ol style="list-style-type: none"> <li>a. Identified media markets.</li> <li>b. Identified characteristics of media outlets.</li> <li>c. Developed list of specific media to disseminate products to.</li> <li>d. Identified range and impact of the media has on your intended audience.</li> <li>e. Developed plan to maximize dissemination.</li> </ol>	—	—
4. Prepared media products in preferred format.	—	—
5. Distributed product to media outlets.	—	—
6. Monitored marketing program. <ol style="list-style-type: none"> <li>a. Listed media.</li> <li>b. Archived file.</li> </ol>	—	—
7. Used feedback to improve marketing efforts and to identify emerging problems.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References  
Required**

**Related**  
AR 360-1  
FM 46-1

## **Establish a Media Operations Center**

**224-278-3850**

**Conditions:** Given a mission to establish a media operations center, commander's guidance concerning the mission location, infrastructure, expected operational conditions, and FM 46-1.

**Standards:** Establish a media operations center by determining necessary personnel, equipment, communications, facilities, and services to support anticipated internal and external media requirements.

### **Performance Steps**

The following tasks provide additional skills for the completion of this task:

224-278-3930, "Prepare a Public Affairs Estimate."

224-278-3933, "Draft a Public Affairs Annex for an Operations Order."

224-278-4940, "Write Proposed Public Affairs Guidance."

224-278-4951, "Support an Information Operations Cell."

A primary strategic goal of any Public Affairs staff is to support an operational commander in achieving a constant flow of complete, accurate, and timely information about the mission and U.S. forces. The PA staff accomplishes this goal by making information fully and readily available within the constraints of national security and Operational Security (OPSEC), supporting the commander's internal information program, and by facilitating inclusion of civilian and military news media within the operation. One of the ways to accomplish this mission is to establish a Media Operations Center—the focal point for the news media during military operations.

MOCs provide the commander a professional, immediately available, fully trained organization designed to respond to national and international civilian media interest in American military operations. When operated by unified/specified commands, media centers may be called a Joint Information Bureau. At combined commands, they are called an Allied Press Information Center, Coalition Press Information Center, or Combined Information Bureau. At theater level and below, they are simply referred to as Media Operations Centers.

Media Operations Centers are often set up in a "hub and spoke" fashion, meaning there is a main MOC in a central location where the media first come to for accreditation/registration. The media will then be sent to smaller MOCs in other areas for coverage of unit operations. As a public affairs NCO, you may work at any level of media center, to include a brigade MOC or a combined command CPIC.

1. Determine the level at which the Media Operations Center will be located. The following provides information on the different levels at which a MOC can be located.
  - a. CPIC - Coalition Press Information Center. Run at the coalition level, synchronizing PA efforts among different nation participating in a campaign.
  - b. JIB - Joint Information Bureau. Run at the joint services level, coordinates PA efforts among the different United States services.
  - c. MOC - Media Operations Center. Run at Army, Corps, Division, and sometimes Brigade level. Responsible for facilitating media for their respective level.
2. Consider the media climate and information environment in the planning phase in developing your Annex to the OPORD/OPLAN.
  - a. Accurate information is available in a timely manner and adheres to the DOD Principles of Information.
  - b. Current trends in communications technologies within the information environment will continue to reduce the new media's reliance on military support and assistance when covering operations and will continue to increase the availability of information to a worldwide audience.
  - c. Media representatives will be in an area of operations at the start of, and, in most cases, prior to the start of an operation.

**Performance Steps**

- d. Media interest and coverage in noncombat operations may be higher at the outset, and barring a significant event, which renews national or international attention or interest, will taper off over time. During a high-intensity conflict, media interest could remain high.

3. Conduct a METT-TC Analysis to determine the requirements of a Media Operations Center. A complete METT-TC analysis is a good jump on a complete annex to an OPLAN. The mission and execution paragraphs come right from the mission statement, while tasks to subordinate units (and subordinate PA staff sections) are a combination of the mission statement and the troop list. What the enemy can be expected to do comes right from the analysis. The task organization comes from the analysis of available troops. METT-TC analysis is the best way to get a good start on operational planning for a media center. It reduces the mysteries of public affairs to the common language of operations planners. The PA estimate is a tool that will have a lot of this information.
  - a. Mission. To establish a media operations center, first review the commander's guidance and mission requirements. Consider the expected location and the expected operational conditions. Identify which tasks will be required for the level that the Media Operations Center will operate (internal information, media facilitation, information provision).
  - b. Enemy. Contrary to common perception, the media is not the enemy. You must evaluate the effects of the enemy on the Soldiers, the American public, and the media. Remember your first rule: protect the Soldiers. The enemy will use open-source media reports (print and broadcast) to gain information that will be useful to them. They will be re-aiming weapons based on information obtained by the media or released to the media from the press briefings. What can you expect the enemy to do, and what will the Media Operations Center do to combat enemy actions (rumors, disinformation, propaganda, OPSEC).
  - c. Terrain and weather. Where will the Media Operations Center be located, and what challenges will the environmental conditions pose to public affairs operations. Consider the following:
    - (1) The affects of terrain and weather/climate on the battlefield.
    - (2) Road networks, the trafficability of the terrain, the distances within the theater that must be commonly traveled.
    - (3) The topography's effect on radio/broadcast transmission.
    - (4) The effects of conditions on equipment and personnel (heat/cold, sand or humidity). Remember, most of our equipment is not militarized.
  - d. Troops. What personnel requirements will be needed to conduct public affairs operations. Will there be a requirement for augmentation (PCH, MPAD, PAD, BOD)?
  - e. Time available. TPFDD (Time-Phased Force and Deployment Data). Identifies the timeline for deployment according to an Operations Plan (OPLAN). Public Affairs assets must be included in this listing. Also, consider the amount of time the Media Operations Center will be operational, and the OPTEMPO of the mission or operation (continuous operations). Deployment schedules. Determine when an advance party must be in place and when the main body of the news media center must deploy. At a minimum, the news media center would be operational before the main body of the command is deployed and remain operation until the unit redeploys. Make a timeline from right now to redeployment from the theater of operations. Consider the following:
    - (1) Alert. Consider the time to research the mission. In addition, the Secretary of Defense established the National Media Pool whose members remain on call (see FM 46-1). They must be alerted. Get them ready. Their obligation is to embargo information about the operation before they deploy.
    - (2) Marshall troops and equipment. Identify shortfalls in personnel and equipment and request G3 task to fill the shortfalls. Inspect all deploying personnel and equipment. Prepare them for overseas movement.
    - (3) Deploy. Assemble troops and equipment. Pack individual equipment and vehicles. Load the equipment for transport (aircraft, ships, sea vans).
    - (4) Employ. Execute the OPLAN. Modify the OPLAN.
    - (5) Deadlines for the media. Consider the production cycle for both the national and home station papers and radio and TV stations.

## Performance Steps

- f. Civilians. Consider civilians on the battlefield. Conduct an analysis of the anticipated civilian media, and what capabilities the Media Operations Center will have to accommodate the media.
4. Identify logistical and operational needs of the Media Operations Center. You will identify the operational and logistical requirements in the Public Affairs Annex to the OPORD/OPLAN.
    - a. Personnel requirements. The personnel you request to set up a field media center will depend on the mission. PADs, MPADs, PCHs, and BODs are available to support the media operations center. All PA elements will require NCOs and officers, drivers, logistical and clerical support, interpreters (if needed), and public affairs Soldiers. A media operations center is a 24-hour operation until the mission dictates otherwise.
    - b. Equipment requirements. The first consideration in the preparation of an equipment list is whether you will be operating in a hotel, as was the case in the Gulf War, or in a bombed out building without power, as in Somalia. Will you have power and what type? 220? No power? Then you must plan for generators to support the long list of equipment necessary to support a media center.
    - c. Communications/Automation. Specific concerns include priorities for radio/telephone communications, satellite uplinks and downlinks, number of telephone links/trunks allocated to PA requirements, local area network (LAN) and wide area network (WAN, or Internet) access, and inclusion into the Signal Operating Instructions (SOI). Also required are computers, TVs and radios, playback and recording equipment (such as cameras and audio/visual recording decks), and copiers. Key planners on the coordinating staff for communications and automation planning are the J6/G6, G3/S3, and signal officers. Military communications access is given to the civilian media only when commercial communications facilities are not available and NEVER at the expense of critical military communications.
    - d. Transportation. Adequate dedicated tactical transportation, more than any other factor, determines media access to the battlefield. Transportation assets will be required to ferry media representatives to and from warfighting units. To respond effectively to the demands of the commercial news media as it fills the information requirements of the international public, the PCH requires a greater allocation of communications and transportation resources than a like-sized TO&E unit. Your commander must understand this, and any requirement for additional vehicles must be supported by him/her. Helicopters may be required. Plan vehicle support well ahead of time. When selecting the type of vehicle, consider the local roads and field terrain. Evaluate the situation and talk to your chain of command. If large numbers of correspondents overwhelm available vehicles, implement a pool system with membership determined by the correspondents themselves or contract for commercial vehicles. If you will be operating a media center, you must set up a courier service between and OASD/PA. Additionally, you should try to arrange service to the nearest commercial location for submission of official U.S. news material and commercial media products. The DMA broadcast affiliate(s) in theater must also plan for courier service to transport audio/visual products to the nearest regional DMA facility. All of these requirements should be included in the component and supporting command OPLANS.
    - e. CTA-50. The members of the DOD National Media Pool should be equipped with essential equipment before arriving in theater. If necessary, the media center must arrange for protective clothing, including helmets, MOPP gear, canteens, and other essentials obtained from logistics issue points.
    - f. Facilities requirements. Plan for a facility—building or tent—that is accessible to the media. Estimate the lodging requirements for the media, as well as your own personnel. Media centers will not be collocated with tactical operations centers. Keep civilian media out of the main public affairs work area. The facility should include—
      - (1) Public affairs working areas for public information section, administrative support, and supply closet.
      - (2) A briefing room with a map of the exercise area (updated twice daily).
      - (3) A civilian media work area with sufficient power outlets and commercial (pay or charge) telephones.

## Performance Steps

- (4) A motor pool and assembly area for drivers/escorts.
- (5) A bulletin board (for messages) located near a general-use lounge area.
- g. Military PA elements require access to complete information, state-of-the-art communication equipment, and must possess sophisticated coordination channels in order to preempt speculative, inaccurate or biased reporting.

NOTE: If falling in on an established MOC, ensure you receive a detailed list of all stay-behind equipment in order to avoid acquiring or purchasing unnecessary items. If applicable, get a comprehensive POC roster of all of the MOC's service and support entities from the departing PA element.

5. Identify the functions of the Media Operations Center. A MOC provides the following:
  - a. A single point of contact and information source for media within the theater.
  - b. Briefings and enforcement of media guidelines and ground rules.
  - c. Primary information release authority for the senior PAO.
  - d. Coordination of news media coverage with corps, divisions, brigades, etc.
  - e. Coordination with all service branches for service, agency, or country.
  - f. Identification and communication of host-nation sensitivities to all personnel in theater.
  - g. Preparation for and conducting press briefings and news conferences.
  - h. Registration of news media personnel.
  - i. Support Information Operations cell.
6. Determine the needs and capabilities of the media. You will have to make an estimate of the situation. Your greatest factor affecting mission performance will be media access to the battlefield. Information can be obtained from higher headquarters. The PAO should immediately request information up through the chain of command about the public affairs situation. In addition, Civil Affairs will be working on an updated area study. Obtain a copy and have all your people review it. Security will have an intelligence summary, which will include how the events have been reported. Military Information Support Operations will also have produced a country study. From this information you should be able to answer the following questions:
  - a. What media are in theater?
  - b. U.S. Media in theater on either side of the line of battle (FLOT - Forward Line of Troops).
  - c. Media from countries allied to the U.S. (on either side of the FLOT).
  - d. Media from countries opposed to the U.S. (on either side of the FLOT).
  - e. What is the host-nation media status? Who monitors them? Is there English-language host-nation media?
  - f. Will the National Media Pool be deployed?
  - g. What is the host-nation capability to provide public affairs assets, public affairs support (broadcast and printing), and general support (transportation, office space, and communications)?
  - h. Will the media have freedom of movement within the battle area or along the FLOT?
  - i. What will be the intelligence value of reported news?
  - j. What is the intelligence value of reported news?
7. Conduct a mission analysis. Once the situation is determined, a review of the basic order, including the intent of the immediate and next senior commanders, and the PA annex from the next higher headquarters should yield enough information to do mission analysis. What does the PAO have to do to meet the commander's intent, stated and implied? In establishing procedures for media center operations, your focus is public information. These tasks may be performed:
  - a. Media escort to and/or in the theater.
  - b. Media pool.
  - c. Media queries.
  - d. Providing materials to media (print and photo).
  - e. Media product review.
  - f. Media product transmission/shipment in and out of theater.
  - g. Embargoed information.



**Performance Steps**

- h. Media accreditation.
  - i. Media transport.
  - j. Media training and evaluation (physical conditioning, survival skills, and field craft).
  - k. Media billeting.
  - l. Media support (all classes, I-X, of supply and services, including helmets, flak jackets, protective masks, MOPP suits, canteens).
  - m. Media work areas within the media center.
8. Draft the PA Annex for the OPORD.
  9. Pre-position all mission-essential equipment prior to physically establishing/occupying the MOC.
  10. Physically establish/occupy the MOC.
  11. Brief your PAO or supervisor on your progress as needed.

**Evaluation Preparation:** Setup: Provide all the materials and equipment indicated in the tasks conditions statement.

Brief Soldier: Tell the Soldier to gather all necessary items needed to complete the task.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Reviewed the commander's guidance and mission requirements for the media center, including the center's expected location.	_____	_____
2. Determined the following, based on the needs of the mission:	_____	_____
a. The personnel requirements.		
b. The equipment requirements for the media center, considering available power sources.		
c. The communication requirements.		
d. The transportation requirements.		
e. The equipment required to support authorized media pool personnel.		
3. Identified the functions of the MOC.	_____	_____
4. Determined the needs and capabilities of the media.	_____	_____
5. Conducted a mission analysis.	_____	_____
6. Drafted PA Annex when plan is complete.	_____	_____
7. Pre-positioned equipment.	_____	_____
8. Physically established MOC.	_____	_____
9. Briefed your PAO or supervisor as needed.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1

**Support a Media Operations Center**  
**224-278-3851**

**Conditions:** Given a requirement to support a media operations center based on mission requirements.

**Standards:** Support a MOC by facilitating the media, working with other staff sections, providing content analysis, producing and reviewing command information, and attending the battle update brief.

**Performance Steps**

The following tasks provide additional skills for the completion of this task:

224-278-1316, "Write a News Release."  
224-278-1317, "Write a Media Advisory."  
224-278-1820, "Record a Media or Public Inquiry."  
224-278-1821, "Respond to a Media or Public Inquiry."  
224-278-1831, "Register News Media."  
224-278-1832, "Facilitate News Media."  
224-278-3825, "Accredit News Media."  
224-278-3850, "Establish a Media Operations Center."

A Media Operations Center is the focal point for the news media during military operations. It serves as both the primary information source, and as a logistical support and coordination base for commercial news organizations covering the operation. MOCs provide the commander a professional, immediately available, fully trained organization designed to respond to national and international civilian media interest in American military operations.

When operated by unified/specified commands, media centers may be called a Joint Information Bureau. At combined commands, they are called an Allied Press Information Center, Coalition Press Information Center, or Combined Information Bureau. At theater level and below, they are simply referred to as Media Operations Centers.

MOCs are generally located as close to the on-scene commander as possible. This allows for easy coordination between the members of the commander's staff and the MOC. MOCs usually consist of three sections: a Plans Section, a Media Support Section, and an Information Operations Section. As a SL3, you would most likely work in the Media Support Section.

The following are just some of the tasks that may be asked of you when supporting a media operation center.

1. Facilitate NMRs. Media facilitation is the bulk of the mission at a MOC. Most of the time, these tasks will fall to you. You may be in charge of one of the sections, or help in many. There are many tasks that make up media facilitation to include—
  - a. Escort NMRs. One major responsibility of a PA NCO is escorting media representatives from the MOC to other areas of responsibility for event coverage or handoff to other escorts.
  - b. Register NMRs. Registering media is the first thing done when a NMR shows up at your MOC. Though they may have already been accredited and registered somewhere else, you should always register the media to track who is in your AO.
  - c. Embed NMRs. As a junior PA NCO, it may be your job to coordinate transportation of NMRs from the MOC to subordinate units for embedding. Coordination will normally occur at a higher echelon, but it may fall to you if you are the PAO for your separate brigade.
  - d. Write news releases/media advisories. Writing and releasing news releases is a great way to get out information to numerous media outlets at one time. It will fall on you to write news releases in AP style before staffing them.

## Performance Steps

- e. Answer media queries. When media arrive in your MOC, they usually bring questions that need to be answered. It becomes your mission to answer all these questions as quickly as possible.
  - f. Set up a media briefing/conference or on-camera interviews. Though the actual coordination may happen at a higher level, it will often fall to junior PA NCOs to set up the room for media briefings and on-camera interviews, as well as additional equipment, such as a portable digital satellite transmission system.
  - g. Develop key messages. Normally, key messages will be outlined at higher headquarters or OASD/PA. However, you may need to pitch in and help develop key messages, especially if something happens that only affects your area of operation.
  - h. Develop Ground Rules. You will work with higher headquarter PA staffs to come up with enforceable ground rules for your area of responsibility. Most of the time, the media will sign a set of ground rules during accreditation but you may have additional ground rules you need them to sign once they get to your AO. For example, one of your ground rules should include the DOD policy that the media are responsible for their own safety.
  - i. Form media pools. Sometimes media pools are the only way to allow media to cover a particular event or operation. When forming media pools, you need to have representatives from each type of media, to include photographer, journalist, broadcast, web, etc. Do not choose the media pool members. Tell the media how many slots you have and how many from each media type you can take, and let them choose who they want to go.
2. Work with other staff sections. It is your responsibility to work with other staff sections to ensure synchronization of message and release of timely and accurate information. You may also be preparing them to speak to the media. Some of the staff sections you may work with include—
- a. G-2. The G-2 can provide intelligence information to the Media Operation Center. This section knows what's happening in the AO and what's planned for the future.
  - b. G-3. You should always know what is happening out on the battlefield. Having a liaison in the G-3 cell will ensure the Media Operation Center is always in the loop on the operational climate.
  - c. Special Operations. Special Operations used to be a public affairs nightmare, but after Operation Enduring Freedom, SOF saw the need to have PA in their groups. Make sure you work with their PAO for the latest information on what you can release to the media.
  - d. Information Operations. Public Affairs is a related activity to IO and it is essential for a MOC to know what is happening in the IO cell. Again, the MOC must ensure its messages are synchronized with the commander's overall information strategy. The best place to ensure that happens is the IO cell.
  - e. Civil Affairs. During combat operations overseas, Civil Affairs is officially tasked to deal with the civilian community, but that does not put PA out of the loop. CA and the MOC must work closely in theater.
  - f. DMA. During every operation, the commander will determine the need for radio and television facilities. If those services are needed, the MOC will make it happen. The MOC will coordinate with host-nation approval, location and frequencies of stations, etc. Direct MOC involvement with DMA ends when the stations go on the air. The network commander works directly for the theater command, and not the MOC director.
  - g. Protocol. The protocol office usually runs a Joint Visitor Bureau (JVB), through PA is involved for major VIP visits. Keeping a close relationship with the JVB can prevent the MOC from doing protocol work. For example, the Desert Storm JIB assigned one full-time officer just to handle community relations and VIP visits.
  - h. Combat Camera. Combat camera teams work for G-3 Operations. Their mission is combat support and documentation, but they recognize PA as one of their largest customers. Sometimes, combat camera teams have the only photo capability in the theater. By working with the G-3, they can be tasked to support PA requirements. You may even have combat camera photographers assigned to you full time.
  - i. Other PA Elements (PCHs, MPADs, PADs, BODs).

**Performance Steps**

- (1) PCH. Designed to operate news media centers in unified/combined operations. PCHs can register news media, provide briefings, escort media, operate media pools, and act as a clearinghouse for products generated by military assets.
- (2) MPAD. Designed to provide direct PA support for combined/unified operations. They can augment a PCH. An MPAD gathers audio and videotape materials for public release, escorts media, and produces command information newspapers and other products and supports Civil Affairs missions when there are clear PA implications.
- (3) PAD. Designed to provide direct PA support to Separate Brigade PA Operations. Each PAD should have its own transportation and communications assets.
- (4) BOD. Establishes and operates radio broadcast operations from either fixed or mobile facilities on a long-term basis in low-intensity environments. The BOD comes under the control of the theater PAO or the DMA network commander if operations are in an area with existing DMA services. Or it functions as a stand-alone broadcast operation. The BOD can also merge with other independent PA facilities to form a theater of operations network.
  - j. APICs. Similar to a JIB, but includes PAOs from allied NATO countries. The APIC is uniquely a NATO concept with no internal or community relations responsibility.
  - k. CIBs/CPIC. Similar to a JIB, but includes PAOs from allied or coalition forces as well.
3. Provide content analysis. Many times in a MOC, it will fall to junior PA NCOs to read articles in newspapers and magazines, and watch broadcasts to ensure the commander's key messages are reaching the target audience.
4. Produce and review command information. Another task performed at the media operation center is production and review of command information stories.
  - a. Produce command information. It may fall to your staff to write and produce command information for dissemination to the internal and external audience.
  - b. Review command information. You may have subordinate units attached to your MOC strictly for CI production. It would fall to you to check this command information for SAPP violations.
5. Attend the battle update brief and staff calls. It is important that someone attend the BUB every day. Not only does someone from the PA shop or MOC brief the commander, but it's also a great way to get information for queries and press releases.

**Evaluation Preparation:** Setup: Provide all the materials and equipment indicated in the tasks conditions statement.

Brief Soldier: Tell the Soldier to gather all necessary items needed to complete the task.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Facilitated news media representatives.	_____	_____
2. Worked with other staff sections.	_____	_____
3. Provided content analysis.	_____	_____
4. Produced and reviewed command information.	_____	_____
5. Attended the battle update brief.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References  
Required**

**Related**  
AR 25-55  
AR 340-21  
AR 360-1  
FM 46-1

Subject Area 9: Public Affairs Operations

**Establish a Digital Archive for Public Affairs Products**

**224-278-3910**

**Conditions:** Given a print, photo, audio or video public affairs product, computer, external storage media/hard drive, and a requirement to archive the product.

**Standards:** Archive a public affairs product, using folders and keywords in accordance with local standing operating procedure.

**Performance Steps**

In order to effectively archive products for your unit, you must develop and/or adhere to a local style guide that standardizes unit names and abbreviations. A local style guide and your digital archive for PA products should be included in your public affairs standing operating procedure.

1. Determine the means by which you will digitally archive all of your unit's products. This could be through an internal or external hard drive. Additionally, you can back up your archive on removable media (i.e., CD, DVD). You want to ensure the capacity of the storage device can accommodate your needs.
2. Label a single, dedicated folder on the drive/media with your unit name in accordance with your local SOP. For example, if your unit is 2nd Brigade Combat Team, 3rd Infantry Division, you can simply label the folder "2BCT 3ID Archive."
3. The next level of folders within the archive folder is labeled by date in the form of YYYYMMDD. Create and label folders in advance, when possible.
4. Next, folders within the dated folders are labeled by the unit which is the subject of your product, using abbreviations found in your local style guide. For example, if a print story and accompanying photos are from a raid conducted by 3rd Battalion, 15th Infantry Regiment, you can label the folder "3-15 IN."
  - a. If multiple missions are conducted by the unit on the same day, create folders within the unit folder by the subject of the mission. For example, "Raid" or "School Supply Handout."
5. Add keywords to each file The next step in the archiving process will vary based on the operating system of the computer you are using. With the exception of word processing documents (i.e., Microsoft Word document), all photo, video and audio files should be labeled by their VIRINs. See task 224-278-1710 "Apply Visual Information Record Identification Number (VIRIN) Standards to Digital Imagery."

## Performance Steps

- a. For Windows operating systems—
  - Right click the file.
  - Select "Properties."
  - Click the "Details" tab.
  - Click the space to the right of "Comments."
  - Enter keywords. At a minimum, keywords should include the unit designation down to the company, the mission type, specific ranks and names of subjects/sources, location of mission/event, and the author/photographer/producer's last name. All keywords/phrases should be separated by a semicolon.

For example, a photo of Staff Sgt. John Smith taken in Baghdad by Sgt. 1st Class Craig Zentkovich during a raid conducted by C Co., 3rd Battalion, 15th Infantry Regiment, 2nd Brigade Combat Team, 3rd Infantry Division, should include keywords that read: C Co.; 3-15 IN; 2BCT; 3ID; SSG John Smith; Zentkovich; Baghdad; Iraq; raid

For multiple files in identical formats (i.e., jpeg) that have a common subject, common keywords can be added to all the files at once.

Within the unit folder, single-click or highlight one file, press "Ctrl + A" to select all files, then right-click any file in that folder. Select "Properties," and follow the guidelines above.

Within the main archive folder, you can type any keyword in the "Search" box at the top right corner of the window and press the "Enter" key. All files containing that keyword will appear in the window.

- b. For Mac operating systems—
  - Double click the external storage device icon on the desktop.
  - Press "Ctrl" + click mouse within the device window.
  - Select "New Folder." Type name of archive.
  - Place files in archive under appropriate folder titles.
  - Press "Get Info."
  - In "Spotlight Comments" window, type keywords separated by semicolons. Adhere to the keyword guidance for Windows operating systems above.

Prior to searching by keyword, ensure you highlight the named archive folder and "Contents" below the search bar. Then type the keyword in the upper-right corner of the window.

MAC operating systems are incapable of multiple-file key-wording.

While this task is specific to Army public affairs and its products, MOS 25V has digital archiving standards which apply to their multimedia products, and are distributed to the Defense Imagery Management Operations Center (DIMOC).

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Determined storage capabilities and device.	—	—
2. Labeled a dedicated folder with your unit name.	—	—
3. Added a subfolder labeled with the date of the story/shoot/production (YYYYMMDD).	—	—
4. Within "date" subfolder, added a subfolder labeled with the "unit covered."	—	—
5. Created additional subfolders within "unit covered" folder, if necessary, using the subject of the story/shoot (i.e., Raid, School Supply Handout).	—	—
6. Added keywords to each file in accordance with the instructions for Windows- and Mac-based operating systems. Used multiple-file keywording, if possible.	—	—

**Performance Measures**

**GO**    **NO-GO**

- a. Unit designation (Company-Division abbreviations), IAW local style guide.
- b. Mission Type.
- c. Ranks and names of subjects/sources.
- d. Location of mission/event.
- e. Author's/producer's last name.

7. Searched appropriate files within the archive folder to ensure keyword information is saved in the files.      —      —

**References**

**Required**

**Related**

AR 360-1  
FM 46-1



## Identify Target Audiences for a Public Affairs Campaign

**224-278-3920**

**Conditions:** Given themes and messages for an upcoming public affairs campaign, commander's guidance, appropriate population demographic research data, Internet access, and standard office equipment.

**Standards:** Identify target audiences for a public affairs campaign to determine the most effective dissemination of public affairs campaign's products and messages.

### Performance Steps

The following tasks provide additional essential skills for the completion of this task:

224-278-1730, "Disseminate a Media Product to Internal Information Sources."

224-278-3840, "Market a Media Product."

The PA NCO must know how to best identify target audiences for a PA campaign's products and messages. As the campaign's goals are refined, messages will be converted into the most appropriate product forms (print, broadcast, speakers, etc.) based on the needs and information sources of the intended audiences.

1. Determine the campaign's goals. Examples include publicizing a new command policy or minimizing negative publicity about a sensitive environmental issue. This step is critical to meet the campaign's goals.
2. Identify target audiences. The information needs of the American public, international audiences, local civilians, family members, Soldiers, civilian employees, retirees, and Reservists often overlap. Determine if the campaign's target audiences are internal, external, or a combination of each.
  - a. Internal audience. Your internal audience includes Soldiers, family members, DA civilians, retirees, National Guard and Reserves, contractors, etc. The primary and usual target audience is the active duty population and in a combat environment, Reservists and National Guard Soldiers called up on active duty. This public is likely to be different from command to command, and should be analyzed in depth. Things to consider include—
    - (1) Are most of the Soldiers combat arms, combat support, or combat service support?
    - (2) Is there a larger contingent of officer, NCOs, or lower enlisted Soldiers?
    - (3) Are there more first-termers or careerists in the audience?
    - (4) How many of the Soldiers are married, and how many are single?
    - (5) Is a large section of the audience in a student status?
  - b. External audience. The external audience is generally outside the immediate vicinity of your post or area of operation. The military and civilian communities can expect to share concerns in such areas as the environment, the economy, education, and health and safety. The external audience can be analyzed and broken in to two main categories:
    - (1) Formal power structure. This includes Federal government offices and officials, State government offices and officials, and local government offices and officials.
    - (2) Informal power structure. This includes workers at major industries, labor unions, civic organizations, business organizations, Veterans groups, church groups, and educational institutions.
  - c. National audience (American public). Keeping the American public informed is part of the Public Affairs mission. Big news events may trigger national interest, as well as updates from major combat operations. Check with local policy and higher guidance if the national audience is the target for a public affairs campaign.
  - d. International audience. The international audience is closely linked to the external audience. Where external is mostly dealing with Americans, this audience consists of local nationals who inhabit the country we are currently conducting operations in. To reach the international audience, you will have to work closely with CMO, PSYOPs, IO working group, and embassy to develop key messages.

**Performance Steps**

- e. Coalition and allied forces and their publics. This audience is deployed alongside U.S. forces during an overseas operation. They normally read U.S. papers and watch news programs such as CNN while deployed.
3. The following are some methods for helping identify target audiences:
    - a. Identify the audiences' opinion and knowledge baseline on the subject—the template against which new opinion information will be compared.
    - b. Review messages communicated during previous campaigns for their effectiveness.
    - c. Identify possible resources to be used in disseminating campaign themes and messages. This is done by reviewing newspapers, TV and radio broadcasts, letters to the editor, responses to past information campaigns' products, and checking Internet sites such as news and discussion groups.
    - d. Attend commander's calls, staff meetings, formations, briefings, and other gatherings where local opinion, audience reaction, troop morale, and similar information will be discussed.
    - e. Coordinate with other staff elements that have addressed similar information issues before (SJA, Chaplain, PMO, IG, etc.).
  4. Analyze the target audience. Determine what the target audience may already know, and if there any bias or opinions associated with the target audience. How has the target audience reacted to different events in the past, and how successful were previous PA campaigns? What is the best medium to reach the target audience? You can also monitor feedback from the different audiences.
  5. Once target audiences are identified, prepare findings and present them for approval.

**Performance Measures**

	<u><b>GO</b></u>	<u><b>NO-GO</b></u>
1. Determined the Public Affairs campaign's goals.	_____	_____
2. Identified target audiences.	_____	_____
3. Analyzed the target audience.	_____	_____
4. Prepared and submitted findings for approval.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1

## Identify Conflicts of Interest in a Public Affairs Activity

**224-278-3921**

**Conditions:** Given a public affairs activity in a deployed or garrison environment involving possible conflict of interest and AR 360-1.

**Standards:** Identify actual or potential conflicts of interest, as outlined in AR 360-1 and related references within the purview of your PA activity. Seek assistance from the staff judge advocate when doubt arises about whether the situation involves conflict of interest.

### Performance Steps

1. Public affairs Soldiers, by AR 360-1, have the responsibility to determine whether the participation of an individual member of the Army, or an Army unit, in a public event represents a potential or actual conflict of interest.
2. The Army belongs to the American people. Therefore, if the Army supports a public event it must do so based on common national interest. Essentially, due to time and resources limitations, the Army cannot respond positively to all equally valid requests for support. The Army, therefore, should not do for one group what it cannot consider doing for all. Army participation must not selectively benefit any person, group or corporation, whether profit or nonprofit; religion, sect, religious or sectarian group; fraternal organization; political organization; or commercial venture. As a result of this principle the Army must limit its participation.
3. Office of the Secretary of Defense (Public Affairs) is authorized to approve participation in events, and has permitted participation in certain events as listed in the regulation.
4. A "Conflict of Interest" may occur in any one or more of a myriad of circumstances. Generally speaking, any time private or corporate gain occurs because of the Army's participation, an actual or potential conflict of interest may occur. Apparent or perceived conflicts of interest are equal to actual violations.
5. Evidence of a conflict of interest can be if someone receives a "gratuity." An illegal gratuity is any gift, favor, entertainment, hospitality, meal, transportation, loan or other tangible item, and any tangible benefit (discount, pass, promotional vendor training, etc.), given or extended to or on behalf of DOD personnel and their immediate families or households, for which fair market value is not paid by the recipient or the U.S. government. No Army person or unit may realize a monetary profit or accept a gratuity or remuneration in any form, except as provided by law or Army regulations.
6. Generally, prohibitions also apply to the spouses, dependent children or other household members of Army members and civilian employees. In other words, if a family member receives anything of value from any organization, the Army member or employee will have a financial interest in that entity.
7. You can find example of conflicts of interests in AR 360-1, DOD Directive 5500.1 (Joint Ethics Regulation) and DOD 5120.20-R (Management and Operation of Armed Forces Radio and Television Service). Examples provided in this task are only highlights of the regulations and should be used for training purposes only.

## Performance Steps

8. Army participation in any public program may occur, first of all, only under the following conditions:

- 1). Participation may be authorized only if all aspects of the program are available to all without regard to race, creed, color, sex, or national origin. Participation in a program sponsored by an organization based on sex or national origin may be authorized only when the primary purpose of the event is the community benefit, and not the benefit of the sponsoring organization.
- 2). Army participation in a public event must be incidental to the event. Exceptions are national holiday celebrations, such as Memorial Day or Independence Day or Veterans Day, programs of a patriotic nature, and Armed Forces Day. Participation in observance of the Army birthday may only be done with authorization of the Secretary of Defense.
- 3). Army personnel will not be used as ushers, guards, parking lot attendants, crowd controllers, or in any other inappropriate capacity.
- 4). Army participation will not be provided in competition with services or resources available from a business in the local community.
- 5). Army participation is not authorized for events clearly designated or conducted for commercial interests.
- 6). Participation must promote a particular political view.
- 7). Participation in a program must not lend an air of sponsorship to other participants who are partisan in nature or contrary to national policy.
- 8). Participation must not be in a program whose real or apparent purpose is to create controversy.
- 9). Soldiers and civilian employees are prohibited from accepting an honorary office or membership in private associations whose membership includes business entities engaged in or attempting to engage in providing goods and services to a DOD component, including nonappropriated fund activities.
9. Army personnel are encouraged to accept speaking invitations at proper public events sponsored by nondiscriminatory civilian groups and organizations to inform the public of the Army's mission and its contribution to the nation. However, a Soldier should address only subjects that he has personal knowledge of or responsibility. Neither may he accept gratuities, fees, or honoraria. Costs of transportation, food, and lodging may, however, be provided by the sponsor in lieu of per diem.
10. Military personnel are encouraged to participate as private citizens in community activities. Normally, however, such participation is authorized only during off-duty time. In some cases your participation in uniform may be authorized. Read the regulation closely and if in doubt consult the SJA.
11. Beyond general policy, circumstances may reveal a conflict of interest, for example:
  - a. Entertainment. A group may provide entertainment for military personnel. However, they may not promote their group's objectives before, during, or after the production.
  - b. Use of church facilities. Army support of community activities conducted in a church facility may be authorized. However, the program must be common community-wide interest and benefit, nonsectarian, and must be broadly publicized.

## Performance Steps

12. Key provisions of the regulations which may affect you as a broadcaster or journalist include the following:
  - a. You may use public affairs audiovisual assets for official purposes only. Civilian activities and social events normally are not proper subjects for military audiovisual documentation. This does not preclude coverage of events that are legitimate command information value, but does preclude diverting assets as a "favor" to people or organizations for unofficial use, such as loaning music video programs for a private party.
13. Tickets. Army broadcasters, journalists, and civilian employees may not accept tickets or similar gratuities from concert producers or products or services from sponsors. DMA radio and television outlets may, however, promote and conduct contests sponsored by the Army and Air Force Exchange Service; Morale, Welfare and Recreation; or other command-information clients, provided the CI client or Public Affairs Office handles and distributes any associated prizes.
  - c. Employment. Soldiers and civilian employees may not accept employment or gratuities from commercial printers under contract to produce or distribute Army newspapers, installation guides, or other command information products.
14. The publisher.
  - 1). Soldiers and civilian employees may not be assigned to duty at the premises of commercial publishers to perform any job functions of the publisher. You may work at the publisher's premises when needed as a liaison or to coordinate layout and other details of production.
  - 2). A civilian-enterprise publisher is not required to pay money to the command or installation, or to provide goods, services, or considerations not directly related to the CE publications the publisher is contracted to provide.
  - 3). You may not select a publisher over other publishers on the basis of inducements such as audiovisual packages, stationary, calling cards, or "VIP" copies of guides or maps. You may not request such materials and, if offered, you must decline to accept them.
15. Army information products must not be given the appearance of sponsorship, sanction, endorsement, or approval of any commercial, political, religious, fraternal, or private or individual group. You must not treat organizations such as the AUSA, NCOA, and ROA with favor over other such organizations, and care must be taken not to promote membership in such organizations or to promote their political positions. However, this does not preclude news coverage of events sponsored by these organizations.
  - f. Prohibitions against accepting gifts from people or organizations doing business or seeking to do business with any DOD component do not apply to unsolicited advertising to promotional items less than \$10 in value and to benefits, discounts, or concessions available to all DA military or civilian personnel. Nor does the regulation prohibit you from accepting refreshments (coffee, doughnuts, soft drinks, etc.) of normal value offered as a normal courtesy incidental to the performance of duty.
  - g. You may use government facilities, property, and manpower only for official government business. This includes, but not limited to, office supplies, reproductive and stenographic services, photographic supplies and services, and chauffeur services. You must not use such facilities and services to support private businesses, political parties or groups, fraternal organizations, or quasi-military organizations such as AUSA or NCOA. This does not prevent the limited use of government facilities for approved activities to further authorize community relations.

**Performance Steps**

16. When in doubt as to whether an activity involves a conflict of interest or an illegal gratuity, seek assistance from the staff judge advocate or refer to the appropriate regulation.
17. Take steps through the chain of command in the most expedient and judicious manner possible to eliminate or prevent the conflict of interest.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Identified actual or potential violations of AR 360-1 or DOD Regulation 5120.20-R that may involve a conflict of interest.	_____	_____
2. Verified the violation by referring to the appropriate regulation.	_____	_____
3. Sought assistance from the staff judge advocate when the regulation does not clearly define how to handle the situation.	_____	_____
4. Took steps through the chain of command to prevent and eliminate the conflict of interest.	_____	_____

**Evaluation Guidance:** Score the Soldier a GO if all steps are passed (P). Score the Soldier a NO-GO if any step is failed (F). If the Soldier fails any step, show them what was done wrong, and how to do it correctly. For remedial training, provide different situations and examples and have the Soldier reference the regulation to determine if a conflict of interest is present.

**References****Required****Related**

AR 360-1

## Prepare a Public Affairs Estimate

**224-278-3930**

**Conditions:** Given an assignment to provide a Public Affairs (PA) Estimate of the situation for a mission, commander's guidance, command staff's input, Public Affairs Assessment, and standard office equipment.

**Standards:** Prepare a comprehensive PA Estimate after researching an operation, using at least two sources; include PA Assessment to address six PA factors; draft and format PA Estimate to include Mission, Situation and Considerations, Analysis and Comparison of Courses of Action, and Conclusion. At a minimum, coordinate the PA Estimate with command staff sections, including operations, intelligence, signal, PSYOP and Civil Affairs. Seek approval for completed PA Estimate from PAO.

### Performance Steps

The PA Estimate assesses a specific mission from a PA perspective. The PA Estimate looks at the emerging trends in media coverage, current events, internal and external communications issues, and recommendations on employment of PA assets. The estimate is a tool given to the commander prior to an operation or mission to provide insight in the planning and decisionmaking stages. The PA Estimate, which is used to examine the Global Information Environment (GIE) and Military Information Environment (MIE), goes to the commander along with other staffs' estimates (including personnel, operations, intelligence, etc.) to assist in developing courses of action (COA) and drafting of the operations plan (OPLAN).

Like other operators and military planners, PA practitioners must provide their assessment in terms addressing mission, enemy, time, terrain and troops (METT-T). Planners use METT-T to examine how an operation will be conducted, identify risks and mission impediments, and recognize equipment and personnel requirements.

1. Conduct a PA Assessment. The PA assessment serves as the foundation from which the PA estimate is written. Analysis of the information environment starts the process used to develop an estimate of the situation. Research for the assessment could include input from other staffs, foreign area and liaison officers, higher headquarters PA Guidance (PAG), media products and directories, Internet, and other agencies' reports (such as the State Department, CIA World Fact Book, in-country embassy PA staffs, etc.). The PA Assessment focuses on the following six PA factors:
  - a. Information Channels and Infrastructure. Address the resources, communication facilities, organizations, and official and unofficial information channels available within the area of operations (AOR). It identifies the availability of host-nation telephone service, audio/visual channels, cell phone networks, internet, radio and television stations, and the information available through these channels. It addresses alternate means of communication, whether military or government contracted, for use in the absence of host-nation information channels and infrastructure.
  - b. Media Presence. Determine the number and types of media in the theater of operations. Anticipate how many will be there once the operation starts. Examine the types of media to include print and broadcast outlets, foreign media in theater, level of visibility (local or international scope), and media style and characteristics (news-oriented or political slant).
  - c. Media Capabilities. Assess the media's ability to gather information and file stories, including technological capabilities, live transmission, and electronic filing. Analyze the media's logistical support, billeting, transportation, and movement capabilities.
  - d. Media Content Analysis. Examine what the media is reporting and who specifically is doing the reports. Assess the news coverage, agendas, and an analysis and prioritization of the potential strategic and operational issues confronting the command. Content analysis reveals the meaning, tone, and accuracy of messages, how the information is presented, and the cumulative effect of the information.

## Performance Steps

- e. **Public Opinion.** Look at the prevailing national and international attitudes of audiences, including commanders, military members, and external publics. The analysis should, at a minimum, include the following key publics:
    - (1) American Public.
    - (2) Civilian Political Leaders.
    - (3) Coalition and Allied Forces.
    - (4) Coalition and Allied Publics.
    - (5) International Audiences.
    - (6) Internal Command Audience.
    - (7) Home Station Public.
  - f. **Information Needs.** Identify information requirements and expectations of the previously identified key publics. While Soldiers may need information on safety and host-nation sensitivities, the American public wants details on the deployment, objectives, and reasons for involvement. Also, look at adversaries' audiences and what information they will be interested in pertaining to the operation.
2. **Draft.** After collecting the information for the PA Assessment, organize the information into the operational format. Begin the estimate with references used to compile the PA Assessment (PAG, OPLAN, factsheets, etc.) Format should include—
- a. **Mission.** Restate the overall mission from a PA perspective.
  - b. **Situation and Considerations.** This paragraph describes the strategic and operational media environment in which the operation is being conducted and identifies the critical factors that may impact on the command's mission. It identifies the media environment across the operational continuum, describing it from "austere" for low media interest to "dynamic" for high media interest. At a minimum, this paragraph must include—
    - (1) Information environment.
    - (2) Media presence.
    - (3) Media capabilities.
    - (4) Media content.
    - (5) Public opinion.
    - (6) Information channel availability.
    - (7) Information needs.
    - (8) Personnel situation.
    - (9) Public affairs situation.
    - (10) Logistical support.
    - (11) Assumptions.
  - c. **Analysis of Courses of Action.** Outline the advantages and disadvantages of supporting the commander's COAs listed in the situation paragraph from a public affairs perspective and based on the public affairs mission objectives. Indicate problems and deficiencies. Analysis should focus on media facilitation and support, news and information provision, and force training and support.
  - d. **Comparison of Courses of Action.** Compare each course of action. List advantages and disadvantages of each course of action under consideration. Include methods of overcoming deficiencies or modifications required for each course of action.
  - e. **Conclusions.** The final paragraph of the PA Estimate should, at a minimum, indicate the abilities of the command and other supporting staffs to assist PA. Recommend the best COA for PA operations, and list potential PA problem areas for the commander to consider along with ways to minimize them.
  - f. **Additional supporting documents** should be provided and annotated on a list at the end of the PA Estimate, if appropriate. Include talking points, themes, command messages, and PAG with proposed questions and answers for engaging media.
- See Appendix H for an example of a complete Public Affairs Estimate.



## Performance Steps

3. Coordinate. The PA Estimate is a comprehensive document that helps the commander make operational decisions when used collectively with other staff estimates. Inherently, staffing and coordination are conducted in the research step. A PA Estimate should also be forwarded to the higher headquarters PA, affected PAOs and in-country American Embassy PA, if appropriate. While the PA Estimate must be comprehensive, the commander needs it in the planning stages of an operation.
4. It is imperative to staff the proposed PA Estimate back through staffs and agencies so they can see the completed estimate and provide needed feedback. These staff sections include—
  - a. G3 - Operations: Responsible for putting the commander's operation together.
  - b. G2 - Intelligence: Plans for operational security.
  - c. G6 - Signal: Can provide you with communications as well as computer support and bandwidth, which could impact plans for a Web site while in an operation.
  - d. IO and PSYOPS: Coordinate to ensure synchronization of messages.
  - e. Civil Affairs: Can provide interpreters and also contractual support in theater.
  - f. All other appropriate organizations.
5. Seek approval from the Public Affairs Officer (PAO). After collecting input from other staffs in the coordination step, submit the PA Estimate for PAO approval.

**Evaluation Preparation:** Brief the Soldier: Give the Soldier the applicable references to accomplish the task.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Conducted PA Assessment. Assessment included— <ol style="list-style-type: none"> <li>a. Information Channels and Infrastructure.</li> <li>b. Media Presence.</li> <li>c. Media Capabilities.</li> <li>d. Media Content Analysis.</li> <li>e. Public Opinion.</li> <li>f. Information Needs.</li> </ol>	—	—
2. Drafted a PA Estimate IAW Appendix E. <ol style="list-style-type: none"> <li>a. Mission.</li> <li>b. Situation and Considerations.</li> <li>c. Analysis of Courses of Action.</li> <li>d. Comparison of Courses of Action.</li> <li>e. Conclusions.</li> </ol>	—	—
3. Coordinated in the planning process.	—	—
4. Coordinated with appropriate staff sections (G3, G2, G6, IO and PSYOPS, Civil Affairs).	—	—
5. Received PAO approval.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

## References Required

**Related**  
AR 360-1  
FM 46-1

## **Develop Key Messages**

### **224-278-3931**

**Conditions:** Given a requirement to develop key messages based on commander's intent for an event or operation.

**Standards:** Develop key messages by researching the topic, choosing key audiences, drafting key messages based on the audience, staffing the messages with appropriate agencies, and choosing the best mediums to reach the intended audience.

### **Performance Steps**

Key (command) messages are statements or information you work into responses that explain the command's position on a particular issue or event. They are a way of communicating to audiences how the command is going to effect a positive change within the organization or how an incident/accident is affecting the unit or post.

Key messages should be used with every audience that you communicate with, to include the media, internal information, community relations, and information operations, just to name a few. You can find key messages in Public Affairs Guidance, which is released from the Department of Defense level, for use in major exercises, operations, or events. However, you should be prepared to tailor those messages to your local command, or develop them when public affairs guidance is not available.

1. Research the topic. A step that many PA supervisors skip is thoroughly researching the topic to find all the relevant information. Information that is released immediately following an incident is often sketchy or wrong. Proper research will ensure that you are putting out the key messages that are backed by correct information.
  - a. The first step is writing down specific questions that you need the answers to. You need to know all the information that is available on the topic, so write down the questions that you know need answered. Most of the time, this may be just the five Ws and H, but may be more in depth for harder to understand issues.
  - b. Next, contact the proper agencies to get your questions answered. For example, for an automobile accident that results in a Soldier's death, you may need to contact the Provost Marshall, unit S-1, and base hospital, to name a few. There may be crisis management meetings that the PAO or PA NCOIC will attend. They will be able to bring back plenty of information on the issue because most of the key staff will be in attendance.
  - c. You should also find out what information is already out about the topic. If it's an ongoing issue, looking at past media products will help you see key messages that were used in the past.
  - d. Find out the command's position. You are the mouthpiece for the commander. You need to see what the commander is saying about the topic. What information does he need the public to know to better understand the topic.
  - e. Finally, compile all of the research. You need to separate releasable information from information that needs to be kept close hold. This usually includes names of the deceased until the NOK process is complete, and how or why an incident or accident happened. The answers to those questions are usually under investigation. All this information will be useful when it is time to write a press release, answer media queries, draft a briefing script, and develop key messages.
2. Choose key audience: You have to know what audience(s) needs to hear your key message. Knowing your audience will help you formulate the key message.
  - a. First, you need to understand what audiences are out there. Here are the major audiences that you may need to address when drafting key messages.
    - (1) Internal. Your internal audience includes Soldiers, family members, DA civilians, retirees, National Guard and Reserves, contractors, etc.

## Performance Steps

- (2) Local. Your local audience includes people near your post that are affected by your command. This may include people in nearby towns/cities, local politicians, and merchants who rely on the post for their income.
  - (3) External. The external audience is generally outside the immediate vicinity of your post or area of operation. They include politicians, congressmen, your everyday taxpayer, as well as mom and dad back at home.
  - (4) International. The international audience is closely linked to the external audience. Where external is mostly dealing with Americans, this audience consists of local nationals who inhabit the country we are currently conducting operations in. To reach the international audience, you will have to work closely with CMO, PSYOPs, IO working group, and embassy to develop key messages.
  - (5) Coalition and allied forces and their publics. This audience is deployed alongside U.S. forces during an overseas operation. They normally read U.S. papers and watch news programs such as CNN while deployed.
  - (6) Shadow. The shadow audience is people who read/hear your key messages but are not necessarily targeted. For example, a public service announcement about on-base housing will be heard by the local nationals that are within the broadcast signal.
  - b. Next, select the key audiences that will need to hear your message. If the topic is strictly local, and has no national interest, then you would only choose internal and local. If it is something that will receive major media interest, you may want to formulate the message to include the external audience. Overseas, you may need to include the international audience.
3. Draft three key messages for each audience. Each of your key audiences needs to hear your key messages. However, they may need to be worded differently to reach the desired effect.
    - a. There are three components to any key message, and all need to be included for the message to be effective.
      - (1) Newsworthiness. You need to ensure that the message is something that the audience needs or wants to know.
      - (2) Understandable. By writing a clear, concise, honest, and simple key message, you will be able to get your command's position across through a medium to your intended audience. A message that is long or complicated will only confuse your audience, causing speculation and rumors.
      - (3) Immediately actionable. The message needs to show that the command is acting on the Army's and public's best interest.
    - b. There are many different categories that you can develop key messages from. Some of these include condolences, training, safety, environment, policy, justice, etc. You will have to select those categories that best fit the incident. For example, for a death of an endangered species on post, you could write a key message about the environment, policy, investigation, training, etc.
    - c. Once you know the categories that fit each audience, draft three key messages. Though the same three themes may be used for all audiences, each could be worded differently. For example, four Soldiers and two civilians are killed in an automobile accident outside of Fort Bragg. The Soldier driving the automobile was driving while intoxicated, and caused a head on collision with the other vehicle. One key point for all the audiences could be safety. Here is how each key message would look for the three publics affected by the accident.
      - (1) Internal- Safety of our Soldiers is our number one priority. That is why Soldiers and family members need to be aware of the dangers of driving while intoxicated. Over the next couple of days, there will be mandatory DWI classes for every unit on Fort Bragg. (Focusing on what the command is going to do to keep Soldiers and their family members safe.)
      - (2) Local- We are committed to providing the safest environment for our Soldiers and family members, as well as the surrounding community. We will continue to train our Soldiers on the dangers of driving while intoxicated to lessen the chances of this happening again. (Focusing on what the command is going to do to keep the local community safe.)

**Performance Steps**

- (3) External- Our Soldiers and their family members are our most valuable resource. We have to keep them safe. When something like this happens, we investigate the why and the how. If we find there is a better way to keep our Soldiers safe, we will implement that in our training. (Focusing on what the command is doing for Soldier's safety, by keeping Mom and Dad informed of what is happening.)
4. Staff the messages with appropriate agencies. Once you've completed all your key messages, send them up the chain for approval. The PAO or the PA NCOIC will approve the message, then send them via staff action to the appropriate agencies to ensure synchronization of the message.
5. Choose the best mediums to reach the intended audience. Once the message has been approved by the appropriate agencies, it is time to send out the message. To reach a specific audience, you have to know how they get their information. The following are different methods of getting information to your audience.
  - a. Internal. Newsletter or post newspaper, post broadcasts, command's call, unit bulletin board, post message board, unit Web sites, etc.
  - b. Local. Local newspaper, local news broadcasts, speaker's bureau, community relations events, unit Web sites, etc.
  - c. External. National newspapers, national broadcasts, national magazines, unit Web sites, etc.
  - d. International. National and international newspapers, national and international broadcasts, magazines, unit and deployment Web sites, etc.
  - e. Coalition and allied forces and their publics. Deployed unit newsletters and broadcasts, national and international newspapers and broadcasts, unit Web sites, etc.

**Evaluation Preparation:** Brief the Soldier: Give the Soldier existing SOPs, DOD, DA, and command publications related to the task. Provide the Soldier with any additional information relating to the recurrent task.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Researched the topic.	_____	_____
2. Chose key audience.	_____	_____
3. Drafted three key messages for each audience.	_____	_____
4. Staffed the messages with the appropriate agencies.	_____	_____
5. Chose the best mediums to reach the intended audience(s).	_____	_____

**Evaluation Guidance:** Score the Soldier a GO if all steps are passed (P). Score the Soldier a NO-GO if any step is failed (F). If the Soldier fails any step, show what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1

## Write a Public Affairs SOP 224-278-3932

**Conditions:** Given access to personnel performing the procedure; existing SOPs, DoD, DA, and command publications and directives; standard office supplies; office/section files; computer; printer; and copying machine.

**Standards:** Write a Public Affairs Standing Operating Procedure to outline a recurrent task, including title, purpose, scope, definitions, responsibilities, and step-by-step procedures.

### Performance Steps

Integral to the operational effectiveness of PA sections are their standing combat operating procedures. These routine procedures ensure that all members of the section are working in concert toward the same PA objectives and that PA activities are easily blended into the actions of the command's staff.

PA SOPs differ from PA plans and PA annexes to OPLANS in that they specifically detail and describe how PA is conducted within a certain command or unit. They are routine procedures and actions that apply to each unit or section.

1. Determine which important activities/procedures in your section or unit are recurrent. Then select one procedure that prevails; e.g., installation/unit newspaper production or producing a newscast.
2. Observe your subordinates performing the procedure selected in Performance Measure 1, making notes of any deficiencies in the procedure.
3. Research all current SOPs, publications, and directives that pertain to the procedure. As you review these materials, take notes as necessary. A reference in the SOP should be the 46 CMF "Public Affairs Soldier's Manual and Training Guide."
4. Compare the notes in Performance Measure 2 with those taken in Performance Measure 3. Be sure all necessary steps are included in the procedure. Also be sure the procedure meets all the requirements of existing publications and directives.
5. Modify the procedure as necessary to make it efficient and to make it conform to all current policies.
6. Write the title of the SOP, the date, and the SOP number. The SOP number is an internal control number, but in units it is normally obtained from the 1st Sergeant, admin NCO, or adjutant.
7. Write the purpose section or paragraph, indicating briefly the system, activity, or procedures established by the SOP; e.g., newspaper standing operating procedures or newscast standing operating procedures.
8. Write the scope section/paragraph, indicating to whom the SOP applies; e.g., command information section.
9. Write the definitions section, explaining terms and acronyms that pertain to the procedure.
10. Write a responsibilities section, explaining the major function of the supervisor and any subordinates involved in the procedure.
11. Write a procedures section, detailing step-by-step how the procedure is performed. Also in this section is performance standards and quality assurance information (checks in the procedure to ensure the process or product meets established standards). Performance standards and quality assurance information should be expressed in measurable terms (quantity, quality, cost, effort).
12. If any files are involved in the procedure, write a files section or paragraph telling what files are to be set up and maintained. Also indicate the location of these files.

**Performance Steps**

13. If applicable, write a references section, listing all publications that govern, guide, or otherwise pertain to the procedure (AR 360-1, local supplements, training extension course materials, the Soldier's manual, and the DINFOS journalism manual or broadcast manual).
  14. If examples of completed procedures or products are needed, prepare an annexes section. Include in this section sample forms, records and/or formats that illustrate the procedure or product. Alphabetically label the annexes in sequence. (Example: Annex A, Annex B, etc.)
  15. If workers frequently refer to publications (dictionary, AP Stylebook and Libel Manual, print or broadcast guide) during the procedure, prepare an appendixes section. Include in this section pertinent publications. Numerically list appendixes in sequence. (Example: Appendix 1, Appendix 2, etc.)
  16. Compare your draft SOP with all references. (See Performance Measure 3 through 5.) Modify the draft as necessary to make it conform to all current policies.
  17. If required, submit the draft SOP to your supervisor for approval, revise the draft as directed.
  18. Prepare the final SOP. Be sure to include the signature block of the person who authorized the SOP (you or your supervisor). Determine the number of copies needed and have the SOP reproduced.
  19. Distribute copies of your SOP to subordinates involved in the procedure and file a copy in your supervisor's handbook or office section files.
- See Appendix G for an example of a Public Affairs SOP.

**Evaluation Preparation:** Brief the Soldier: Give the Soldier existing SOPs, DOD, DA, and command publications related to the task. Provide the Soldier with any additional information relating to the recurrent task.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Determined which important activities or procedures are recurrent.	—	—
2. Observed subordinates performing the procedures.	—	—
3. Researched all current SOPs, publications and directives that apply to the procedure.	—	—
4. Compared the notes taken in step 2 with those taken in step 3.	—	—
5. Modified the procedure if necessary.	—	—
6. Wrote the title of the SOP, date, and SOP number.	—	—
7. Wrote the purpose section or paragraph.	—	—
8. Wrote a scope section or paragraph.	—	—
9. Wrote a definitions section.	—	—
10. Wrote a responsibilities section.	—	—
11. Wrote a detailed step-by-step procedures section describing how the procedure is performed.	—	—
12. Provided a signature block.	—	—

**Evaluation Guidance:** Score the Soldier a GO if all steps are passed (P). Score the Soldier a NO-GO if any of the steps are failed (F). If the Soldier fails any step, show what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

## **Draft a Public Affairs Annex for an Operations Order**

### **224-278-3933**

**Conditions:** Given a requirement to draft the public affairs annex to an operations order, a copy of an operations order, higher headquarters PA guidance, and FM 5-0.

**Standards:** Draft the PA annex for an operations order. This annex provides the immediate and essential information needed for a PA unit to accomplish its doctrinal mission. Omit routine details contained in regulations, manuals, and SOPs. It must reflect the commander's guidance and adhere to higher headquarters PA guidance. Coordinate the annex with other staffs, agencies, or sections.

### **Performance Steps**

The following tasks provide more essential skills for the competition of this task:

224-178-2426, "Enforce Compliance with Media Ground Rules."  
 224-278-1120, "Review a Media Product for Policy Violations."  
 224-278-1831, "Register News Media."  
 224-278-1832, "Facilitate News Media."  
 224-278-3850, "Establish a Media Operations Center."

Public affairs plans are integrated into operation plan/operation order through the PA annex (Annex J of an Operations Order). The annex provides the details for media facilitation, news and information, and force training operations. It is coordinated with all staff agencies, especially those that significantly impact the information environment; i.e., Military Information Support Operations, Civil Affairs, Information Operations, and Signal and Military Intelligence to ensure that PA activities are synchronized with other activities. It should not include details provided in regulations, manuals, or SOPs.

1. Provide immediate and essential information needed for the assigned mission. Primary sources of information and guidance on what to include and format for the PA annex are—
  - a. Commander's guidance. From the commander's course of action chosen from the public affairs estimate for a particular mission, the public affairs Mission paragraph in the annex can be written. Ensure the mission is restated from a public affairs perspective.
  - b. Basic order plan. The basic order plan for an Army OPLAN/OPORD is found in FM 5-0, "The Operations Process," and Appendix J of this STP. For a Joint OPLAN/OPORD the information is in CJCSM 3122.03C "Joint Operation Planning and Execution System Vol. II: Planning Formats and Guidance," and JP 3-61, "Public Affairs" Appendix A.
  - c. Next higher headquarters PA annex and Public Affairs Guidance (PAG). Tailor the guidance from higher to meet your specific mission goals.
  - d. Annex J (Public Affairs) Instructions and Format of FM 5-0 "Army Planning and Orders Production" for Army OPORD/OPLANs or Annex F (Planning Guidance - Planning Affairs) of the Joint Operations Planning and Execution System (JOPES) for Joint OPORD/OPLANs.
2. Write the SITUATION paragraph. Include information affecting public affairs (PA) that paragraph 1 of the OPLAN/OPORD does not cover or that needs to be expanded. Identify the impact of media and news technology on the unit's ability to complete its mission. Identify higher and adjacent PA plans. Identify PA resources and news media attached and detached with effective times. Especially important is identifying enemy actions affecting the public affairs mission as well as the friendly PA forces involved in the operation.
  - a. Enemy forces. Express this information in terms of two enemy echelons below yours. Describe the enemy's most likely and most dangerous public affairs COAs. Include an assessment of terrorist activities directed against U.S. government interests in the area of operations. Forces hostile to U.S. interests can be expected to—
    - (1) Attempt to mold US and foreign public opinion through the use of propaganda, misinformation, and fictionalized reporting in order to discredit the United States and its allies, creating opposition to the operation.
    - (2) Seek information about U.S. intentions, military capabilities and current activities



**Performance Steps**

- (3) Use the publicity generated by (potential) terrorism to promote their ideology.
  - b. Friendly forces. List the mission, commander's intent, and the concept of operations for headquarters one and two levels up.
    - (1) Who is the PA echelon two levels up and their public affairs mission, intent, and concept of operations. If you were at brigade level, this would be the Corps level public affairs information.
    - (2) Who is the PA echelon one level up and their public affairs mission, intent, and concept of operations. If you were at brigade level, this would be the Division level public affairs information.
  - c. Environment.
    - (1) Terrain. List all critical terrain aspects that would impact public affairs operations; i.e., hilly terrain obscuring satellite dishes for receiving television broadcasts or require additional support and requirements for escorting press.
    - (2) Weather. List all critical weather aspects that would impact public affairs operations. Refer to Appendix 4 (weather) to Annex B (Intelligence), as required.
    - (3) Civil considerations. List all critical civil considerations that would impact public affairs operations. Refer to Annex K (Civil-Military Operations), as required.
  - d. Attachments and detachments. Do not repeat information already listed under Task Organization or in Annex A (Task Organization). Identify higher and adjacent PA units; i.e., augmented units such as MPADs and PADs, and news media, attached and detached with effective times.
  - e. Assumptions. (OPLAN only). List any assumptions or information not included in the general situation, which will impact the PA mission.
  - f. Media. Identify media in the area (who, where, pools, U.S., international, local host country).
3. Write the MISSION paragraph. Enter the restated mission from a public affairs perspective. A mission statement contains no subparagraphs. Sample mission statement: To keep the American people informed of the operation to the maximum extent possible within the constraints of OPSEC and personnel safety. To provide PA support to on-scene commanders. To provide the media with access to unclassified, timely, and accurate accounts of the operation to counter enemy propaganda efforts and disinformation that discredits U.S. political and military efforts.
4. Write the EXECUTION paragraph. State the commander's intent for public affairs operations. This included the public affairs tasks of media facilitation, home station support, and general public affairs intent. Establish priorities. Define requirements for media liaison, particularly with any foreign media.
- a. Scheme of public affairs operations. Briefly explain the public affairs operations plan. Include PA priorities. (Intent—access, information, welfare, morale, will to win) (Concept—who, where, what, why, when) (Specifics—task to a subordinate, actions with media, credentialing, registration, training, transport) Normally PA support for an operation will consist of five stages: planning, deployment, operations, redeployment, and after-action evaluations. If an operation involves two or more clearly distinct and separate phases, the concept of operations may be prepared in subparagraphs describing each phase (Phase I, Phase II, Phase III).
    - (1) Planning. PA planning will commence concurrently with operational planning. In addition to directing PA activities, OSD (PA) will help coordinate PA matters outside the supported commander's AO during the predeployment and postdeployment phases of the operation. Outline any planning considerations and timelines for planning events.
    - (2) Deployment. During this stage, the supported commander may deploy an advanced public affairs team to coordinate with existing units or to establish a hasty Media Operations Center to facilitate media until a more permanent MOC can be established and manned (usually by SRC 45 units). Movement of this team will be incorporated into the Time-Phased Force and Deployment Data (TPFDD).

## Performance Steps

- (3) Operations. In order to facilitate PA coverage, the supported commander may establish a Media Operations Center near the division main or tactical operations center. PA matters outside the commander's AO will be coordinated with either lateral public affairs offices or at the next highest echelon. This paragraph is where you outline the majority of public affairs operations.
- (4) Redeployment. The supported commander will coordinate with incoming units as well as plan for media coverage at home station upon return.
- (5) After-action evaluations. The Public Affairs Officer will submit the Public Affairs after-action review to the commander who will submit the AAR to CALL (Center for Army Lessons Learned). The AAR should also be submitted to the Army Public Affairs Center. The AAR should focus on defining problem areas, proposed solutions and lessons learned.
- (6) Information Operations. State the overall concept of synchronizing public affairs operations with information operations. Establish priority of support. Refer to Annex P (Information Operations) and other annexes as required.
- b. Tasks to subordinate units. Identify and assign supporting PA tasks to each element of subordinate and supporting units. Assign specific tasks to elements of the command charged with public affairs tasks, such as requirements for PA augmentation. Tailor these tasks to our specific unit and mission. For each task, give a brief explanation of that echelon's responsibilities. For example:
  - (1) PAO.
    - (a) Organic public affairs will conduct which tasks; i.e., set up a Media Operations Center.
    - (b) Security review.
    - (c) Media registration.
  - (2) DPAO.
    - (a) Deploys with advance party.
    - (b) Coordinates PA support with existing units.
  - (3) PAOC.
    - (a) Command Information.
    - (b) Organic public affairs support.
    - (c) Home station support.
  - (4) MPAD.
    - (a) Set-up and execute media briefing missions.
    - (b) Provide training for non-PA personnel.
  - (5) PAD. Augment brigade PA assets to conduct public affairs operations.
  - (6) Home station support. Coordinate dissemination of products from theater.
  - (7) Public Affairs Liaisons. Embedding duties, media facilitation.
  - (8) Identify the command spokesperson.
  - (9) Information Operations Cell support. If necessary provide a public affairs representative to your Information Operation Cell.
  - (10) Audiovisual and Visual Information requirements. During an operation, PA, AV, and VI are required for use in servicing visual and audio media that are not in the area; internal information programs; and later PA use, such as stock footage. Additionally, if news media are not in the area or are delayed in reaching the area of conflict, military VI and Combat Camera team documentation will be the only source of VI for dissemination to the public.
- c. Coordinating instructions. Establish PA procedures. Include plans for—
  - (1) Release authority and procedures. Consider who has authority to release information and when.

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- (2) Operational security violations. The best place to ensure operations security violations is at the source of the information during the news gathering process. If a piece of information is too sensitive to be made public, don't allow the media access to it in the first place. Coordinate frequently with G2/G3 to ensure PAO has the latest guidance throughout an operation. Check for OPSEC violations when a violation is identified, a potential violation is suspected, or when media request usage of military facilities to send products to their news organizations. Check these products for OPSEC violations only. The slant and tone of a product is the preview of the individual news organization. If violations are found, ask the media representative to remove the sensitive information. If they refuse, transmit the story or release over secure channels to OSD (PA) for handling. If violations are found after the story has been published or broadcast, report the problem to the accrediting command.
- (3) Security review procedures. These procedures will normally not be invoked except when release of the information would endanger personnel, mission success, or national security. They are only invoked at the highest level of command. Security review would include blanket checks of all media products, military and civilian, for OPSEC violations prior to release. However, it is important to differentiate between security review and checking specific products on a case-by-case basis for OPSEC violations.
- (4) Coordination and support requirements between PA activities and higher-and-lower-level headquarters. Consider what support higher HQ, and the support your unit will be required to provide subordinate units, including those without organic PA assets, will expect of your activity.
- (5) Embedded media. Establish procedures for assigning journalists to units through the unit's public affairs representative or organic public affairs staff. Coordination for transportation and logistical support should be included and in accordance with higher headquarters' guidance.
- (6) Media Pool procedures. Assume free and open individual coverage of events, but plans should be included to implement a media pool when the media requests for support exceed your unit's capabilities to respond. You should also be prepared to support the DOD pool directed by OSD (PA) or the supported CINC. You should consider the following points when planning for media pool procedures:
  - (a) Outline situations where a local pool might be necessary, and identify what type of support your unit can (and should) provide.
  - (b) Direct the media to choose among themselves who will compromise the pool based on the parameters of your establishment. For example, if you only have room for 10 media representatives to travel via government aircraft, allow the media to select who the 10 will be. PA plans should strive to accommodate, when possible, at least two TV camera crews (to offer more than one perspective), one radio reporter, one newspaper reporter, and one still photographer in order to cover the spectrum on media needs.
- (7) Media Ground Rules. OSD (PA), or the supported CINC PAO, will provide general and specific ground rules. Plan to have these available as a handout to the media representatives. Ensure the representatives understand the violation of ground rules is justification for withdrawing accreditation. Without proper accreditation, media representatives will receive no support greater than that given to the general public.
- (8) Media Escort roles and responsibilities. Outline who will provide escorts and specific escort duties unique to this operation. Define situations where an escort is and is not required.
- (9) Press briefings. Plan for daily press briefings at the minimum. Plan more frequent briefings will be held and who will plan, coordinate, and conduct them. A vital point to consider is the availability of subject matter experts. The use of SMEs during briefings works well. The briefings should include an unclassified outline or summary of the day's plans and status of operations.

**Performance Steps**

- (10) Establishing news embargoes. You should include the circumstances when a news embargo might need to be invoked. Two types are commonly used. The first is that nothing is said about an event until it begins. The second restricts media accompanying forces from filing or releasing information until the on-scene commander determines release will not impair security.
- (11) Physical security for the news media center. PA Soldiers should provide their own security when possible.
- (12) Procedures for handling news media representatives. Do not grant access to places closed to the public. Take media representatives who request support or information to the nearest news media center/JIB to verify their identities or credentials. An important thing to remember is that not all media need to be accredited. Only those who request special support, access, or information need to be accredited.
- (13) Host-Nation Press Liaison (if needed). Provide for a host-nation press liaison official to be assigned to the news media center or JIB as required. Spell out their role in verifying credentials of host-nation media representatives.
- (14) Community relations responsibilities. Define what roles and responsibilities your public affairs section will have in community relations activities. Overseas most of these duties will be assumed by a civil affairs section, so spell out what support, if any, will be provided by you.
- (15) Internal information. Ensure provisions are made for producing and distributing internal information products in the field. Aside from producing digital text, graphics, printed publications, audio/visual news releases, and graphics imagery, consider contracting for civilian newspapers and establishing an electronic news service. The program should focus on command policy, world news, and entertainment that reach deployed troops.
- (16) Support to Defense Media Activity. Although DMA largely supports itself with equipment and personnel, it still may rely on PAO for some logistical (power, workspace, etc.) and information support. Consider the following points when planning:
  - (a) Ensure DMA is on PAO's news release list. Whenever a release is made, send a copy to DMA. Place the same importance on releasing to DMA as is given to other media outlets.
  - (b) Ensure DMA is on PAO's news release list. Whenever a release is made, send a copy to DMA. Place the same importance on releasing to DMA as is given to other media outlets.
  - (c) Coordinate (if possible) with the DMA outlet's news director during the planning stages of each news story or event. Internal information can reach the troops quickly through AFRTS.
- (17) Ensure maintenance of PA historical files, including an operations summary, archive files, news clip files, significant messages, and lessons learned.
- (18) Coordinate with Operations and Intelligence staffs to keep abreast of current and future operations, and OPSEC considerations. Consider the following points when coordinating with these staff sections:
  - (a) Provide for off-air electronic listening capability for PA personnel, so that they may gain feedback from local civilian radio/TV signals. This allows PAO to anticipate queries and public reaction and to prepare PA guidelines accordingly. Coordinate for PA-required support in this area, or plan to purchase compatible radio/TV equipment within the theater of operations.
  - (b) Provide for support from linguists who are fluent in the language spoken by the population within the theater of operations. This is crucial to accomplishing the local media relations/community relation's mission.
- (19) Provide communications and/or courier support between the forward and rear-echelon activities within and outside the theater of operations. Coordinate with signal units and the G1 may be necessary. Courier/dispatch support is also needed to reach the following target audiences external to the theater of operations (refer to JCS Pub 5-03.2 for specific guidelines).

**Performance Steps**

- (a) Arrange for copies of command information print products (such as stories, photographs, fact sheets, etc.) to be rapidly dispatched to the home stations of the deployed units, American Forces Information Service, and Army News Service.
  - (b) Arranged for locally produced broadcast CI products (radio and TV) to be released and sent to the home stations of deployed units, Defense Media Activity, and selected civilian news media outlets (based on the target audience or local angle of the product).
- (20) After-action and redeployment reports and evaluations. Outline what is to be included, who is responsible for input, and when input is due.
- 5. Write the SERVICE SUPPORT paragraph.
  - a. Command-regulated classes of supplies. Highlight subordinate allocations of command-regulated classes of supply that impact public affairs (such as controlled supply rate). Summarize in a matrix or table if necessary.
  - b. Supply distribution plan. State the method of supply (supply point or unit distribution) to be used for appropriate classes of supply for each subordinate or supporting unit. Give tentative locations for supply points or locations for linkup of push packages direct to units. Give allocations of classes of supply by subordinate unit, control measure, or combination. This is where you would spell out how embeds are to be cared for.
  - c. Transportation. State allocation and priority of support of haul or airlift assets dedicated for moving classes of supply. The additional transportation of media should be addressed in this paragraph.
  - d. Health service support. Address arrangements made for health support of public affairs units operating in forward maneuver unit areas.
  - e. Maintenance. State the priority of support, location of maintenance facilities, and any relevant policies. These may already be taken care of under your unit's SOP, but if you have to support the media and have additional vehicles that may need contracted service, include those requirements in this paragraph.
  - f. Field services. State the priority of support, location of facilities, and command policies.
  - g. Host nation. List type and location of host-nation public affairs facilities, assets, or support. List procedures for requesting and acquiring host-nation public affairs support. Highlight any limitations or restrictions on host-nation support. Contracting out for interpreters or field publication printing services should be addressed in this paragraph.
- 6. Write the COMMAND AND SIGNAL paragraph.
  - a. Command. List location of headquarters and media centers, code words, code names, and liaison elements. (PAO location, media operations center, JIBs, sub-JIBs.) State the location of key public affairs leaders. Designate the public affairs chain of command.
  - b. Signal. List signal, visual imaging and satellite communications policies (phones, faxes, email and Web page). Also, coordinate media use of military communications facilities, if commercial facilities are not available (as long as media use does not interfere with mission-traffic).
- 7. Include the following provisions in most PA annexes, regardless of the level or type of unit:
  - a. Ensure at least a skeleton crew of PA personnel capable of satisfying minimum mission requirements is included in the initial deployment.
  - b. Reinforce the initially deployed PA personnel. Consider who will reinforce PA personnel when they will arrive. You should also consider how they will be transported.
  - c. Reinforce rear-echelon PA personnel.
  - d. Brief deploying forces and family members.
- 8. Staff the draft annex. It is imperative to coordinate the draft annex through effected staffs and sections for comment/revision. This ensures other annexes don't conflict with your annex. Forward a staffing copy or courtesy copy to your next higher PA HQ.
- 9. See Appendix K of this STP for an example of a PA Annex for an operations order.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Provided immediate and essential information needed for the assigned mission.	_____	_____
a. Adhered to commander's and to higher headquarters PA guidance.		
b. Followed the basic order plan.		
2. Wrote the SITUATION paragraph.	_____	_____
3. Wrote the MISSION paragraph.	_____	_____
4. Wrote the EXECUTION paragraph.	_____	_____
5. Wrote the SERVICE SUPPORT paragraph.	_____	_____
6. Wrote the COMMAND AND SIGNAL paragraph.	_____	_____
7. Included provisions common to most PA annexes.	_____	_____
8. Staffed the draft annex.	_____	_____

**Evaluation Guidance:** Score the Soldier a GO if all the steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

#### **References**

**Required**

#### **Related**

AR 360-1  
FM 46-1

## **Implement a Unit Public Affairs Representative (UPAR) Program**

**224-278-3940**

**Conditions:** Given a requirement for additional public affairs support at subordinate echelons, unit SOPs, and FM 46-1.

**Standards:** Identify and train Unit Public Affairs Representatives and implement a program in accordance with the commander's intent.

### **Performance Steps**

A Unit Public Affairs Representative program is essential for a unit to effectively tell its story. With the advent of emerging/social media, there are a multitude of avenues for people to receive their news. It is the Soldiers on the ground that must either tell that story or help facilitate the media to do so.

Implementation of a Unit Public Affairs Representative program traditionally originates at a division-level command and is executed by brigade-level public affairs offices. The initiation or maintenance of the program, and the training of UPARs, needs to be done at home station well before a scheduled deployment or field exercise.

1. Identify subordinate units' required level of support. Due to the limited number of public affairs Soldiers in a brigade (usually no more than four), it is necessary for commands to select existing members of their units to help tell their story (through media escort, photographs, print stories) when PAO cannot.

Consider the following factors when determining whether or not a UPAR program is warranted:

- a. Operational Tempo - Brigades conduct a multitude of missions daily while in a deployed environment. Each battalion has a separate mission, while each company in the battalion has theirs.
  - b. Proximity of Forces - Often, while deployed, various echelons of units are spread throughout a large geographical area. In some cases, a battalion could have one company at a forward operating base and another company at a patrol base, while another company has its three platoons at different combat outposts.
  - c. Travel Time and Personnel Limitations - Is it practical for a PA specialist at a brigade to travel to a combat outpost for an overnight company-level mission? Would it still be practical if you knew that same mission required a blackhawk flight from their FOB to a PB, then a three-vehicle convoy to take him to the company's COP? What if that same PA specialist had to be back at his FOB the next night for a brigade-level mission? Could you send him then?
2. Identify training requirements. At a brigade, you could have up to as many as 30 UPARs (6 battalion, 24 company). It is likely that those who will serve as UPARs have very little, if any, public affairs training. It is guaranteed that each one of those UPARs has a primary job, and UPAR is not it. You will be asking each of those UPARs to write stories, take photographs, escort NMRs, and prepare Soldiers for media engagements—and somebody has to train them!

Ask yourself this: What training do they require to write, photograph, escort media, and prep Soldiers for media engagement? Who will train them? Where will they be trained? When will they be trained?

Contact the Army Public Affairs Center - Training Division at 301-677-7284 or go to the APAC Training Development page on AKO at <https://www.us.army.mil/suite/page/391994> for UPAR training assistance and materials.

## Performance Steps

3. Identify equipment requirements. You cannot assume prospective UPARs have their own camera equipment or expect them to use it on a military mission if they do. As the PA NCOIC of a brigade, it is your responsibility to determine—
  - a) How many UPARs/cameras are required?
  - b) Which cameras on the market can be used meet the minimum current industry standards for publishing (digital SLRs—Nikon D40, Canon EOS Rebel, etc.)?
  - c) How many, if any, of the UPARs require cameras with video capability? All of them? Battalions only?
  - d) How much are the cameras going to cost?
4. Brief the commander on the need for the program. Once you've identified the required level of support, the training requirements, and the equipment requirements, you must develop a comprehensive, detailed briefing for your commander. A UPAR program is not possible without the support of the commander. He ultimately provides the manning and funding for the program. Work closely with your PAO throughout this process and be prepared to answer any question relative to paragraphs 1-3.
5. Ensure you do the following when planning and arranging for UPAR training:
  - a. Secure a location for the training. It must meet the requirements of up to 30 Soldiers. Consider seating, restroom facilities, refreshments, etc.
    - (1) You should have, at a minimum, four (4) days to conduct training.
      - (a) Day 1 - Writing
      - (b) Day 2 - Photography
      - (c) Day 3 - Public Affairs and Media Operations
      - (d) Day 4 - Practical Exercise: Writing and Photography
  - b. Have the necessary technology to support the training (i.e., computer, overhead projector, internet connectivity, work stations).
  - c. Localize, update and/or finalize training slides and accompanying training aids.
    - (1) Ensure you have, at a minimum, one camera for every four Soldiers trained. For example, if you only have two cameras in brigade PA, this may require you to spread out training for 4 weeks—eight Soldiers per week.
    - (2) Produce a CD with the training slides for distribution to each UPAR upon the completion of training.
6. Write a fragmentary order (FRAGO) requiring lower-echelon commanders to identify and appoint Unit Public Affairs Representatives. If the commander supports the program, the next step is to formally solicit UPARs and announce training details. This is done in the form of a FRAGO. Ensure the FRAGO includes suspenses, training locations and times, and necessary contact information. The FRAGO should also include a requirement for UPARs to be named prior to the formal training so that PAO can build a UPAR database. See Appendix L for an example of a UPAR FRAGO.
7. Conduct Training. Upon arrival at the training site, require Soldiers to sign in so PAO can maintain a current list of qualified UPARs for the database, as well as recognize those who have received formal training. At the conclusion of training, request and record feedback, in writing, from the students.
8. Forward the list of certified UPARs to the brigade commander and S-3 for publishing in a FRAGO. Additionally, email the list of all certified UPARs in each battalion to the respective battalion commanders.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Identified subordinate units' required level of UPAR support.	—	—
2. Identified training requirements.	—	—
3. Identified equipment requirements.	—	—



**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
4. Briefed the commander.	—	—
5. Planned UPAR training, considering location, time, technology, training slides, and training aids.	—	—
6. Wrote a FRAGO to announce program, identify and appoint UPARs, and announce training dates, times, and locations.	—	—
7. Conducted training and logged certified UPARs in brigade database.	—	—
8. Published list of brigade UPARs in FRAGO.	—	—

**References****Required****Related**

AR 360-1

FM 46-1

## **Implement Operations Functions for a Public Affairs Element**

**224-278-3950**

**Conditions:** Given a requirement to implement operations functions, AR 710-2 (Supply Policy Below the National Level), DA PAM 710-2-1 (Using Unit Supply System), force modernization documents, staff input, local and higher headquarters guidance, and standard office equipment.

**Standards:** Implement operations functions for a PA element by identifying, listing, and accounting for property, developing a budget, and reviewing contracts. Considered force modernization issues and maintained equipment in a deployable state. Submit proposals to supervisor for approval.

### **Performance Steps**

Public affairs NCOs must know and understand property book procedures, budgeting, contracting, force modernization, and maintenance functions before their implementation in combat and garrison operations.

PA NCOs are responsible for identifying, acquiring, accounting, controlling, storing, and properly disposing of material needed to conduct the mission. Requisitions for equipment, supplies, services, and allowances will be ordered and processed in accordance with local policy, AR 710-2, DA PAM 710-2-1 (Using Unit Supply System), and budgetary guidelines.

1. Account for all property. All property acquired by the Army must be accounted for by applicable Army regulations. The PA NCO must coordinate with the property book officer to identify, list, and account for—
  - a. Nonexpendable property (TA-50, computers, cameras, radios, etc.) retains its original identity during its use. It requires property book accountability throughout the life of the item.
  - b. Expendable items are consumed in use (office supplies, POL, paint, batteries, film, etc.). It requires no formal accounting after issue.
  - c. Durable property, such as hand tools, is personal property that is not consumed in use but does not require property book accountability. But it does require hand receipt control when issued to the user.
2. Plan for budget needs. Most budgets are programmed for the next fiscal year. Failure to properly plan a budget may mean reduced funds.
  - a. Operating funds are allocated/dispersed by the unit or installation resource management officer (RMO). The PA NCO must develop and manage budgets with the RMO to identify current and future budgetary needs.
    - (1) At a minimum, consider equipment replacement and upgrades, recurring supply needs, travel, professional development training, maintenance, contracts, and credit card purchases.
    - (2) During deployments or exercises additional funds may be available from a tasking unit or headquarters.
  - b. Army Reserve and National Guard units are funded differently than the active component. Mission dictates a higher funding priority for some units over others. Unlike National Guard and active Army budgets, which are done annually, Army Reserve budgets are usually done quarterly.

## Performance Steps

### c. A good budget outlines and does the following:

- It outlines the costs involved with supporting your mission goals.
- It outlines a plan of what should be accomplished during the year being budgeted for.
- It forces you and your organization to find the best return on your investment, thereby ensuring you are getting the mission done while being a good steward of taxpayer dollars.
- It functions as a contract that promises to accomplish certain objectives with the money allocated to your organization.
- The Army defines a budget as, "A formal written and detailed statement of resource requirements (personnel, materiel, services, and facilities) and activities planned for the unit to accomplish its mission." A budget consists of the resources you need to do business; it provides for personnel, materiel, facilities, and services. At the unit level, the budget provides operating expenses, supplies, funding for training, mission-related TDYs, and contracts. Although personnel and equipment requirements are recognized by authorization documents like Tables of Organization and Equipment (TOE), and Tables of Distribution and Allowances (TDA), if they are not resourced through a budget, the units and installations will not get them. Let us quickly look at some budgeting terms.

### d. Budgeting Terms.

- Planning, Programming, Budgeting, and Execution System, or PPBES. PPBES is the Army's primary resource management system. It supports Army planning, program development, and budget preparation at all levels of command and links directly to the DOD programming and budgeting process. While small-unit budget planning is primarily concerned with obtaining the resources the unit needs for the next fiscal year, many units project out an additional year. This helps ensure crucial requirements do not go unfunded.
- Fiscal Year (Budget year). It begins October 1st and ends on September 30th. For the purpose of budget management, the fiscal year is divided into fiscal quarters and projected expenditures are phased on a monthly basis so they can be tracked against actual expenditures.
- Operations and Maintenance, Army Funds. It is more commonly known as O&M or OMA (om-ah) funds. The Operations and Maintenance fund is the Army's bread and butter account, covering travel, per diem, supplies, equipment, parts, contracting, maintenance, utilities, rents, and minor construction.
- Your budget planning for the next fiscal year begins, at a minimum, when your activity receives a request from the installation Resource Management Office, or RMO, for input to the command budget estimate (CBE). This usually occurs late in the second or early third quarter of the current fiscal year. The RMO or comptroller consolidates the input from the units and activities that it services and passes its product up the chain to DA. Obviously, this is an important group of people to know.
- Command Budget Estimate (CBE). It is your initial budgeting document for the upcoming fiscal year.

## 3. Organization and Equipment Documents

- a. Table of Organization and Equipment (TOE) is a document that prescribes the wartime mission, capabilities, organizational structure, and mission essential personnel and equipment requirements for military units. It portrays the doctrinal modernization path (MODPATH) of a unit over time from the least modernized configuration (base TOE) to the most modernized (objective TOE).
- b. Base Table of Organization and Equipment (BTOE) is an organization design based on doctrine and equipment currently available. It is the lowest common denominator of modernization and identifies the mission essential wartime requirements for personnel and equipment based upon equipment common to all units of a given type organization.
- c. Modification table of organization and equipment (MTOE) is an authorization document that prescribes the modification of a basic TOE necessary to adapt it to the needs of a specific unit or type of unit.

**Performance Steps**

- d. Table of distribution and allowances (TDA) is an authorization document developed for nondoctrinal units that prescribes the organizational structure and the personnel and equipment requirements and authorizations of a military unit to perform a specific mission for which there is no appropriate TOE.

**4. Budget Planning.**

Budget planning for the next fiscal year begins, at a minimum, when your activity receives a request from the installation RMO or division Comptroller for input to the command budget estimate (CBE). This usually occurs late in the second or early third quarter of the current fiscal year. You will normally provide your input, sometimes called an "unconstrained budget," in the format stipulated by a local regulation or template. Think of this as your "wish list" containing all the mission-related authorized goods, training, and services your unit needs during the next fiscal year together with their estimated cost. For planning purposes, you should prepare a detailed unconstrained budget working paper. You will build your activity's unconstrained budget using your current year's budget as a baseline.

- a. You will delete items, such as costs for equipment already purchased. You will add some items and costs that weren't included in last year's budget. This might include Intermediate Photojournalism or Advanced Electronic Photojournalism course attendance. Although DA pays NCO and officer professional development course expenses, functional course costs must be budgeted by the unit. Your commander may want the unit to participate in a JRTC rotation or major exercise after considering its PA training value.
- b. Your guidance may tell you to add a certain percentage to your carryover items from the current list because of higher fuel costs, inflation, or other factors. For example, you may be told to increase commercial air travel costs by 12 percent due to new taxes and fees. This is called "incrementing."
- c. Once you've identified your unconstrained expenditures, you'll list them by category, in order of your priority within their category, placing those that are required by regulation or directed by a higher headquarters highest on the list.
- d. Remember, your worksheet reflects your priorities, while CBE input follows command format guidance. This is an important and necessary difference. The reason for prioritizing your requirements will become clear if you receive less money than you have asked for. Your priorities help determine how you will spend your money. You are going to have to ask the question: "is lack of a copier more likely to degrade the MPAD's wartime mission than a lack of three digital camera systems or five laptops?" Remember, if you ask, you might get. If you do not ask, you will never get.
- e. When planning the unconstrained budget, including your junior NCOs and junior enlisted, Soldiers can be beneficial since they know what items they need to do their jobs. It also exposes them to a part of the mission they will need to learn as they progress in rank and responsibility. Once you have completed the unconstrained budget, you are ready to prepare and submit the unit's Command Budget Estimate.
- f. The RMO or comptroller consolidates the input from the units and activities that it services and passes its product up the chain to DA. When DA gets the next fiscal year's budget guidance and funding from DOD, it distributes funding authorization documents to Regional Support Commands and MACOMs. Because the Army will not get every dollar it asks for, chances are excellent that its major commands and installations will not—and your organization will not either.
- g. After the installation or command budget manager receives their funding authorization document, they prepare and distribute fiscal year budget execution guidance to their client organizations, usually in early October. Each unit's dollar allotment is based on its previous input to the command budget estimate, the total amount of money received by the senior headquarters, and mission priorities of that headquarters.

## Performance Steps

- h. Fiscal year budget guidance furnishes Annual Funding Program dollar guidance for each unit, explains resource constraints and command training priorities, directs the submission of an annual budget report, and gives administrative instructions for completion and submission of that report.
- i. The unit's Annual Budget Program report explains how the unit will spend its money. You will not need to consider personnel cost since your higher headquarters should have already taken that into consideration.
- j. Sometimes budget guidance can require you to organize your budget by grouping various expenditures into the quarter or month of the fiscal year in which the monies will be spent. This is called "phasing." Phasing is a management tool that helps plan and track expenditures.
- k. Unfinanced requirement (UFR). UFRs are those mission-essential items that cannot be funded within existing targets. Budget Guidance normally requires organizations to report their UFRs. When a unit has several unfinanced requirements, it prioritizes its needs from highest to lowest. If monies become available during the fiscal year, the command considers funding these UFRs, the most urgent requirements first. Additionally, in the fourth quarter of each fiscal year units are normally queried as to whether they will use all their targeted funds. Funds that will not be used are returned to the command for redistribution. The UFRs having the greatest impact on mission readiness are the ones most likely to be funded. By writing compelling impact and justification statements for your unfunded requirements, you can help ensure that available funds are sent your way.

5. Review/renew Contracting. Contracts allow for services the military cannot provide. These services may include professional quality command briefings, equipment repair, equipment rental, and technical services. Consult a contracting representative for new contracts or updates. PA NCOs must review and update contracts annually to determine if new ones are needed.

6. Update force modernization needs. PA NCOs must ensure that equipment and components authorized by Joint Tables of Allowance, Common Tables of Allowances, Modified Tables of Organization and Equipment, and Tables of Distribution and Allowances are on hand; requested or acceptable substitutes are available.

- a. PA NCOs need to ensure their unit has capabilities that parallel current technology, and must also examine the equipment and determine if it is capable of meeting mission requirements. For example, print journalists must be capable of sending stories and photos back to home station. Do they have the communications equipment to accomplish this mission? Broadcaster must be capable of documenting fast-paced action. Does the lack of wireless microphones hinder that mission?

The Army Public Affairs Center Materiel Division has extensive information on equipment standards for PA units and sections, and maintains a contract through the Defense Logistics Agency that can be used to purchase ready-to-go still photography kits and video acquisition and editing kits. APAC Materiel maintains a technical forum on AKO, along with component lists and ordering instructions, at <https://www.us.army.mil/suite/page/136520>.

- b. PA NCOs must know their personnel authorizations and requirements. Personnel requisitions and unit manning document changes are submitted through the unit's strength management advisor. Regular reviews of the unit's manning document are imperative to reveal Personnel Management Authorization Document (PMAD) changes that affect unit strength. The Public Affairs Proponent Activity can answer questions about current and future equipment manning.

7. Perform preventative maintenance. PA elements must maintain their equipment in a deployable state. Preventive Maintenance Checks and Services are an important part of the maintenance program and are the user's responsibility. The PA element's operational headquarters provides maintenance support. Maintenance for communications and data processing equipment is coordinated through the information management officer.

Identify deficiencies in the equipment—are there shortfalls that prevent mission accomplishment. Check your unit allowances (JTA, CTA, MTOE, TDA) against the equipment you have on hand, looking for incomplete systems and unserviceable or incompatible equipment.

**Performance Steps**

8. Submit proposed property accountability procedures, budgets, contract needs, force modernization initiatives and maintenance programs to supervisor for approval.  
 Property, budgeting, contracts and force modernization all contribute to Army Force Development and DOTMLPF-P, and is defined within public affairs as follows:

Doctrine - Defines the way we fight.

Organization - Establishes appropriate PA force structure.

Training - Establishes the standards that prepare Soldiers to execute PA operations.

Materiel - Researches, tests, and evaluates tools required for mission success.

Leader Development - Prepare leaders to communicate in the current global information environment.

Personnel - Determines personnel policy, procedures, programs, and regulations.

Facilities - Defines PA services necessary to execute facility missions.

Policy - Establishes PA guidelines and regulations.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Accounted for all property.	_____	_____
2. Identified appropriate organization and equipment documents (TOE, BTOE, MTOE and TDA).	_____	_____
3. Planned budget. - Identified budgeting terms (PPBES, OMA, RMO, CBE, UFR). - Identified unconstrained budget priorities.	_____	_____
4. Reviewed contracts to determine if new ones are needed.	_____	_____
5. Updated force modernization needs.	_____	_____
6. Maintained equipment in a deployable state (PMCS).	_____	_____
7. Submitted proposals for approval to supervisor. - Include property accountability procedures, budgets, force modernization initiatives and maintenance programs.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1

FM 46-1

## Conduct a Public Affairs AAR

### 224-278-3960

**Conditions:** Given a requirement to produce an After-Action Review based on information collected throughout a given training event or operation.

**Standards:** Conduct a Public Affairs After-Action Review by planning, preparing, and giving an AAR and follow-up on the lessons learned from feedback given during AAR.

### Performance Steps

An after-action review is a professional discussion of an event, focused on performance standards or standing operating procedures, that enables PA Soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders and units can use to get maximum benefit from every mission or task.

There are two types of AARs, informal and formal. The informal AAR follows the same general format as its formal counterpart. It involves the exchange of ideas and observations, and focus on improving training or event proficiency. The main difference between an informal and formal PA AAR is that the informal AAR is usually kept within the unit, for use when a training or media event will happen again in the future. The formal AAR is submitted to the Center for Army Lessons Learned and the Army Public Affairs Center. These specifically deal with the developmental process of doctrine, materiel, etc., and usually concern deployments or major operations. However, informal AARs may be sent to the APAC if specific changes are needed.

1. Develop an after-action review plan.
  - a. Determine who will observe the training/operation. If you are involved in the operation (i.e., escorting a NMR or conducting media on the battlefield training), you may want another supervisor to observe the action. If you are conducting a training event, you as the trainer would be in the best position to observe and evaluate the training.
  - b. Determine what will be evaluated during the training. As a supervisor, you should determine early what needs to be evaluated and ensure that your Soldiers know what the standard is. Use the STP, ARTEP, and TTP manuals for performance standards or the commander's mission statement to see what tasks Public Affairs will be performing.
  - c. Determine the attendees to the AAR. Most of the time, you and your subordinates will be the ones attending the AAR. However, you can invite other staff members, media, or anyone else involved in the event to come to the AAR. There may provide valuable input that can be used for future events.
  - d. Determine the time and place for the AAR. Most AARs should occur as soon as possible after the task is accomplished. This will ensure that information is still fresh in the minds of all those involved. An informal AAR should last no more than 1 hour. Any more than that could lead to your Soldiers getting frustrated, and the desired feedback would be lost. AARs should occur as close to the training or mission site as possible. This will allow all participants to see the terrain of where the task took place. Try to make the participants as comfortable as possible by providing water and taking off excess equipment.
  - e. Determine the need for training aids/devices. Training aids add to an AAR's effectiveness. Use dry-erase boards, terrain models, and enlarged maps, but only if it will enhance the AAR. Identify a recorder to write down each of the major issues, to include both strengths and weakness and recommendations for improvement.
2. Prepare to conduct an after-action review. Regardless of who will be conducting the AAR, either yourself, a subordinate or a senior, they should follow these steps:
  - a. Review training objectives, orders, doctrine, and the mission essential task list. Use the CMF46 STP manuals for performance measures of individual tasks. As an observer/controller, you must know the performance standards and training objectives for all the tasks required during the event. Check your METL to ensure you are doing tasks that may be asked of you during wartime.

## Performance Steps

- b. Identify key events you are to observe. You or the PA should identify key events that need to be observed. For example, during an assessment of a media briefing, some key events could be the opening statement, ground rules, question and answer session, and closing statement. Ensure that the OC is in a good position at the right time to observe the action.
- c. Observe the training/event and take notes. As the OC, you must ensure that you keep an accurate record of what happened and record these by time sequence or key event to prevent the loss of information. As a key player in the training or operation, take time when possible to observe your subordinates performing their tasks.
- d. Collect observations from other OCs and key players. If there are other OCs or key players involved with the event, collect their observations. Also, receive input from members of the media or other staff sections for use in your AAR.
- e. Organize observations. When you are organizing the observations, you should put all notes in chronological sequence. You also need to select and sequence key events in terms of their relevance to training objectives, identify key discussion, and teaching points.

### 3. Conduct an after-action review.

- a. Introduce background information and rules. As the facilitator of the AAR, you should try to open with an "attention getter." Perhaps a joke, an appropriate anecdote, or a historical example of something similar to the training or event that took place. Next you want to put out the following information.
  - (1) An AAR is a dynamic, candid, professional discussion of training that focuses on unit performance against the Army standard for the tasks being trained or the event that took place. Everyone can, and should, participate if they have an insight, observation, or question that will help the group identify and correct deficiencies or maintain strengths.
  - (2) An AAR is not a critique. No one, regardless of rank, position, or strength of personality, has all of the information or answers. After-action reviews maximize training benefits by allowing Soldiers to learn from each other.
  - (3) An AAR does not grade success or failure. There are always weakness to improve and strengths to sustain.
- b. Review objectives and intent. After the introduction, you should restate the task, condition, and standards. If there was a specific mission that the commander wanted accomplish, ensure everyone understands the plan and the commander's intent.
- c. Summarize events (what happened). As the AAR leader, you should guide the review using one of the discussion techniques in the next step. However, you should not ask yes or no questions. Instead, ask open-ended questions that encourage participation. It takes skillful guidance to ensure the AAR does not gloss over mistakes or unit mistakes. You also want to ensure that the AAR does not turn and become a finger-pointing session.
- d. Discuss key events. Methods for the discussion include chronological order of events, battlefield operation system, and key events/themes and issues. If possible, use a combination of two or three when conducting an AAR.
  - (1) Chronological order of events. This technique is logical, structured, and easy to understand. It follows the training from start to finish. This method will allow Soldiers to better recall what happened.
  - (2) Battlefield operation system (BOS). For public affairs, this means focusing the AAR on each specific section involved in a task. For example, for a Media Operations Center training event, you can separate the key discussions to include media escorts, registration, and briefers. This will allow participants to identify strengths and weaknesses in their specific section.
  - (3) Key events/themes/issues. If there is limited time to conduct an AAR, you can use this method of discussion. This will ensure that the focus is on the key tasks identified before the event occurred.
- e. Closing comments (summary). During the summary, you review and summarize the key points identified during the discussion. You should end the AAR on a positive note, linking conclusions to future training or events.



## Performance Steps

4. Follow-up on the lessons learned from the AAR.
  - a. To do this, you must take all the feedback from AAR and formalize it into the DOTMLPF format. You don't have to have a response to each category. However, it will help you organize your thoughts into a coherent format that can be followed by anyone who reads your AAR. The following is a breakdown of the DOTMLPF-P format and questions you can ask yourself following the event.
    - (1) Doctrine: Were the assigned tasks supported by PA doctrine? What products did the unit produce? Were there significant media facilitation problems or issues? Were PA operations integrated/coordinated with Information Operations? Did the unit manage an operation Web site?
    - (2) Organizations: Was this the appropriate unit for the mission? Were the MOS and grade distributions appropriate? Was the unit deployed/assigned missions IAW PA doctrine? Were unit missions and capabilities understood by support units/commands? Was horizontal and vertical PA integration achieved? Was data and material distributed effectively among PA elements?
    - (3) Training: Were unit members adequately trained before the event or trained on supporting tasks before collective training? Was additional equipment training needed? What are suggestions for training additions/changes at home station, DINFOS, or NCOES?
    - (4) Materiel: Describe any equipment shortfalls and/or inadequacies (cameras, editing equipment, computers, accessories, supplies, MTOE/CTA equipment, etc.). Did you need equipment you did not have? Was the equipment you had adequate and/or appropriate for the mission? If not, describe the shortcomings. Address supply, maintenance, repair, reliability, durability, flexibility, and data format issues. Was equipment provided to you?
    - (5) Leadership: Were there noteworthy leadership issues?
    - (6) Personnel: Describe Soldiers issues that can be rectified by changes in the other categories.
    - (7) Facilities: Were the facilities up to standard? Did you have the necessary electricity, water, air conditioning, etc., to accomplish the mission? Did you bring your own facilities such as GP mediums or DRASH tents?
    - (8) Policy: Were the assigned tasks supported by PA policy? Did the local commander's policy differ from established PA policy from higher headquarters? Did the policy affect the courses of actions of the Public Affairs Office?

See Appendix I for an example of a Public Affairs AAR.

- b. Conduct immediate retraining, if needed. Retraining may be immediately necessary to address particularly weak area. By applying lessons learned, a unit can improve its performance to meet the Army PA standard. If a collective task needs to be retrained, identify supporting Soldier tasks that were deficient and train those first.
- c. Make changes to appropriate SOPs. If you find that procedures in your SOPs are deficient, revise it to ensure that changes are made before any future training. Refer to task 224-278-3932, "Write a Public Affairs SOP."
- d. Send to APAC. If changes in doctrine, organization structure, training, etc., are needed, forward completed AAR to the Army Public Affairs Center.

**Evaluation Preparation:** Brief the Soldier: If you cannot simulate a required step during the evaluation, you should tell me the action you would take.

## Performance Measures

**GO**    **NO-GO**

1. Developed an after-action review plan.
  - a. Determined who will observe the training/operation.
  - b. Determined what will be evaluated during the training.
  - c. Determined the attendees to the AAR.
  - d. Determined the time and place for the AAR.

**Performance Measures****GO**   **NO-GO**

- e. Determined the need for training aids/devices.
- 2. Prepared to conduct an after-action review.
  - a. Reviewed training objectives, orders, doctrine, and METL.
  - b. Identified key events you are to observe.
  - c. Observed the training/event and took notes.
  - d. Collected observations from other OCs and key players.
  - e. Organized observations.
- 3. Conducted an after-action review.
  - a. Introduced background information and rules.
  - b. Reviewed objectives and intent.
  - c. Summarized events (what happened).
  - d. Discussed key events.
  - e. Closed the after-action review (summary).
- 4. Followed-up on the lessons learned from the AAR.
  - a. Formalized AAR into DOTMLPF-P format.
  - b. Conducted immediate retraining, if needed.
  - c. Made changes to appropriate SOPs.
  - d. Sent AAR to APAC, if necessary.

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**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1

STP 46-46QZ14-SM-TG

## Skill Level 4

## Subject Area 8: Media Operations

**Supervise a Media Event****224-278-4810**

**Conditions:** Given a media event, a plan for coordinated media coverage, and logistical and personnel assets.

**Standards:** Supervise a media event IAW the commander's intent, providing oversight for logistics and personnel.

**Performance Steps**

A media event is a mission, ceremony, or occurrence that is of great interest to the media and its audience. It is deliberately planned, coordinated, and executed. As a PA NCO, you will be called on to do all three of those things, in addition to supervising the event itself. The following are the steps necessary to ensure a successful event.

1. The following tasks provide additional skills essential for the completion of this task:

224-278-1317, "Write a Media Advisory."  
 224-278-1830, "Prepare Press Kits."  
 224-278-1831, "Register News Media."  
 224-278-1832, "Facilitate News Media."  
 224-278-2820, "Conduct Media Interaction Training for non-Public Affairs Personnel."  
 224-278-3820, "Plan Media Coverage of an Event."  
 224-278-3825, "Accredit News Media."  
 224-278-3920, "Identify Target Audiences for a Public Affairs Campaign."  
 224-278-3960, "Conduct a Public Affairs AAR."  
 224-278-4850, "Supervise a Media Operations Center."

2. Develop the plan.
  - a. Review commander's intent and objective to ensure the proposed format and content of the event meet guidance.
  - b. Assess the nature and impact of the event by answering the questions, "Why are we doing this?" and "What is the audience?"
  - c. Review logistical and technical support documents. Conduct in-progress reviews (IPRs) to ensure all sections are in sync.
  - d. Be sure the needs of the media and local- or host-nation sensitivities are considered during planning.
  - e. Identify media escort teams, link-up times and location, and area(s) at the event site authorized for media activities.
  - f. Develop the itinerary for the event, from the briefing of the plan to completion of the AAR.
  - g. Schedule a block of time for interviews with event participants by news media representatives following the event.
  - h. Conduct a site assessment, when possible.
  - i. For detailed information on planning media coverage, see task 224-278-3820, "Plan Media Coverage for an Event."
  - j. Present the plan to the PAO for approval.
3. Inform Media. Upon approval of the event plan, craft a media advisory to disseminate to credentialed/registered news media representatives from your local contact list. While sending a media advisory by email is preferred, sometimes direct-dialing NMRs is necessary. See task 224-278-1317 "Write a Media Advisory."

**Performance Steps**

4. Ensure press kits are reviewed and updated for the event. While some items in press kits are "evergreen," most are catered to a specific event.
5. Finalize coordination with force protection personnel and ensure they have a list of the NMRs attending the event, as well as the plan of action for those who are present for the event but did not confirm attendance.
6. Site setup. Ensure the site is set up with the equipment annotated in the approved event plan. The site must be able to accommodate, at a minimum, the number of NMRs who replied to the media advisory. Cordon off, if necessary, the area in which the NMRs will be able to conduct news gathering operations.
  - a. Make sure there is an area to register the news media and issue ground rules. This location should also have press kits, a finalized itinerary, and any additional information that may be relevant to the event.
  - b. Ensure all media escorts are briefed, and have knowledge of the location, schedule of events, and their responsibilities as escorts.
7. Conduct an onsite rehearsal with the PA and escort staff prior to the event.
8. Media link up. Ensure media escort teams are in place at the media link-up location prior to the prescribed time in the media advisory. Escort teams should know the names of the NMRs and their organizations prior to the link up. All NMRs are escorted to the registration area after link up.
9. During the event, ensure the NMRs are adhering to the ground rules.
  - a. For any nonstandard issues that arise during the event, provide PA guidance.
10. Following the event, If there is a block of time allotted for interviews, ensure members of the media escort teams are logging questions asked by NMRs.
11. Supervise the post-event escort of the media and breakdown of all the equipment.
12. Conduct an AAR with all PA staff involved in the event.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Developed the plan.	_____	_____
2. Informed the media.	_____	_____
3. Reviewed press kits.	_____	_____
4. Finalized coordination with force protection assets.	_____	_____
5. Supervised site setup.	_____	_____
6. Conduct an onsite rehearsal.	_____	_____
7. Ensured media link up.	_____	_____
8. Monitored media for adherence to ground rules.	_____	_____
9. Supervised post-event escort.	_____	_____
10. Conducted AAR.	_____	_____

**References****Required****Related**

AR 360-1  
FM 3-61.1  
FM 46-1

## **Supervise a Media Briefing**

**224-278-4820**

**Conditions:** Given a civilian media briefing plan, coordinated logistical support, press kit materials, current public affairs guidance, local command guidance, and AR 360-1.

**Standards:** Supervise logistical and public affairs support for the civilian media and briefer; review content to ensure that security and public affairs guidance, policies or regulations are not violated.

### **Performance Steps**

Public Affairs NCOs in a media operations center are often responsible for coordinating and/or supervising a media briefing, including selecting the location and arranging logistical support for both the briefer and the media.

The following tasks provide additional essential skills for completion of this task:

224-278-1830, "Prepare Press Kits."  
 224-278-1831, "Register News Media."  
 224-278-1832, "Facilitate News Media."  
 224-278-3831, "Conduct a Media Briefing."  
 224-278-4820, "Plan Media Coverage of an Event."  
 224-278-4830, "Prepare a Spokesperson to Address the Media."

1. Determine the reason for the briefing.
  - a. Find out if there are any special requirements to consider, for example, a briefing concerning an accident may require transportation to the accident site.
  - b. Consult the Public Affairs officer or higher command about anticipated media, media lists, possible briefing site, press kits, and uniform and protocol requirements.
  - c. Determine who the briefer is going to be and whether a Subject Matter Expert will be required to explain anything pertinent to the event, incident, or accident.
  - d. Determine if the briefer requires logistical support.
  - e. Review office files for after-action reviews from previous briefings, case studies, and planning documents to help in the planning and coordination process.
2. Select a briefing site. If no established briefing site exists or the current site does not meet the requirements of the anticipated media, select a new site.
  - a. Choose a briefing site that meets the space and equipment power requirements for the number of print and broadcast media representatives expected to attend.
  - b. Consider noise levels (heavy traffic, loud equipment, etc.) around the briefing site, parking, restroom facilities, and availability of power for television cameras and lights.
  - c. If the briefing site is held away from the media operations center, ensure phones and computer access are nearby and available to the media.
  - d. Ensure the briefing site has adequate parking for the anticipated number of media, as well as space for possible satellite trucks to set up.
3. Get PAO approval for the briefing site.
  - a. Coordinate the use of the site or facility with all departments and staff sections responsible for the location.
  - b. Make reservations for the room or hall as necessary.
  - c. If you plan to brief outside, ensure an approved inclement weather site is available for backup.
4. Select a briefing time. Consider the needs of the media. If possible, select a time that allows the media to meet their deadlines. The best time for a briefing is usually between 10 a.m. and 2 p.m. If you are overseas, consider the time difference. If the news briefing is for a serious event, necessity to expedite maximum disclosure, minimum delay may dictate the time for the briefing.

## Performance Steps

5. Notify the news media. Ensure all area media are given proper notification of the briefing. This should be in the form of a media advisory attached to an email. Use your unit media directory for news media representative's email addresses.
6. Coordinate logistical and public affairs support.
  - a. Ensure the briefing site includes tables, chairs, and a lectern or podium.
  - b. Make arrangements for audiovisual equipment, microphones, and loudspeakers. Arrange for television support and space needed for satellite up links (pick an outside location free from trees or structures so satellite dishes can be positioned).
  - c. Consider banners or other background visuals for the briefing site. A suitable background enhances still photo and video coverage.
  - d. Coordinate with other staff sections. You may have to coordinate with other staff sections in order to facilitate media coming onto an installation. At a minimum, coordinate with the Provost Marshall (installation access), G-2 (security and OPSEC), and G-6 (communications setup).
  - e. Determine transportation needs and parking space for the media. Review AR 360-1 for transportation services, which would be prohibited.
  - f. Assign someone to accredit/register the media as well as media escorts. Media escorts should be—
    - (1) Professional: Their uniform needs to be squared away; they need to display good military bearing; their hair needs to be within standard; etc.
    - (2) Personable: Escorts need to be friendly and helpful.
    - (3) Reliable: You need to be able to trust the escort to be truthful with the press and to have professional judgment to know what not to say.
    - (4) Security minded: Your greeters and escorts need to keep SAPP in mind at all times.
  - g. Develop press kits for the media. The press kits should include a copy of the briefing statement and any information too detailed to give out from the podium (photos, statistics, maps, fact sheets, bios, unit histories, etc.). The press kits can provide valuable background information for written stories and visual products.
  - h. Assign a photographer/videographer to take pictures and record the briefing. The PAO can use the tape as a safeguard against being misquoted and as an evaluation tool for an after-action review. If this is not possible, assign someone to take notes. Reporters may call back later to verify a quote.
  - i. Coordinate with the briefer to set up a rehearsal time at the briefing site using any audiovisuals aids required for the brief.
7. Coordinate with affected agencies/staff sections for visits from the media. The media may visit areas after a briefing to view an accident site or to gather interviews about the event.
8. Double check previous arrangements to ensure there are no issues prior to the briefing (transportation, audiovisual arrangements and support, etc.).
9. Inspect the site as close to the scheduled briefing time as possible to ensure all requirements are met. Double check early so that you have time to correct any deficiencies.
10. Following the media briefing, conduct an AAR with PA staff and briefer(s), if possible.

**Evaluation Preparation:** Brief the Soldier: If you cannot simulate a required step during the evaluation, then you should explain the actions that you would take.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Determined the reason for the briefing and identified any special requirements.	—	—
2. Selected the briefing site.	—	—
3. Obtained approval from the PAO.	—	—

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
4. Selected the briefing time.	_____	_____
5. Notified the news media.	_____	_____
6. Coordinated logistical and public affairs support.	_____	_____
7. Coordinated with affected agencies and staff sections for visits from the media.	_____	_____
8. Double checked previous arrangements to ensure no issues prior to the briefing.	_____	_____
9. Inspected the site prior to the briefing to ensure all requirements were met.	_____	_____
10. Conducted an AAR following the briefing.	_____	_____

**Evaluation Guidance:** Score the Soldier a GO if all the steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

**Prepare a Spokesperson to Address the Media**  
**224-278-4830**

**Conditions:** Given a requirement to prepare a spokesperson to address the media, data on anticipated media topics, and current public affairs guidance.

**Standards:** Prepare a spokesperson to address the media, ensuring the spokesperson is prepared to address the media in a positive, correct, and effective manner by responding to questions while stating the command's position. Ensure the spokesperson understands relevant themes and messages, commander's intent, and public affairs guidance.

**Performance Steps**

The following tasks provide additional essential skills for the completion of this task:

224-178-3421, "Conduct Media Interaction Training for non-Public Affairs Personnel."

224-278-1821, "Respond to a Media or Public Inquiry."

224-278-3831, "Conduct a Media Briefing."

1. Determine the method the spokesperson will use to address the media. Are you dealing with one subject or an open forum where reporters can ask about anything? You need to know the parameters in order to research the topic, develop a draft script, or prepare answers to anticipated questions for the briefer. The following are some methods to address the media:
  - a. One-on-one interview. Usually at the request of a news representative.
  - b. News Briefing. Used to discuss a single news event.
  - c. News Conference. Used to discuss a wide range of topics.
2. Determine who the subject matter expert (SME) will be. If the topic of the interview involves an extremely complicated or highly technical subject, call on a subject matter expert. The SME can help you put the information in easily understandable terms. In most cases it is better to have the SME be the briefer. If that is not possible, ensure he is at the briefing and at the training session.
3. Find out who the reporters will be. How have they handled military briefings before? Do they have specific attitudes about the military? These questions can help you identify how to prepare the briefer and what kind of questions and answers to prepare for the briefer.
4. Establish enforceable ground rules on what will be covered and how much time will be allowed for questions. In the ground rules is where you will state to the reporters what type of briefing it will be.
5. Consult the protocol officer or PAO to determine uniform and protocol requirements.
6. Conduct a site survey of the briefing site. If the briefing normally takes place in the same location, then double-check everything is in order. It also gives any new briefer the chance to get familiar with the setup. If it is a new briefing location or in the field, identify any logistical and equipment needs that will be needed to conduct a successful briefing.
7. Prepare a draft briefing script to familiarize the briefer with what he can expect and to help determine the kinds of questions he will be asked. (See task 224-278-3831, "Conduct a Media Briefing," for a briefing script outline.)
  - a. Prepare answers to anticipate questions not already covered in the opening statement of your script. Prepare for tough questions. Ask yourself, "As an American citizen, what would I want to know about this Army program?" Question the position. How will people understand the position? Then research, coordinate, and prepare your answers. Submit answers for review by an approval authority (PAO, subject matter expert, higher headquarters, etc.) Know the key points you want to make. Type them up on a card for the spokesperson and have him put the card in a prominent place on his desk for occasional review before the briefing.
  - b. Select appropriate visual aids and handouts for the briefing. Add cues to the briefing text for visual aids. Ensure you have the proper equipment (video playback, projectors, etc.).



### Performance Steps

- c. Submit the draft briefing script, answers to anticipated questions, selected visuals, and handouts to the approval authority and make any necessary corrections.
  - d. Provide the spokesperson with an approved script with enough time to rehearse the briefing.
  - e. Remind the spokesperson to stay on top of current events. He/She should read the morning paper and/or listen to the radio/TV news before the briefing in case a late breaking news story should affect the command.
8. Prepare the spokesperson. What you do before you meet the media is as important as what you do when you meet them. Often, it's the preparatory activities that will determine the success or failure of the media briefing. By being prepared, you spokesperson will not only be more confident and comfortable, he will be able to get the story across to the audience. Review the following recommendations with your spokesperson. Review them during rehearsal:
- a. Stand up straight. Don't lean into the microphone. Don't rock back and forth.
  - b. Hands should be relaxed at your side at the beginning of the briefing.
  - c. If sitting, sit with the base of the spine against the back of the chair and lean slightly forward.
  - d. Sincerity is important to the briefing. Key tools are smiles, gestures, and pauses, at appropriate times. But do not smile at serious matters or out of discomfort.
  - e. Do not take the questioner's attitude, even on hostile questions. Remember, the viewer or listener at home may be on your side.
  - f. Do not distract your home audience. Do not fiddle with your ring, or look at your watch hoping you've almost finished.
  - g. Concentrate on the reporter—listen.
  - h. Keep your head up. If the audience cannot see your eyes, they may think you're hiding something.
  - i. Keeps you hands off the mic.
  - j. If you have a real physical reason for preferring one profile or side, such as a hearing problem, make this known to the staff.
  - k. If possible, don't get caught between two questioners. After all, it is not an inquisition. You control the questions, not the media.
  - l. After all of this—be yourself. Concentrate on how to get ideas across. Only one 10-second sound bite will make the evening news. Make sure they get that message.
  - m. While answering questions, keep the acronym HEAR in mind. Be—
    - (1) Honest. Tell the truth. If you do not know the answer, say so. If you cannot release the information, explain why. If you mislead, your credibility drops to zero.
    - (2) Ethical. Do not play games with a reporter. Do not withhold significant information just because the reporter did not ask exactly the right question.
    - (3) Accurate. Never speculate. Do not answer a question if you have to guess, but make sure you explain that you cannot speculate.
    - (4) Responsive. Answer questions as completely as possible with your limits.
9. Review the following tips for the briefer to practice before the actual briefing:
- a. Review key points or command messages and supporting facts, and make sure they are up to date. You might want to type them on a card. Also, read or watch the news before facing the media. There may be a late breaking news story that affects your briefing.
  - b. Keep your answers brief. Simply respond to the questions asked. Avoid giving the rationale behind your answers.
  - c. Use common English instead of military terms or acronyms.
  - d. Clarify vague questions. If you are not sure what the question is, ask the reporter to rephrase it.
  - e. Listen carefully to "yes" or "no" questions. Answer cautiously, making sure that you mean "yes" or "no" to the entire question, or ask the reporter to rephrase the question.
  - f. Stay within the subject area. If you are asked a question outside the subject area, tell the reporter you will get back to him after the briefing.

## Performance Steps

- g. Stay within your area of authority. If a question falls under the authority of another agency or command, allow that agency's subject matter expert to answer the question, or read a statement prepared by the agency.
  - h. Do not say it if you do not want it quoted. There is no such thing as an "off-the-record" comment. Reporters may use anything you say.
  - i. Do not comment on a statement made by another official unless you have seen the text. Do not comment on what someone might or might not have said. The reporter may not have talked to anyone. Force the reporter to put the statement in the form of a question.
  - j. Do not overestimate/underestimate a reporter's knowledge. Often the reporter already knows the answer to the question and is simply looking for an attribution line.
  - k. Never make a "no comment" response. If a question cannot be answered, tell why (violation of the Freedom of Information Act, Privacy Act, operational security, etc.).
  - l. Do not show anger or sarcasm. If you walk into the briefing expecting an antagonistic attitude, you will come across as antagonistic. Anger and sarcasm will definitely be the feature sound bite on the 6 o'clock news.
10. Provide the following advice to a military spokesperson on his appearance:
    - a. Check your appearance. Be vain. Remember, you're representing your service.
    - b. If you have a heavy beard, shave before the briefing—a 5 o'clock shadow looks like an 11 o'clock shadow on TV.
    - c. Don't wear sunglasses outdoors, or tinted or photo-gray glasses indoors.
    - d. If seated, keep you jacket buttoned. To remove wrinkles in the front, pull the jacket down in the rear.
    - e. Uniform. Wear the Class A/service dress uniform and double-check it against the standards of AR 670-1.
    - f. Hair. Ensure your haircut meets service standards.
  11. Provide the following advice to civilian SMEs or briefers on his appearance:
    - a. Men should wear medium-tone gray, blue, or brown suits. Women should wear solid, medium-color dresses or suits. Conservative street-length dresses or suits are preferred.
    - b. Wear light-colored shirts. Avoid whites—the camera has a physical limitation on contrast adjustment.
    - c. Avoid bow ties. They have a tendency to bob when you are talking.
    - d. Wear over-the-calf socks. That way, if you are seated and cross your legs, your shins will not outshine your shoes.
    - e. Keep jewelry simple. That sparkling ring may look terrific at a dinner party, but on television it is going to detract.
    - f. Don't wear military issue eyeglasses, if at all possible. If you are frequently on camera, we recommend stylish frames that show the eyes.
  12. Hold a full rehearsal and mock board for the question and answer session. Thoroughly prepare the spokesperson to respond to specific questions and lines of questioning by holding a mock briefing. (See task 224-278-3831 "Conduct a Media Briefing", for specific kinds of questions you may be asked.) If possible, rehearse at the briefing site, using visual aids. Try to make it as realistic as possible by having your staff ask questions you expect the media to ask. Critique the spokesperson's performance so he knows what to work on.
  13. Prepare the briefer for television lighting. Remind the briefer (SME, commander) that lights for television are hot and bright. Have a broadcaster help prepare the spokesperson before he goes on.
    - a. Use witch hazel on the briefer's forehead to reduce perspiration.
    - b. Use pancake makeup to reduce the washout effects of TV lighting.
    - c. Dull brass and other shiny items on the uniform with hairspray or professional dulling spray.
    - d. Dull anything that will become a mirror under the lights.

## Performance Steps

14. Make final checks. Double-check the briefing site (microphones, audiovisual arrangements, etc.), as close to the scheduled briefing time as possible. Allow time to correct problems before the briefing.
15. Support the briefer during their briefing. Be a positive support to the spokesperson. Even if something happens that interrupts the process. Keep your cool and stay in control. This is the Army's chance to tell the story accurately and forcefully. Remind the spokesperson not to be intimidated by all the blinding lights and the ominous, expressionless, one-eyed cameras staring directly at him. There's no need for anxiety. Tell him to think of the cameras and the microphones as his friends, and imagine that he is visiting with his friends in his living room because that is where he will be seen or heard—on the television set in someone's living room or on a car radio. Take advantage of these few basic presentation techniques and he/she will come across to the audience in a forceful yet friendly way.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Determined the method the spokesperson will use to address the media.	—	—
2. Determined who the subject matter expert (SME) will be.	—	—
3. Identified who the reporters will be.	—	—
4. Established enforceable ground rules on what will be covered and how much time will be allowed for questions.	—	—
5. Consulted the protocol officer or PAO to determine uniform and protocol requirements.	—	—
6. Conducted a site survey of the briefing site.	—	—
7. Prepared a draft briefing script for the briefing or conference that includes a briefing statement, visuals, handouts, and answers to anticipated media questions. <ol style="list-style-type: none"> <li>a. Submitted the script to the required approval authority.</li> <li>b. Made changes as necessary to the draft script.</li> <li>c. Provided the spokesperson with an approved script and enough time to review or rehearse the briefing.</li> </ol>	—	—
8. Prepared the spokesperson. <ol style="list-style-type: none"> <li>a. Reviewed podium presence.</li> <li>b. Reviewed HEAR.</li> </ol>	—	—
9. Reviewed briefing tips with the briefer.	—	—
10. Provided advice on appearance to military or civilian briefer.	—	—
11. Held a full rehearsal with a mock board for the question and answer sessions.	—	—
12. Prepared the briefer for television lighting.	—	—
13. Made final briefing site checks.	—	—
14. Supported the briefer during the briefing.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References  
Required**

**Related**  
AR 360-1  
FM 46-1

## **Supervise a Media Operations Center**

### **224-278-4850**

**Conditions:** Given an established media operations center, commander's guidance, appropriate SOPs, location, infrastructure and operational conditions, and FM 46-1.

**Standards:** Supervise daily operations of a media operations center IAW SOP, managing facilities, equipment, and personnel.

### **Performance Steps**

1. The following tasks provide additional skills for the completion of this task:

224-278-1120, "Review a Media Product for Policy Violations."  
 224-278-1220, "Determine News Sources for a Media Product."  
 224-278-1740, "Employ a Portable Digital Satellite Transmission System."  
 224-278-1830, "Prepare Press Kits."  
 224-278-1831, "Register News Media."  
 224-278-1832, "Facilitate News Media."  
 224-278-3831, "Conduct a Media Briefing."  
 224-278-3840, "Market a Media Product."  
 224-278-3850, "Establish a Media Operations Center."  
 224-278-3930, "Prepare a Public Affairs Estimate."  
 224-278-3932, "Write a Public Affairs SOP."  
 224-278-3933, "Draft a PA Annex for an Operations Order."  
 224-278-4810, "Supervise a Media Event."  
 224-278-4820, "Plan Media Coverage of an Event."  
 224-278-4830, "Prepare a Spokesperson to Address the Media."  
 224-278-4940, "Write Proposed Public Affairs Guidance."

2. Integral to the operational effectiveness of PA sections are their standing operating procedures. These routine procedures ensure sections are working in concert toward the same PA objectives and that PA activities blend into the actions of the command staff.
3. PA SOPs differ from PA plans and PA annexes to OPLANS in that they specifically detail and describe how PA is conducted within a certain command or unit.
4. The senior PA NCO plays an important role in establishing procedures for a media operations facility. PA units designated to support or augment specific commands in the execution of contingency missions should acquire and use SOPs from these commands. DMA facilities should begin with the SOP of the regional DMA headquarters, and then tailor it for the local mission. When establishing procedures for a media center, the SOP should address:

Media registration. When you plan registration procedures, be familiar with AR 360-1 and FM 46-1. Prepare operations security (OPSEC) rule statements to be signed by the media.

5. Facilitation rules. Plan media facilitation rules based on operational requirements and current DOD guidance for handling media. You may be designating personnel as escorts and drivers. Determine ahead of time their responsibilities. Escorts and drivers must be able to identify eight-digit grid coordinates on a military map—a critical common task training skill. Escorts should be equipped with and trained to use global positioning systems, if available. Prior to leaving the media center, they must be briefed on their mission to escort media representatives to a unit, including what the unit is supposed to be doing, who the commander is, emergency telephone numbers, radio frequencies, and current grid coordinates. The first and most important step in escort procedures is to confirm that the unit will still be there when you arrive.

## Performance Steps

6. Pooling. Pooling procedures, covered in FM 46-1, are necessary when access to the operations area must be limited. Planning these procedures ahead of time can save a lot of headaches. The essential rule is—let the media run their own pool under your ground rules. It will be anarchy—let them manage it.
7. Establish procedures for handling news releases.
8. Prepare standardized accident (initial and follow-up) articles. Produce both types of articles at the same time, but release the follow-up article only after the next of kin have been notified.
9. OPSEC procedures are clearly important. Protect your Soldiers. The best place to ensure operations security violations do not occur is at the source of the information during their newsgathering process. If a piece of information is too sensitive to be made public, do not allow media access to it in the first place. This subject is covered more thoroughly in task 224-278-3933, "Draft a Public Affairs Annex for an Operations Order."
10. Security Review procedures. These procedures will normally not be invoked except when release of the information would endanger personnel, mission success, or national security. They are only invoked at the highest level of command. Security Review would include blanket checks of all media products, military and civilian, for OPSEC violations prior to release. However, it is important to differentiate between security review and checking specific products, on a case-by-case basis, for OPSEC.

Home station media support. Establish points of contact with local media ahead of time. Determine procedures to provide them with in-theater information and media products.

Contracting for services. Determine ahead of time how to contract for services and include this in your procedures. If you must contract for supplies, equipment, facilities, and vehicular support, make sure to work within the timetables established by your headquarters and its contracting guidelines for milestones on submissions of PA requirements.

11. When establishing procedures for a broadcast facility, begin with the existing regional DMA SOP. It will address most aspects of day-to-day operations. Tailor the following areas:

Facility security. If intelligence determines the facility is a potential target, the Unified Command will provide security. However, ensure appropriate measures are in place for personnel and site security.

Safety. Ensure compliance with Theater safety guidance. For example, travel in convoys, wearing flak vests, and restricted movement may be required.

Host-nation sensitivities. Ensure host-nation sensitivities reflect area of operations.

Establish procedures for transmission and delivery of products, in and out of theater.

12. Be prepared to increase requirements depending on the situation. You do not know how many reporters will be assigned to cover the operation, and events may warrant a huge increase in the number of media. You could prepare for 200 reporters; you may get 1,000.

## Performance Steps

13. Develop procedures to link unit commanders on the battlefield with the media. There will be times when it is appropriate for them to meet with the unit and times when the unit needs to be left to accomplish the mission. The mission's requirements and Soldier safety are always more important than media interests. The operations order should give you some ideas of the coverage possible. In the theater you can assemble a list by unit, including their activities, probable dates and grid coordinates, field telephone access numbers, and an onsite point of contact. Remember, a unit's location may change overnight, and they will not inform you. You must verify a unit's location with operations before you send your escort and the media representative on a wild goose chase. When you develop procedures indicate that each piece of information has to be handled carefully. Never violate or compromise security for the sake of media coverage.
14. Obtain points of contact for higher PA headquarters and your unit's casualty assistance office to ensure the coordinated release of casualty information. When these incidents occur, you will not have time to discover the process. Prepare the list and establish procedures now.
15. Briefings and news conferences. Once the media center is established, you may be providing the registered correspondents with operational and administrative information through regular (daily) briefings or news conferences.

Briefers are normally public affairs officers or subject matter experts. The commander, who will issue a statement and/or answer questions, generally attends news conferences. Commanders should limit their observations to matters within their control, being careful to avoid speculation.

Briefers and commanders should remember to repeat the objectives of the mission and state how a particular operation supported that mission. (See tasks, "Conduct a Media Briefing," and "Prepare a Spokesperson to Address the Media.")

At minimum, briefers should be familiar with the guidelines for dealing with the media in FM 46-1 and PAG.

16. Daily media briefing plans must include:

Planning the daily briefing schedule, posting, and publicizing it.

Reviewing daily events prior to the briefing.

Preparing the spokesperson for the briefing.

Designating a Soldier to ensure the briefing room has adequate seating and is clean, ready and power is on, and prepared to limit media access based on maximum seating capacity.

Prearranging for camera setup for media and military.

Recording the briefing with video, audio, and handwritten notes (because equipment may fail or may not pick up the question asked—designate a Soldier to man the tape recorder or video recorder to ensure it is on during the entire briefing, and designate a Soldier as a backup to write down the questions asked and answers given.

Producing a transcript of the briefing, putting it in message format and transmitting it to all services involved and all senior/major commands, area ships, and OSD (PA).

17. Coordinate with all other staff principals for liaisons for the media center.

**Performance Steps**

18. Obviously, unit training is very important. You cannot run a media center and train your Soldiers how to at the same time—you must train ahead.

Train you Soldiers to set up the equipment.

Review all CTT, CMF 46, field sanitation, map reading, weapons familiarization, first aid, and communications tasks.

Train journalism skills used sparingly in peacetime, but which suddenly become crucial in wartime, such as facilitating media, registration procedures, news release formats, accident (initial and follow-up) reporting procedures.

Review all media center operations with all personnel, including the process of handling media releases, handling security violations and media violations, and the process of informing OSD (PA) of security violations and press refusal to embargo sensitive material.

19. Once you are asked to execute the plan, follow the unit's operations plans and orders, but be flexible. Major considerations once the operation has begun include:

Operations security rules must be made clear to media representatives, but the rules change. You must make sure you inform all representative and their sponsoring news organizations of any changes. If a correspondent collects material that violates OPSEC, you may ask him to withhold it. He is not obligated to agree. If he refuses, inform OSD (PA) via secure communications as soon as possible.

Accidents. Safety is paramount in all operations. According to the U.S. Army Safety Center, Fort Rucker, AL., a Soldier deployed to a combat zone is in greater danger of an accident than he is of enemy fire. All escorts and briefers should be completely familiar with accident news coverage guidance in AR 360-1 and local supplements. All PA NCOs must be able to react to accident news coverage without referring to regulations.

If it becomes necessary for new media to use military tactical communications for filing reports, request approval from the communications officer. Media use of military systems must not affect operations, security, or the safety of any unit.

20. Brief your PAO on your work, and begin coordination with higher and lower echelon public affairs offices, as well as command staffs.

**Performance Measures**

	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Developed SOP for a Media Operations Center.	—	—
2. Planned coordination for support for all requirements, and be prepared to revise the requirements depending on the situation, for example, a huge increase in the number of media.	—	—
3. Developed procedures to coordinate with commanders for when and where the media can meet with them and their Soldiers on the battlefield.	—	—
4. Planned for coordination with unit commanders for the possible use of military tactical communications by the media in accordance with DOD guidance.	—	—
5. Planned procedures for daily media briefings.	—	—



<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
6. Planned the daily briefing schedule, and posted and publicized it. Reviewed daily events prior to the briefing. Prepared the spokesman for the briefing. Designated a Soldier to ensure the briefing room has adequate seating and is clean, ready and power is on, and prepared to limit media access based on maximum seating capacity. Prearranged for the camera setup for media and military. Recorded the briefing with video, audio and hand-written notes; designated Soldier to man the audio/video recorders to ensure they are on during the entire briefing, and designated a Soldier as a backup to write down the questions asked and answers given.	—	—
7. Planned to produce a transcript of the briefing, put it in message format, and transmitted to all services involved and all senior/major commands, area ships, and OSD (PA).	—	—
8. Planned media escort rules based on operational requirements and current DOD guidance. Prepared operational security rule statements to be signed by the media.	—	—
9. Prepared media release forms, including "standardized" accident article forms (initial and follow-up).	—	—
10. Developed media pool procedures based on current DOD guidance.	—	—
11. Developed training on all media center operations with personnel.	—	—
12. Briefed the PAO on preparations for the operation.	—	—
13. Ensured the Media Operations Center functions in accordance with the SOP.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**  
**Required**

**Related**  
AR 360-1  
FM 46-1

Subject Area 9: Public Affairs Operations

**Supervise a Broadcast Facility**

**224-278-4901**

**Conditions:** Given a requirement to manage a broadcast facility, command guidance, standing operating procedure, personnel, equipment, AR 360-1, and FM 46-1.

**Standards:** Manage a broadcast facility by assessing mission, personnel, budget, equipment, and programming. Review personnel, logistics, and transportation support. Review audience feedback and meet with subordinate supervisors, local commanders, and PAO for input. Review SOP and establish relationship with community leaders.

**Performance Steps**

1. The following tasks provide additional essential skills for the completion of this task:

224-278-3850, "Establish a Media Operations Center."

224-278-3920, "Identify Target Audiences for a PA Campaign."

224-278-3950, "Implement Operations Functions for a PA Element."

224-278-4850, "Supervise a Media Operations Center."

The station commander must organize, train, and supervise the staff.

2. A number of factors determine how the facility is organized: the location, number of people assigned, facility capability, mission, and local programming. In most cases, operational procedures are already established. Review the operation and consider ways to improve performance, efficiency, product quality, and morale. When establishing a new facility, coordinate with the regional DMA headquarters for guidance and procedures.
3. Assess the operation and consider—  
Mission. Are the commanders' internal information needs being met?  
  
Personnel. What are the skill levels and talents of assigned personnel? Can they meet technical and tactical demands? Are individual strengths being maximized?  
  
Equipment. Assess broadcast equipment, including production, transmission, and onsite maintenance capabilities. Does the equipment meet the facility's needs? Does the equipment need upgrading?  
  
Programming. Determine the audience served by the signal. Does established programming meet their needs? Determine if local programming is informative and entertaining. If not, tailor local programming. Most programming originates at higher headquarters, and it normally cannot be changed.
4. Review personnel, budgets and logistical and transportation support. Do they meet mission requirements? Review current memorandums of agreement and memorandums of understanding. Initiate new agreements as needed. Coordinate with higher headquarters for guidance.
5. Review surveys, audience feedback, and AARs before implementing changes.
6. Determine current audience demographics.
7. Compare audience preferences to current programming.

**Performance Steps**

8. If audience preferences are being met, limit changes. If not, determine why and make appropriate changes.
9. Meet with subordinate supervisors for their input.
10. Have procedures to coordinate broadcast operations with engineering. These guidelines should—
  - Establish reporting procedures for equipment malfunctions.
  - Ensure engineers can perform preventive maintenance on equipment without disrupting broadcast operations.
  - Develop contingency plan for signal outages.
  - Synchronize broadcast sections.
  - Share publicity requests and products among radio, TV, news, and internal information for maximum effect.
  - Outline a plan for emergency announcements, such as inclement weather, school closures, road conditions, threat condition changes, and civil disturbances.
  - Define areas of responsibility, such as what preventive maintenance checks and services broadcasters can perform.
11. Before implementing changes, brief the staff, publish the SOP, and conduct necessary training.
12. Establish and maintain a working relationship with key community leaders. Explain how the broadcast mission can help communicate the message. Also, coordinate with local public affairs offices and agencies such as Army Community Service; the American Red Cross; and Morale, Welfare and Recreation.
13. Periodically review operations and update SOP.

**Performance Measures**

- |   | <u><b>GO</b></u> | <u><b>NO-GO</b></u> |
|---|------------------|---------------------|
| 1. Assessed mission, personnel, budget, equipment, and programming. | —                | —                   |
| 2. Reviewed personnel, logistics, and transportation support.       | —                | —                   |
| 3. Reviewed audience feedback.                                      | —                | —                   |
| 4. Met with subordinate supervisors for input.                      | —                | —                   |
| 5. Sought input from local commanders and PAOs.                     | —                | —                   |
| 6. Reviewed SOP to ensure—  | —                | —                   |
| Broadcast and engineering operations are synchronized.              |                  |                     |
| Broadcast section procedures are coordinated.                       |                  |                     |
| 7. Defined areas of responsibility.                                 | —                | —                   |
| 8. Published SOP and train staff.                                   | —                | —                   |
| 9. Established relationships with community leaders.                | —                | —                   |

**Performance Measures**

**GO**    **NO-GO**

10. Reviewed operations and update SOP.

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**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**

**Required**

**Related**

AR 360-1

FM 46-1

## **Approve a PA Product for Release**

**224-278-4902**

**Conditions:** Given a product for review, release authority, current regulations, and commander's guidance and/or higher-headquarters' PA guidance.

**Standards:** Review a PA product for violations of security, accuracy, policy, and propriety. Identify and correct violations and release product IAW unit release procedures.

### **Performance Steps**

1. Any product for internal or external release must be thoroughly, properly, and carefully reviewed prior to approval for release. Materials intended for either internal or external release include written copy, photographs and artwork, video, film, audio, and speech materials. Most policy violations fall into four categories: security, accuracy, policy, and propriety—the acronym SAPP.
2. Security. The first and foremost concern of your review must be security. You must ask if any of the materials will jeopardize the conduct of the mission, or result in additional danger to the lives of Soldiers.

Security measures for the Army are outlined in AR 380-5, "Department of the Army Information Security Program." The security principle can be divided into two categories: classification and sensitivity.

The disclosure of classified information would violate the principle of security. Classified information is clearly marked Confidential, Secret, Top Secret, etc.

Disclosing information not classified but still sensitive would violate the principle of security. Be wary of materials that discuss troop strengths and unit capabilities, tactics, or readiness. This is true for any type of unit, especially when dealing with intelligence, nuclear, chemical, counterterrorism, electronic warfare, and Military Information Support Operations units.

3. Media product. What is in the background? Charts, maps, or distinctive terrain features in the background of otherwise harmless videotapes or photos could provide valuable information to the enemy. Long-range, wide-angle and aerial video or still photos could reveal fortifications or the locations of key targets that would assist an enemy. In checking media products you see what you think are shots of equipment. The unit said it was fine to document, but you are not sure whether the equipment could be classified or sensitive. When in doubt, check with your supervisor or ask the unit's security officer for assistance. If there is questionable media product and it cannot be confirmed for release, you should edit, replace, or hold it until it can be cleared.

Clear classified/sensitive materials through operations (G-3, S-3) or Intelligence (G-2, S-2), whichever is appropriate.

## Performance Steps

4. Accuracy - Get the facts right. This means double-checking the information in the story. For example, a person you are interviewing told you a new program is about to be announced. Your first question is whether or not he is in charge of that program. If he is not, and it is relevant to your story, find out who is and reverify the information. Your personal credibility as well as the organization's is on the line every time you release information. Even stories that are generated by the PAO staff should be checked for accuracy.

Double check—

The spelling of names. If it is spelled wrong, you have lost credibility.

Ranks. Do not assume the author knew the right abbreviation for a sergeant or a specialist. Make sure you give the correct rank for a private first class or sergeant first class as well as for generals and colonels.

Unit designations. Here is where credibility can really be lost. For example, there are no companies in field artillery units. They are called batteries. Get the unit designation correct.

5. Libel. An inaccuracy can lead to bigger problems. Libel is injury to reputation. Words, pictures, or cartoons that expose a person to public hatred, shame, disgrace or ridicule, or induce an ill opinion of a person are libelous.

Actions for civil libel result mainly from news stories that allege crime, fraud, dishonesty, immoral or dishonorable conduct, or stories that defame the subject professionally, causing financial loss either personally or to a business.

There is none complete and unconditional defense to a civil action for libel: that the facts stated are probably true. Quoting someone correctly is not enough. The statement itself must be substantially correct.

If you have any doubt about whether something you intend to publish is libelous, check with your supervisor.

## Performance Steps

6. Policy - Read the PA regulation and guidance. This third aspect of SAPP covers a lot of territory. You cannot comprehend the many policy considerations by simply reading this task. The examples in this task are only highlights of the regulation and should be used for training purposes only. They are not intended to replace the regulation. You must read the regulations. The essential principle is that the Army strives to keep the public fully informed of all unclassified Army activities. This requires the prompt and full release of both good and bad news. There are however, restrictions and limitations placed on the release of some information, when it is released, how it is released, and who can release it.

Basic public affairs policy is spelled out in AR 360-1 and DOD Regulation 5120.20-R (Defense Media Activity Program Materials).

You should also be familiar with the following regulations, containing additional policy considerations which will impact on your mission and duty performance:

AR 25-55, Department of the Army Freedom of Information Act Program.

AR 340-21, The Army Privacy Program.

AR 360-1, Army Public Affairs.

AR 380-5, Department of the Army Information Security Program.

DOD Directive 5105.74 Department of Defense Operations at U.S. Embassies.

AR 360-7, Army Broadcast Service.

These regulations cover—

- Release authority.
- Releasable personal information.
- Accidents/incidents.
- Information concerning accused persons.
- Photographs and videotapes.
- Photographs and videotapes in hostile areas.
- Photographs and videotapes at courts-martial.
- Photographing or recording prisoners.
- Chemical warfare and NBC defense.
- Nuclear and chemical accidents or incidents.
- Host-nation sensitivities.
- Copyright violations.
- Opinion.
- Elections, partisan politics.
- Controversial issues.
- Fund-raising campaigns.
- Advertising.
- Games of chance.

## Performance Steps

7. Release authority - You should release information at the lowest level possible, but some information must be submitted to the Office of the Chief of Public Affairs, Department of the Army, for clearance by the Office of the Secretary of Defense (Public Affairs). Among such items are—

Information that is or has the potential to become of national or international interest.

Information and statements that have foreign policy or foreign relations implications.

Information and statements which concern high-level military or defense policy.

Information concerning communications security, electronic warfare, signal intelligence, and computer security.

Information of national-defense significance on new weapons or weapon systems developments, unless the information has already been cleared for release by OSD (PA). Prior unofficial broadcast or publication does not constitute authority for release.

Information on significant military operations, potential operations, and operations security.

Information on significant policy that is within the purview of other government agencies.

Information on military applications in space; nuclear weapons and their components, including nuclear weapons effects research; chemical warfare and defensive biological and toxic research; laser and particle-beam technology; and nuclear, biological, chemical (NBC) defense testing and production, including NBC policies, programs, and activities.

Information on subjects of potential controversy among military services.

Initial announcements of general-officer assignments.

Initial announcements of Army contract awards of more than \$3 million.

Casualty information on key U.S. government personnel or equivalent foreign government personnel.

Information on activation, inactivation, or reorganization of active Army units from brigade or larger size.

8. Freedom of Information Act (FOIA). The DA Freedom of Information Act (AR 25-55), is a disclosure law that contains the basic policy for providing the public access to records in the possession or control of the executive branch of the federal government.

The FOIA includes nine exemptions—reasons allowing the government to refuse to disclose information—which serve as guidelines to help you seek additional guidance. The act does not require that exempted information be withheld but permit it to be withheld. If the requested information falls into one of the exemptions, contact your commands Freedom of Information Officer for a decision to hold or release the information.



## Performance Steps

9. The following is a list of nine exemptions, followed by a summary of exemptions 1, 2, 5–7, which are most applicable to public affairs:

Exemption 1: National security.  
 Exemption 2: Internal agency rules.  
 Exemption 3: Exempt by other statute.  
 Exemption 4: Trade secrets.  
 Exemption 5: Memoranda or letters.  
 Exemption 6: Personnel or medical files.  
 Exemption 7: Law-enforcement information.  
 Exemption 8: Bank reports.  
 Exemption 9: Oil and gas well data.

Exemption 1: National security - Information classified Top Secret, Secret, or Confidential in the interest of national defense or foreign policy are not releasable.

Exemption 2: Internal agency rules - Regulations, directives, and manuals related solely to internal personnel rules and practices of an agency (SOP's, promotion board materials) may not be releasable.

Exemption 5: Memoranda or letters - Nonfactual portions of the working papers and staff studies, including after-action reports and situation reports containing staff evaluations, advice, opinions, or suggestions.

Exemption 6: Personnel and medical files - The disclosure of these files and similar information in other personnel files is an unwarranted invasion of privacy. This exemption essentially covers the same material as the Privacy Act.

Exemption 7: Law-enforcement information - When disclosure would jeopardize ongoing civilian, military, or criminal investigations. This includes the identity of firms or individuals under investigation for alleged irregularities involving contracting with DA when there is no indictment or any civil action filed against them. Information may be withheld if its release would—

Interfere with law-enforcement proceedings.

Deprive a person of a fair trial.

Make an unwarranted invasion of privacy of a living person. The exemption includes surviving family members of a deceased individual identifies in a record.

Disclose the identity of a confidential source.

Disclose information from a confidential source.

## Performance Steps

10. The Army Privacy Act (AR 340-21) prohibits clearly unwarranted invasion of privacy due to the release of information about an individual in a Privacy Act system of records. The term "individual" applies only to living citizens of the United States or aliens admitted for permanent residence. Violators of the Privacy Act are subject to civil or criminal penalties, AR 360-1 also provides guidance. The restrictions under the Privacy Act generally fall under three categories:

Releasable information.

Information not routinely releasable.

Information not releasable.

Releasable information - Name, rank, date of rank, gross salary, promotion sequence number, source of commission, awards, and decorations.

Education/schooling/specialty - Covered are all major areas of study, school, year of graduation, degree, and specialty designator.

Duty status - This includes release of information concerning hospitalization, unauthorized absence or desertion, arrests, and confinement by civil or military authorities awaiting trial.

11. Home of record - You can usually release the home of record or present geographical location, if you omit the street address. When possible, consider the desire of the individual or next of kin. Either can provide consent to release the information, but they do not necessarily control the decision to release it. When there is an objection to release, the FOIA may still require disclosure.

Punitive discharges - The proceeding and records are not restricted in discharges resulting from courts-martial. These proceedings are public, so approved sentences and clemency actions are releasable.

Results of personnel board actions (groups) - This information is releasable after a decision by final approving authority if the board action applies to a category of persons as opposed to an individual. Promotion board and augmentation board results are releasable.

Photos of DOD military and civilian personnel - Photographs taken for official purposes (award ceremony photographs, official personnel file photographs, chain of command photographs and similar photographs) are releasable. AR-360-1. Paragraph 3-35, "Photographing and recording personnel in a hostile area," provides important guidance on releasing photographs and videotape recording of wounded or dead personnel.

Information not routinely releasable - Age, date of birth, marital, or family status. Do not volunteer this information to the media. You must weigh the reason for this kind of request against the degree of invasion of personal privacy.

**Performance Steps**

12. Home addresses are normally not releasable without the consent of the individuals concerned.

Race - Normally, race is not releasable. However, a specific request may be made for such information in circumstances which it is relevant; for example, a racially orientated protest or altercation. When an individual's race is relevant to the essential facts, it may be released to the press.

Results of personnel board actions (individuals). Information from administrative discharge boards is generally not releasable. Traditionally, you do not release the results of aviator flight boards. The board proceedings are not public, and the nature of the action taken, often adverse, warrants preservation of confidentiality. Information may be confirmed that has become a matter of public knowledge through the action of the individual or his/her counsel.

Nonreleasable information.

Do not release lists of names and duty addresses of DOD military and civilian personnel assigned to units that are sensitive, routinely deployable, or stationed in foreign territories. The release of this information can constitute a clearly unwarranted invasion of personal privacy or a security violation. OSD (PA) is the sole approving authority for release of rosters listing numbers of this type unit by name.

Do not release information on administrative discharges. The character of discharges resulting from administrative processing is not a matter of public record. Do not release any indication of whether or not a discharge is honorable, general, or under other than honorable conditions. The only way the information can be released is if the individual gives his or her consent for the release.

## Performance Steps

13. Accidents/incidents - You should release information concerning dead or injured Soldiers and their names as soon as possible after their next of kin has been notified. Call the casualty branch to determine if the next of kin has been notified. An initial accident story will contain the statement in the bridge, "The names of the dead and injured are being withheld pending notification of next of kin."
  - a. You should avoid using the term "casualty." Instead, use "dead," "very seriously wounded, injured, or ill," "seriously wounded, injured, or ill," or "slightly wounded, injured, or ill."
  - b. When possible, one-story, single-release coverage of accidents or incidents is preferred. Releases should state that an accident or incident occurred, where and when it occurred, names and city-and-state addresses (no streets or house numbers) of victims if the next of kin has been notified. If the cause of an accident or incident has not been officially determined, the release should state that an investigation is being conducted to determine the cause.
  - c. You should not release information pertaining to line-of-duty status or misconduct of individuals except with the approval of the Adjutant General, HQDA, under the provisions of ARs 25-55 and 340-21.
  - d. The release of information on patients under treatment in Army medical facilities is governed by the Freedom of Information Act (AR 25-55) and the Privacy Act of 1974 (AR 340-21). You cannot release biographical data, other than that releasable under AR 340-21, without the consent of the individual or, if they're unable to function for himself or herself, his representative.
  - e. In response to a query, you may provide the dates of admission and release of the patient, along with a current assessment of their condition. The condition statement, however, should be limited to: "The patient's condition is stable (Or good, fair, serious, or critical)." Never provide a prognosis.
14. Information concerning accused persons. When a member of the Armed Forces is accused of a crime, you may normally release the following information to public news agencies or media (see AR 25-55 for exceptions):
  - a. The name, rank, city, or installation of residence or unit; regularly assigned duties of the accused; and other background information normally releasable under the Freedom of Information Act (see Para. 6b, above). Caution—used alleged when referring to the accused.
  - b. The substance or text of the offense which he/she is being accused.
  - c. The identity of the apprehending or investigating agency and the length or scope of the investigation before apprehension.
  - d. The factual circumstances immediately surrounding the apprehension of the accused, including the time and place of apprehension, as well as resistance and pursuit.
  - e. The type of place and custody, if any.

## Performance Steps

15. Web policy. The World Wide Web provides Public Affairs with a powerful tool to convey information quickly and effectively on a broad range of topics. When reviewing Web pages or sites for posting on the Internet, adhere to Army policy.
  - a. Commercial advertising on official U.S. Army Web sites is prohibited.
  - b. No product endorsement will be served from an official U.S. Army Web site.
  - c. Hyperlinks to Web resources other than official U.S. Army Web resources are permitted if the organization's leadership certifies them to be in support of the organization's mission. Hyperlinks to personal or nonmission related Web sites are prohibited.
  - d. Official sites may only use text or hyperlinked text to direct users to non-Army software downloads.
  - e. Army Web sites that provide links to non-Army Web resources must display a disclaimer in accordance with DOD policy.
  - f. This guidance applies to all Army-managed social and emerging media sites.
16. Photographs and recordings. Take special care when releasing photographs and recordings. Soldiers should be shown in situations that actively reflect Army activities and missions. No release in any way should hold a member of the Armed Forces up to ridicule or embarrassment.
17. Photographing and recording in hostile areas. Careful judgment must prevail when photographing or videotaping in hostile areas because of the subject (generally speaking, dead, wounded, or captured personnel) and sensitivity considerations to any next of kin involved. Visual products that deal with any of the following are prohibited (see AR 360-1).
  - a. Recognizable wounded or dead personnel not identified by name.
  - b. Recognizable wounded or dead personnel identified by name, until their next of kin has been notified, unless the release is authorized by the wounded in writing.
  - c. Recognizable wounded personnel who have requested their next of kin not be notified.
  - d. Dead or wounded personnel in large numbers. (The term "large numbers" is not defined in the regulation. PAOs releasing information must use their own judgment.) Photographing of GRREG facilities or temporary cemeteries is prohibited.
  - e. Mangled or mutilated bodies, obvious expressions of agony or shock.
  - f. Personnel missing in action or detained, before their next of kin has been notified and before search-and-rescue operations have ended.
18. Coverage of courts-martial. News media requests to photograph or record during a courts-martial will be guided by the following, unless more restrictive measures are necessary for security reasons or to ensure a fair trial:
  - a. You may allow photos and recordings of the courtroom interior only when people involved in the proceeding are not present.
  - b. During the trial, you may allow photographing or recording of the accused only when he/she is outdoors in public view. The accused should never be photographed or recorded in a courtroom, cell, cellblock, prison yard, or in the presence of other prisoners.

## Performance Steps

19. Photographing or recording prisoners. Prisoners will normally not be photographed or recorded except under the provisions of chapter 5, AR 190-47 (U.S. Army Correctional Systems), and paragraph (2) above.
20. Chemical warfare and NBC defense information clearance. Prior to official release of information pertaining to chemical warfare and nuclear, biological, and chemical defense matters outside DOD, you must coordinate the information with OCPA. Once cleared for public release, you should reverify subsequent releases to ensure—
  - a. The information still conforms to DOD policy.
  - b. The original context has been preserved.
  - c. No new material has been added.
21. Nuclear, biological, and chemical accidents or incidents. It is normally DA policy to neither confirm nor deny the presence of nuclear or chemical weapons or components. However, in the event of a serious accident or incident, you may make official confirmation when it will have public safety value or will reduce or prevent widespread public alarm. See AR 360-1, Chapter 10, for specific guidance.
22. Another important aspect concerning policy considerations is host-nations sensitivities. Host country or host-nation sensitivities are defined as those "cultural, religious, and political customs or topics identified by the Country Team (Embassy level) as potentially offensive to local populations and governments." U.S. military commands receive periodic listings of sensitivities; public affairs officers are required to observe these sensitivities in external as well as internal information products.
23. Materials must be free of copyright violations. Copyright is the right of the writer, composer, artist, photographer, etc., to own, control and profit from their production of his/her work. Copyrighted material may not be published without the copyright owner's consent. Often, payment is required.
  - a. You may not include copyrighted materials, including videotapes and photographs, in an Army release unless you have written permission of the copyright holder or if the use falls under the "fair use" provision of the copyright law.
  - b. In general, the fair use provisions allow small portions of copyrighted materials to be used for the purpose of comment or criticism. Information contained in copyrighted material can be used for background information if it is paraphrased. Paraphrased copyrighted material does not have to be attributed. However, if the source of the information is identifiable with your information, attribution of the source is required. If you quote directly, you must attribute the source of the information. Again, when in doubt, give attribution or seek assistance from the staff judge advocate.

## Performance Steps

24. Here are some areas to watch for in checking copyright violations or concerns.

- 1). Facts, events or titles cannot be copyrighted.
- 2). Background music in a briefing, production, or special event. Often times it is copyrighted and you should seek permission from the composer.
- 3). Civilian publications may not be used without permission by senior editors; for example, Army, Navy, Marine Corps or Air Force Times may not be used without permission. Articles covered in editions of Stars and Stripes may be used with permission and appropriate credit.
- 4). All internal Army and DOD publications - Soldiers magazines, for example, may be freely used without permission.
- d. Since 1976, copyright is good for the authors life plus 50 years.
- e. The Associated Press and other wire services are copyrighted and may not be used except by the subscription to the service. Some computer databases or networks include a wire-service feed that is provided for information purposes only; release, broadcast, or publication of the information is prohibited.
- f. Defense Media Activity (DMA) has permission from the networks to broadcast certain shows. These are information and entertainment programs.
- g. Additionally, materials produced by Army members or employees, as part of their official duties, cannot be copyrighted. Allow no such material to be released indicating it is copyrighted. All such material is in the public domain. What you or your people do on their own away from the office can be copyrighted.

25. Opinion/Editorials/Commentaries.

- a. Opinions contained from interviewees in a news or feature story, and the opinion is clearly attributed.
- b. Editorials are clearly identified and directed toward the interest and welfare of the internal audience. You may broadcast or publish commentaries from outside agencies and quasi-military organizations (AUSA, NCOA, Federally Employed Women, American Legion, etc.), but the sources of such material must be clearly identified. Such materials may not promote the organization (solicit membership) or endorse its political positions. If one organization is allowed to express an opinion, submit special material, or provide special services, you must give all organizations an opportunity to do the same.
- c. Commentaries should not provide analysis of national or international news. For example, in broadcast only those analysis or commentary programs divided by DMA-BC may be aired. Even then this material must still be reviewed before broadcast. Certain comments may be fine in Panama but not in Korea because of host country sensitivities. Again, local SOP should provide guidance in this area, but if a news analysis or commentary program is aired, it must be aired in its entirety. Radio news actualities and correspondents reports may be excepted from network newscasts, but must be excepted in their entirety. News sources, which authorize their television programming to be excepted, are identified in DOD directive 5120.20-R, appendix F.

## Performance Steps

26. Elections, partisan politics. Materials must not include partisan news, photos, cartoons, or editorials dealing with candidates for public office or issues associated with political campaigns, candidates, or parties. Opinion polls, surveys, and straw votes related to such topics are prohibited. Exception to the above include—
  - a. Publications, bulletins, or news summaries that are the major sources of national world news for personnel serving overseas may cover all domestic political issues, with the following provisions:
    - 1). These publications must be authorized and have valid agreements with U.S. commercial news services. Your broadcasts and stories must depend on syndicated copy to present balanced, impartial, and factual news.
    - 2). These broadcasts or publications may not present opinionated commercials or articles that discuss the active political issues of the host country. You may, however, broadcast or publish factual news stories about political events in the host country. These stories must have a direct bearing on military personnel, civilian employees, and their families living in the region.
  - b. You may broadcast or publish editorials, news items, and fillers to support the Federal Voting Assistance Program, to inform Army members and their families about voting laws, and to encourage them to register and exercise their right to vote.
27. Controversial issues. Besides the obvious materials advocating political candidates, materials dealing with controversial topics, such as homosexuals in the military, abortion, prayer in school, and creationism vs. evolutionism, should be admitted unless they use Army or DOD policy for the community.
28. Fund-raising Campaigns. You may cover such fundraising campaigns as Army Emergency Relief, Combined Federal Campaign, and Emergency Disaster Appeals approved by OPM, with proper references, attribution and background information. Materials should not discuss goals, quotas, or tallies of solicitations or completions between units or commands.
29. Credit your sources. Ensure any material provided by other than local news sources are credited. This includes the Army News Service, American Forces Information Service, American Forces Press Service, DMA networks and affiliates, as well as commercial news services, when authorized.
30. DOD or DA implied endorsement. Ensure the media product does not imply DOD or DA endorsement of a commodity, product, or service.
  - a. Guard against mentioning brand names or trade names in materials because this may be misconstrued as free advertising. Whenever possible, use generic names for products ("facial tissue" instead of "Kleenex," and "gelatin" instead of "Jell-O," you may use a brand name if it is an integral part of your reporting on consumer benefits. For example, movie, record, book, art, food and travel reviews are always allowed as long as you are fair and speak and write so as not to imply selective benefit or endorsement.
  - b. Do not make recommendations about equipment in your articles or products. Do not represent contracting for the Army by implying that such and such type of equipment should be purchased by the Army.
  - c. Similarly, do not allow someone in uniform to be videotaped or photographed in such a way that they appear to be recommending a product.
31. Advertising. Advertising may not in any way discriminate in regard to race, color, sex, religion, national origin, age, marital status, physical handicap, political affiliation or any other nonmerit factor. You must review adds in your paper. The PA office is responsible for the content of the ads.



## Performance Steps

### 32. Games of chance.

a. Army-funded (AF) and civilian-enterprise (CE) publications are prohibited from publishing advertisements or editorial material about "games of chance," except as authorized by Section 2720, Title 25, United States Code (25 USC 2720), regarding any gaming conducted by an Indian tribe pursuant to the Indian Gaming Regulatory Act. You may not advertise in AF and CE newspapers bingo games or lotteries conducted by a commercial organization whose primary business is conducting lotteries. Since DMA stations and AF newspapers do not contain commercial advertising, you are restricted to broadcasting or publishing public-service ads about games of chance, provided the ads come from nonprofit organizations.

b. However, the Charity Games Advertising Clarification Act of 1988 and U.S. postal service charges to the Domestic Mail Manual, both of which took effect in May 1990, liberalized other rules regarding lottery advertising in AF and CE newspapers. The bill lets you advertise—

1). Any and all legal lotteries (including bingo games) conducted by nonprofit entities (a nonprofit entity is identified as an entity that would qualify as tax-exempt under any subsection of Section 501 of the IRS code).

2). Any and all lotteries conducted by any governmental entity (schools, country fairs, fire prevention organizations, etc.), except that a state-conducted lottery can only advertise in publications published in its own state or published in any other state which has its own state-conducted lottery.

3). Any activity which is conducted as a promotional activity by a commercial entity and is clearly occasional and secondary to the primary business of that entity.

4). Nonlottery activities (such as dining at a restaurant or attending a musical performance) of commercial organization whose primary business is conducting lotteries.

### 33. "Lottery" is defined as containing a prize (anything of value), chance (random selection of winners), and consideration (need to pay to play). Such common activities as bingo, door prizes, and raffles are considered lotteries.

Your spot announcements may not publicize gambling or games of chance, unless such activities are organized within U.S. military communities and authorized by local commanders for the purpose of charity or morale and welfare. In the case of command-authorized lotteries, you may mention names of winners in local broadcasts or news stories. Your spot announcements are restricted to mentioning where tickets are available, and may not mention price, nor encourage participation in the lottery.

The provisions of this paragraph do not apply to activities that do not require payment of money or other consideration to play. If you are unsure, consult the Staff Judge Advocate.

### 34. Propriety. The last of the four SAPP considerations is propriety. Webster's dictionary says propriety is "conformity to what is socially acceptable in conduct or speech." Material should be in good taste and should not violate the sensitivities of the listening/viewing/reading audience. You should ensure your product does not contain profanity, gore, perversion, excessive violence, obscenity, lewdness, and information that holds the service or its members up to ridicule. When you feel that you are approaching that fine line between proper and improper, delete the material.

### 35. Correct any violations following your review of the product.

### 36. Release the product IAW unit release procedures.

<b>Performance Measures</b>	<b><u>GO</u></b>	<b><u>NO-GO</u></b>
1. Reviewed commander's guidance and higher-headquarters PA guidance concerning release of the product under review.	_____	_____
2. Checked the product thoroughly for security violations.	_____	_____
3. Checked the accuracy of all facts.	_____	_____
4. Checked the product for any potentially libelous statements.	_____	_____
5. Reviewed the product for policy violations, identified them or decided that the product is acceptable for release.	_____	_____
6. Checked the product for propriety.	_____	_____
7. Corrected and eliminated violations, if found. If violations were not eliminated, then the product was not released.	_____	_____
8. Released the product IAW unit release procedures.	_____	_____

**References****Required****Related**

AR 360-1

FM 46-1

## Manage a Command Information Campaign

**224-278-4903**

**Conditions:** Given monthly, seasonal or command-driven information, campaign requirements, a PA plan to support, and related PA products.

**Standards:** Manage personnel, resources, and equipment to produce appropriate PA products in support of a CI campaign.

### Performance Steps

1. Create the concept.
  - a. Determine the scope of the campaign to include the audience, the message to be conveyed, product(s) required to convey the message, personnel required, equipment needed to produce the product(s), and the budget.
  - b. Once the campaign has been approved, develop key messages the command information campaign needs to convey to the target audience.
  - c. Develop artwork, b-roll, or anything else that can be used to enhance the product(s) visibility.
  - d. Coordinate with subject matter experts for interviews and validity of command information campaign.
  - e. Assign selected personnel to the project(s), and assign deadlines throughout the campaign to ensure the product(s) is released in a timely manner.
  - f. Determine equipment needed to complete the campaign and, if there is any additional equipment needed, determine the cost in the overall budget.
  - g. If the product(s) cannot be produced internally, coordinate for not less than three (3) quotes from local vendors to produce the product(s).
  - h. Plan for budget shortfalls throughout the campaign, and derive a contingency plan for dealing with a less than desired fund allocation to produce the product(s).
2. Coordinate and hold in-progress review with staff/UPAR/SME agency.
  - a. Determine deadlines when product(s) progress needs to be met to ensure the entire scope of the campaign is met in a timely and efficient manner.
  - b. Determine who the key personnel are throughout campaign and require they attend in-progress reviews to ensure deadlines are being met satisfactory. Have a back-up plan for personnel in case one is injured or has to go on emergency leave.
3. Plan and supervise production.
  - a. Determine key dates or milestones for the production of the product(s) to support the command information campaign.
  - b. Assign selected personnel to tasks needed to be completed during the campaign and ensure their product(s) are edited throughout the process.
  - c. Access equipment needs throughout the campaign and determine if the equipment you have on hand is enough to complete the product(s). Plan for equipment shortfalls, as necessary, throughout the campaign and have a back-up plan.
  - d. Make key personnel throughout the campaign accountable for the product(s) timeliness and viability.
4. Maintain calendar of events.
  - a. Determine key events throughout the campaign and assign personnel to cover them.
  - b. Maintain a running calendar of events, personnel assigned, and desired outcome throughout the campaign. Setup short-, medium-, and long-term goals for the satisfactory completion of the product(s) in support of the command information campaign throughout the entire process.
  - c. Publish calendar of events to all concerned personnel and make changes as necessary.
5. Distribute and showcase product IAW plan, or as needed.

### Performance Steps

- a. Determine key locations/timeframes for the maximum exposure of the command information campaign's product(s). Rotate the product(s) as needed to different locations/timeframes to ensure maximum exposure is met.
- b. Come up with a contingency plan in case product(s) are not getting the desired effect of the plan. Be able to adjust as necessary.
6. Conduct an After-Action Review.
  - a. Ensure all personnel involved in production can attend.
  - b. Assign personnel not directly involved with the product supervision or production to conduct the AAR. Make sure personnel are there to document the event.
  - c. Ensure personnel are asked what went right with the production and outcome of the product(s), and what went wrong.
7. Back-brief commander or requesting agency.
  - a. Determine if commander's intent was met in the production of the command information campaign's product(s). Constantly evaluate if the intent is being met throughout the process and adjust as necessary.
  - b. Keep the commander informed throughout the production and distribution process. Be able to brief where the target audiences can find the product(s) and who has seen it.
  - c. Evaluate if the campaign was successful and document findings as part of AAR.

### Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Created the concept.	_____	_____
2. Coordinated and held in-progress review with staff/UPAR/SME agency.	_____	_____
3. Planned and supervised production.	_____	_____
4. Maintained calendar of events.	_____	_____
5. Distributed and showcased product IAW plan, or as needed.	_____	_____
6. Conducted an AAR.	_____	_____
7. Back-briefed commander.	_____	_____

### References

#### Required

#### Related

AR 360-1  
FM 3-61.1  
FM 46-1

## **Identify Community Relations Planning Considerations**

**224-278-4905**

**Conditions:** Given a request for Army participation in a civilian event, AR 360-1, AR 600-50 "Standards of Conduct," and other reference materials.

**Standards:** Identify community relations planning considerations for an event that will positively portray the military IAW Army policies and Standards of Conduct.

### **Performance Steps**

1. Public opinion toward the Army is influenced daily by the actions of local commands. As a means of improving community relations around Army installations, bands, aerial and static equipment displays, color guards, speakers, and the like are made available to the public as long as certain requirements are met. ARNG and USAR organizations are encouraged to participate to the maximum extent possible in Community relations activities.
2. Community Relations programs and activities. Official programs. A number of command initiated actions are effective in informing the public about the Army and in developing and maintaining a viable relationship with the civilian community.
3. An active Speaker's Bureau program.  
Ongoing liaison with organizations (including those at local, state, and regional events).  
Participatory membership in civic, business, and professional organizations.  
Use of exhibits, bands, color guards, and other ceremonial units in the public domain.  
Periodic open houses and an active installation tour program.  
Participation in national holiday observances.  
Support of overseas host-nation activities (American youth, holiday, and traditional programs).
4. Participants must adhere to the standards of conduct in AR 600-50 and provisions of AR 360-1. Additionally, common sense and good taste are essential ingredients in a positive community relations program.
5. Army participation in a civilian event must not selectively benefit any person, group, or corporation, whether profit or nonprofit; religion, sect, religious, quasi-religious or ideological movement; fraternal organization, or commercial venture. Additionally, Army participation in any public program within the scope of AR 360-1 may be authorized only if admission, seating, and all other accommodations connected with the program are available to all without regard to sex, race, creed, color, or national origin. Army speakers cannot participate in partisan or political gatherings, and acceptance of gratuities for speeches is prohibited.
6. Generally, DOD does not engage in activities that could be interpreted as associating the department with any partisan political causes, issues, or candidates.
7. Acceptance of a gratuity or fee for official speaking engagement is prohibited. See AR 360-1 for exceptions. Reimbursement for necessary travel and lodging costs may be accepted from the sponsoring organization in lieu of reimbursement under the JFTR.
8. After receiving a request for Army participation in a civilian event, make sure the request is clearly spelled out. Research the request. In order to advise or make a decision, you must fully understand what the Army will be doing, who will do it, when, where, why, and how. Clarify the request by contacting the requestor telephonically.
9. Specific guidance on Army participation in civilian events is spelled out in AR 360-61.

## **Performance Steps**

### **10. Some common requests:**

Army bands.

Bands performing outside their normal community relations areas must be coordinated through OCPA.

Participation is authorized for official military functions and civil ceremonies, to include inaugurals, dedications of public buildings, ceremonies for officially invited governmental visitors, and convening of legislative bodies.

Participation is authorized for civil ceremonies not considered official to include banquets, dinners, receptions, carnivals, festivals, opening of sports seasons, and anniversaries.

Also authorized for band support are parades or ceremonies incidental to gatherings of personnel of the Armed Forces, veteran, or patriotic organizations. Also, civic or community-sponsored public parades, rallies and concerts intended to stimulate interest in the armed forces, help personnel procurement, stimulate patriotism, and celebrate a national birthday. (But be sure the generic civic gatherings of this type are free of partisan political overtones.)

Army participation and support is NOT authorized for the following: motion picture premieres, parades solely to support promotional or commercial aspects of a holiday or event, and civilian-sponsored beauty pageants.

Army participation in authorized civilian events cannot exceed 3 days for each event. Bandsmen cannot receive pay in any form (not authorized by law or DOD directive) for their official performance of duty in carrying out activities or programs to support public events.

Musical units may not perform backup support for other entertainers at public programs held away from military installations unless the military musical unit performs as a featured participant and, if a band, it has received a waiver from the American Federation of Musicians.

## Performance Steps

11. There are several other prohibitions listed in the regulation.

Aerial activities.

Aerial demonstrations may be authorized at proper events when the following provisions are met:

Army teams cannot compete for prize monies.

Army aerial displays cannot exceed 2 days in any one aerial event (waiverable).

Demonstrations under simulated tactical conditions are restricted to military installations.

The civilian sponsor obtains an FAA waiver for public demonstration by military aircraft or parachutists.

Aerial demonstrations involving the Army Parachute Team, flyovers in the civilian domain, and aerial reviews, to mention a few, must be approved through channels by OCPA.

Consult AR 360-1 for the approving authority for aerial acts, static displays of aircraft, and parachute demonstrations in support of Community Relations programs and recruiting. Static displays of aircraft at other than airfields and airports, in support of community relations programs and recruiting, can be approved by commanders of local installations, Army Reserve Commands, and ARCOM General Officer Commands. Of course, there are stipulations for the displays, also contained in AR 360-1.

Ceremonial Units. The same criterion that applies for bands also applies to ceremonial units, such as color guards.

Explosives and Pyrotechnic Displays. Except in rare cases, such support in the civilian domain is not recommended because of the high probability of injuries and legal liability. The use of explosives and pyrotechnics in connection with events conducted on a military installation is at the discretion at MACOMs. Routine salutes are covered in AR 600-25.

The use of military personnel as ushers, baggage handlers, guards, beauty pageant or similar event escorts, messengers, parking lot attendants, runners, crowd control, or in other menial capacities in support of public programs conducted off military installations is not authorized.

12. Be cooperative in dealing with community requests, but enlist the advice of the staff judge advocate or higher headquarters in areas concerning SAPP. Do not violate the intent of the regulations in making a recommendation. Make a yes or no recommendation to the PAO.
13. Coordinate the request with the affected agencies and respond to the requestor as soon as possible, whether negative or positive.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Adhered to the standards of conduct in AR 600-50.	—	—
2. Adhered to good taste.	—	—
3. Researched the request.	—	—
4. Adhered to the specific guidance of AR 360-1.	—	—
5. Ensured the event does not benefit on person, group or corporation, profit or nonprofit.	—	—
6. Ensured the event did not exclude people from participation based on sex, color, race, creed, and national origin.	—	—

**Performance Measures**

**GO**

**NO-GO**

7. Ensured the event did not violate security, accuracy, propriety, or policy.

\_\_\_\_\_

\_\_\_\_\_

**References**

**Required**

**Related**

AR 360-1

FM 46-1



## Develop a Crisis Communications Plan

**224-278-4910**

**Conditions:** Given a need for a crisis communication plan, commander's guidance, command staffs' input, Public Affairs Guidance (PAG), FM 46-1, and local command's SOP for Crisis Response.

**Standards:** Develop and write a crisis communications plan IAW public affairs guidance, FM 46-1, and command guidance.

### Performance Steps

During crises, PA becomes a crucial team member on the commander's staff to address actions and initiatives. Public Affairs leaders must assess situations, develop solutions, and monitor effects of PA operations continuously, regardless of the team's location. PA planning and execution in support of a commander must be in concert with the staff.

The following tasks provide additional essential skills for the completion of this task:

224-278-1821, "Respond to a Media or Public Inquiry."  
 224-278-1830, "Prepare Press Kits."  
 224-278-1831, "Register News Media."  
 224-278-1832, "Facilitate News Media."  
 224-278-2820, "Conduct Media Interaction Training for non-Public Affairs Personnel."  
 224-278-3820, "Plan Media Coverage of an Event."  
 224-278-3920, "Identify Target Audiences for a PA Campaign."  
 224-278-3930, "Prepare a Public Affairs Estimate."  
 224-278-3932, "Write a Public Affairs SOP."  
 224-278-4830, "Prepare a Spokesperson to Address the Media."  
 224-278-4940, "Write Proposed Public Affairs Guidance."

1. Identify potential crises or situations affecting the command (analyze the situation). The first step for the PA NCO is to examine the potential crises or situations affecting the command. Gather input from the staffs, including Operations, Civil affairs, personnel, and legal. Seek PAG from higher headquarters and other units involved. The following list are situations a crisis communication should be used for:
  - a. Crisis. An issue or incident may determine the future standing of a person or the command. A crisis can threaten the command's image or reputation, reverse the organization's strategic mission, or destroy its cohesion and identity. There are five categories of crises:
    - (1) Facilities crisis due to damage caused by explosion, fire, leakage, natural disaster, etc.
    - (2) Community crisis due to adverse condition created by the facility or the command. Examples include a base realignment, complaints during a training exercise, and off-post contamination of neighbor's wells.
    - (3) Employee crisis includes numerous examples such as loss of life, gate closures, sabotage, or a reduction in force.
    - (4) Consumer crisis is a business term that has overtones for Army public affairs. Examples of consumer crises include a product quality defect at a depot, medical improprieties, a housing maintenance contract that cannot be initiated, or an allegation against Army training procedures.
    - (5) Image crisis can be the most difficult to counteract. Examples can be found of unlawful or ill-perceived activities. Allegations of sexual misconduct, a major drug bust, or the arrest of a senior official all fit into this category.
  - b. Emergency. Sudden, unexpected events, such as accident, contingencies, or disaster operations may require a prompt response.

## Performance Steps

- c. Issue. An external or internal factor—usually lasting over a mid- to long-range timeframe—that could represent a serious obstacle to achieving an organization's objectives and cause damage to its reputation if not managed well. Conversely, if managed well, many issues represent an opportunity to further an organization's mission and enhance its reputation.

2. Examine the PA role. The PA NCO's contributions to the command team effort during a situation include communicating with the public and providing internal information. The goals should include retaining the confidence of public and internal audiences, preserving media and community relations, and protecting the military community's welfare. Use the following questions to analyze the command's crisis communication process:

- a. What kind of management notification system do we have in place if a crisis occurs during nonbusiness hours?
  - (1) How long would it take to reach everyone in key leadership positions if we had a crisis at 3 p.m. on a Saturday?
- b. What is our command emergency response plan like?
  - (1) When was it last updated?
  - (2) Has it ever been used or tested to see if it works?
  - (3) How well does it tie in with the response plans of our other facilities?
- c. What internal problems or other vulnerabilities do we have that could be damaging to our command if they went "public"?
  - (1) What would be the public reaction if one of them were disclosed by a disgruntled employee, or in a lawsuit, government investigation, or investigative news report?
  - (2) How would we explain or justify the situation so it would have minimum operational and reputation impact on our command?
  - (3) What is being done to minimize the chances of that problem occurring?
- d. Who would be our spokesperson(s) in a crisis situation?
  - (1) Who would be the alternate if they were not available or not appropriate for that kind of crisis situation?
  - (2) How good would they be in handling tough questions from reporters?
  - (3) How much confidence do we have that they will be credible and convincing in a confrontation with reporters, neighbors, customers?
  - (4) How would disclosures be handled at one of our facilities if they had a crisis? Who would be the designated spokesperson?
- e. How much information would we give out if we had a crisis? (Remember to review the Privacy Act and Freedom of Information Act requirements.)
  - (1) Who would decide what to say?
  - (2) What would be the approval process? How long would it take?
- f. How would we contact our leadership and employees so they would hear from us before learning about it from the news media?
  - (1) How about our communities, contractors, and other key audiences?
  - (2) How would we do it, and how long would that take?
- g. What crisis situations have similar organizations had in the past year that went "public?" How well would we have handled those crises?
  - (1) How much management time has it taken? How much has it cost them so far in expenses?
  - (2) What are the prospects for lawsuits or investigations? How long will it be before they get the problem behind them?
  - (3) How would we have done if it had happened to us instead of them?
  - (4) What can be learned from their experiences?
  - (5) Have we made any changes in the way we do business as a result of what happened to them?

## Performance Steps

3. Develop or review the Standing Operating Procedure for the public affairs office. This is the internal document that tells your office how to conduct crisis management. In addition to the SOP, ensure there is a public affairs annex to the installations crisis action plan. At a minimum, the SOP should include the following:
  - a. Identification badges for public affairs personnel. Make special ID badges that distinguish public affairs Soldiers, and put examples in the installation crisis plan.
  - b. Transportation needs. Clearly articulate in the plan vehicle support required. Vehicles for consideration include buses, HMMWVs for access to impassable areas, and helicopter lift (as applicable—for public affairs personnel).
  - c. Communications requirements. Public affairs must have access to the command communication net. PAOs should also have cell phone access. Other communications considerations include phone banks, phone/LAN lines for computer access, and fax machines for the media.
  - d. Rehearsals. Conduct crisis rehearsals quarterly. If the installation does not conduct routine rehearsals, PAOs must take the lead in scheduling rehearsals for public affairs personnel and key agencies.
  - e. Key community leaders/sites - Update any key community leader communication centers quarterly. If community leaders are willing, include them in rehearsals. List the leaders by name, phone number, function, and location in the plan.
  - f. Electronic News Distribution Plan. List who is responsible for Web updates and commander's information assets. At a minimum, consider the following:
    - (1) Installation home page.
    - (2) Email list.
    - (3) Commander's access channel.
    - (4) Other emergency access channels.
    - (5) Expedient newspaper.
  - g. Command Information Center. The purpose of this center is to provide information relevant to the crisis for Soldiers and their family members. Support for the center should come from the PAO, garrison commander, military police, and other personnel depending on the type of crisis. A senior representative from the PAO's office should serve as the center's coordinator. The center should provide fact sheets, special edition newspapers, automated phone messages with updates, and personnel manning the phones to answer questions. The center is for information distribution only; do not establish the center to dispense other services.
  - h. Media escorts. Escort media to the crisis site, depending if the type of crisis allows it and media escorting is applicable. Escorts can be augmentees, representatives of affected units, or, in specified cases, the PAO. Using PAO assets for escorting can degrade the overall public affairs operation. Escorts need to know how to navigate around the post and provide the following services:
    - (1) Brief the media.
    - (2) Protect the media.
    - (3) Protect classified information.
    - (4) Issue Identification.
    - (5) Coordinate with Military Police.
    - (6) Confirm and log entry and exit of media.
  - i. Have a fly-away kit. A PA fly-away kit should contain the PA tools you'll need in a crisis when you're called away from your desk. At a minimum, your kit should have the following:
    - (1) Laptop computer with email and Internet capability.
    - (2) Printer.
    - (3) Digital camera.
    - (4) Cell phone.
    - (5) Press release samples.
    - (6) Talking points.
    - (7) Slide briefs.
    - (8) Draft Q&A.

### Performance Steps

- (9) Ground rules.
  - (10) Public Affairs Annex to the operation.
  - (11) FM 46-1.
  - (12) Media directory.
  - (13) DOD phone book.
  - (14) Installation phone book.
4. Develop or review the Crisis Communication Plan. The Crisis Communication Plan incorporates four essential steps: Research, Planning, Execution and Evaluation. The Plan should address the following at a minimum:
- a. Background. Describe circumstances and general information pertaining to the mission.
  - b. Purpose and mission of PA support. Define purpose of PA plan and the PA mission you are expected to accomplish.
  - c. Strategy to accomplish PA support. Define the general public affairs intent and approach to publicity and the means by which you intend to accomplish it. (Example: Provide periodic release of information to the news media as the crisis unfolds. Keep Soldiers retirees, employees, and family members informed at each phase of the crisis through timely Command Information coverage.)
  - d. Goals of PA support. Think about what outcomes you would like the PA coverage to help accomplish. (Example: Provide information on emergency support available for Soldiers and their families as well as a reliable source for the general public to look for information.)
  - e. Key messages or themes. Identify information that is central to the commander's intent to be reinforced throughout the crisis in public releases. (An example could be the commander's condolences to the victim's of the crisis and emergency support that is available.)
  - f. Audiences. While media are often considered to be an audience, they are in fact the medium through which the audience is reached. Audiences can be internal or external and cover the spectrum from the general public, Soldiers, other services and Congress, all the way to special interest groups. Identification of the interested audiences will assist PAO's in targeting and prioritizing the appropriate immediate and follow-on media channels.
  - g. Tactics. Tactics include the details of how you will accomplish your strategy through which publications, meetings, or media channels. (Examples can include traditional and nontraditional tactics, media releases [and their timing], opinion editorials, interview or guest speaker opportunities, articles for internal and external media, press conferences, community outreach printed materials, brochures, flyers or Public Service Announcements [PSAs], educational tours, open-house events, seminars or gatherings for key audiences, to name a few).
  - h. Coordination and responsibilities.
    - (1) Obtain a clear understanding among emergency responders as to what command level will be the release authority, and coordinate with the PAO from that command.
    - (2) Coordination and roles should be determined and addressed between the installation PAO and the installation staff.
    - (3) If your plan contains logistical requirements for military police, other staff, personnel for additional duties, equipment, facilities and other support, you will need to take the appropriate coordination steps to ensure awareness of responsibilities. Having commanders approve the concept of the plan in advance also ensures installation staff agencies involved will provide appropriate levels of priority and support.
  - i. Written Q's and A's (questions and answers). Depending on the crisis scenario, at a minimum, brainstorm the types of questions you will receive and know which agency and person, along with telephone number, will be needed to answer the question. Prepared for PA's use in responding to standard and expected questions.
  - j. Concept of media operation/Execution. How you put the plan into action. Much of the media operation will be contained in your annex to the installation crisis action plan. At a minimum, you should have instructions for where the media operations center is going to be, where to send the media when they arrive, and the logistical requirements for it. The information for setting up and running the media operations center should be in a separate PA SOP.

**Performance Steps**

- k. Evaluation. Periodic procedural updates through the use of "background" interviews can be effective in keeping the media informed during a crisis. No PA plan is complete without addressing the evaluation of how well the PA goals are being met and appropriate adjustments to the plan as necessary. Prepare an after-action review and submit it to the appropriate PA channels.

For an example of a formal, written Crisis Communications Plan, see Appendix M.

- 5. Execute the Public Affairs Crisis Management Team Operations. Use the crisis communication plan to focus on target audiences, expected communication concerns, and key messages to meet audience needs. Keep the commander, PAO, and other staffs informed up the current situation. Prepare a "toolbox" to stay ahead of the story. PA responsibilities:
  - a. Adhere to maximum disclosure minimal delay.
  - b. Safeguard classified information.
  - c. Ensure security, accuracy, propriety, and policy.
  - d. Provide timely media opportunities and access.
- 6. Follow up. During crisis situations, maintain archives of news clippings and recordings of news stories. Use the results and command and staff feedback to prepare an after-action report. Address what went well and areas for improvement. Revise the Crisis Communications Plan accordingly.

**Performance Measures**

	<u><b>GO</b></u>	<u><b>NO-GO</b></u>
1. Identified potential crises or situations that affect the command.	_____	_____
2. Examined PA role.	_____	_____
3. Developed or reviewed the PA standing operating procedure.	_____	_____
4. Developed or reviewed the PA crisis communication plan.	_____	_____
5. Executed PA crisis management team operations.	_____	_____
6. Conducted an AAR following a crisis and amend the CCP, if necessary.	_____	_____

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P). Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References****Required****Related**

AR 360-1  
FM 46-1

**Review a Speech or Manuscript for Approval**  
**224-278-4920**

**Conditions:** Given a completed speech to review and AR 360-1.

**Standards:** Review the speech and manuscript for the level of approval required according to AR 360-1, chapter 6. Forward the speech for approval or clear the speech for use accordingly.

**Performance Steps**

Public Affairs personnel have Army staff responsibility for all public information activities, including speeches. Certain official and unofficial speeches and writings presented or published in the civilian domain require prior public affairs review.

1. Grant clearance at the lowest possible level. AR 360-1 specifies when a speech or manuscript must be forwarded for approval. In all other cases, clearance should be granted at the lowest possible level.
2. Identify if the speech or manuscript does not require clearance. The following materials usually do not require clearance.
  - a. Writings or speeches on topics not involving operations of the government, foreign policy or military matters.
  - b. Letters to the editor specifically expressing personal opinion.
  - c. Book or theater reviews expressing personal opinion.
  - d. Work of fiction based on actual military operations or situations. If requested by the author, however, such works may be forwarded to HQDA for an advisory security review. In such cases, only the portions of the text that are in question need to be sent.
  - e. Manuscripts or speeches by retired Army personnel and members of the National Guard or Army Reserve not on active duty. Such materials may, however, be voluntarily sent to HQDA for advisory security review.
3. Clear the speech or manuscript locally if they are:
  - a. Prepared by active Army members or civilian employees of a subordinate element by HQDA.
  - b. Intended for a local or regional audience.
  - c. Written on subjects within the control of the clearing command.
4. Forward the following speech or manuscript materials to HQDA or DOD level for clearance.
  - a. Official writings or speeches, by HQDA representatives, or material that has an official connotation, which is to be published or delivered outside DOD.
  - b. Speeches or writings by any active duty Army member or civilian employee on matters of national interest, to include those dealing with the overall national defense program or policy, international relations, foreign policy or matters outside the preview of the individual concerned.
  - c. Materials that draw upon classified information written by active Army members, retired members or civilian employees will be submitted for review.
  - d. Speeches by a lieutenant general or higher and the civilian equivalent.
5. Submit speeches or manuscripts that require higher level, HQDA or OSD clearance using the following procedures:
  - a. Submit the full and final text of material requiring review, including any supplemental visual information material.
  - b. Submit speech or manuscript in sufficient time to allow the review before the desired release date.
  - c. Denial of clearance or directed mandatory changes of any material submitted for review may be appealed through the channels of original submission to OCPA.

## Performance Steps

6. Determine if the speech or manuscript needs security review. If you question the classification of some of the material in the speech, hand-carry the speech to security for review. Notify the originating office. Above all, get control on any classified information. Do not get involved in where the speech has been previously or who saw it that may have or have not been cleared - that's for security to determine. You simply get control of the document from the point you receive it.
7. Notes, abstracts or outlines of speeches and manuscripts should not be cleared in lieu of the complete text. Abstracts that are to be published may be cleared, and the fact should be noted if and when the full text is forwarded for HQDA approval.
8. Re-verify clearance for every subsequent use. Clearance of a speech or manuscript for one occasion does not give blanket approval for its use on other occasions. Before its subsequent use, contact the clearing PAO to ensure the clearance is still valid.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Granted clearance at the lowest possible level.	—	—
2. Identified if the speech or manuscript did not require clearance.	—	—
3. Cleared the speech or manuscript locally if they were: <ol style="list-style-type: none"> <li>a. Prepared by active Army members or civilian employees of a subordinate element by HQDA.</li> <li>b. Intended for a local or regional audience.</li> <li>c. Written on subjects within the control of the clearing command.</li> </ol>	—	—
4. Forwarded the following speech or manuscript materials to HQDA or DOD level for clearance. <ol style="list-style-type: none"> <li>a. Official writings or speeches, by HQDA representatives, or material that has an official connotation, which is to be published or delivered outside DOD.</li> <li>b. Speeches or writings by any active duty Army member or civilian employee on matters of national interest, to include those dealing with the overall national defense program or policy, international relations, foreign policy or matters outside the preview of the individual concerned.</li> <li>c. Materials that draw upon classified information written by active Army members, retired members or civilian employees will be submitted for review.</li> <li>d. Speeches by a lieutenant general or higher and the civilian equivalent.</li> </ol>	—	—
5. Submitted speeches or manuscripts that require higher level, HQDA or OSD clearance using the following procedures: <ol style="list-style-type: none"> <li>a. Submitted the full and final text of material requiring review, including any supplemental visual information material.</li> <li>b. Submitted speech or manuscript in sufficient time to allow the review before the desired release date.</li> <li>c. Denial of clearance or directed mandatory changes of any material submitted for review may be appealed through the channels of original submission to OCPA.</li> </ol>	—	—
6. Determined if the speech or manuscript needs security review. If so: <ol style="list-style-type: none"> <li>a. Hand-carried the speech to security for review.</li> </ol>	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References  
Required**

**Related**  
AR 360-1  
FM 46-1



## **Write a Daily PA Situation Report (SITREP)**

**224-278-4930**

**Conditions:** Given daily PA operations, a requirement to report activities and an operational planning calendar.

**Standards:** Write a PA SITREP that conveys status of past, present and future operations.

### **Performance Steps**

1. Identify commander's daily requirements and intent: When required to provide the command a situation report of public affairs operations, the following information, at a minimum, must be included in the command proposed format. As the public affairs professional, you must determine what your commander's public affairs operational intent will be.
  - a. The SITREP summarizes significant actions and challenges facing the commander.
  - b. SITREPs are usually submitted daily, unless instructed otherwise by your specific command.
  - c. The SITREP provides critical operational information and media conditions which may effect readiness and the ability to fill the requirements of the operation plan.
  - d. It summarizes important actions and references other reports for full details.
2. Summarize daily public affairs activities in written format. With this information, you will be able to provide the following facts daily in your SITREP:
  - a. Past activities and accomplishments.  
This portion of the SITREP includes completed products, media analysis reports, and media event coordination. This product will be reported only one time to avoid misinterpretation of actual product quantity.
  - b. Present or Ongoing Events / Missions.  
This portion of the SITREP includes current PA tasks, current media engagements, pending releases, and current news analysis.
  - c. Future Events / Missions.  
This portion of the SITREP includes future operations and engagements with internal/external coverage or recognition.
  - d. Personnel Status.  
Status of personnel is pertinent to mission accomplishment and will be annotated.
  - e. Equipment Status.  
Status of equipment is pertinent to the mission. Ensure imagery acquisition and satellite equipment is operable and, if not, is annotated on the SITREP.
3. Identify non-organic support needs:  
Support needs should only be annotated on the SITREP if the support needed is of high priority - the SITREP should not be used as a requesting document.
  - a. Non-organic support needs consist of anything needed to accomplish the public affairs mission that is not internal to the public affairs office.
  - b. Review the mission requirements.
  - c. Identify the reason for support.
4. Complete the SITREP, in local format when necessary, and submit it to the PAO. For a sample SITREP, see Figure 3-13.

## **SAMPLE PA DAILY SITREP**

### **Past (Last 24 hours):**

#### ***Press Releases (1)***

- IED impacts COP

#### ***Media Engagements (2)***

- Reuters – 1 BCT
- CNN – DIV HQ

#### ***Events/Missions (0)***

#### ***DVIDS Uploads (0)***

#### ***Media roll-up/Analysis (0)***

#### ***Media Queries (12)***

### **Present (Today):**

#### ***Press Releases (1)***

- Hospital Opening

#### ***Media Engagements (4)***

- AP – 1 BCT
- Reuters – 1 BCT
- CNN – DIV HQ
- FOX – 2 BCT

#### ***DVIDS Uploads (2)***

- B-roll 1
- B-roll 2

#### ***Media roll-up/Analysis (1)***

- Analysis

#### ***Media Queries (18)***

### **Future (Next 24 hours):**

#### ***Media Engagements (1)***

- Stars and Stripes – 4 BCT

#### ***Events/Missions (2)***

- School opening
- Change of Command Ceremony

#### ***Personnel: Green***

- N/A

#### ***Equipment: Amber***

- DVIDS Inop

#### ***Support Needs: (Optional)***

**Figure 3-13. Daily PA SITREP (Sample).**

**Performance Measures****GO****NO-GO**

- |  |       |       |
|--|-------|-------|
| 1. Identify commander's daily requirements and intent.                           | _____ | _____ |
| 2. Summarize daily public affairs activities in written format. Include:         | _____ | _____ |
| a. Past activities and accomplishments.  |       |       |
| b. Present or ongoing events / missions.   |       |       |
| c. Future events / missions.   |       |       |
| d. Personnel status.   |       |       |
| e. Equipment status.   |       |       |
| 3. Identify non-organic support needs (only in cases of high priority missions.) | _____ | _____ |
| 4. Complete the SITREP and submit it to PAO.                                     | _____ | _____ |

**References****Required****Related**

AR 360-1

FM 46-1

## Write Proposed Public Affairs Guidance

224-278-4940

**Conditions:** Given an assignment to prepare Proposed Public Affairs Guidance (PPAG), commander's guidance, command staffs' input and DoD Instruction 5405.3.

**Standards:** Draft Proposed Public Affairs Guidance after researching an event or operation. Format PPAG to include subject, references, public affairs posture, public statement, questions and answers, contingency statement, miscellaneous information, points of contact and declassification instructions. Coordinate the PPAG with the appropriate command staffs. Ensure compliance with security, accuracy, policy and propriety (SAPP). Submit final PPAG draft to the PAO for approval.

### Performance Steps

Proposed Public Affairs Guidance (PPAG) provides mission-specific guidance to support public discussion of an operation or event. PPAG establishes the command's public affairs policies, identifies issues likely to be of interest, highlights the Army perspective, recommends appropriate themes and command messages.

PPAG also addresses methods, timing and authority for releasing information to the news media and the public for an event, operation, exercise or Army policy. PAG ensures a uniform and coordinated response so that public affairs is conducted with "one voice."

1. The first step in writing PPAG is to research pertinent information. Ensure SAPP is followed through all steps of preparing the PPAG. Collect all initial commander guidance, higher headquarters guidance and input from the command staff. Information provided by the staffs include:
  - a. Personnel - numbers of military community members involved or affected.
  - b. Intelligence - security issues and reporting trends.
  - c. Operations - overall picture, goals, missions of the operation or event.
  - d. Logistics - amount of equipment and costs.
  - e. Information Operations, Civil Affairs and Military Information Support Operations - related messages and themes must not contradict public affairs themes.
  - f. For appropriate overseas events, exercises or operations, contact the in-country American Embassy for host-nation information.
  - g. When operating with other agencies, such as the Drug Enforcement Agency, U.S. Customs Service, or Coast Guard, contact appropriate public affairs representatives for additional information pertaining to the involvement between the command and agency.
2. Draft the Proposed Public Affairs Guidance (PPAG). Organize the information by beginning with references used to compile the PAG, such as fact sheets, operations orders, field manuals and appropriate regulations.
  - a. Classification. PPAG should normally be classified according to the classification of the material from which the PPAG was derived and the sensitivity of the PPAG itself. Since PPAG is staffed before an exercise is approved, the information should remain classified until the exercise receives final approval. Normally PPAG will be declassified upon approval from OASD(PA).
  - b. Message Addresses. PPAG at a minimum will have the following addresses:

FROM: (SPONSORING COMMAND)  
TO: SECDEF WASHINGTON DC//OASD-PA//  
INFO: SECSTATE WASHINGTON DC//PA//  
SECDEF WASHINGTON DC//OASD-PA/DPO//  
PERTINENT EMBASSIES  
CJCS WASHINGTON DC//PA//  
AFFECTED THEATER COMMANDS PA DIRECTORATES  
COMPONENT COMMANDS PA DIRECTORATES  
PAO OF PARTICIPATING ARMED SERVICES

## Performance Steps

- c. Subject. The subject line of the PPAG should state "PROPOSED PUBLIC AFFAIRS GUIDANCE - followed by the exercise and/or event name (U)." For coordination, it is best if the subject is unclassified. If an exercise or event is so sensitive that the actual name cannot be used, an unclassified short title should be used; e.g., "PROPOSED PUBLIC AFFAIRS GUIDANCE - CC-(U)."
- d. References. Pertinent messages or other documents shall be cited in the reference section. If the PPAG is based on PA policy in the SMEB, then the SMEB message Date-Time-Group (DTG) shall be listed.
- e. Paragraph 1 - Exercise Information. The first paragraph of the PPAG shall explain the references, the exercise, and any significant existing or anticipated problems associated with the exercise. The information in this paragraph is not for release so may remain classified after the PAG is approved for release. This paragraph may restate some PA information from the SMEB.
- f. Paragraph 2 - Coordination Information. The second paragraph shall explain the purpose of the message; identify it as being fully coordinated and theater-approved; request OASD (PA) approval and specify the date it is required for use. If the PAG is transmitted to the OASD (PA) before it is fully coordinated, it is the responsibility of the submitting command to ensure that the OASD (PA) is promptly informed of the results of the remaining coordination. The submitting command should always follow-up a PPAG message with a phone call to ensure that the primary addressee(s) is aware that the message is en route.
- g. Paragraph 3 - Public Affairs Approach. The third paragraph shall discuss the public affairs approach for the exercise; i.e., active or passive. This may be a restatement of the PA policy indicated in the SMEB.
  - (1) Active Approach. This approach, which is most often used, involves stimulating interest from the media and public on the subject of the PAG. Public affairs organizations will use media facilitation techniques such as news briefings, media visits and news releases. Explain who will make the initial announcement and when, and include any specific planned media facilitation methods. State the release authority in this paragraph as well.
  - (2) Passive Approach. A "passive approach" is where no action is taken to generate media and/or public interest in an issue or activity beyond answering specific inquiries. If a passive approach is desired, the PPAG shall so indicate and specify that the PAG is for response to query (RTQ) only. It shall also specify who is authorized to respond; e.g., "Only OASD(PA) may RTQ," or "All of the following addressees may use this PAG for RTQ only." To de-emphasize an event, it is best to authorize release or RTQ at the lowest possible level.
- h. Paragraph 4 - Public Statement. The public statement is similar to a general news release that can be used to sum up and announce the event, exercise or operation. A public statement may announce the command's fielding of new equipment, foretell of the command's participation in a disaster relief operation or clarify a command policy on an environmental concern. Include the essentials of who, what, when, where and why. Depending on classification, specifics and numbers may not be addressed.
- i. Paragraph 5 - Questions and Answers (Q&As). The fifth paragraph shall contain a list of proposed Q&As to enable the user to respond to the majority of anticipated questions. They should all be contained in one paragraph and should be numbered sequentially; e.g., Q1, A1; Q2, A2; Q3, A3, etc. Q&As are for use in both active and passive PA approaches, but are strictly for RTQ only and shall not be given to media as handouts. Start with command messages and themes that explain why the event, exercise or operation is taking place. Anticipate what the media and public may ask and want to know. Be thorough and specific. Spokespersons at all levels must be able to use the material to respond as needed in a uniform manner. Prepare an appropriate unclassified response to questions regarding classified subjects. Questions and answers should be numbered and address at a minimum the following areas:
  - (1) Subject. Include all of the necessary information, such as costs, allied involvement, secondary missions and impact on the military and people in communities.

## Performance Steps

- (2) Recent Events. Provide questions and answers that assist spokespersons in handling queries on other recent activities of the command, such as past operations or exercises, scandals, investigations and participation with other nations in similar operations around the world.
  - (3) General Policies. Address general policies; such as family care plans for deploying military members, equal opportunity, women in the military and screening for AIDs for deploying forces.
  - (4) Points of Contact (POCs). A paragraph should list all public affairs points of contact at all levels of command. If appropriate, list public affairs for all involved units and POCs at other agencies.
- j. Paragraph 6 - Contingency Statement. The sixth paragraph of the PPAG shall contain a contingency statement to be used before release of the final PAG. Usually, the contingency statement should be that we don't discuss exercises before they have been formally announced. However, this approach can be modified, as appropriate, depending on the circumstances of the exercise. If a contingency statement is not required, so state in Paragraph 6 of the PAG.
- k. Paragraph 7 - Miscellaneous Information. The seventh paragraph shall contain other pertinent information to include the following items (when a certain sub-paragraph is not applicable, so state):
- (1) Media Information Centers (e.g., Joint Information Bureaus (JIBs), Media Operations Centers (MOCs), Press Information Centers (PICs), exercise PA elements, etc.) Discuss whether centers are joint or combined; delineate who is responsible for the establishment; give generic description of its composition (e.g., U.S. Army desk (O-4 and E-6/E-7), U.S. Navy/Marine desk (USN O-4/O-5, and USMC E-5/ E-6), etc.); establish the center's functions (coordination of all exercise media and/or PA activities, clearance of U.S. military-generated news material before release, production of news material for release, escort of accredited news media representatives); etc.
  - (2) Command Relationships. Designation of sole approving authority for all exercise-related news materials; procedures for the release and/or clearance of information (to include list of addressees for notification in case of accident and/or incident); request for participating commands and/or units to ensure that the media center is action and/or information addressee on all messages with potential PA impact (to include incident and/or accident reports); hometown news release requirements and/or instructions (passive PA approach may make hometown releases inappropriate); etc.
  - (3) Media coverage. State whether media coverage is encouraged or solicited, giving rationale; news media transportation instructions; point of contact (POC) and procedures for handling such requests; requirements for news media representatives (valid passport, working media visa, local accreditation requirements, funds for food, lodging, return travel (if military air is not available), etc.); instructions regarding assistance to continental United States (CONUS)-based units for handling request from news media for accompanying travel before and following public announcement of the exercise; etc.
  - (4) Internal Media and Audiovisual Coverage. Provide instructions on assistance that will be provided to this effort; degree of freedom of movement (to include whether escorts are necessary); screening of visual information (VI) materials upon completion of exercise; sponsoring command POC for handling internal information matters; etc. Also include guidelines for Armed Forces audiovisual teams documenting the exercise.
  - (5) Media Opportunities. If known well enough in advance, provide chronology of potential exercise events that would be of interest to media.
  - (6) Miscellaneous PA Considerations. Indicate any other proposed PA activities or considerations; if there are none, then so state.
- l. Paragraph 8 - Points of Contact (POCs). The eighth paragraph shall state the originating POC's name and phone number.
- m. Declassification Instructions. Declassification instructions shall be the last part of the message and in accordance with subsection 4-207 of DoD 5200.1-R (reference (d)).

### Performance Steps

3. Coordinate. Since the PAG is a comprehensive document, get comments on the proposed PAG from all appropriate command staffs. Timely review by the other staffs ensures the PAG is accurate and up-to-date.
  4. Send the PPAG to other agencies and units that provided input or are involved in the event, exercise or operation. PPAG must be coordinated through higher headquarters. Consolidate all of the additional input, and resubmit through the staffs to de-conflict any information discrepancies.
  5. Use appropriate security guidelines, such as using secure communications when seeking concurrence, during PAG coordination for classified operations or events and exercises not yet being discussed in the public domain.
  6. Seek approval from the Public Affairs Officer. After collecting input from other staffs and agencies in the coordinate step, submit the consolidated PPAG for approval.
- For an example of properly formatted PPAG, see Appendix N.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Researched pertinent information.	—	—
2. Drafted proposed Public Affairs Guidance. Included the following information: <ol style="list-style-type: none"> <li>a. Classification.</li> <li>b. Message addresses.</li> <li>c. Subject.</li> <li>d. References</li> <li>e. Paragraph 1 - Exercise Information.</li> <li>f. Paragraph 2 - Coordination Information.</li> <li>g. Paragraph 3 - Public Affairs Approach.</li> <li>h. Paragraph 4 - Public Statement.</li> <li>i. Paragraph 5 - Questions and Answers (Q&amp;As).</li> <li>j. Paragraph 6 - Contingency Statement.</li> <li>k. Paragraph 7 - Miscellaneous Information.</li> <li>l. Paragraph 8 - Points of Contact (POCs).</li> <li>m. Declassification Instructions.</li> </ol>	—	—
3. Coordinated PPAG with appropriate staff sections.	—	—
4. Send the PPAG to other agencies involved in the event, exercise or operation.	—	—
5. Used appropriate security guidelines while coordinating, staffing and seeking concurrence.	—	—
6. Submitted final PPAG draft to PAO for approval.	—	—

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

### References

#### Required

#### Related

AR 360-1

## **Apply PA Operations to the Targeting Process**

### **224-278-4950**

**Conditions:** Given a target effects working group, proposed plan, an identified target, and commander's intent and guidance.

**Standards:** Apply PA capabilities to the targeting effects plan through coordinating, developing, producing, and analyzing products that support the commander's objective.

### **Performance Steps**

1. The following tasks provide additional essential skills for the completion of this task:

224-278-1832, "Facilitate News Media."

224-278-3920, "Identify Target Audiences for a Public Affairs Campaign."

224-278-3931, "Develop Key Messages."

224-278-4940, "Write Proposed Public Affairs Guidance."

224-278-4951, "Support an Information Operations Cell."

2. The initial assessment of the target must be made.
  - a. Kinetic Targets- You must plan for both successful and 'dry-hole' outcomes, the effect on the local populace and community, on military units (US, Allied, and Local) and government both local and national by destruction/removal of this target.
  - b. Non-Kinetic Targets- These targets are usually something that is being provided to the community/area that enhances life. Be it schools, medicinal facilities, water sourcing, farming practices, etc. Command discretion and intent is extremely important in these cases since it will directly influence how you identify the enabling source or the providing element. Some instances call for US Military to lead, some for NGO in the lead, and still others that show the Local Military/Government in the front with assistance from USMIL. Plans and guidance must address how this will enhance the way of life for the community and feature a long-term or follow-up plan to showcase the effects of the mission.
3. Coordinate with other staff sections to ensure everyone is on the same plan and that other staff's concerns and inputs are addressed, mitigated, and/or considered. Most importantly, the Information Engagement Cell, Civil Military Affairs, and Public Affairs will provide input to Future Operations for the packet and you should discuss what, if any, role CMA will play in the aftermath of the operation in question; what role PYSOP will have prior to, during, and after the operation; and that PAO and IE will have similar foundations for all products that are released in their respective lanes.
4. Develop the Public Affairs plans, guidance, and messages that will be used during the operation immediately following the completion of the operation and, if necessary, a long-term version that can be referred back to in the case that future operations directly relate to this operation by way of location, selected target, or intended outcome.
5. Draft proposed press releases that cover both positive and negative outcomes of the operation or mission. This is where your coordination with IE and CMA earlier, directly come into the process. Both the PAO and IE messages will be founded on the same thoughts and you will already have the knowledge of what assistance will be provided by way of CMA. Both releases must be submitted to office responsible for completing the entire packet that will include every portion of the mission. Most often this will be the G/S-3 or G/S-5 shop.
6. Position all needed PA assets in the affected AO down to the lowest possible level, this includes any external media embeds. Based on your plan you know which assets (troops and equipment) are available, where they need to be, and in what timeframe all this needs to be in place. Assets include your Portable Digital Transmission System, body/equipment mounted cameras, UPAR and other PA elements, along with a means to transfer all imagery and products from the point of action back to a hub that can further process and release to the external media.



## Performance Steps

7. Prepare external media for follow-on operations as needed. Often times, a kinetic operation is not advertised to external media and will not get attention until initial actions on target have begun. You must have a plan for how you will move embed personnel out to the units or AO once you are able to inform them of an operation. Coordination with ground and air elements directly involved and going to and from the point of action is the best way to move the media into place. This planning should be addressed in your initial plan, so no one is surprised when requests start flowing. On soft or non-kinetic targets, media may not want to be involved until there is a significant improvement in the quality of life. For example, media may not attend a ground breaking ceremony on a new school, but would surely attend the ribbon cutting ceremony when the school is complete and ready to begin class.
8. Monitor current and ongoing operations. Someone from PAO must be dedicated to constantly monitor the battlefield or mission area. The constant collection of information assists you in providing a comprehensive product for release and will also allow for immediate release of materials. By monitoring you also have immediate knowledge of improvements beyond expectations and can answer media queries that may begin prior to your release of information.
9. Produce the products for release. This will include the press release with updated information to accurately reflect mission effectiveness, imagery that was collected (both still and video) and media notes to invite/encourage external sources to come to and evaluate in person the success of the mission, as well as see short- and long-term effects.
10. Assess your product effectiveness. This does not mean to see how many organizations picked up your products, but rather how many used your product as intended in your initial or updated plan. Was the wording used in releases, queries, and stories used to some extent to that maintained the commander's messages and intent? Did the photos and videos get used in the manner that reflected the actual result on the battlefield or were they used to negatively portray or display the outcome? Were there follow-up queries from external media sources? Another odd but relative measure is did the enemy put out information that contradicted or downplayed the significance of the mission? In this case, by being able to show by way of imagery or personal visits to the area or units involved, the enemy can be discredited both for current and future statements.
11. Provide feedback to command elements of the use of released information and imagery and whether it was used in the intended way. Include in this report any responses the enemy may have made and any corrections you had to address to the media.

## Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Identified the type of target.	—	—
2. Provided input to and receive info from EWG.	—	—
3. Developed a PA Plan.	—	—
a. Available troops.		
b. Available equipment.		
c. Transportation specifics.		
d. Proposed mode of communication (active/passive approach and means).		
4. Prepared PPAG for dissemination.	—	—
5. Coordinated with others sections and agencies involved.	—	—
6. Positioned available assets at lowest echelon.	—	—
7. Coordinated for standby transportation.	—	—
8. Designated personnel to monitor on-going operations.	—	—

**Performance Measures**

9. Prepared and submit a news release.
10. Monitored and assessed external media for any products.
11. Provided feedback to command following media assessment.

**GO**

**NO-GO**

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**References**

**Required**

**Related**

AR 360-1

FM 46-1

**Support an Information Operations Cell**  
**224-278-4951**

**Conditions:** Given a requirement to support an Information Operations Cell, command and PA guidance, access to the global and military information environments (i.e., internet, tactical internet, print and broadcast news services).

**Standards:** Support an IO cell by identifying the public affairs role and conducting capabilities development. Perform assessment and develop, execute, and evaluate the plan. Comply with commander's guidance, PA guidance, and SAPP.

**Performance Steps**

1. The following tasks provide additional skills for the completion of this task:

224-278-3920, "Identify Target Audiences for a PA Campaign."

224-278-3930, "Prepare a PA Estimate."

224-278-4940 "Write Proposed Public Affairs Guidance."

2. The Army defines Information Operations as continuous military operations within the MIE that enable, enhance, and protect the friendly force's ability to collect, process, and act on information to achieve an advantage across the full range of military operations. IO includes interacting with the GIE and exploiting or denying an adversary's information and decisionmaking capabilities. Command and Control Warfare (C2W), Civil Affairs (CA), and Public Affairs (PA) are interrelated operations that are conducted to support the Army objective of achieving information dominance in any operational environment—combat or peace. C2W is integrated use of OPSEC, military deception, Military Information Support Operations (MISO), electronic warfare, and physical destruction. They are mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities while protecting friendly command and control capabilities against such actions.
3. Public Affairs play an integral role in IO. As part of the operational slice, PA fulfill the commander's obligation to keep the American people and the Soldiers informed, combined with operations which help establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict, and war.
4. Effective information operations require the early coordination and synchronization of PA, CA, and PSYOPS. Each may use the same communications media to communicate essentially the same messages to different audiences. While CA and PSYOPS address local populations and adversary forces, PA operations are directed toward U.S. forces and U.S. and international media. The target audiences may differ, but the consistency of messages is important to credibility.
5. Functions of the cell include planning the overall IO campaign effort for the commander, developing IO concepts to support the scheme of maneuver, establishing IO priorities, and determining the availability of IO resources. The PA representative on the IO cell does more than show up for meetings and await PA missions. The PA representative is an active member providing input and support on all aspects of the IO campaign.

## Performance Steps

### 6. The PA representative to the IO battle staff—

Represents PA concerns in IO.

Identifies, assesses, and advises the commander on information and issues with PA implications.

Reviews strategic and operational information with PA implications, such as events, missions, and propaganda.

Coordinates with CA and PSYOPS representatives to ensure consistency of messages and OPSEC without compromising PA credibility.

Facilitates the availability of battlefield information for PA purposes (such as releasable visual imagery) used to inform the public of Army capabilities and accomplishments.

### 7. With the expanding role of public affairs in Information Operations, it remains important to preserve the separation of PA and PSYOP in order to maintain the credibility of the public affairs spokesperson and products. Although coordination of PA and PSYOP occurs in the IO cell, the public affairs representative to the cell should not be the primary command or operation spokesperson.

### 8. Capability development, assessment, planning, and execution are four stages the IO cell must address during an IO campaign development. The PA representative addresses many aspects of these stages during PAG, PA estimate, and annex preparation.

### 9. Capability development.

Conduct a mission analysis, use commander's guidance, and develop initial or revised IO campaign goals and objectives.

Identify local resources and available external support: Theme/message delivery can take many forms and include radio/TV; handbills; leaflets; loud speakers; available Soldiers; displays; the internet; internal information products; USIA; Voice of America; print and electronic news releases and finished products; press conferences; and direct liaison with parties, leaders, officials, etc. Direct contact may include military liaison, Civil Affairs, diplomatic contacts, or any form of personal interaction.

Establish processes and procedures: SOPs, guidance, and policies.

Collect, organize and store relevant information: determine the most effective way to collect information from all available sources, analyze, organize, and store information that applies to mission.

## Performance Steps

10. Assessment. Use the mission analysis to prepare the information campaign estimate the risk assessment.

The information campaign estimate includes situational considerations, friendly IO goals and objectives, friendly IO resources and capabilities, opponent IO capabilities, potential targets, potential courses of actions, and risks. This also includes analysis of problem sets—groups of related issues or events that, in the opinion of the commander, could significantly hamper or jeopardize mission success. Examples: territorial disputes, resettlement, law and order, refugees, force protection. The PA analysis and estimate of these factors contributes to the IO cell's campaign estimate.

11. Risk Assessment: The risk assessment must consider several questions, including: What are the consequences for the command if the Information Campaign fails? What are the possible unintended effects of the Information Campaign? Is operational success too closely tied to the success of the Information Campaign? How can our Information Campaign be turned against us? Are there consequent force protection issues? In peacekeeping operations, could the IO Campaign appear to be a violation of impartiality?

Planning. Develop and coordinate themes and events, consider measures of effectiveness, and identify feedback indicators.

Develop and coordinate themes and events. They include an evaluation of potential delivery means and delineation of tasks and responsibilities.

Consider measures of effectiveness and feedback indicators. These may include questions raised by the media, editorials and commentaries, statements by public officials, postings to internet newsgroups and forums, demonstrations and protests, feedback during meetings, responses given to opinion surveys, behavior during specific events, SIGINT, and HUMINT collection and analysis.

Many IO cells use an execution schedule and synchronization matrix to assist coordination.

12. Prepare implementation orders or plan.

Execution. Implement and evaluate the plan.

Scheduled event executions are managed during the execution phase, with attention to conflicts, delays, or other events that may cause operations to need to be adjusted. Additionally, attention is given to feedback valuable to postevent analysis and lessons learned.

After the completion of each aspect of the IO campaign plan, each member must review and evaluate effectiveness of their role or products.

## Performance Measures

1. Identified PA's role in IO cell.
2. Conducted capability development.
3. Performed an assessment.
4. Developed a plan.

**GO**      **NO-GO**

_____	_____
_____	_____
_____	_____
_____	_____

**Performance Measures**

5. Executed and evaluated the plan.

**GO**

**NO-GO**

\_\_\_\_\_

\_\_\_\_\_

6. Ensured the operation adheres to command and PA guidance, and SAPP considerations.

\_\_\_\_\_

\_\_\_\_\_

**Evaluation Guidance:** Score the Soldier GO if all steps are passed (P) and NA if the step is not applicable. Score the Soldier NO-GO if any step is failed (F). If the Soldier fails any step, show him what was done wrong and how to do it correctly.

**References**

**Required**

**Related**

AR 360-1

FM 46-1

## APPENDIX A – BROADCAST JOURNALIST TRAINING AIDS

### Broadcast Writing Style Guide

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### ***Defense Information School Broadcast Writing Style Guide\****

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*\*Based on the  
1992 DINFOS Broadcast Journalism Style Guide*

## **BROADCAST WRITING:**

You might argue it's about words. You could contend it's conceptual. You may claim it's an art or an in-borne talent. Perhaps you'd say it doesn't matter. What is "it"? "It" is **broadcast writing**, and it's really not as complex as it may seem. It's simply a communicative process. It's a process so unique that Andy Rooney once said, "No one speaks as he writes or writes as he speaks; writing for broadcast is a compromise between the two." It *is* unique but it *can* be learned. How? The same way you'd develop other skills – by repetition ... by practice ... by learning the rules and applying them until they become second nature – but never assumed. That's where this style guide comes in. It's designed to be your guide to improve your broadcast writing skills. Consider this a formal **welcome** to the wonderful world of broadcast writing!

## **WRITING FOR THE EAR:**

David Brinkley once said that the ear is the least effective way to receive information. We may read well, and we may even receive the information we read well, but we're terrible listeners. Listening is a totally different way to receive information. As a broadcast writer, your challenge is to format that information for your listeners' ear so they can understand it the first – and most likely only – time they'll hear it.

## **THE SIX "CS":**

To help ensure you can successfully communicate using broadcast copy, you must learn and apply the six "Cs": **clear, concise, conversational, complete, current, and correct.**

### **CLEAR:**

You must ensure your audience understands your copy the first time they hear it. Your listener cannot go back and read it. Work at writing in a simple, understandable style; write to express an idea, not to impress your audience. Basically limit sentences to one main thought. Don't make your listener work to understand your copy. Most won't bother.

### **CONCISE:**

Broadcast copy is short. You must learn to express many thoughts in few words. Thomas Jefferson once said, "The most valuable of all talent is that of never using two words when one will do." Get to the main point. Use only essential words. Eliminate wordiness. Make your point and move on. It's kind of frustrating to read wordy, redundant copy, isn't it?

### **CONVERSATIONAL:**

We basically "converse" using simple, common language. Why not *write* "for the ear" in the same style? Write a story much the same way you'd tell it to a friend. But, don't forget our Andy Rooney quote from the previous page.

### **COMPLETE:**

Your copy must answer the five Ws (who, what, when, where, and why), except, perhaps, "why." That may be unknown at airtime. But don't raise new questions or leave old questions unanswered.

### **CURRENT:**

Current copy is timely copy – both in content and the way it sounds. Last week's events, accidents, and incidents are not today's news. One way you can make your copy *sound*



much more timely is by using (but not forcing) one of the present verb tenses whenever it's possible (and correct).

### **CORRECT:**

You must ensure your copy is correct. One mistake could potentially ruin a career. That's one reason why this is the most important "C." Simply stated, your copy *must* be free of factual errors. Double check for correct names, dates, times, etc. And don't forget that correct copy also means correct use of spelling and grammar. Learn the basic grammar rules, and use a dictionary.

### **BROADCAST NEWS STRUCTURE:**

Broadcast news writing uses a different structure than print journalism. While the print journalist uses the inverted pyramid style, you'll employ the upright pyramid style. Instead of the summary lead, including the who, what, when, where, and why of the story, you'll focus on the central fact – or news peg – for your lead. Then, instead of using the print style of the facts in order of importance, you'll round out your story by completing the five "Ws." While the newspaper reporter might take 700 words to tell the story, you'll often have no more than 75 to 80. That's one reason why radio is considered the "alerting" or "headline" medium, newspapers the "informing" medium, and television (the dual-channel medium) the "involving" or "emotional" medium.

### **CONSTRUCTING THE BROADCAST SENTENCE:**

Not only does story structure differ between print and broadcast journalism, so does the sentence structure within the story. You must learn to write in a more direct, conversational style. That means generally NOT starting a sentence with a long phrase or subordinate clause – especially your lead. You may also have to slightly modify the punctuation rules you learned in grammar school, and you must look at word usage in new ways.

### **WORD CHOICE:**

Mark Twain once said, "There is as much difference between the right word and the almost-right word as between lightning and the lightning bug." Always an important process, choosing the right word becomes even more critical when you're writing for the ear.

### **VERBS:**

The single most important word in a sentence is the verb. A verb is a word that expresses **action**, **state**, or **condition**. It provides the muscle in your sentence. Verbs come in various forms. There are *transitive* and *intransitive* verbs. *Auxiliary* verbs and *main* verbs combine to make a *verb phrase*. *Linking* verbs must have complements – they show a state or condition and do not convey action. Verbs can become *participles* (verbal adjectives) or *gerunds* (verbal nouns). Your main concern is using the verb correctly as dictated by considering tense, person, number, voice, and mood.

### **TENSE:**

There are six main verb tenses:

**Present:** THE COMMANDER ARRIVES TODAY.

Past: THE COMMANDER ARRIVED LAST NIGHT.

Future: THE COMMANDER WILL ARRIVE TOMORROW.

Present Perfect: THE COMMANDER HAS ARRIVED.

Past Perfect: THE COMMANDER HAD ARRIVED BEFORE....

Future Perfect: THE COMMANDER WILL HAVE ARRIVED....

The **present** tense provides a general statement of fact ("The race *starts* at 9:00 Saturday morning) or indicates an action is happening now ("The lead runners *are heading* into the final turn."). It is the preferred tense for use in broadcast writing ... but don't "force" it by using the "false present" ("Last night's fire *injures* five servicemembers.") or you'll confuse your audience. Use the **past** tense when you tie an event to a point in the past, but don't confuse past tense with passive voice, which *is caused* by sentence structure. The **future** tense indicates the event has not yet taken place. You can often use the present tense in place of the future (as we did above). Since it ties an action to the present, the **present perfect** is the second most preferred tense. Use it to make a past action sound more current. You will rarely use the **past perfect** tense, and the **future perfect** tense has become all but obsolete.

### **PERSON:**

Person refers to changes in the verb form according to its use in the first, second, or third person. For example:

I run every morning. (1<sup>st</sup> person)

You run every morning. (2<sup>nd</sup> person)

He/she/it runs every morning. (3<sup>rd</sup> person)

Note that the verb form changes in the third person when compared to the first or second person.

### **NUMBER:**

Number indicates whether the subject is singular or plural. For instance:

We run on the track. (1<sup>st</sup> person plural)

You run on the track. (2<sup>nd</sup> person plural)

They run on the track. (3<sup>rd</sup> person plural)

Note that form remains the same as we conjugate the plural form of the verb, but also note that third person plural differs from third person singular.

### **VOICE:**

Voice refers to the relationship between the action, agent/actor, and recipient. Is the agent/actor performing the verb's action or is it being acted upon? What is the *direction* of the verb's action? Consider the following examples:

Active: THE THIEF STOLE THE HANDBAG.

Passive: THE HANDBAG WAS STOLEN BY THE THIEF.

Note the two separate factors that distinguish the above examples. First, in the active voice example, the action flows from the thief (agent) to the handbag (object). Also, the verb is past tense but has no auxiliary verb. In the passive example, the object becomes the "subject," and the actor follows the verb. The action flows in the opposite direction. A form of the "to be" verb is used as an auxiliary verb. Formed correctly, passive voice always has a verb phrase consisting of a form of the "to be" verb and a past participle.

**ACTIVE VOICE ADVANTAGES:**

Active voice has several advantages. For instance, it is more concise and more conversational. Active voice is stronger and clearer in meaning. Conversely, passive voice generally results in wordy, dull sentences.

**IDENTIFYING PASSIVE VOICE:**

You must learn to recognize passive voice before you can correct it. Consider the following three step process:

1. Identify the *verb*.
2. Identify who or what *is performing* the verb's action.
3. Identify the *direction* of the action.

For example:

**THE HELICOPTER WAS LANDED BY THE MARINE.**

We note the verb (was landed), identify performer of the action (Marine), and recognize the direction of the action ( ). This sentence is in the passive voice. Consider another example:

**THE THIEF WAS ARRESTED BY THE POLICEMAN.**

Locating the verb phrase (was arrested) and the actor (policeman) allows us to again identify the action's direction ( ) and identify another passive voice example. Passive sentence structure doesn't always include an actor. The above examples might have read:

**THE HELICOPTOR WAS LANDED.**

**THE THIEF WAS ARRESTED.**

The action is in the same direction; the sentences are still in the passive voice. Practice recognizing passive voice by evaluating these sentences:

**THE MARATHON WAS WON BY THE MASTER SERGEANT.**

**THE CAR STRUCK THE SAILOR IN THE LEG.**

**THE TRIAL WAS INTERRUPTED BY THE JUDGE.**

**THE FAMILY MEMBERS WERE NOTIFIED.**

**THE INSTRUCTOR HAS LEFT SCHOOL FOR THE DAY.**

**A CROWD OF 20-THOUSAND SPECTATORS IS EXPECTED.**

**RESTRUCTURING PASSIVE VOICE SENTENCES:**

To restructure a passive voice sentence, you must:

1. Identify it!
2. Relocate the actor or identify the missing actor and insert it into the sentence.
3. Change the verb.

For example:

**THE COLONEL WAS BITTEN BY THE DOG.**

*Is replaced by:*

**THE DOG BIT THE COLONEL.**

You determine the first sentence is in the passive voice by noting the verb (verb phrase is "was bitten"), identify who is performing the action (the dog), and determining the direction of the action (the dog to the Colonel). Now, you simply locate the actor in front of the verb, drop the "to be" verb, and change the main verb from past participle to the simple past tense. Inserting the missing actor could be more difficult. You first must determine if you know who the actor is. For example:

**THE HEADQUARTERS FLAG WAS STOLEN.**

Before you can reconstruct this sentence, you must determine the missing actor. In this case, even if you don't know who stole the flag, you may still "insert the missing actor":

**A THIEF STOLE THE HEADQUARTERS FLAG.**

You may also be able to simply change the verb:

**THE GUN WAS SOUNDED AT NOON.**

*Becomes:*

**THE GUN FIRED AT NOON.**

THE RACE WAS STARTED ON TIME.

*Is less direct than:*

THE RACE STARTED ON TIME.

### **WHEN IT'S OK TO USE PASSIVE VOICE:**

There are some instances when passive voice is preferred over active voice. For instance, when it's a *traditional phrase* normally spoken in the passive voice:

HE WAS BORN IN 1952.

When the *"actor" is unknown* or you want to *hide the actor's identity*:

THE BOY WAS RESCUED FROM THE BURNING CAR.

THE DOOR WAS LEFT UNLOCKED. (By me!)

When the *receiver of the action is clearly more important than the actor*:

THE PRESIDENT HAS BEEN SHOT. (OR)

THE WRITING INSTRUCTOR HAS BEEN FIRED.

### **MOOD:**

Refer to the grammar appendix for information on the indicative, imperative and subjunctive moods.

### **CHOOSING SIMPLE WORDS:**

#### **WRITING FOR THE EAR:**

Writing for the ear means using words that are conversational and easily understood. For example, would you ask to "utilize" or "use" the computer? Do YOU ask someone to "consummate" a form or "complete" it? Would you report on a "conflagration" or a "fire"? Writing for the ear means using those same simple words when you write for your audience.

### **NEGATIVE WORD CHOICE:**

Would you rather be told to write in a positive manner or not to write in a negative manner? If you're like most people, you'll react more positively if you're told to write in a positive manner. Tell your audience about the general's plans to stay at his home station instead of his promise NOT to go anywhere. Replacing phrases like "did not remember" with "forgot" also adds to the conversational style and removes the possibility that the "not" will somehow *not* reach your listener's ear.

### **CLICHÉS:**

How many times have we heard a newscaster use the phrase "autopsy to determine the cause of death"? How many wasted words are in the phrase "in the month of February"? Is it really necessary to say "in the city of...."?

### **OTHER MEANINGLESS WORDS:**

Some other meaningless words include conjunctive adverbs – like *meanwhile*, *meantime*, and *incidentally*. Don't rely on these crutches as transitions. Work on a more natural flow of ideas. And don't forget to avoid *latter*, *former*, and *respectively*. Your listener can't refer back to your original reference.

### **JARGON AND SLANG:**

To you "R and R" might mean "rest and relaxation," but to someone else it might be the name of their hometown bowling alley. And which term sounds more professional, "re-up" or "re-enlistment"? Would the civilians in your audience more easily understand "2100 hours" or "this evening at 9:00"? Avoid using jargon, slang, and military time.

**FOREIGN PHRASES:**

Also beware of foreign phrases. Some of the better known words or phrases common to the country you're stationed in might complement your spot or feature script quite nicely, but they'll probably detract from your hard news story. They could also totally confuse your listener.

**CONTRACTIONS:**

We use contractions naturally in day-to-day conversations. "It's" replaces "it is" and "there is" becomes "there's." Contractions also add to the conversational delivery of broadcast copy. There are exceptions. One is the use of it'll, which sounds awkward in a broadcast sentence. Also, remember that contractions tend to de-emphasize words. If you must emphasize a word, do *not* contract it. Someone in your audience could easily miss the key part in the statement, "The jury has declared that the defendant isn't guilty." There are other examples you must evaluate on a case-by-case basis.

**PRONOUNS:**

Beware of vague pronouns. When you use a pronoun in broadcast copy, be sure there is no question what its antecedent is. If there is any chance of confusion, repeat the noun the pronoun replaces.

**"HERE" AND "THERE":**

Where are *here* and *there* to your audience? Is *here* inside the radio studio? To your listener, isn't *here* where they are at that moment? The wider your broadcast area, the greater the possibility of confusion. Whether "here" is Baltimore or "there" is Baltimore, just say Baltimore.

**ALLITERATION AND SIBILANCE:**

If you compose a sentence with several words beginning with the same letter, you have alliteration that needlessly challenges the announcer. For example:

**WESTERLY WINDS WILL WHIP WINDSOR WEDNESDAY.**

You'd have a similar problem with sibilance, which is alliteration with an "s":

**SEVEN SLIMEY SNAKES SLOWLY SLITHERED SOUTHWARD.**

Sibilance can also appear at the end of words ... especially when you have a series of words that use an apostrophe to show possession:

**THE AIRMAN'S HAT COVERS THE LIEUTENANT'S DESK.**

**ACRONYMS:**

Your audience no doubt knows what *NASA*, *NATO*, and even *OPEC* are, but have they ever heard of *DINFOS*? Be sure you spell out an unfamiliar acronym when you use it for the first time.

**THE DEFENSE INFORMATION SCHOOL, OR DINFOS....**

This example illustrates one of the few times it's beneficial to split a sentence's subject and verb with a clarifying phrase.

**ABBREVIATIONS:**

It's quiz time. Guess what the following abbreviations stand for: GySgt, bro., SMSgt, Pres., CPO, IA.

Chances are you did not immediately know the abbreviations stand for Gunnery Sergeant, brothers, Senior Master Sergeant, President, Chief Petty Officer, and Iowa. Chances are the person reading your copy won't know either. The list of abbreviated words you should use consists of titles of personal address: **Mr.**, **Mrs.**, and **Dr.** It also includes common names and titles like **Y-M-C-A**, **C-I-A**, **C-B-S**, and **N-C-O-I-C**. Whatever you do, don't *presume* the person reading your copy knows that USAF means U-S Air Force or ft. means fort. Write them out.

### ***INITIALS AND MIDDLE NAMES:***

Omit a person's middle initial unless the letter is part of a well-known name, like **Michael J. Fox**, **Harry S. Truman**, **John F. Kennedy**, or **George C. Scott**.

### ***FINDING THE RIGHT WORD:***

If the defendant in a murder trial is acquitted, is it the same as saying he's innocent? Do you really want to call that female in your radio spot announcement "chick" or a "babe"? Babe may be a compliment for you, but does it carry a positive meaning to all the members of your audience? Experts estimate that as much as 75% of meaning is lost in the communication process. You need to minimize misunderstanding, so carefully consider the right word that carries the meaning you want *your audience* to receive.

### ***SENTENCE STRUCTURE:***

Keep sentence structure simple – basically one idea to one sentence. Edit your compound-complex sentence down to two or three simple sentences. Think about it – if your sentence meanders, what is your listener's attention doing? Consider the following:

**AN AIR FORCE HELICOPTER AND A NAVY FIGHTER JET COLLIDED AT APPROXIMATELY 3:40 THIS AFTERNOON AT 35-HUNDRED FEET 40 MILES NORTH OF TYNDALL AIR FORCE BASE NEAR PANAMA CITY, FLORIDA, KILLING BOTH PILOTS, WHO WERE 30-YEARS OLD AND 27-YEARS OLD RESPECTIVELY.**

That lead sentence is full of facts, but does the way the writer jammed the facts into one sentence make sense to your listener? Probably not. How would you rewrite that sentence using a simpler structure?

Perhaps:

**AN AIR FORCE HELICOPTER AND A FIGHTER JET COLLIDED THIS AFTERNOON NEAR TYNDALL AIR FORCE BASE, KILLING BOTH PILOTS.**

### ***SENTENCE LENGTH:***

Adhere to the 20/25 rule, which limits hard-news story leads to 20 words and all other hard-news story sentences to 25 words. But also remember to vary your sentence length. If you constantly write short sentences, your copy will sound choppy. If you always write long, wordy sentences, your copy will drag. Try to develop a rhythm by combining short and long sentences.

### ***PARTICIPIAL PHRASES:***

Avoid starting a sentence with a participial phrase, and virtually never start a story with one. You're backing into the story if you do. It's normally best to establish the subject at the beginning of your sentence. For instance:

**BEGINNING THIS WEEK, THE CHAPEL WILL START HOLDING SUNDAY EVENING SERVICES.**

Instead, try:

**THE CHAPEL WILL START HOLDING SUNDAY EVENING SERVICES THIS WEEK.**

When you do start a sentence with a participial phrase, the subject of the main sentence must match the preceding phrase.

### **CLAUSES:**

You must also remember to remain clear and conversational in your use of clauses. For instance, normal print sentence structure often finds a dependent clause preceding an independent clause.

BECAUSE HE JOINED THE MARINES AT AN EARLY AGE, THE STAFF SERGEANT HAD THE OPPORTUNITY TO EXCEL.

But, to the ear, it's clearer and more natural to write:

THE STAFF SERGEANT HAD THE OPPORTUNITY TO EXCEL BECAUSE HE JOINED THE MARINES AT AN EARLY AGE.

And beware of separating a sentence's subject and verb with a non-essential clause.

THE AIR BASE GROUP COMMANDER, WEARY FROM LONG HOURS OF NEGOTIATING IN THE NATION'S CAPITAL, SAYS SHE'S HAPPY TO BE HOME.

Why not restructure your sentence or divide the sentence into two separate sentences?

WEARY FROM LONG HOURS OF NEGOTIATING IN THE NATION'S CAPITAL, THE AIR BASE GROUP COMMANDER SAYS SHE'S HAPPY TO BE HOME.

or

THE AIR BASE GROUP COMMANDER SAYS SHE'S WEARY BUT HAPPY TO BE HOME AFTER LONG HOURS OF NEGOTIATING IN THE NATION'S CAPITAL.

or

THE AIR BASE GROUP COMMANDER IS WEARY FROM LONG HOURS OF NEGOTIATING IN THE NATIONS CAPITAL. SHE SAYS SHE'S HAPPY TO BE HOME.

Remember that it's better to use simple, declarative sentences with simple subject-verb-object order. Also remember, to avoid confusion, generally place dependent clauses after independent clauses.

### **PUNCTUATION:**

Use punctuation in your broadcast script to aid readability and clarify meaning. Do this by following the same basic rules you learned in grammar school, with a few exceptions. For instance, you'll add the otherwise optional comma prior to the coordinating conjunction in a series of three or more. This helps clarify meaning. The comma is just one of seven different forms of broadcast punctuation. The others include the **period**, **comma**, **hyphen**, **dash**, **quotation mark**, **parenthesis**, and **ellipsis**. You may also use the **exclamation point**, but not in a "hard news" story. DINFOS style does not employ either the colon or the semi-colon.

A **period** indicates the end of a sentence or thought. Stop; breathe; move on. Be sure to place two spaces after each period in your broadcast script.

A **comma** indicates a pause shorter than a period. Continue to use commas to set off names of geographical areas and most items in dates and addresses.

The **hyphen** helps you phrase difficult words and separate elements.

RE-APPLY, RE-EVALUATE, W-B-I-G, U-C-L-A, A-M

Do not hyphenate or divide words at the end of a line. Spell out the entire word, or move it to the next line.

Use the **dash** to set off parenthetical expressions.

UNESCO – THE UNITED NATIONS EDUCATIONAL, SCIENTIFIC, AND CULTURAL ORGANIZATION – MET....

Type the dash as two hyphens placed together with a space on both sides (the hyphen is a single stroke with no space on either side). Microsoft Word will automatically combine the two hyphens into a slightly longer dash.

Use **quotation marks** to indicate quotes, or set off nicknames, book or movie titles, or any “cute” phrase that might create a stumble for the announcer.

THE U-H-ONE “HUEY” IS A VIETNAM-ERA, UTILITY HELICOPTER USED FOR TRANSPORTING....

**Parentheses** in broadcast copy contain unspoken information. You normally do not read material in parentheses aloud. Parenthetical data in broadcast copy include notes to the announcer such as phonetics and a particular time (today, tomorrow, month, and day). You may or may not read this data aloud.

MEET COMMANDER DIXIER (DEE-SEE-YAY) AT THE....

THE ACTION STARTS FRIDAY (TOMORROW/TODAY)....

THE FAIR BEGINS AT 1:00 SATURDAY (JUNE 4TH).

The **ellipsis** is a series of three dots indicating a pause longer than a comma. The pause is for dramatic effect. This Paul Harvey type pause is part of the colorful writing used in spots and features.

SHE NEVER FORGOT HER FAVORITE WRITING INSTRUCTOR ... MASTER SERGEANT TERRY MINTON.

You'll very rarely use the **exclamation point** in broadcast writing. You might use it with the imperative mood in a selling spot, but you'd never use an exclamation point in a hard news story.

## **QUOTATIONS AND ATTRIBUTION:**

Your listener cannot see the quotation marks in your copy. If you feel you must use a direct quote, alert your listener it's coming.

“I AM NOT A CROOK,” THE PRESIDENT SAID.

When your audience first hears that statement, they have no way of knowing it's not the announcer claiming not to be a crook. There's a good chance they'll become confused and miss part of your story.

THE PRESIDENT SAID, IN HIS WORDS, “I AM NOT A CROOK.”

Unless the quote is very dynamic, you'll probably want to paraphrase it.

THE PRESIDENT SAYS HE IS NOT A CROOK.

Remember to identify the source of your quote or paraphrase up front. Alert your audience that a quote is next, and begin the quote with the source. You'll also want to avoid using long quotes. Again, the best move you can make is to paraphrase. And if it's necessary to *link* a second statement with the speaker, use a conversational, clarifying phrase.

THE ADMIRAL ALSO SAID....

Some newscasters use “quote” and “unquote” to lead into and go out of quotes, a habit that is un-conversational and unnecessary. When you begin your quote with the source, your listeners will understand who said what.

*Instead of:*

THE FIRE CHIEF SAID, QUOTE, “THE BLAZE STARTED IN THE KITCHEN.”

*Why not say:*

THE FIRE CHIEF SAYS THE BLAZE STARTED IN THE KITCHEN.

That way, you're giving *attribution* to a key piece of information without dragging down the sentence – or your listener's mind. Don't worry about attributing the source if the facts are obvious or easily verified.

## **TITLES AND NAMES:**

Avoid starting a broadcast story with a person's name. Definitely avoid using the name of an *unfamiliar*



individual unless you're striving for a special effect – a very rare instance in *news* writing. When you use names and titles together, remember to put the *title* ahead of the *name*.

SECRETARY OF DEFENSE DONALD RUMSFELD SAYS....

*Instead of:*

DONALD RUMSFELD, SECRETARY OF DEFENSE, SAYS....

Notice that when you place the title before the name, you don't use commas. Your sentence flows much more naturally and quickly.

## ***CONSTRUCTING THE BROADCAST NEWS STORY:***

It bears repeating that the structure of a **broadcast news story** differs from a **print story**. The print story is written in the "inverted pyramid" style. The who, what, when, where, why, and how are usually included in the *summary* lead. The print journalist then unfolds the rest of the facts in descending order of importance. Conversely, you'll write the **broadcast story** in the "upright pyramid" style. At the peak is the news peg – the single most important fact (what happened). You add the remaining four "Ws" and the how to the body to complete the news story.

### ***The Commitment/Focus Statement:***

Before you start to write your news story, pick the main actor, action, and recipient, and then use them to shape a focus statement. For example, in a public affairs broadcast release about a plane crash that killed seven airmen at Dover AFB, Delaware, you decide the main actor is "crash," the main action verb is "kills," and the recipient is "airmen." Your focus statement becomes:

**CRASH KILLS AIRMEN**

Everything you write about this story should relate to your focus/commitment statement. If you have written that statement well, you can maintain the same structure – actor, action, and recipient – in your slug/tease and lead.

### ***The Slugline/Tease:***

Depending on the policy at your station, the slugline can vary in length from one to ten words. The DINFOS standard is up to ten words for a *news* story slug. This allows the slug to double as a "tease." This also ensures you can not only include *what* happened in ten words or less, you should also be able to include *where* it happened if it is a local story.

(Yes) DOVER AIR CRASH KILLS SEVEN AIRMEN

(No) AN AIR FORCE PLANE HAS CRASHED

Both slugs consist of six words. But, notice that in the first example the slug is localized (Dover AFB), the "what" is clearly spelled out (air crash and seven dead airmen), and the non-essential words (articles and helping verbs) are omitted. Like a newspaper headline, it's common to write the "hard news" slugline in the simple present tense. Use shorter topical sluglines for feature stories and spot announcements. Keep those slugs to three words maximum.

### ***The Lead:***

Your lead, or *first sentence* in a broadcast news release, is designed to gain the listener's attention, inform him of what happened, and prepare her for what's to come. All that in the DINFOS standard of **20 words or less**.

**A DOVER AIR FORCE BASE PLANE CRASH HAS KILLED SEVEN AIRMEN AND INJURED TEN OTHERS.**

This lead is localized (Dover AFB), the "what" is included (plane crash), and the result is revealed (killed seven Airmen and injured ten others) ... all in well under 20 words! You've captured your listener's attention with the impact (military deaths), told them what happened, and prepared them for the rest of the facts.

Notice how we did NOT write the lead:

**SEVEN AIRMEN WERE KILLED AND TEN OTHERS INJURED IN A DOVER AIR FORCE BASE AIRCRAFT CRASH THIS MORNING.**

This structure not only puts the key statistic (seven) in a place where it might be missed by your listener (who may not be actively listening for the first word of the story), it is written in the passive voice (were killed). You normally want to **localize your lead**. Stating the local tie brings a greater impact to your audience. The local media let the national networks handle the general wartime updates during “Operation Iraqi freedom.” The local market stations focused on the impact the war had on their communities.

You generally don’t use **questions or quotations** in hard news story leads. A question lead might make your copy read like a public service announcement, and a quotation lead is hard for your listener to tune in to. Save question leads for “soft news” and feature stories (except for the occasional rhetorical question as an attention-getting device), and paraphrase quotes important enough for the lead (unless it’s an extremely important quote like President Nixon’s “I am not a crook” comment). Question and quotation leads may alert the listener to what’s ahead, but they generally lack the depth of a general “what happened” lead.

Finally, recognize the difference between **hard** and **soft leads** and when to use one over the other. Strongly consider using soft leads for lighter news stories and sports, e.g., instead of directly providing the game’s outcome....

**THE BREMERSTEIN “BEARCATS” CONTINUE TO DOMINATE THE ALL-EUROPE BASKETBALL LEAGUE.**

## ***The Body:***

After you’ve written the lead, work on logically developing the specifics of the story in the body. Logical development simply means *orderly* continuing of the facts to flow smoothly to the story’s conclusion. Remember, you’re a storyteller. Try asking yourself what your listener wants to know next. Then deliver. Your development may or may not be in descending order of importance. Learn the art of transitioning between ideas without relying on crutches – like conjunctive adverbs. The body of the story must deliver the goods you’ve introduced in the lead. And, most of all, do not forget that you’re writing for your listener’s ear, i.e., conversationally.

## ***The “Snapper”:***

All stories have a beginning (lead), middle (body), and an end. We call the end of the news story the “snapper.” The snapper is the last sentence in your story. It brings the story to a solid, *logical* conclusion. It may contain a new fact, but a properly written snapper never raises any new questions. Don’t underestimate its importance. Next to the lead, the snapper is the most important element in a news story.

## ***The Feature:***

The feature story provides a change of pace in newscasts. Features are generally longer than “hard” news stories and most often focus on “soft” news stories and most often focus on “soft-news” items. You’ll find feature ideas all around your installation. From the local sports hero or model airplane buff, to the opera singer, scholar, or scoutmaster, features concentrate on the **human interest** story angle. While you use very few, if any, modifiers in your “hard” news writing, features are a great opportunity to let your creative writing juices flow. These stories don’t have a hard news peg. They depend on your ability to use a kaleidoscope of description. Concentrate on using dynamic, intense, **descriptive** words with precise meanings. Continue to use action verbs in the active voice as you paint mental pictures.

### ***THE FEATURE LEAD:***

Attracting your listener’s attention is every bit as important in the feature story as it is in the “hard” news

release. The feature story lead, or “attention step,” does not include the principle of telling “what” happened. This makes it even more critical to look for the best angle for the lead to arouse your audiences’ interest and get them involved in your story.

### ***THE FEATURE DEVELOPMENT:***

Good features don’t just happen; you create them through skillful planning and writing. Features demand skillful development if you hope to make them effective. Pick a main idea and stick to it. Don’t sell yourself, or your listener, short by relaying on transitional words and phrases. Work on smooth, logically developed transitions.

### ***THE TELLING POINT:***

Remember that all stories have a beginning, a body, and an end. We call the end – or final sentence – of the feature the “telling point.” It must illustrate the central theme or information objective of your story, and it often “ties back” to the lead by paraphrasing or re-stating the same idea.

## ***Spot Announcements/PSA’s:***

What costs over two million dollars and lasts for less than 30 seconds? A commercial during the Super Bowl! Do you really think commercial advertisers would pay such large sums of money if they didn’t believe in the power of advertising? You’ve got that same power – the power of the television and radio spot announcement – at your disposal. The difference is that you’re generally selling a service or an idea instead of a product. Your job is to convince your audience to start exercising or stop smoking, not to drink a certain soft drink or beer.

### ***TYPES OF SPOTS:***

There are two types of spot announcements: ***selling*** and ***information***. You tell your listener to take a specific action in the selling spot, but take more of a “soft-sell” approach in an information spot. You’ll want to be brief, keeping the sentence length short – no more than 20 words – in both types of spots.

### ***SELLING SPOTS:***

The selling spot both informs your listeners ***and*** tells them to do something. A selling spot has three steps: attention, appeal, and action. The ***attention*** step must grab your listener’s attention and set the tone for the spot. It might be a startling fact or statistic, a question, or a sound effect. Anything that gains your listeners’ attention and prepares them for what’s to come. The ***appeal*** step (body of the spot) tells your listeners what’s in it for them. It’s called the appeal step because you’ll address a specific appeal, or need, that your audience has. The ***action*** step demands some kind of activity. Even if you write to motivate your listener to some kind of action throughout, be sure to include a specific call to action in the last sentence of your spot.

BUY YOUR SAVINGS BONDS TODAY!

ATTEND THIS WEEK’S STOP SMOKING SEMINAR!

COME TO THE FAIR!

SUPPORT YOUR CLUB!

### ***INFORMATION SPOTS:***

The information spot informs your listener without any direct call to action. Of course, the information you present should start your listener thinking about acting, but you do not address the action specifically.

## ***Editing Broadcast Copy:***

Even in this age of creating and editing a story on the word processor and then watching that story turn into a hard copy on your laser printer, you will occasionally be forced to make “pen and ink” corrections. By following a few simple rules, you can ensure your copy remains readable.

### ***INSERTING PUNCTUATION:***

When you insert that missing period, quotation mark, comma, question mark, etc., neatly place the mark where it belongs.

### ***CORRECTING SPELLING:***

Never try to correct a letter within a word. Block out the misspelled word and write the corrected word on top of the block. There is no editing mark in broadcast copy to correct a single letter.

### ***INSERTING WORDS OR PHRASES:***

Insert a word or phrase by printing the word or words above the line and indicating where you want to insert it. Above all, be neat!

## ***WRITING NUMBERS IN BROADCAST STYLE:***

**1 thru 11:** ONE; TWO; THREE (i.e., spell out)

**12 thru 999:** 12; 131; 614 (spell out to start sentence, e.g., "*Forty-three others remain hospitalized in serious condition.*")

**Over 1000:** 125-THOUSAND; ONE-THOUSAND-25; 15-HUNDRED  
(combination of first two number rules)

**Dates:** AUGUST 1ST; JULY 4TH; DECEMBER 25TH

**Years:** 1492; 1999; FOUR B-C; 2002

**Money:** 12-THOUSAND DOLLARS; ONE-MILLION DOLLARS

**Fractions:** TWO-THIRDS; ONE-HALF; THREE-QUARTERS

**Percentages:** SIX-PERCENT; 79-PERCENT; 100-PERCENT

**Phone Numbers:** 6-7-7-4-4-7-4; EXTENSION 4-4-7-4 OR 44-74

**Addresses:** 17-17 9TH STREET; 104 NORTH 23RD

**Buildings:** BUILDING 400; BARRACKS ONE

**Ages:** NINE-YEAR-OLD BOY; 48-YEAR-OLD FORMER G-I

**Time:** 8:00 THIS MORNING (OR, 8:00 A-M); 11:15 P-M;  
NOON or MIDNIGHT (never 12:00 A-M or 12:00 P-M)

**Decimals:** 13-POINT-SEVEN; SIX-POINT-25; 98-POINT-SIX

**Roman Numerals:** LOUIS THE 16TH; POPE JOHN PAUL THE 2ND

**Ratings:** NUMBER THREE TEAM; NOW RANKED 13TH

**Scores:** 7 - 3; 28 - 19; 119 - 118; 8-TO-NOTHING

**Pay Grades:** E-2; E-9; O-3; O-6; G-S-12; W-G-4

**License Plates:** 1-2-2-A-N-L; 9-3-K-2-9-7; E-U-R-10-13-T

**Military Units:** 2ND FLEET; 11TH CORPS; 5TH SQUADRON  
ONE-56TH SIGNAL BATELLION

**Equipment:** M-16 RIFLE; C-FIVE "GALAXY"; M-ONE TANK;  
U-H-ONE "HUEY"; M-17-A MASK; C-ONE-30

**URLs** "DINFOS-DOT-O-S-D-DOT-MIL"

**Length:** 13-FEET-TWO-INCHES; SIX-FEET-SIX-INCHES

**Ordinal Numbers:** FIRST; SECOND; THIRD; 20TH; 51ST; 102ND

# ENGLISH GRAMMAR REVIEW

## 1. *The eight parts of speech are:*

- Noun
- Pronoun
- Verb
- Adverb
- Adjective
- Conjunction
- Preposition
- Interjection

## 2. *What is a noun?*

- A noun is a word that can be the name of:
  - A person - boy, girl, Rita, etc.
  - An animal - bull, horse, Trigger, etc.
  - A place - island, city, Baltimore, etc.
  - A thing - map, sea, sun, etc.
  - An event - marriage, graduation, murder, etc.
  - An idea or concept - war, peace, virtue, etc.
- A **subject** is the primary noun or pronoun in the sentence

## 3. *What is a verb?*

- A verb is a word that expresses an action, state, or condition
- Verb form (the way it is spelled) changes according to:
- Tense: present, past, future, etc.  
(Discussed in main style guide, page 4)
- Person: 1<sup>ST</sup>, 2<sup>ND</sup>, 3<sup>RD</sup>  
(Discussed in main style guide, page 5)
- Number: singular or plural  
(Discussed in main style guide, page 5)
- Voice: active or passive  
(Discussed in main style guide, page 5-8)
- Mood: Form of the verb that shows the attitude of the writer/speaker
- Indicative (Used to state a fact or opinion or ask a question)
  - "The game begins at 7:00."
  - "What time is it?"
- Imperative (Expresses a command or warning or makes a request)
  - "Get ready to sail!"
  - "Let's get out of here!"
- Subjunctive (Reverses basic rules for tense)
  - "If I *were* you, I'd see the Commander right away."
  - "I demanded that the Airman *come* to see me."
  - "He's so fine; wish he *were* mine."
- Some texts include Infinitive and Participial as moods
- A participle is

#### 4. **What is a pronoun?**

- A pronoun is a word used in place of one or more nouns
- There are seven types of pronouns:
- Personal - "I am going to the store."
- Reflexive - "He saw himself in the mirror."
- Interrogative - "Who is coming?"
- Demonstrative - "That is beautiful."
- Possessive - "The house is mine."
- Relative - "The God who made the universe is all-powerful."
- Indefinite - "Someone is coming."

#### 5. **What is an adjective?**

- An adjective is a word that modifies a noun or a pronoun
- There are five types of adjectives:
- Descriptive - "Steph is a fast runner."
- Possessive - "Jenny loves her papa."
- Interrogative - "Which sax is Amanda's?"
- Demonstrative - "That woman is my wife."
- Infinite - "Some people are lucky."

NOTE: The articles (a, an, & the) are considered adjectives. "A" and "an" are called "indefinite" articles and can only be used in the singular sense. "The" is called the "definite" article because it is usually used to refer to a specific person, place, or thing.

#### 6. **What is an adverb?**

- An adverb is a word that modifies a verb, an adjective, or another adverb
- Adverbs indicate manner, quantity, time, place, and intensity
- Adverbs of manner answer the question "how", e.g., "The fire rapidly consumed the barracks."  
(Very common adverbs recognized by their "ly" ending)
- Adverbs of quantity, degree, or intensity answer the question of "how much" or "how well", e.g., "The squad advanced fearfully."
- Adverbs of time answer the question "when", e.g., "The president plans to announce his Bosnian policy soon."
- Adverbs of place answer the question "where", e.g., "The police found the convict under the bridge."

#### 7. **What is a conjunction?**

- A conjunction is a word that joins words or groups of words
  - There are three types of conjunctions:
  - Coordinating (and, but, or, nor, yet, and for)
  - Subordinating (although, because, if, that, etc.)
  - Correlative (coordinating conjunctions used in pairs - either/or; etc.)
- NOTE:** There are also "conjunctive adverbs." These are actually adverbs that act as a conjunction to connect complete ideas. Examples are "therefore", "furthermore", and "however." The use of conjunctive adverbs is discouraged in broadcast writing.

#### 8. **What is a preposition?**

- A preposition is a word that shows the relationship between a noun or pronoun and another word in the sentence
- Prepositions may indicate position, direction, time, manner, means, or agent
- Prepositions combine with "objects of the preposition" to form prepositional phrases
- Prepositional phrases can:
- Show position ("Police kept the convict in the basement.")
- Show direction ("The robber gave the money to the police.")
- Show time ("Superman lived on Krypton for many years.")
- Show manner ("The chief acted with disgust.")
- Show means ("The boy hit the dog with a stick.")
- Show agent ("The student was given a failing grade by the instructor.")

### 9. *What is an interjection?*

- An interjection is an expression of strong feeling or emotion.
- Words that do not fulfill any function of the other 7 parts of speech.
- Frequently used (“Man, am I hungry!”)
- Not properly part of the sentence structure (“Yes, I’ll do it”)
- Separated from the main clause by a comma (“Ah, she is beautiful.”)
- 

### 10. **Sentences, Phrases and Clauses**

- A sentence is the expression of a thought that usually consists of at least of a subject and a verb.
- Sentence types include: simple, compound, complex, and compound-complex.
- Simple is self-explanatory
- “The Air Force grooms the best NCOs in the U.S. military.”
- “Green Bay won.” (no object)
- Compound consists of two simple sentences joined by a coordinating conjunction.  
 (“Emmett fell on his face, and Troy landed on his bottom.”)
- Complex has a main clause and one or more subordinate clauses.  
 (“Although the Packers were beaten, Brett played well.”)
- Compound-complex contains at least two main clauses, and at least one subordinate clause. **DO NOT** use these sentences in broadcast writing!
- A phrase consists of two or more words that express a thought, but without a subject or a conjugated verb.  
 You can identify the phrase by the type of word at its beginning.
- “Jon will run the race **with** his son.” (prepositional phrase)
- “**According** to the Red Cross, the blood supply is critically low.” (participial phrase)
- “You have the classroom **near** the door.” (adjective phrase)
- “Ensure the students write **in** their own words.” (adverbial phrase)
- “Don’t try **to** win the race dishonestly.” (infinitive phrase)
- “The day **has** begun.” (verb phrase)
- A clause is a group of words that contains a subject and a conjugated verb
- The clause can form part of a compound or complex sentence
- There are two types of clauses
- The main, or independent, clause (could stand alone)
- “Before you tape your interview, you should thoroughly check your equipment.”
- “Chief Louis lost the interview because she showed up late.”
- The subordinate, or dependent, clause (not a complete sentence)
- “Lindsay won the race because he came in first.”
- “If A1C Donald passes broadcast writing, he’ll go to radio.”

## **“SINS” AND “TIPS” OF BROADCAST WRITING**

### **“DOZEN’ DEADLY SINS”:**

1. Don’t start a story with “as expected”  
 (Don’t listeners tune in to hear the “unexpected”?)
2. Don’t start a story with “in a surprise move”  
 (Isn’t news full of “surprises”?)
3. Don’t start a story by saying someone “is making news,” “is in the news,” or “is dominating the news”

- Just tell what's happening
- Isn't everyone you mention in the newscast "making news," etc.?
- 4. Don't start a story by saying, "A new development tonight in the...."  
(If it's not new, or a new development, it probably isn't news)
- 5. Don't characterize news as "good," "bad," "interesting," or "disturbing"
- Let your listener decide if it's good, bad, etc.
- Was the plunge in oil prices good news for folks in Texas?
- 6. Don't *start a story* with a participial phrase or a dependent clause
- We don't talk that way
- It can cause copy to become "weak and murky"
- Can cause confusion
- S-V-O (subject-verb-object) order is the best pattern for your first sentence
- 7. Don't start a story with a quotation  
(Your listeners will presume the words are those of the announcer)
- 8. Don't start a story with any form of the verb "to be"
- They're dead phrases that employ linking verbs
- Use active verbs in the active voice
- 9. Don't start a story with the name of an unknown or unfamiliar person
- Is the unknown person the reason you're telling the story?
- Most stories don't even need a name
- 10. Don't start a story with a personal pronoun  
(*"It"* is a "premature" (vague) pronoun)
- 11. Don't write a first sentence that uses "yesterday"  
(Yesterday is gone ... update that lead to read from today's perspective)
- 12. Don't write a first sentence that uses the verb "continues"  
(It doesn't tell your listener anything new)
- 13. Don't start a story with "another," "more," or "once again"  
(Why listen to more of the same?)
- 14. Don't start a story with a sentence that has a "no" or "not"
- People respond more positively to positive statements
- "Recast" the negative into a positive
- 15. Don't cram too much information into a story  
(Your audience simply cannot process the constant flow of facts)
- 16. Don't use newspaper constructions  
(Attribution before assertion)
- 17. Don't lose or fail to reach a listener
- Talk to your listener, not at him
- Understand that good writing is hard work
- "Easy writing, hard listening. Hard writing, easy listening."
- 18. Don't make a factual error  
(Causes a loss of authority and credibility)

### ***"VENIAL' SINS":***

1. Don't use pre-fabricated phrases – they quickly become boring and trite
  - "It's official," "It shouldn't come as any surprise," "Believe it or not," etc.
  - "Police are investigating," "Only time will tell," "Don't count him out yet," etc.
  - "In a prepared statement," "In an abrupt about-face," "None the worse for wear," etc.
2. Don't waste words – it's a waste of time and waters down what you say
  - "literally' walked off the field
  - "suddenly' fell off the bridge"
  - "flatly' denied"
3. Don't use *non-broadcast* words
  - Don't use a word that's not likely to be readily understood by almost all listeners



- If you suspect a word is a “non-broadcast” word, you’re probably right
- 4. Don’t use *hollow* words – they do nothing but take up time
  - “the shooting ‘incident’” is just “the shooting”
  - “thunderstorm ‘activity’” is better stated “thunderstorms”
- 5. Don’t use *vague* words
  - (if someone is “involved” in the crime, did they commit it or are they the victim?)
- 6. Don’t use *weasel* words
  - (If a rape occurred, be specific ... call it a rape, not an “attack”)
- 7. Don’t use *windy* words
  - Find the simple synonym
  - “commence” becomes “start”
  - “city” for “metropolis”
  - “use” instead of “utilize”
- 8. Don’t use *weary* words
  - A weary word is one that’s been “used up”
  - “Controversy” and “controversial” are two examples
- 9. Don’t use *wrong* words
  - Ensure you know what a word means before you use it
  - A “dilemma” is two alternatives, equally undesirable, not a problem, plight, or predicament
- 10. Don’t use foreign words and phrases
  - (Many people have a hard enough time understanding English)
- 11. Don’t resort to clichés
  - One cliché is not worth a thousand words
  - Do the police really “have their work ‘cut out’ for them”?
  - Do people really “‘huddle’ behind closed doors”?
- 12. Don’t stretch for synonyms for words that are easily understood
  - Even if it does mean using the same word twice in a story, or even a sentence
  - Do “explains” and “says” really mean the same?
- 13. Don’t “hotrod”
  - (“Hotrodding” is “high power” writing)

### ***“TOP TIPS OF THE TRADE”:***

1. Start strong. “Well begun is half done.”
  - (Your first words may determine if your listeners keep listening)
2. Read — and understand — your source copy.
  - (Ensure you understand something BEFORE you use it)
3. Underline or circle key facts.
  - (Allows you to instantly see what’s important & keep track of important facts)
4. Don’t write yet. Think.
  - (Take time to think — even if it’s just for 30 seconds)
5. Write the way you talk – unless you’re from the Bronx!
  - (Use straight forward manner, without zigzags)
6. Apply the rules for broadcast newswriting.
  - (Don’t try to cram the five “w’s” up front)
7. Have the *courage* to write simply.
8. Refrain from wordy windups.
  - (Tell your stories; don’t write them)
9. Put attribution before assertion.
  - (Let your listeners know who’s behind the assertions at the outset)
10. Go with S-V-O: subject—verb—object.

(That's the way we speak)

11. Limit a sentence to one idea.

(This helps reduce difficult, complex stories to their essence)

12. Use short words and short sentences.

(The words most of us use most frequently are short)

13. Use familiar words in familiar combinations.

(That's the way the audience is accustomed to hearing them)

14. People-ize your copy.

(Write about *people*, not *personnel* ... people want to hear about people)

15. Activate your copy.

(Use verbs that move (action verbs) and avoid passive voice)

16. Avoid a first sentence whose main verb is any form of "to be."

(It conveys no action)

17. Avoid *may*, *might*, *could*, *should*, *seems*.

(These linking verbs are even weaker than the "to be" family)

18. Put your sentences in a positive form.

(Accentuate the positive ... try to avoid "no" and "not")

19. Use present tense verbs where appropriate.

(The verb that you can most often use in the present tense is *say*)

20. Don't start with a quotation or a question.

(Your listener may think the words are your own)

21. Use connectives — *and*, *also*, *but*, *so*, *because* — to link sentences.

(This makes it easier to follow the thread of your story)

22. Put the word or words you want to emphasize at the end of your sentence.

(A word placed at the sentence's end gains emphasis and is remembered)

23. Use contractions — with caution.

(They're conversational, but may cause confusion, e.g., *can't*, which might be heard as *can*.)

24. Pep up your copy with words like *new*, *now*, *but*, *says*.

(They signal a listener he's hearing news and can compress a mouthful into one word)

25. Watch out for *I*, *we*, *our*, *here*, *up*, *down*.

(They can confuse)

26. Omit needless words.

(You can often delete words with no loss in meaning and gain clarity)

27. Hit only the main points; trash the trivia.

(Ensure every word you use is essential)

28. Don't parrot source copy.

(Rewrite news stories in your own words)

29. Place the time element, if you need one, *after* the verb.

30. When in doubt, leave it out.

(Deal only in facts, not in conjecture)

31. Don't raise questions you don't answer.

(Don't include a fact that is unclear)

32. Read your copy aloud. If it sounds like writing, rewrite it.

(What matters is how your copy sounds, not how it looks on paper)

33. Rewrite. The art of writing lies in rewriting what you've already written.

(Check facts; get rid of clutter; ensure the words are in the right order, etc.)

## Writing for Radio Skills Reference Guide

### All writing products:

60-character line, normal character spacing, double spaced, all caps, Courier New font, 12-pitch.  
 Three spaces from heading to "ANNOUNCER."  
 One full line equals four seconds of copy.  
 Admin block contains: rank and full name, class number, page X of X.  
 Heading contains: slugline, date product was written, product length in seconds.  
 "Dunphies" or "- more -" at bottom of each page.  
 2 spaces after periods.

### Reader Spots:

- ◇ "Kill" date in heading below date written.
- ◇ 30-seconds in length equals 7-8.5 lines of copy.
- ◇ Attention step.
- ◇ If a "sell" spot, include action step.

### Produced spots:

- ◆ "Info" or "sell" and target audience in admin block.
- ◆ "Kill" date in heading below date written.
- ◆ Total spot length 28-30 seconds or 55-60 seconds, including non-voice elements.
- ◆ Non-voice elements underlined.
- ◆ Attention step.
- ◆ If a "sell" spot, include action step.
- ◆ Reference line after "Dunphies."
- ◆ Slugline of three words max (no verbs)

### Radio News products:

- Release line in heading.
- Slugline of ten words max (doubles as tease).
- Post paper story is 60-seconds, 14-16 lines.
- Local News Fact Sheet story is 45-60 seconds, including soundbite.
- Formally identify speaker before soundbite.
- Set up soundbite by paraphrasing ... avoid "echoing" the bite.
- Informal ID of speaker following soundbite.
- Triple space before and after soundbite information.
- One additional fact in "snapper" following soundbite.

Name

## **SAMPLE Radio Hard News Release**

Page 1 of X

...../...../...../...../...../...../...../

NORTON HELICOPTER CRASH KILLS 20

1 NOV 2006

AIRMEN

(30 SECONDS)

FOR IMMEDIATE RELEASE

### **ANNOUNCER**

A HELICOPTER CRASH AT NORTON AIR FORCE BASE HAS KILLED 20 AIRMEN AND INJURED NINE OTHERS. THE MILITARY AIRCRAFT WAS CARRYING MEN AND WOMEN FOR TRAINING IN ARIZONA WHEN IT WENT DOWN IN A WOODED AREA NORTH OF THE RUNWAY EARLY THIS MORNING. THE VICTIMS ARE AIR FORCE RESERVISTS ASSIGNED TO CALIFORNIA'S AIR NATIONAL GUARD. AIR GUARD OFFICIALS WILL RELEASE THE NAMES OF THE DEAD AND INJURED AIRMEN AFTER NOTIFYING THEIR FAMILIES. THE AIR FORCE IS INVESTIGATING THE CRASH.

###

Name

## SAMPLE Radio Feature Release

Page 1 of X

...../...../...../...../...../...../  
COLLEGE MASCOT

9 DEC 2005

(60 SECONDS)

FOR GENERAL RELEASE

**ANNOUNCER**

MANY PEOPLE ENVY THE EAGLE AS IT FLOATS AMONG THE CLOUDS, FREE FROM THE BONDS OF GRAVITY. BUT AN R-O-T-C STUDENT AT FLINT'S 125TH PARACHUTE INFANTRY REGIMENT LOOKS TO A FLIGHTLESS BIRD FOR INSPIRATION. SERGEANT THOMAS MANN MASQUERADES AS AN EMU (EE-MYOO) AT EASTERN MICHIGAN SPORTING EVENTS. WHY CHOOSE A LARGE FLIGHTLESS BIRD AS A MASCOT? WELL, THE EMU'S NAME SPELLS OUT THE SCHOOL'S NAME ABBREVIATED, E-M-U. AND TOM DOESN'T FIND IT ODD TO DRESS UP AS A GROUNDED BIRD EVEN THOUGH HE IS AN AIRBORNE QUALIFIED SOLDIER. THE MASQUERADE BEGAN WHEN INJURY GROUNDED TOM'S PAL – THE ORIGINAL EMU – JUST BEFORE AN IMPORTANT GAME. THE SHOW COULDN'T GO ON WITHOUT THE COLLEGE MASCOT SO TOM SLIPPED INTO THE POLYESTER FEATHERS AND PLASTIC BEAK AND A NEW EMU WAS HATCHED. TOM SAYS HE DOESN'T ENVY THE EAGLES, FLOATING ABOVE THE EARTH ... HE CAN DO THAT ANYTIME BENEATH A BILLOWING PARACHUTE. INSTEAD, A FLIGHTLESS BIRD INSPIRES HIM TO TAKE THE FIELD AND "SOAR" AS A COLLEGE MASCOT.

###

Name

# **SAMPLE**

## **Radio News Release #1**

Page 1 of X

...../...../...../...../...../...../  
SENATE PROPOSES CHANGE TO G-I BILL  
DOLLARS

1 MAY 2006

(60 SECONDS)

FOR IMMEDIATE RELEASE

ANNOUNCER:

THE SENATE HAS PROPOSED A CHANGE TO THE AMOUNT SERVICE MEMBERS CONTRIBUTE TO THE MONTGOMERY G-I BILL. ACCORDING TO THE BASE PAPER, THE SENATE VETERANS COMMITTEE HAS RECOMMENDED SERVICE MEMBERS CONTRIBUTE 133 DOLLARS A MONTH INSTEAD OF THE CURRENT 100 DOLLARS. THE COMMITTEE SAYS THE INCREASE WOULD SAVE 933-MILLION DOLLARS OVER SEVEN YEARS. DEFENSE OFFICIALS SAY THEY FEAR THE INCREASE COULD DAMAGE AN ALREADY DIFFICULT RECRUITING PROCESS. THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF TOLD THE COMMITTEE THE MONTGOMERY G-I BILL IS THE BEST RECRUITING TOOL THE SERVICES HAVE. ADMIRAL JAMES MORRISON ASKED THE COMMITTEE TO PRESERVE THE PROGRAM "AS IS." HE SAYS THE PROGRAM IS A COST-EFFECTIVE RECRUITING INCENTIVE THAT ATTRACTS TOP-QUALITY MEN AND WOMEN TO THE SERVICES. NINETY-FOUR PERCENT OF RECRUITS ENTERING MILITARY SERVICE ENROLL IN THE G-I BILL PROGRAM.

###

Name

## **SAMPLE Radio News Release #2**

Page 1 of X

...../...../...../...../...../...../  
COMMAND TO INCREASE MEDICAL PROVIDERS  
AT YONG-SAN

1 AUG 2007

(60 SECONDS)

FOR IMMEDIATE RELEASE

ANNOUNCER:

YONG-SAN'S MEDICAL CENTER WILL SOON SEE AN INCREASE IN PROVIDERS. THE COMMAND IS RE-FILLING 57 MEDICAL AND DENTAL POSITIONS CUT IN THE DRAW-DOWN FIVE YEARS AGO. PATIENTS BEGAN COMPLAINING ABOUT DIFFICULTIES SCHEDULING ROUTINE APPOINTMENTS AFTER THE STAFF WAS CUT. MEDICAL CENTER CHIEF ADMINISTRATOR ARMY MAJOR ART WEBB SAYS THE NEW DOCTORS, DENTISTS, AND TECHNICIANS WILL MAKE A DIFFERENCE ALMOST IMMEDIATELY.

SOUNDBITE NEWS 1

INCUE: "IT WILL TAKE..."

RT: :12

OUTCUE: "...THOSE HIGHER LEVELS."

MAJOR WEBB ALSO SAID THE NEW PROVIDERS WILL ARRIVE DURING THE NEXT FISCAL YEAR. FOR A-F-N NEWS, I'M AIRMAN PATRICIA HOOVER.

###

Name

## **SAMPLE Reader Spot**

Page 1 of X

...../...../...../...../...../...../  
SOFTBALL LEAGUE

15 APR 2007

(30 SECONDS)

KILL DATE: 12 MAY 07

### **ANNOUNCER:**

IT'S TIME TO STRETCH THOSE MUSCLES AND START GETTING IN SHAPE! HOW? BY PLAYING SOFTBALL! THIS YEAR'S BASE INTRAMURAL SOFTBALL SEASON STARTS MAY 19TH. THE LEAGUE NEEDS AT LEAST 12 FULL TEAMS BEFORE IT CAN SCHEDULE GAMES FOR THE SEASON. MEN AND WOMEN OF ALL RANKS ARE ELIGIBLE TO JOIN THEIR UNIT TEAM. GAMES TAKE PLACE ON TUESDAY AND THURSDAY EVENINGS. THE SEASON LASTS EIGHT WEEKS. PICK UP FORMS OR GET MORE INFORMATION AT THE FITNESS CENTER. JOIN THE FUN ... SIGN UP TODAY!

###



Name

# **SAMPLE Radio Info Spot**

Page 1 of 1

...../...../...../...../...../...../  
DANTES TESTING

1 APR 2006

(60 SECONDS)

KILL DATE: NONE

MUSIC: MEDIUM TEMPO JAZZ:

(ESTABLISH 2-3 SECONDS, THEN UNDER ANNOUNCER TO CHEERING SFX)

ANNOUNCER:

GRADUATING FROM A MILITARY TRAINING SCHOOL CAN ALSO MEAN GRADUATING FROM COLLEGE. THE BASE EDUCATION CENTER OFFERS "DANTES," THE DEFENSE ACTIVITY FOR NON-TRADITIONAL EDUCATION SUPPORT. DANTES HELPS YOU GET COLLEGE CREDIT FOR THINGS YOU ALREADY KNOW. THE PROGRAM PROVIDES COLLEGE LEVEL EXAMINATION PROGRAM, OR "CLEP," TESTS. CLEP TESTS ARE

90-MINUTE MULTIPLE-CHOICE TESTS THAT COVER SUBJECTS NORMALLY TAUGHT IN A SEMESTER OF COLLEGE. EACH TEST EARNS UP TO SIX SEMESTER HOURS OF CREDIT. YOU CAN TEST YOUR KNOWLEDGE IN A WIDE VARIETY OF SUBJECTS, FROM MATH OR MUSIC TO SCIENCE AND MANAGEMENT. IT'S TO YOUR "CREDIT" TO ACT NOW!

SOUND: CHEERING:

(ESTABLISH 2-3 SECONDS, THEN FADE UNDER ANNOUNCER TO "EXPECTED")

WITH DANTES' HELP, YOU COULD BE CHEERING ABOUT A COLLEGE DEGREE SOONER THAN YOU EXPECTED.

###

REFERENCE: USAFPP 250-21 9-79

Name

**SAMPLE  
Radio Selling Spot**

Page 1 of 1

...../...../...../...../...../...../  
SOFTBALL SEASON

1 APR 2007

(30 SECONDS)

KILL DATE: 12 MAY 07

SOUND: BASEBALL BEING HIT, CROWD CHEERS:

FADE INTO MUSIC

MUSIC: UPBEAT POP-ROCK:

(ESTABLISH 2 SECONDS, THEN UNDER ANNOUNCER TO NEXT SFX)

ANNOUNCER:

SPRING IS IN THE AIR, AND SO ARE THE SOFTBALLS. THE POST INTRAMURAL SOFTBALL SEASON STARTS MAY 19TH. MEN AND WOMEN OF ALL RANKS ARE WELCOME TO SIGN UP. CALL THE FITNESS CENTER AT 5-4-5-6 TO FIND OUT MORE. IF YOUR UNIT DOESN'T HAVE A TEAM, THE FOLKS AT THE FITNESS CENTER WILL FIND YOU ONE.

SOUND: VOICE YELLING "SAFE!", CROWD CHEERING:

(UNDER ANNOUNCER UNTIL "ACTION")

GET A PIECE OF THE SPORTS ACTION. CALL 54-56 AND SIGN UP TODAY!

###

REFERENCE: MSG BRITT REID, CHIEF, MWR DIVISION, EXT. 5455

Name

## **SAMPLE Community Update**

Page 1 of 1

...../...../...../...../...../...../  
COMMUNITY UPDATE

24 SEP 2006

(60 SECONDS)

KILL DATE: 26 SEP 06

**ANNOUNCER:**

THE RED CROSS OFFERS AN ORIENTATION FOR ALL NEW VOLUNTEERS EVERY TUESDAY AT THE RECREATION CENTER. CALL 3-9-1-3 FOR MORE INFORMATION, INCLUDING HOW TO RESERVE FREE CHILD CARE.

THE FITNESS CENTER IS FORMING AN INTRAMURAL RACQUETBALL LEAGUE. CATEGORIES INCLUDE NOVICE, INTERMEDIATE, AND ADVANCED. CALL THE FITNESS CENTER TO SIGN UP.

REGISTER NOW FOR THE UNIVERSITY OF MARYLAND'S SECOND TERM. CLASSES BEGIN SEPTEMBER 30TH. FOR MORE INFORMATION, CALL THE U-M BRANCH, OR STOP BY THE EDUCATION CENTER.

THE TOUR AND TRAVEL OFFICE OFFERS A NATURE-LOVERS' BIRD-WATCHING TRIP SATURDAY MORNING FROM 6:00 TO 11:00. CATCH THE BUS AT THE RECREATION CENTER PARKING LOT.

"VOLCANO," STARRING TOMMY LEE JONES, PLAYS AT THE BASE THEATER TONIGHT. THIS MOVIE STARTS AT 7:00.

###

### **Example**

**Community Update: 2-3 lines per topic; 12-14 lines total; 20 words max per sentence; must have all 5 topics; always end with the movie.**

## Television Script Writing

VIDEO	AUDIO
<ul style="list-style-type: none"> <li>✓ NEWSCASTER shots (w/ or w/o graphics) are left to the director.</li> <li>✓ Show shot description and location on A/B roll tape.</li> <li>✓ Shots should average 3-7 seconds (unless otherwise motivated), tell the story, and demonstrate basic cinematic concepts.</li> <li>✓ EJ News Stories contain at least one</li> <li>✓ 3-shot sequence (LS, MS, CU).</li> <li>✓ Standup is an LS (feet to headroom) or an MS (waist to headroom) shot in a location that compliments the story. Can be sitting, standing, or walking.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Double-spaced.</li> <li>✓ Triple-spaced <b>between</b> <i>video</i> shots.</li> <li>✓ Average of 35 characters per line.</li> <li>✓ 14-16 lines equals 28 to 30 seconds of script.</li> <li>✓ Production notes <u>underlined</u> (e.g. <u>SOUNDBITE (10 SECONDS)</u>, <u>STANDUP (12 SECONDS)</u>, <u>MUSIC: UP &amp; UNDER ANNOUNCER</u>).</li> <li>✓ Put Natural (NAT) sound under all narration <b>with</b> video. (Exception, PSAs/Spots: CH 1=Primary Narration; CH 2=NATsound or Music.)</li> <li>✓ Soundbites &amp; Standups include first three and last three words.</li> <li>✓ Dunphys (# # #) centered under text to denote <b>end</b> of story.</li> <li>✓ <u>NO</u> split sentences between pages.</li> </ul>

# Television Script Writing

While TV script formats or headings may vary slightly from station to station, the basic elements are the same. This two-column set-up is the format you must use at DINFOS. You may want to personalize it in the field.

**READER SCRIPT:** This format allows your viewer to see the newscaster as he reads the script. The newscaster (on-camera) is your “video” source; the script is the “audio.” Average DINFOS length is 30-45 seconds.

- You must refer to the source of the script at the bottom of the last page [e.g. REFERENCE: “SOURCE TITLE” MMM DD, YYYY, PAGE # (ARTICLE TITLE)]

**VOICE-OVER SCRIPT** (a.k.a. “V-O”): The newscaster’s voice (AUDIO column) is heard “over” the pictures on the screen (VIDEO column). The newscaster is usually seen first – while reading the lead to the story – then is “covered over” by the supporting video. The newscaster then “reappears” to read the close. Average DINFOS length is 30-45 seconds.

**VOICE-OVER-SOUND-ON-TAPE-SCRIPT** (a.k.a. “VOSOT”): A V-O with a sound bite (usually a short piece of an on-camera interview). Average DINFOS length is 45-60 seconds.

**NOTE (V-Os & VOSOTs):** Because the person who writes the script is often not the same person who shoots the video, the script cannot depend on the video.

**STUDIO LEAD-IN:** The introduction to an **Electronic Journalism News Story** package read “live” by the newscaster in the studio (average DINFOS length is 10-15 seconds). DO NOT use “(MORE)” or “# # #” after the Studio Lead-In.

**C.G. FOR SOUND BITE INFO (on the bottom half of the STUDIO LEAD-IN):** Contains the rank, name, and title of the sound bite (in accordance with proper military style – upper and lower case – as appropriate) and the IN and OUT points of the bite in the package. Not needed for video-precedes sound bites.

**ELECTRONIC JOURNALISM NEWS STORY:** A pre-produced news package narrated by a field reporter. Includes one or two sound bites and a reporter standup. DINFOS length is 60 or 90 seconds.

**PSA/SPOT SCRIPT:** A **P**ublic **S**ervice **A**nnouncement narrated by a field reporter that is accompanied by NAT sound (sound occurring “naturally” at the site of the shoot) or music. DINFOS length is 30 seconds.

## SAMPLE TV Spot Script

### VIDEO

(LS) STUDENT AT COMPUTER  
(01:35)

(MS) COMPUTER MONITOR  
SCREEN  
(02:05)

(CU) STUDENT TYPING ON  
COMPUTER (LIGHTING CHANGES  
TO RED)  
(03:00)

(CU) KEYBOARD  
(03:43)

(ECU) COMPUTER SCREEN  
(04:15)

(CU) STUDENT'S FACE (STRIP  
LIGHTING ON FACE) (04:37)

(CU) COMPUTER MONITOR  
(PICTURE BLURS AND TURNS TO  
STATIC)  
(05:12)

### AUDIO

MUSIC: UP & UNDER ANNOUNCER  
LOOKING FOR INFORMATION? CHECK OUT THE  
INTERNET.

BUT BEWARE ... SOME INTERNET INFORMATION IS OFF  
LIMITS.

DON'T VENTURE INTO THE DARK SIDE OF THE  
INTERNET, ESPECIALLY TO HOME PAGES WITH SEXUALLY  
EXPLICIT MATERIAL.

YOU MAY BE ABLE TO GAIN ACCESS TO THESE SITES,  
BUT THE COMMANDANT HAS PLACED THEM OFF LIMITS.

ALL DINFOS COMPUTERS KEEP A LOG OF THE SITES YOU  
VISIT ... A LOG OFFICIALS COULD USE TO TRACK YOU  
DOWN.

BE SURE TO PULL THE PLUG ON BAD NET SURFING  
HABITS ...

BEFORE SOMEONE PULLS THE PLUG ON YOU. KNOW AND  
OBEY DINFOS INTERNET RULES.  
MUSIC: FADE UP AND OUT TO TIME

# # #

## SAMPLE TV Spot Script

JO1 Jeri Sekerak

1 Apr 07

BPAS-B 070-07

DINFOS Pentium Upgrade

Page 1 of 3

90 Seconds

Commitment: DINFOS gets computers

### VIDEO

(LS) SOLDIER AT COMPUTER

(16:23)

(MS) COMPUTER

(16:55)

(CU) COMPUTER SCREEN/CURSOR

(17:20)

(LS) CLASSROOM AND STUDENTS

(20:20)

(ECU) SCREWDRIVER IN HAND

(11:28)

(MS) ASSISTANT WORKING

(09:11)

(LS) ROOM FULL OF COMPUTERS

(14:11)

JO1 Jerry Rakker

Reporting

(MS) COMPUTERS ROLLED INTO ROOM

(04:10)

(more)

(CU) TAKING COMPUTER OUT OF BOX

(15:05)

(MS) PLACING COMPUTER ON DESK

(16:19)

Maj Mark Meaders

IRM Manager

(01:28)

### AUDIO

SOME MAY THINK MILITARY TRAINING IS ONLY WEAPONS AND COMBAT, BUT THAT'S NOT NECESSARILY SO AT THE DEFENSE INFORMATION SCHOOL.

DINFOS TRAINS THE NATION'S MILITARY JOURNALISTS, PHOTOGRAPHERS, AND PUBLIC AFFAIRS OFFICERS - ALL PEOPLE WHO DEPEND GREATLY ON ONE WEAPON OF CHOICE ... THE COMPUTER.

IN FACT, DINFOS RECEIVED 102 PENTIUM COMPUTERS JUST LAST WEEK.

WORKERS FROM THE INFORMATION RESOURCE MANAGEMENT OFFICE BEGAN DISTRIBUTING THE COMPUTERS THROUGHOUT THE SCHOOL YESTERDAY.

STANDUP (15 SECS)

IN CUE: "THE IMPACT OF..."

OUT CUE: "...CLASSROOM AS WELL."

(more)

I-R-M WORKERS ARE DISTRIBUTING THE 290-THOUSAND DOLLARS WORTH OF COMPUTERS TO DINFOS STAFFERS

WITHOUT COMPUTERS, OR THOSE USING THREE-86 OR LOWER TECHNOLOGY.

SOUND BITE (15 SECS)

IN: "WE'VE GOT TO..."

OUT: "...PEOPLE OUT THERE."

(CU) VACUUM CLEANER WAND

(30:16)

(MS) MEADERS & ASSISTANT WORKING

(31:09)

THE SCHOOL PLANS TO ACQUIRE MORE  
PENTIUM COMPUTERS, INCLUDING THE  
NEWEST COMPUTER ON THE MARKET ... THE  
P-6.

(CU) COMPUTER SCREEN

(07:23)

(MS) TECH WORKING ON COMPUTER

(08:14)

WITHIN THE NEXT TWO YEARS, THE GOAL  
IS TO HAVE ENOUGH COMPUTERS TO ENSURE  
ALL STAFF AND STUDENTS HAVE THE BEST  
THAT TECHNOLOGY HAS TO OFFER.

(LS) CLASSROOM FULL OF COMPS

(12:01)

REPORTING FOR A-F-N SIGONELLA, I'M  
PETTY OFFICER JERRY SEKERAK.

# # #



## **APPENDIX B - HANDS-ON EVALUATION**

### **Hands-on Evaluation, DA Form 5164-R**

DA Form 5164-R (Hands-On Evaluation) allows the trainer to keep a record of the performance measures a Soldier passes or fails on each task.

#### **Before evaluation:**

1. Obtain a blank copy of DA Form 5164-R, which you may locally reproduce on 8 1/2 x 11 paper.
2. Enter the task title and 10-digit number from the STP task summary.
3. In Column a, enter the performance measure numbers from the task summary.
4. In Column b, enter the performance measure corresponding to the number in Column a (you may abbreviate this information, if necessary).
5. Locally reproduce the partially completed form when evaluating more than one Soldier on the task or when evaluating the same Soldier more than once.

#### **During evaluation:**

1. Enter the date just before evaluating the Soldier's task performance.
2. Enter the evaluator's name, the Soldier's name, and the unit.
3. For each performance measure in Column b, enter a check in Column c (PASS) or Column d (FAIL), as appropriate.
4. Compare the number of performance measures the Soldier passes (and, if applicable, which ones) against the task standards specified in the task summary. If the standards are met or exceeded, check the GO block under STATUS; otherwise, check the NO-GO block.

HANDS-ON EVALUATION For use of this form, see STP 11-25S14-SM-TG; the proponent agency is TRADOC.		DATE 20 JUNE 2010	
TASK TITLE Employ a Portable Digital Satellite Transmission System		TASK NUMBER 224-278-1740	
ITEM a	PERFORMANCE STEP TITLE b	SCORE (Check One)	
		PASS c	FAIL d
1.	Contact the receiving ground station for all the information necessary to transmit.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
2.	Conduct a proper site assessment.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
3.	Inventory and assemble the outdoor transmitter/antenna.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
4.	Connect base control unit to power source, ensuring the voltage is correct.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
5.	Connect the transmitter/antenna to the base control unit with the appropriate cable.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
6.	Initiate transmission software program from the base control unit computer.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
7.	Adjust the antenna, as needed, to ensure high quality transmission.	<input type="checkbox"/> P	<input checked="" type="checkbox"/> F
8.	Connect the required digital storage or transmission devices to the base control unit.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
9.	Contact the receiving ground station at the scheduled time to establish the connection, check signal strength, begin transmission and confirm delivery of all imagery/products.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
10.	Disassemble, clean, inventory and store all parts of the portable digital satellite transmission system.	<input checked="" type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
EVALUATOR'S NAME SFC Craig Zentkovich		UNIT 3rd ID PAO	
SOLDIER'S NAME PFC Joel Peavy		STATUS <input checked="" type="checkbox"/> GO <input type="checkbox"/> NO GO	

DA FORM 5164-R, SEP 1985

EDITION OF DEC 82 IS OBSOLETE

APD PE v2.01

Figure B-1. Sample of a Completed DA Form 5164-R

## **APPENDIX C - FIELD EXPEDIENT SQUAD BOOK**

### **Field Expedient Squad Book, DA Form 5165-R**

DA Form 5165-R (Field Expedient Squad Book) allows the trainer to keep a record of task proficiency for a group of Soldiers.

#### **Before evaluation:**

1. Obtain a blank copy of DA Form 5165-R, which you may locally reproduce on 8 1/2 x 11 paper.
2. Locally reproduce the partially completed form if you are evaluating more than nine Soldiers.

#### **During evaluation:**

1. Enter the names of the Soldiers you are evaluating, one name per column, at the top of the form.
2. Under STATUS, record (in pencil) the date in the GO block if the Soldier demonstrated task proficiency to Soldier's manual standards. Keep this information current by always recording the most recent date on which the Soldier demonstrated task proficiency. Record the date in the NO-GO block if the Soldier failed to demonstrate task proficiency to Soldier's manual standards. Soldiers who failed to perform the task should be retrained and reevaluated until they can meet the standards. When the standards are met, enter the date in the appropriate GO block and erase the previous entry from the NO-GO block.

#### **After evaluation:**

1. Read down each column (GO/NO-GO) to determine the training status of an individual. This will give you a quick indication of which tasks a Soldier needs training on.
2. Read across the rows for each task to determine the training status of all Soldiers. You can readily see which tasks to focus training on.
3. Line through the STATUS column of any Soldier who leaves the unit.

FIELD EXPEDIENT SQUAD BOOK										SHEET 1 OF 5	
For use of this form, see STP 10-92A12-SM-TG; the proponent agency is TRADOC										SOLDIER'S NAME	
USER APPLICATION										PFC Peavy	
STP 46-46RZ14-SM-TG										PVT Hunt	
Public Affairs Specialist										PV2 Mittlesteadt	
Skill Level 1-4										SPC Maynard	
22nd Mobile Public Affairs Detachment											
TASK NUMBER AND TITLE										STATUS	
SKILL LEVEL 1											
224-278-1110	Determine Ethical Consid.	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-278-1111	Explain Principles of SAPP	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-278-1120	Review Media Product	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-276-1211	Conduct an Interview	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-278-1210	Prepare for an Interview	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-278-1220	Determine News Sources	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-276-1310	Write a News Story	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-276-1311	Write an Accident/Incident	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-276-1312	Write a Feature Story	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-276-1313	Write a Commentary	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-276-1315	Write a Headline	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-276-1330	Write Release for Broadcast	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-278-1316	Write a News Release	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-278-1317	Write a Media Advisory	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-278-1320	Localize News Service Mat.	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO
224-276-1410	Operate a Digital Camera	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO	GO	NO-GO

PREVIOUS EDITIONS ARE OBSOLETE.

DA FORM 5165-R, JUN 2010

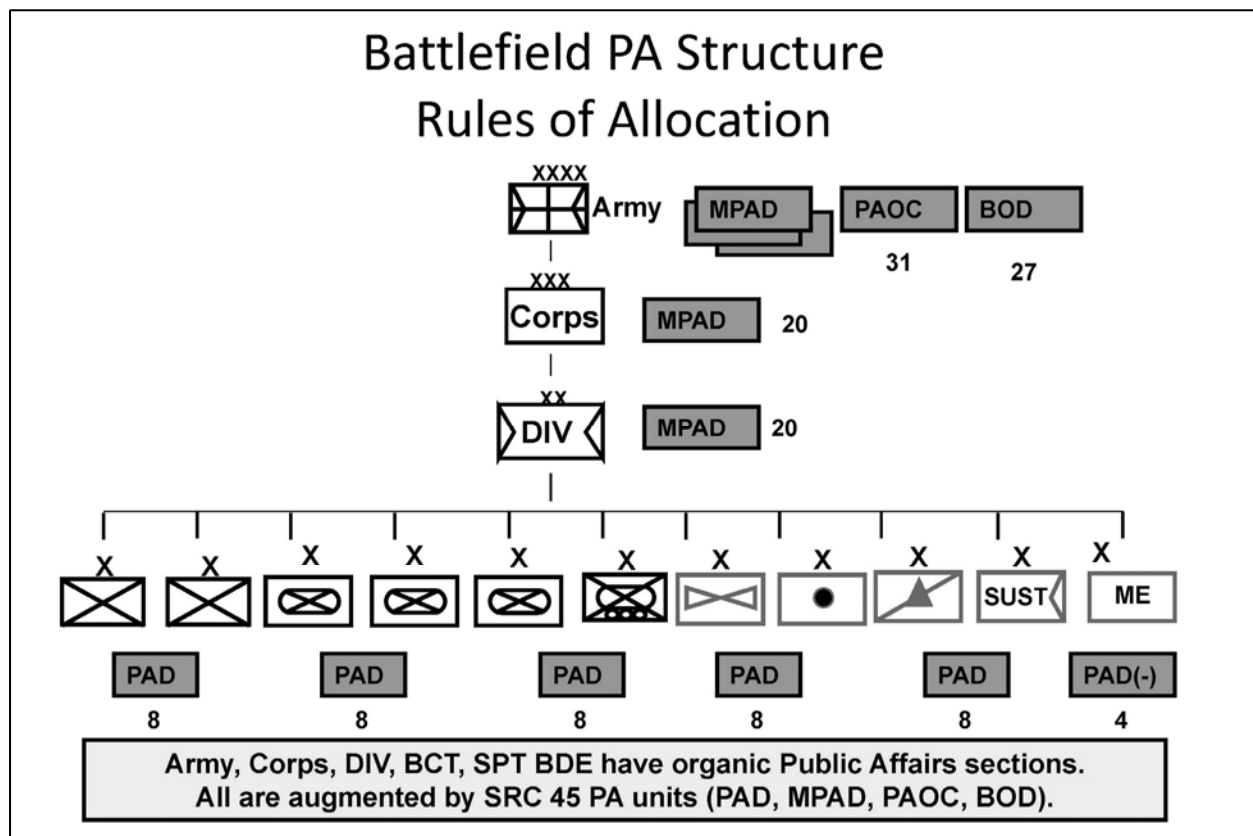
APD PE v1.00

Figure C-1. Sample of a completed DA Form 5165-R.

## APPENDIX D – PUBLIC AFFAIRS ORGANIZATIONAL STRUCTURE

## PA Organizational Structure

The figures and illustrations in Appendix D, Public Affairs Organizational Structure, lay out the allocations, structure, and composition of Army public affairs units and sections. This information, current as of the date of this publication, is essential for public affairs Soldiers to better understand at what levels PA provides support, the number of Soldiers required to support the PA mission, and the unique properties of public affairs specific units.



**Figure D-1. Battlefield PA Structure.**

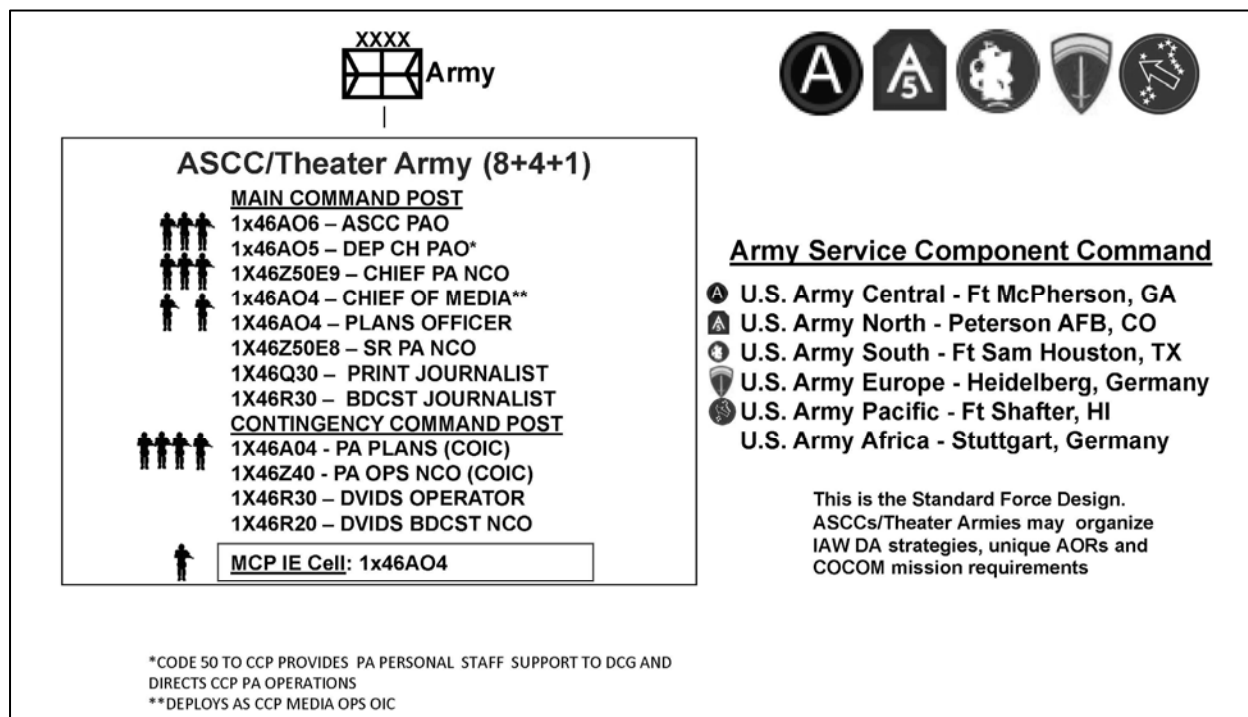


Figure D-2. Army-level PA Structure.

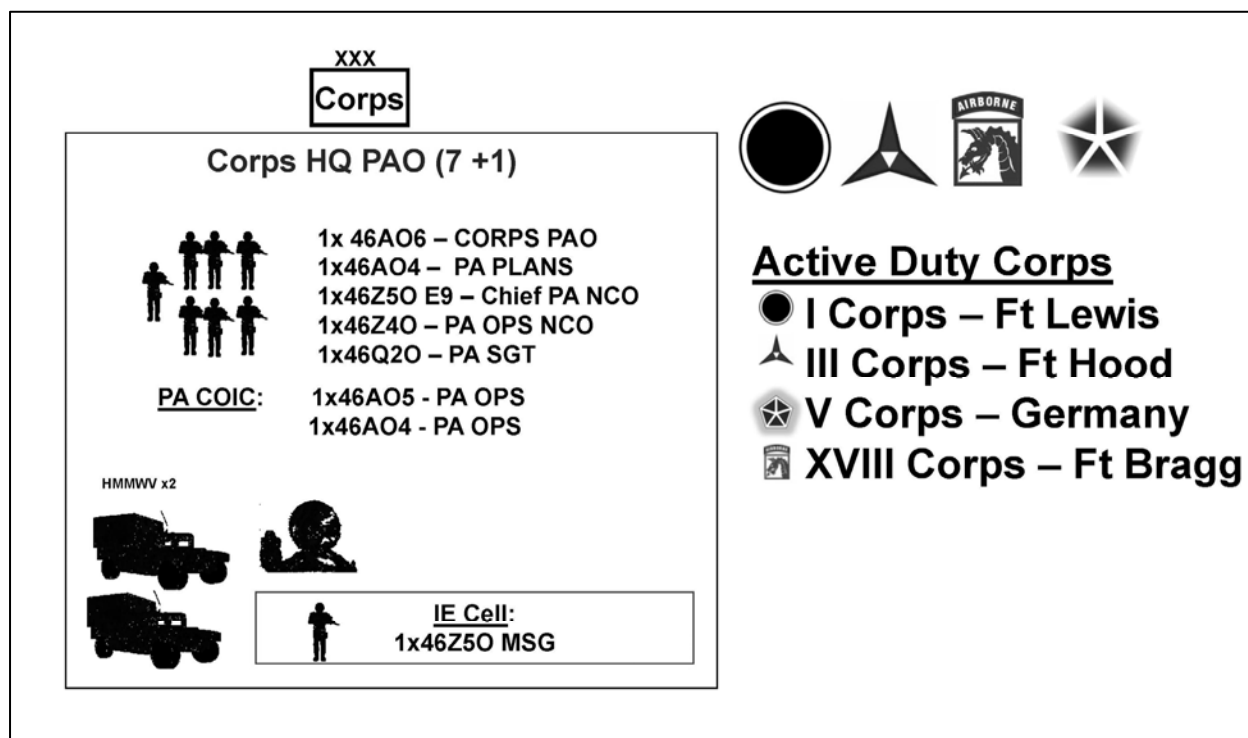


Figure D-3. Corps-level PA Structure.

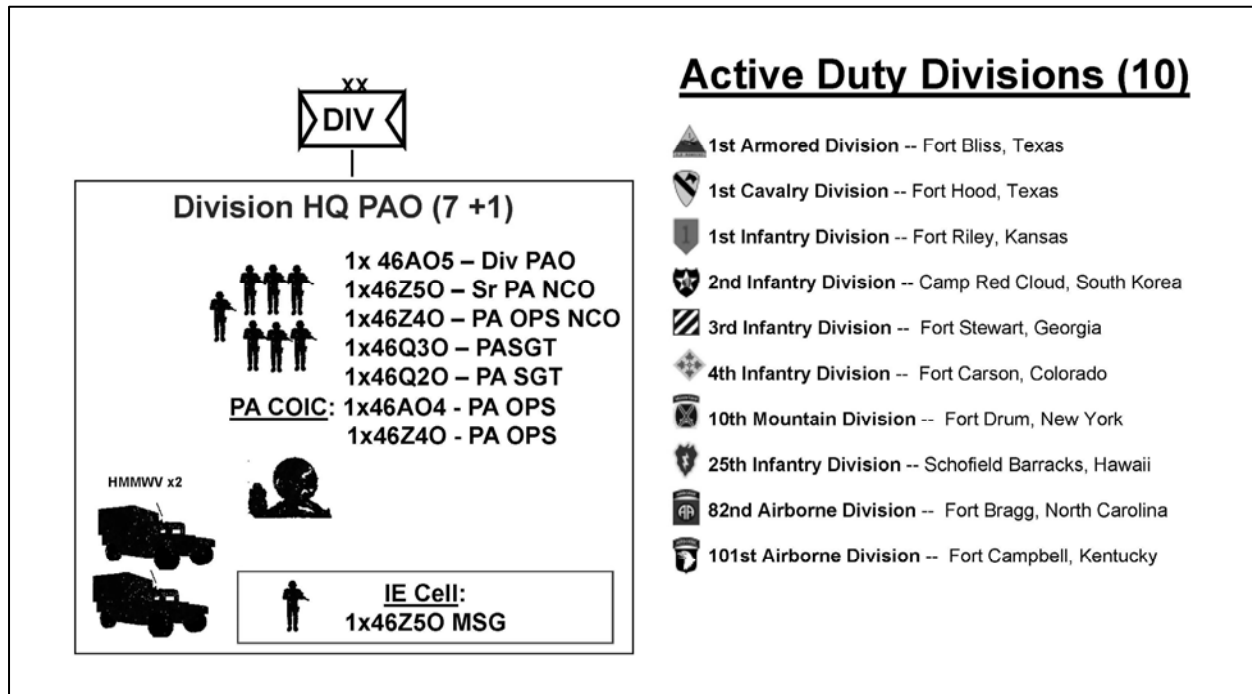


Figure D-4. Division-level PA Structure (Active).

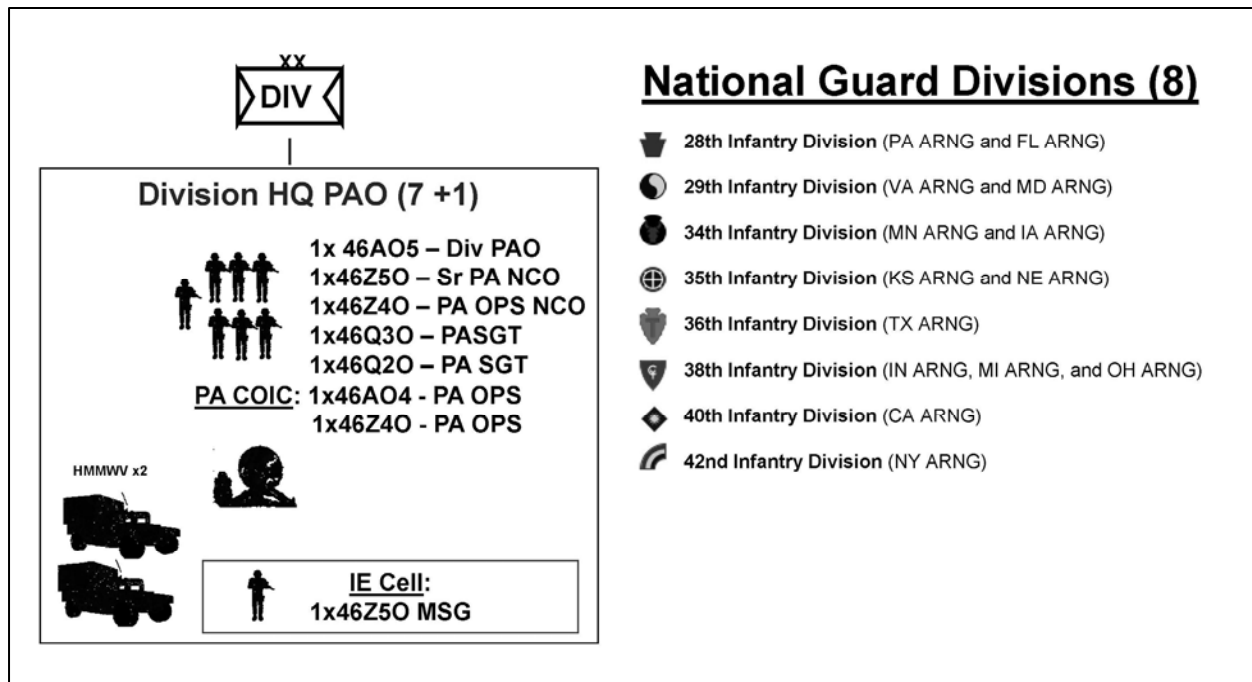


Figure D-5. Division-level PA Structure (National Guard).

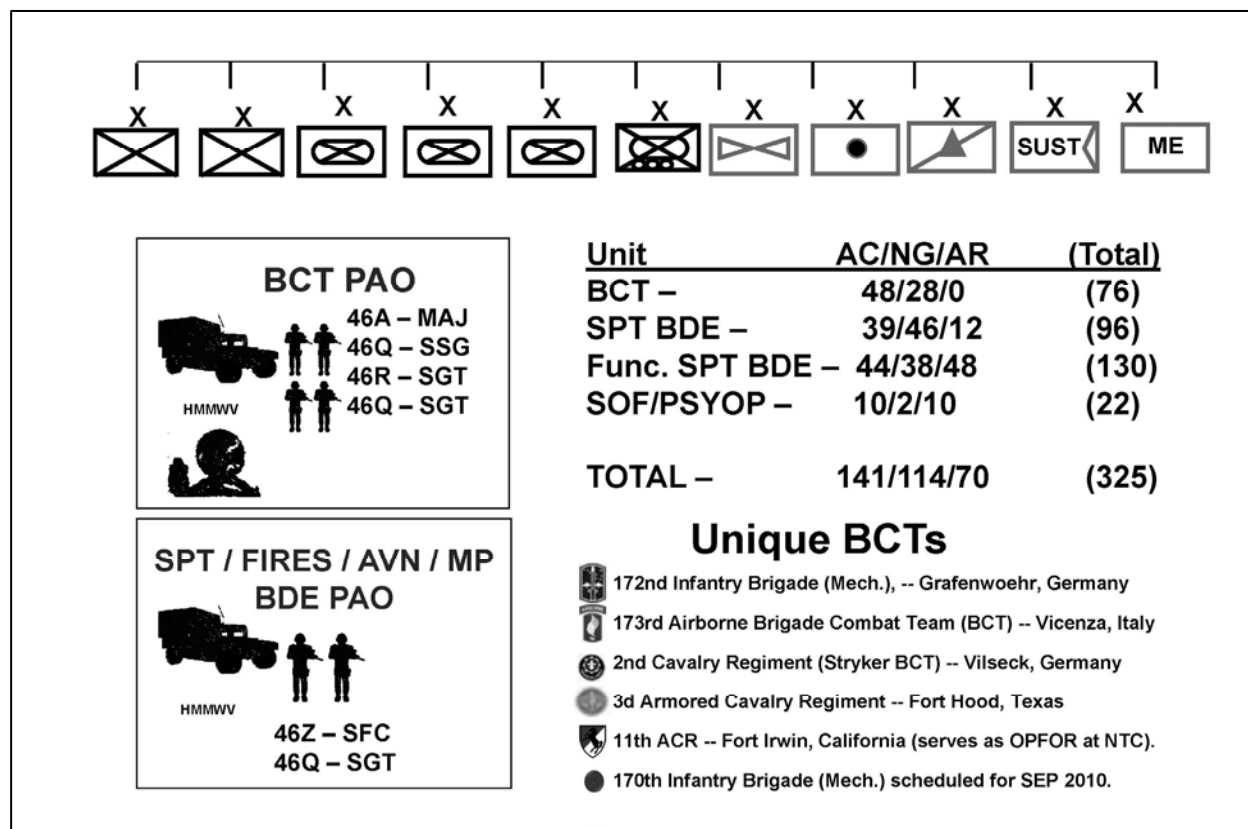


Figure D-6. Brigade-level PA Structure.

SRC 45			
PADs	MPADs	PCHs	BODs
8 pax each	20 pax each	31 pax each	27 pax each
AC: 14	AC: 4	AC: 2	AC: 0
AR: 12	AR: 13	AR: 6	AR: 4
NG: 22	NG: 25	NG: 3	NG: 0
Total = 48	Total = 43	Total = 11	Total = 4
Total = 105			
SRC: Standard Requirements Code			
a/o 01 MAR 2010			

Figure D-7. SRC 45 Army PA Units.



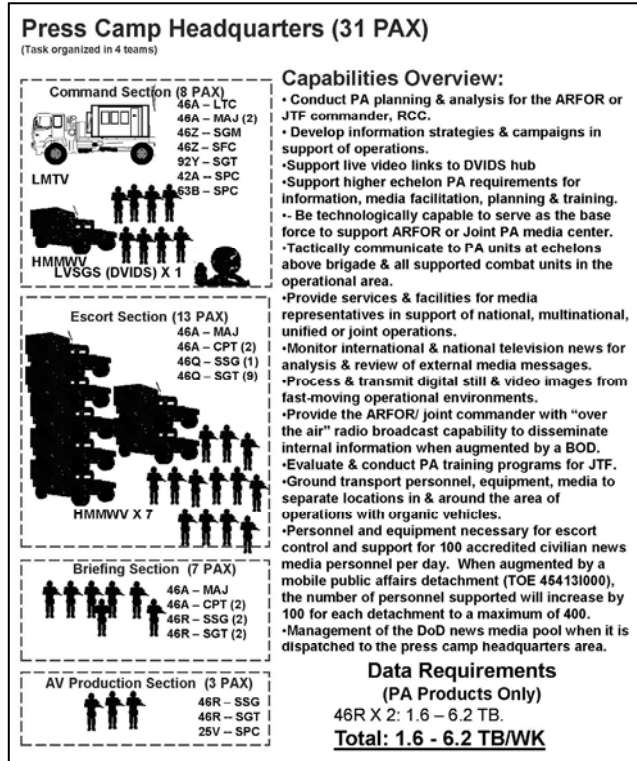


Figure D-8. PCH/PAOC Composition.

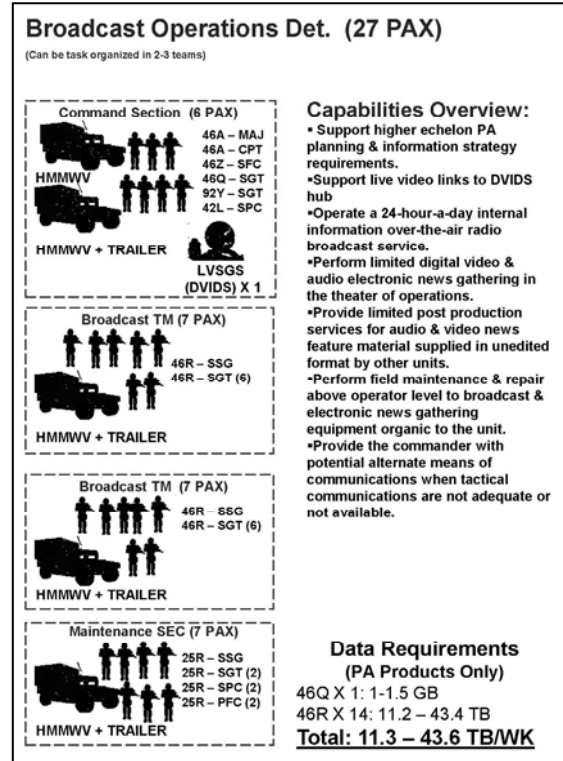


Figure D-9. BOD Composition.

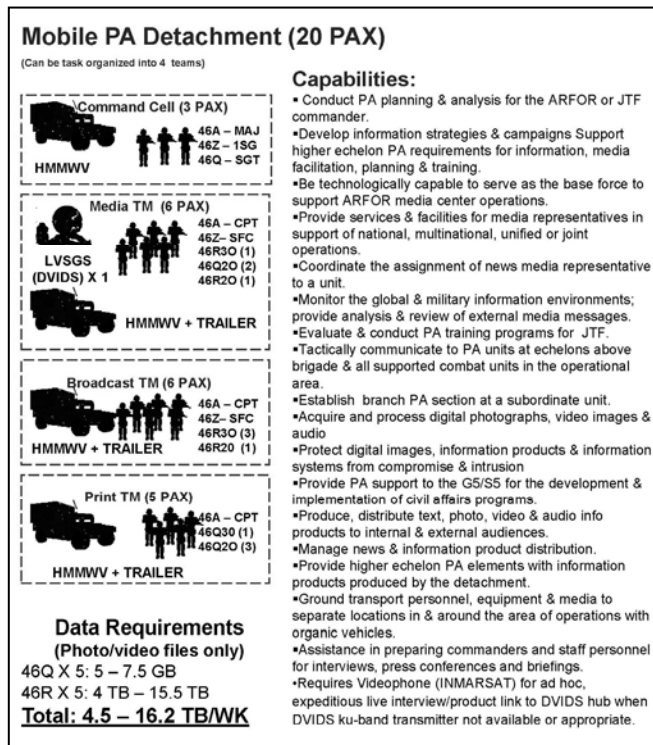


Figure D-10. MPAD Composition.

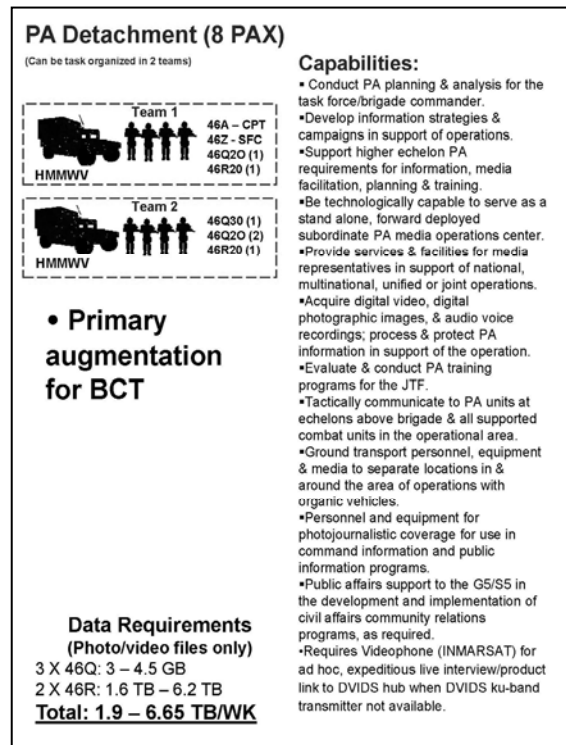


Figure D-11. PAD Composition.

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## Media Card (Sample)

(Back)

(Front)

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## **APPENDIX F – MEDIA ACCREDITATION/EMBED APPLICATION**

### **Media Accreditation/Embed Application, DA Form 7674**

DA Form 7674 (Media Accreditation/Embed Application) is used during the media accreditation and/or embedding process. While disclosure of the information on the form is voluntary, it is required in order for the news media representative to either be accredited or embed with Army units. While CONUS, this form is for internal use within your command. While OCONUS, in a deployed environment, this form is maintained by the credentialing authority and disseminated accordingly to subordinate commands. For additional information, see AR 360-1. The following is an explanation of the information required on the application:

#### **Personal Data**

- Block 1 – Name (of applicant).
- Block 2 – Date of birth (of applicant).
- Block 3 – News Agency/Employer.
- Block 4 – Press Information Center ID (to be assigned by the PIC/credentialing authority).
- Block 5 – PIC ID expiration date (to be determined by the PIC/credentialing authority).
- Block 6 – Passport Number.
- Block 7 – Country of Origin (Passport).
- Block 8 – Passport expiration date.
- Block 9 – Primary phone number.
- Block 10 – Alternate phone number.
- Block 11 – Blood Type.
- Block 12 – Height.
- Block 13 – Weight.
- Block 14 – Primary email.
- Block 15 – Alternate email.

#### **Medical Screening**

Answer all four questions truthfully, and include detailed information, when necessary.

#### **Emergency Contacts (x2)**

- Block 1 – Name (of contacts).
- Block 2 – Address.
- Block 3 – Primary phone.
- Block 4 – Relationship to applicant.
- Block 5 – Primary email.

#### **Supervisor/Manager Information**

- Block 1 – Name (of supervisor).
- Block 2 – Primary phone number (of supervisor).
- Block 3 – Agency (if different from applicant).
- Block 4 – Physical address.
- Block 5 – Primary email.

#### **Embed Information**

- Block 1 – Estimated arrival date.

Block 2 – Arrival location.

Block 3 – Requested start date.

Block 4 – Requested end date.

MEDIA ACCREDITATION/EMBED APPLICATION										
For use of this form, see STP 46-46RZ14-SM-TG; the proponent agency is TRADOC.										
<b>PRIVACY ACT STATEMENT</b>										
<b>AUTHORITY:</b>		Chapter 5, AR 360-1.								
<b>PRINCIPAL PURPOSE:</b>		For the use of this form see AR 360-1; the proponent agency is the Army Public Affairs Center.								
<b>ROUTINE USES:</b>		To obtain information from members of the media desiring to embed or gain accreditation.								
<b>DISCLOSURE:</b>		Disclosure of information requested on this form is voluntary. Failure to provide the required information will result in non-acceptability of the application.								
<b>PERSONAL DATA</b>										
1. Name (Last, First, MI): Whirley, Clarence				2. Date of Birth (YYYYMMDD): 19650403		3. Agency: Detroit Free Press				
4. PIC ID#	5. Exp. Date	6. Passport #	7. Country	8. Exp. Date	9. Phone #	10. Alt. Phone #	11. Blood Type			
		12131415	USA	20140801	313-5555555	07902567892	O Pos			
12. Height	13. Weight	14. E-Mail			15. Alt. E-Mail					
69	175	cwhirley@dfp.com			clarence2145@gmail.com					
<b>MEDICAL SCREENING</b>										
Are you allergic to any medications? (Check box if Yes and list)				<input type="checkbox"/>						
To your knowledge, do you have any heart condition? (Check box if Yes and list)				<input checked="" type="checkbox"/> Heart Murmur						
Do you have any disabilities that prohibit you from running? (Check box if Yes and list)				<input type="checkbox"/>						
Are there any other medical conditions that may be of concern during your embed? (Check box if Yes and list)				<input type="checkbox"/>						
<b>EMERGENCY CONTACTS</b>										
First Contact:					Second Contact:					
1. Name (Last, First, MI): Ritchie, Richard					1. Name (Last, First, MI): Blitzler, Elliot					
2. Address: 241 Oceanview Lane, Los Angeles, CA					2. Address: 164 Montcalm Ave, Detroit, MI					
3. Phone #		4. Relationship:		3. Phone #		4. Relationship:				
850-555-5555		Friend		313-555-5556		Colleague				
5. E-Mail: dritchie45n9@yahoo.com					5. E-Mail: eblitzler@dfp.com					
<b>SUPERVISOR/MANAGER INFORMATION</b>										
1. Name (Last, First, MI): Donowitz, Lee					2. Phone # 313-555-5557					
3. Agency (if Different):										
4. Address: 315 W. Lafayette, Detroit, MI										
5. E-Mail: ldonowitz@dfp.com										
<b>EMBED INFORMATION</b>										
1. Estimated Arrival Date:		2. Arrival Location:								
20100215		Baghdad International Airport								
3. Requested Start Date:		4. Requested End Date:								
20100220		20100331								

DA FORM 7674, OCT 2010

Page 1 of 2  
APO PE v1.00ES

Figure F-1. DA Form 7674, Media Accreditation/Embed Application (Pg 1).

Block 5 – Locations or units the NMR is interested in covering, in order of preference from most to least desired.

Block 6 – Medium of news coverage (print, photo, broadcast, etc.).

Block 7 – Areas covered by NMR and agency.

Block 8 – How many travel bags is the NMR carrying.

Block 9 – Estimate weight of travel bags.

- Block 10 – Applicant's name (for user agreement).  
 Block 11 – Applicant's signature.  
 Block 12 – Date of signature.  
 Block 13 – Three examples of work (Attachments accepted).  
 Block 14 – An explanation of why NMR chose the story angle.  
 Block 15 – Add or attach (to DA Form 7674) a current biography.  
 Block 16 – Additional remarks.

5. What geographic location(s) or unit(s) are you requesting for embed? (If multiple locations are requested, please prioritize based on importance for your story, assignment or project. Coordinate with PIC staff for requested start dates for each location).			
Location/Unit 1	Location/Unit 2	Location/Unit 3	Location/Unit 4
Eastern Baghdad	Western Baghdad		
6. Print, Broadcast, Photographer, Other (Please state):		Print.	
7. Areas covered by you/your agency:		Entire spectrum of news coverage.	
8. How many travel bags do you intend to bring? (It is recommended that you only bring what you can carry):		2	9. Est. Weight: 85lbs
10. I, <u>Clarence Whirley</u> , understand that I MUST bring my own body armor, Kevlar helmet and protective eyewear; these items are required to embed, and they will not be provided by any Department of Defense entity or military unit.			
11. APPLICANT'S SIGNATURE		12. DATE SIGNED (YYYYMMDD) 20101130	
13. Provide three (3) samples of your work (Print - .doc or .pdf, Broadcast - transcripts and digital files, Photograph - .jpg format). This is a requirement.			
See attached word doc. labeled "Samples of Work."			
14. Provide a brief but detailed purpose of why you are requesting this embed, your story angle(s) and the intent of your coverage in the space below. This will serve as the story pitch to the requested unit. This is a requirement.			
See attached word doc. labeled "Purpose and Focus."			
15. Provide a brief but detailed biography of yourself in the space below. Ensure you attach a photo of yourself prior to submitting this application.			
See attached word doc. labeled "Bio."			
16. Remarks			
None			

DA FORM 7674, OCT 2010

Page 2 of 2  
APD PE v1.00ES

Figure F-1. DA Form 7674, Media Accreditation/Embed Application (Pg 2).

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## APPENDIX G – PUBLIC AFFAIRS SOP

### Public Affairs SOP (Sample)

UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

#### JOINT TASK FORCE-EAST PAO STANDING OPERATING PROCEDURE ESCORTING MEDIA

Mokren, Bulgaria  
20 June 2008

**Purpose:** This SOP outlines the procedures for escorting media: unilateral, embedded, or otherwise.

**Applicability/Scope:** This SOP applies to Joint Task Force-East public affairs staff, unit public affairs specialists, news media, and any other Soldier or civilian tasked with escorting media.

**Responsibilities:** The JTF-E public affairs noncommissioned officer will maintain the SOP. It is the responsibility of JTF-E public affairs staff, unit public affairs specialists, news media, and any other Soldier or civilian tasked with escorting media to follow the guidelines included herein when escorting media.

**Procedures:**

1. Receive the mission from the public affairs officer:
  - Reporter(s)' name and news organization.
  - Purpose and length of visit.
  - Draft itinerary, i.e., areas, units, facilities and people to be visited, and time/place of arrival
  - Details of the story being covered; at least the 5 Ws.
  - Logistical support plan, i.e. reporter's mode of transportation, housing, messing, and transportation.
  - Ground rules.
  - Special requirements.
2. Greet the media representative and give him/her a press pass.
3. Assist the media in preparation to move: give them instructions on how to react in the event of enemy contact.
4. Move media to the unit: expedite movement, and listen to reporters in order to pick up possible storylines or any questions they may ask.
5. Escort the representative to every location, and do the following:
  - Enforce ground rules. Failure to follow ground rules will be grounds to revoke the reporter's credentials and escort him/her out of the area.
  - Be aware of secure areas and avoid them.

**Figure G-1. Public Affairs SOP (Pg 1).**

UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

- Before you make an unplanned stop, get approval.
  - If you are running late, call ahead to the next unit and let them know.
  - Your objective is to tell the Army story clearly and fairly.
6. Brief the interviewee away from the media on the following:
    - Nature of the visit.
    - Expectations of them as a representative of the unit.
    - Ground rules.
    - Time limit (set by you).
    - All things are “on the record.”
    - OPSEC concerns.
    - Do not speculate.
    - Stay in your lane.
    - Attempt to bridge to your key message.
    - Discuss anything the media talked about on the way.
  7. Monitor the interview:
    - Serve as timekeeper.
    - Listen for OPSEC violations or inaccuracies.
    - Help reporter understand anything confusing.
    - Record any follow-on commitments of support by the interviewee.
  8. Assist media in filing products as necessary: PAO may allow reporters to use NIPR, DVIDS, or other equipment to transmit his/her story to the rear. The media may be required to reimburse expenditures.
  9. Conduct an after action review upon return that covers the following:
    - Impression of interview.
    - Lines of questions.
    - Ground rules violations.
    - Attitudes of reporters.
    - Additional requests for information.
    - Logistical issues.
    - Note whether the media representative’s objectives were met and if the visit is viewed as positive, neutral, or negative coverage.
  10. After the visit, return to the PAO, collect his press pass and sign him out. If the reporter is from out of town, ask how you can obtain a copy of the story for your clips file.

**Figure G-1. Public Affairs SOP (Pg 2).**

UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

**Files:** This SOP generates media ground rules – see Appendix A. It will be kept in the JTF-E NCOIC's Battle Book. This SOP should be revised as needed, at least every two years. It should be disposed of by shredding and deletion from shared drive confirmed by unit IMO.

**References:** FM 46-1, FM 5-0, APAC PA Handbook April 2007, Task number 224-178-3409.

**Appendices:**

A. Media Ground Rules

///Original Signed///  
AIMEE MILLHAM  
SGT, USA  
Public Affairs NCO

**Figure G-1. Public Affairs SOP (Pg 3).**

UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

APPENDIX A  
MEDIA GROUND RULES

- Only photograph unclassified equipment.
- Do not take photos at the gate.
- Brief Soldiers about NOT addressing specific mission actions.
- Soldiers should not identify unit locations, objectives, manpower, equipment, or any other information that could be used by the enemy against friendly forces.
- If a Soldier says something during an interview that's a violation of OPSEC, it's the escort's responsibility to request that he not use it. You can't stop him, but explain that he may be violating Federal Laws.
- PAO may allow reporters to use tactical radios or other equipment to transmit his story to the rear, but the media must reimburse all expenditures.

**Figure G-1. Public Affairs SOP (Pg 4).**

## APPENDIX H – PUBLIC AFFAIRS ESTIMATE

### Public Affairs Estimate (Sample)

UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

17<sup>th</sup> Public Affairs Detachment  
Schofield Barracks, Hawaii  
23 April 2006 0800 PST  
Message Ref No. 6

PUBLIC AFFAIRS OPERATIONS ESTIMATE NO. 001

References: STP 46-46Q14-SM-TG  
FM 46-1

Pacific Standard Time is used throughout the estimate.

#### 1. MISSION

The 17<sup>th</sup> Public Affairs Detachment will provide public affairs guidance and support to C Co., 2-35 Inf. offensive combat operations in Tinian.

#### 2. SITUATION AND CONSIDERATIONS

Anti-American rebels have taken over Tinian to facilitate their ongoing mission of ethnic cleansing. They are utilizing the island as a staging base for their overthrow of the American supported government in Guam. C Co., 2-35 INF will secure the capitol building and armory following the 1<sup>st</sup> MEUs amphibious assault to secure Chulu Beach on the southeast coast and the airstrip in the center of the island.

The mission will provide the PAD opportunities for internal and external media coverage with the intent of exploiting the abilities of U.S. armed forces in responding to tyranny.

##### a. Information environment

Due to isolation, limited technological resources, and the closing of Guam's civilian airport, communication is sparse. Electricity is available on the island, but all communication assets are currently under the control of rebel forces, to include radio, telephone, and cellular routing towers. The only Internet connections currently available are via satellite. Satellite phones are the only nonenemy controlled means of verbal communication.

##### b. Media presence

There are currently two local media outlets on the island, one print, The Guam Islander, and one radio broadcast station, WXYZ. Both of these outlets, located on the island of Guam, are working under the direction of rebel forces.

Figure H-1. Public Affairs Estimate (Pg 1).

## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

The Guam Islander stories have appeared in national publications, to include the New York Times and Washington Post. WXYZ is only broadcasting on Guam and Tinian. Expected media interest includes three broadcast networks from Hawaii, and two print outlets. The Associated Press is also likely to seek involvement. All media outlets must receive accreditation through U.S. Army Pacific.

c. Media capabilities

Due to logistical restrictions, only two external media representatives will be able to accompany the military on any future operations. This will be decided by a media pool. The media will be equipped with still and video acquisition capabilities, limited to what can be hand-carried. Media transmissions will be limited to satellite Internet. Live feeds are unlikely. No additional equipment or capabilities can be provided to the media. Transportation will be by military ground or air movement with proper escort.

d. Media content

Media will be interested in covering military operations and the anti-American rebels' mission and its effect on the people of Guam and Tinian. We should expect positive coverage of C Co., 2-35 INFs operations. Military personnel should be prepared for interviews with media. Neutral or negative coverage of anti-American rebels' mission and its effect on the people of Guam and Tinian is possible. Global media coverage, if any will be limited. Command should expect moderate to high amounts of interest from local news affiliates. This will provide a great opportunity to disseminate command messages.

e. Public opinion

The people of Guam and Tinian generally support their free government and American interests. Additionally, the people of Hawaii are supportive of American involvement in this situation. Globally, ethnic cleansing is not tolerated. Residents of Guam and Tinian may be uncomfortable with American Soldiers conducting operations due to limited, if any, interaction with them in the past.

f. Information channel availability

Due to Tinian's remote location, PAD Soldiers will have to utilize satellite Internet to transmit stories through the USARPAC Public Affairs Office. Soldiers are expected to bring all camera batteries and chargers, still and video; laptop computers and chargers. Satellite phones and Internet are the only means of communication within the region. At this time there is no method for transmitting broadcast products.

g. Information needs

Key public internal and external audiences need to be kept up to date on progress of future military action and liberation of the people of Guam and Tinian. The PAD will provide up-to-date press releases and media briefings as information becomes available. They will coordinate closely with legitimate community leaders. The people of Guam and Tinian will also need to be informed as to what they can do to facilitate the effort. The internal audience, primarily Soldiers' families, needs to be kept informed of military operations and the Soldiers' welfare.

**Figure H-1. Public Affairs Estimate (Pg 2).**

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## h. Personnel Situation

The 17<sup>th</sup> PAD, comprising eight Soldiers, has one-hundred percent duty MOS-qualified Soldiers available for the mission. Half of these Soldiers will be required to provide public affairs coverage and support military operations on the ground. This includes two print/video teams. One Soldier will be required for escort per external media representative. The two remaining PAD staff will support a media operations center and provide public affairs command and control.

## i. Public affairs situation

Current public affairs objectives and missions include the promotion of infantry Soldiers and their efforts. The 17<sup>th</sup> PAD will promote this through print stories emailed to the Honolulu Advertiser, Honolulu Star-Bulletin and deliver edited video stories to the Digital Video and Imagery Distribution (DVIDS) hub, and all local network affiliates in Hawaii.

The PAD has three HMMWVs, one generator, one trailer with generator mounted, five Nikon D2H camera kits, eight laptop computers, and three Sony professional camera kits.

## j. Logistical situation

The 17<sup>th</sup> PAD has all required video and still photo acquisition equipment available, to include necessary editing systems and field gear. PAD HMMWVs are available for transportation upon arrival in Tinian. Adequate onsite facilities will not be available for billeting and latrines until a secure Forward Operating Base is established. PAD Soldiers must coordinate with S-4 for meals, water, and fuel. Electrical power for digital equipment will be available via generator. Generators need to be equipped with converters.

## k. Assumptions

The PAD assumes facilities and meals will be provided by the S-4 in Tinian. We also assume that the division public affairs office will have provided media on the battlefield training to all deploying Soldiers.

**3. ANALYSIS AND COMPARISON OF COURSES OF ACTION**

a. Course of action 1: Following the 1<sup>st</sup> MEUs securing of the airstrip, C Co. as a whole, to include the 17<sup>th</sup> PAD and media, and equipment land via three C-130s on the airstrip.

**PROS:** Following successful landing operation, internal and external media can exploit or project a successful military operation on the island of Tinian. Media will be able to track the operation as it is unfolding.

**CONS:** Media coverage may be negative if military operation is unsuccessful. This course of action will require dedicated control of operational security and a reactive public affairs posture.

b. Course of action 2: C Co. arrives on Tinian by platoon via amphibious transportation, followed by the 17<sup>th</sup> PAD and media via CH47 Chinook, which will land on the secure airstrip.

**PROS:** This course of action will allow for a proactive public affairs posture. It will also allow for more control of OPSEC.

**CONS:** Media coverage of the initial operation will be limited and delayed. Additional coordination required for this course of action may hinder initial public affairs operations and media coverage.

**Figure H-1. Public Affairs Estimate (Pg 3).**

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#### **4. CONCLUSION**

- a. The 17<sup>th</sup> PAD will provide public affairs guidance and support to C Co., 2-35 INF in each phase of this operation.
- b. The 17<sup>th</sup> PAD can best support COA 1: promoting public affairs support and media coverage while C Co., 2-35 INF, arrives via C-130. This course of action will allow for more thorough media coverage, eliminating the possible public perception of minimum disclosure.
- c. Immediate deficiencies include lack of DVIDS distribution capabilities. Additionally, initial transmission of products will be limited until a secure facility can be established. S-6 can assist the PAD with possible communications difficulties. Coordination with C Co. staff is essential before both PAD Soldiers and media can accompany the unit on operations.

#### **ANNEXES:**

- A. Command Messages
- B. Talking Points

**Figure H-1. Public Affairs Estimate (Pg 4).**



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ANNEX A  
COMMAND MESSAGES

1. We are here to help reestablish a free government and liberate the people of Guam and Tinian.
2. Ethnic cleansing is immoral and cannot be tolerated. Our troops will do whatever is necessary to help the people of Guam and Tinian to escape the tyranny and injustice being carried by rebel forces.
3. C Co., 2-35 INF has received all the necessary training required to carry out both combat operations and the necessary follow-on humanitarian assistance operations. We are prepared to stay here until the legitimate Guam government no longer requires our assistance.

**Figure H-1. Public Affairs Estimate (Pg 5).**

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ANNEX B  
TALKING POINTS

1. C Co., 2-35 INF, has deployed at the request of the Guam government.
2. C Co., 2-35 INF, is fully prepared and capable to assist the people of Guam and Tinian.

**Figure H-1. Public Affairs Estimate (Pg 6).**

## APPENDIX I – PUBLIC AFFAIRS AFTER-ACTION REVIEW

### Public Affairs After-Action Review (Sample)

This is a sample of a Public Affairs After-Action Review received from the field. All of the information included in the document is needed in order for the proponent, APAC, to gauge, sustain and improve policy and doctrine, materiel, organizations, and training. Formatting for a Public Affairs AAR can be done IAW local SOP or the sample below.

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### COMBINED JOINT TASK FORCE-82 OEF VIII Mid-Tour After-Action Review

#### **Part I: Summary**

**--Mission:** The 82nd Airborne Division Public Affairs Office deployed ISO OEF VIII to inform servicemembers, their family members, Department of Defense civilians, the nation's political leaders, local community authorities and other key audiences about the CJTF's policies, operations, activities, positions, and procedures.

**--Purpose:** Establish conditions that lead to confidence in the CJTF and its readiness to conduct full spectrum operations.

**--General description:** CJTF-82 PAO represents the CJTF Commander and serves as the public information release authority for all Coalition forces in Afghanistan. Additionally, CJTF-82 PAO exercises operational control of all assigned or attached PA personnel, units, and associated units. This includes a supervisory role for American Forces Network (AFN) Afghanistan and the Freedom Watch magazine and newscast. During operations, our office responds to queries concerning personnel and activities of this command consistent with guidance from International Security Assistance Force, US CENTCOM, and other higher headquarters. CJTF-82 PAO is also the release authority for Combined Security Transition Command-Afghanistan (CSTC-A) and coordinates releases with the Afghan National Security Forces, Afghan Ministry of Interior, and Afghan Ministry of Defense. CJTF-82 PAO coordinates messages with the Afghan National Communications Coordination Center, U.S. Embassy, and the DCG for Political-Military Affairs, CSTC-A.

**--Dates, locations and major participants:** The 82nd ABN DIV PAO arrived at Bagram Airfield 14 January and replaced the 10th MTN DIV PAO. The 82nd PAO integrated with two additional augmentees to form the CJTF-82 PAO.

**--Significant issues:** Delineation between ISAF/CJTF-82, Information Operations (IO) and PAO, Movement around Combined Joint Operations Area (CJOA), Joint Manning Document commitments, Senior Leader Engagement.

Figure I-1. Public Affairs After-Action Review (Pg 1).

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**Part II: Lessons Learned, Pre-Deployment****A) Equipment**

**--Observation:** Transformation and the 82nd ABN DIV

**--Discussion:** The 82nd ABN DIV was one of the last Divisions to undergo transformation. Our headquarters asked for permission to undergo modularity early and was able to move our e-date forward six months. Unfortunately, the MTOEs did not reflect this change, and we received much resistance from our subordinate units and logistics channels when trying to acquire equipment authorized for the BCT PA shops and the Div PA shop.

**--Lessons learned:** Identify deficiencies to allow enough time to get equipment repaired and order new equipment. Equipment can take months to be repaired or new orders to be received.

**--Recommended action:** Backward planning timeline should allow enough time to order and repair equipment prior to deployment.

**--Comments:** None

**--Observation:** Unable to procure DVIDS system.

**--Discussion:** 3rd Army PAO purchased DVIDS systems for the first divisions to transform, but ran out of funds to purchase systems for the 82nd Airborne Division, 173rd Airborne BCT, and all units with a modularity date of 17 JUN 06 and later. We put in a MIPR to order this critical piece of equipment but still have been unable to get this system in theater. We are relegated to using two systems in Afghanistan that are TPE.

**--Lessons learned:** The 82nd Airborne Division realizes how important this system is in getting our message out, but balanced against other critical warfighting equipment, this system did not have a high enough priority.

**--Recommended action:** PAOs need to emphasize the importance of this system, and ensure that funding is available. Additionally, getting troopers to the DVIDS training in Atlanta is imperative for familiarization on the DVIDS.

**--Comments:** None

**--Observation:** Quadcon shipment and customs went smooth

**--Discussion:** The customs and shipment of Quadcons went smooth, proper preplanning and timeline ensured there were no problems with containers being shipped on time.

**--Lessons learned:** Make thorough inventory lists and pre inspect containers prior to customs inspection.

**--Recommended action:** Keep the same

**--Comments:** None

**--Observation:** Redundancy in equipment.

**--Discussion:** The unit we replaced gave us a partial list of equipment necessary for us in theater. Due to the change of force structure in country (Combined Forces Command-Afghanistan dissolved), we had a redundant capability of equipment, including automation and mission-essential equipment.

**--Lessons learned:** The unit made the right decision to deploy with the equipment it did without knowing all the mission requirements. We should not have brought all the automation equipment; we could have left that in place. But, having it on hand has enabled a certain amount of continuity between our section here and in the rear. Additionally, by having more camera kits than required we've been able to assist our maneuver units that were missing equipment, and been able to support no-notice missions.

Figure I-1. Public Affairs After-Action Review (Pg 2).

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**--Recommended action:** Begin communication process earlier, possibly six months out. Also, ensure that we have adequate representation on the PDSS to note possible cases of redundancy.

**--Comments:** None

## B) Training

**--Observation:** MRX did not replicate current mission set.

**--Discussion:** During the 82nd ABN DIV train-up for OEF VIII, no emphasis was placed on the loss of CFC-A as a higher headquarters. This caused us to be ill-prepared to assume the role of the U.S. National Command Element in Afghanistan as well the CJTF-82 HQ and the Regional Command East-HQ under NATO control. CFC-A dissolved in NOV 2006, during a lull in the security lines of operation. This caught the 10th MTN DIV PAO and 82nd ABN DIV PAO shops unaware, as both shops assumed donning CFC-A's responsibility would not be too much work. Unfortunately, this is not the case.

**--Lessons learned:** Creating a scenario that replicates the experience of a deployed environment is the best training for public affairs soldiers. When comparing the line charts of PA shops in Iraq and in Afghanistan, the charts are apples and oranges. Multi-National Forces Iraq and Multi-National Corps Iraq have much larger PA staffs capable of handling PA crises. Additionally, the delineation between MNF-I and MNC-I ensures that there is a spokesperson for NCE-level communication and warfighting communication. CJTF-82 PAO speaks as a NCE-HQ, a warfighting HQ, and as a member of the International Security Assistance Force. This can be confusing for the media and difficult to maintain credibility when working three distinct roles.

**--Recommended action:** The O6 position on our JMD should be filled as the NCE PAO. This PAO should be located in Kabul, and coordinate all efforts of the US mission here. The CJTF-82 PAO should focus on our roles as the Counter-terror warfighting units on the ground and as the RC-E command.

**--Comments:** This is a difficult position for a Public Affairs Office to be actively engaged. We came into this thinking our section would be able to handle the job with no issues, but soon found out how understaffed we were to handle three different responsibilities from one office. CFC-A PAO provided a lot of overhead cover, and upon its deactivation, we found this to be an extremely challenging position for one Division-level Public Affairs shop to work.

**--Observation:** Training with MPAD has positive impact on mission

**--Discussion:** Training with the MPAD the CJTF-82 PAO deployed with is invaluable. It gives both units the chance to build face-to-face relationships prior to the deployment; this allows the larger unit the chance to see what capabilities and skill sets the MPAD brings to the mission allowing them to use the unit in the best possible way. The prior experience sped up the time it took for the units to become integrated.

**--Lessons learned:** Whenever possible train with the actual unit the MPAD will support during the deployment.

**--Recommended action:** Prior to all rotational deployments MPADs should train with units during an MRX.

**--Comments:** None.

Figure I-1. Public Affairs After-Action Review (Pg 3).

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### C) Personnel

--**Observation:** Lower enlisted well-briefed prior to deployment

--**Discussion:** The CJTF-82 PAO troopers were always informed when new information was made available. This allowed the soldiers to plan appropriately to ensure there were no surprise issues prior to the deployment.

--**Lessons learned:** It is important to inform every Soldier from the top down as much as possible.

--**Recommended action:** Continue to maintain an open dialogue with subordinates.

--**Comments:** None.

--**Observation:** JMD-fills replicated during MRX

--**Discussion:** The 82nd ABN DIV replicated the JMD-fills for our MRX, but unfortunately the USAF augmentees were not going to actually deploy with us ISO OEF. The USAF augmentees learned a great deal, but it was pointless to train personnel on our TTPs, when they would not be using them when they did deploy. Additionally, the augmentees did not alleviate the workload for the organic staff, as the organic staff still had to learn all the systems and TTPs being used in theater.

--**Lessons learned:** Ensure the JMD-fills or augmentees are actually filled with the personnel the organic staff will work with on their deployment.

--**Recommended action:** Attempt to work with JFCOM to forecast which personnel are deploying as an IMA and then try to match them to the deployment timeline as best as possible. Also, it's imperative to begin a working relationship with the IMAs as soon as possible, therefore they should be incorporated into the MRX.

--**Comments:** None

-- **Observation:** Soldier Readiness Process prior to deployment

-- **Discussion:** The CJTF-82 PAO troopers were able to take care of all necessary SRP requirements prior to deploying. The 82nd ABN DIV blocked enough time for individual units to come and fill-out the necessary paperwork. Some sections (SJA) leaned forward in the foxhole and were blocking time for SRP almost 120 days out.

## Part III: Lessons Learned, Deployment

### A) Equipment

--**Observation:** Two camera bodies are better than one

--**Discussion:** A second body would be beneficial to the shooter. Changing lenses in the field can cause dust to infiltrate the camera body. Changing lenses also takes time and can cause the shooter to miss important moments.

--**Lessons learned:** Soldiers are willing to carry two bodies to ensure they don't miss shots. Two camera bodies save time when switching between a telephoto and wide-angle lenses.

--**Recommended action:** Purchase the new kits from APAC for all journalists.

--**Comments:** The redundancy created by bringing extra-equipment made it relatively easy to outfit journalists with an extra body for missions.

Figure I-1. Public Affairs After-Action Review (Pg 4).

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--**Observation:** Side arm would be better suited for mission

--**Discussion:** The M-4 Carbine is smaller than the M-16 but still can be cumbersome when maneuvering in a vehicle with a camera and body armor.

--**Lessons learned:** When out on a story, Soldiers do not carry their rifle at the ready, both hands are occupied with either a still or video camera. The M-4 usually dangles at the Soldier's side from a carabiner clip attached to the body armor.

--**Recommended action:** Do not get rid of the M-4 from the MTOE just add a side arm for every soldier. The rifle is still useful for force protection when the unit travels as part of a convoy or has to perform guard duty.

--**Comments:** A side arm can be used with one hand with reasonable accuracy; a rifle cannot be used with one hand with suitable accuracy. Our servicemembers that augmented the CJTF-82 PAO, brought either a side arm, a M-16, or both and preferred taking the side arm on missions.

--**Observation:** CJTF-82 PAO organic equipment adequate but unit equipment still needed for mission.

--**Discussion:** The organic equipment like desktop computers and printers are very adequate for connectivity and means unit laptops do not have to be base-lined and placed on the net. The Laptops and extra printers the unit brought are still necessary and have added to mission success.

--**Lessons learned:** Soldiers can still use the laptops when away on mission. The organic equipment can be unreliable and the unit equipment has replaced broken equipment and kept the unit mission capable.

--**Recommended action:** Bring as much office and unit equipment as possible and necessary.

--**Comments:** There are funds available to replace equipment but the process can be time consuming and equipment needed is not always readily available.

## B) Training

--**Observation:** Continue section PT as much as mission allows

--**Discussion:** Mission demands do not allow for a 5-day a week section PT plan. The CJTF-82 PAO has maintained a 6-day a week PT plan, for esprit de corps, motivation and ensures Soldiers are maintaining personal PT plan. This has really helped maintain unit cohesiveness that can sometimes be lost when a unit is absorbed in to a much larger unit.

--**Lessons learned:** Section PT has helped with morale, cohesiveness and leaders ensure Soldiers' physical fitness level. Although not everyone can make it to the 6-day a week PT plan, everyone to include our augmentees participated in the program.

--**Recommended action:** Maintain a section PT plan.

--**Comments:** None

-- **Observation:** SGT's Time, NCOPDs, and OPDs need to be conducted when mission allows

-- **Discussion:** With deployments getting longer and time between deployments shorter, it is imperative that leaders continue to train and mentor their Soldiers. Although it is difficult with swing-shifts, 24-hour operations and challenges moving throughout the CJOA, every effort must be made to continue to train and mentor.

-- **Lessons Learned:** The DSTB did an outstanding job holding monthly NCOPDs, and the CJTF-82 PAO made time to provide hip-pocket training on both CTT tasks and technical tasks soldiers may encounter.

-- **Recommended action:** Continue to train and mentor Soldiers at every opportunity.

--**Comments:** None

Figure I-1. Public Affairs After-Action Review (Pg 5).

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**C) Personnel**

--**Observation:** Guard details take personnel away from mission.

--**Discussion:** The public affairs mission is very fluid and unpredictable; details can place a strain on a small shop. The detail schedule needs to be flexible; mission will sometimes take precedence over details. We have missed stories or been unable to support units because soldiers were out of the office.

--**Lessons learned:** Try to limit the amount of details the section is responsible for.

--**Recommended action:** Communicate our mission effectively so other sections understand our needs. The CJTF-82 PAO coordinated with the HHC 1SG to ensure that only the section was detailed, not an individual. That allowed the NCOIC to determine through his internal DA6 who was available to accomplish a detail.

--**Comments:** Details can never be avoided but it is important leaders fight to ease the strain or mission can be impeded.

-- **Observation:** Joint Manning Document shortfalls affected throughout PAO affected mission support.

-- **Discussion:** We are authorized 14 slots on the Joint Manning Document, but only six slots are sourced. This has required the CJTF-82 PAO section to adjust the duties and responsibilities of each service member to counter the imbalance of personnel.

-- **Lessons learned:** Work with CJ 57 Force Modernization and the CJ1 to get the proper JMD-fills for the section.

-- **Recommended action:** This will improve work-flow and ensure all assets are being properly utilized.

**D) Mission**

--**Observation:** Personnel need training on graphics programs

--**Discussion:** Public Affairs Soldiers are responsible for a variety of tasks ranging from producing yearbooks, maintaining Web sites, and command information products. These products require the Soldiers to produce graphics to support the mission. Our broadcast journalist would also benefit from graphics training because he is required to produce graphics for command videos or graphics for Web sites and Web page design.

--**Lessons learned:** It is important to have soldiers who understand how to use a program like Adobe Illustrator and Adobe Photoshop to produce graphics for video and print products.

--**Recommended action:** Send Soldiers to receive extra training on Web page and Graphic design.

--**Comments:** Soldiers are coming in more tech-savvy but we should not rely on their talents we should send them to the proper training to ensure they have the skills needed to complete the mission.

--**Observation:** Not enough tactical stories and units to support at CJTF-82 level

--**Discussion:** Because of the modularity the opportunities for soldiers to cover stories at the tactical level has become more difficult from the corps level. Soldiers are covering numerous garrison-type stories, VIP visits, upgrades and changes to quality of life, human interest, or staff stories. Subordinate units do not need as much support since they each have an organic PAO.

--**Lessons learned:** Leaders need to work hard to find the occasional tactical story to maintain soldier morale and provide variety throughout the deployment.

--**Recommended action:** Establish good contacts and let subordinate units know you are willing to support missions and large operations. Do not step on subordinate unit's "toes" by "back dooring" them on the interesting stories, establish a relationship that works for both units.

Figure I-1. Public Affairs After-Action Review (Pg 6).



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**--Comments:** Soldiers need to understand garrison stories need to be covered as well as the interesting tactical stories, and remain professional by displaying the same enthusiasm for a chow hall opening that they would for an air assault mission.

**Part IV: Optional****--Standard Operating Procedures:**

Annex A: PA TACSOP

**--Supporting/illustrative material:** CI products can be viewed on the CJTF-82 webpage:

<http://cjtf82.afghan.swa.army.mil> .

**Figure I-1. Public Affairs After-Action Review (Pg 7).**

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## APPENDIX J – OPERATIONS ORDER (OPORD)

### Operations Order (Sample)

For instructions on preparing and formatting operations orders, see FM 5-0, The Operations Process, Appendix E – Army Operation Plan and Order Format.

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COPY 1 OF 1  
HQ 74 ID  
BAGHDAD, IRAQ  
XXXXXCXXXXX

#### OPORD 2014-05 ACTION FORCE 74 ID

References: Multinational Corps Iraq OPLAN 7834-05 (STABLE FORCE)

#### Maps:

- a. 1:50,000. Series CDRG: IRAQ50K
- b. 1:100,000. Series CDRG Item IZ100K
- c. 1:250,000 (JOG) Series CDRG Item IZJOGAZ
- d. Series TCD Item DTED133, Item DTED134

Time Zone Used Throughout Order: CHARLIE

Task Organization: See Annex A (Task Organization).

#### 1. SITUATION.

a. **Enemy Forces.** (N/C)

b. **Friendly Forces.** (N/C)

(1) Multinational Force Iraq (MNF-I) Mission.

c. **Attachments and Detachments.** See Annex A (Task Organization).

Figure J-1. Operations Order (Pg 1).

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**2. MISSION.**

74 ID conducts SO in AO KATE in order to shape a safe and secure environment to facilitate the continued re-establishment of Iraq's political and economic infrastructure. O/O, 74 ID conducts operations to defeat hostile forces within the X CORPS area of responsibility. O/O, transfer control to follow-on US/Coalition Forces and redeploys.

**3. EXECUTION.**

Commander's Intent: The purpose of this operation is to promote and sustain a safe and secure environment within AO KATE. 74 ID will focus on peacekeeping/peace-enforcement efforts, to include neutralizing terrorist/insurgent/CBRNE threats and providing humanitarian assistance throughout Baghdad and its environs. We must foster and promote Iraqi efforts to take the lead in rebuilding and security efforts while maintaining our own capability to execute combat operations on short notice. When necessary, we will react with speed, determination and initiative to apply decisive force that demonstrates to all perpetrators the consequences of failing to comply with the authority of the Iraqi government and Coalition Forces. The critical tasks for this operation include: force protection for all friendly forces, to include humanitarian/civic-assistance operations within sector, establishing force presence, and neutralizing terrorist/insurgent threats within AO KATE. At a minimum, 74 ID must control the east west axes centering on the Tigris River Bridges, Baghdad International Airport (BIAP), the Thawra neighborhood encompassing Sadr City, and access to the Green Zone. End state is terrorist/insurgency activities neutralized, a safe, stable environment controlled by a duly elected Iraqi government that provides the necessary basic goods, services and economic infrastructure within AO KATE, and 74 ID forces redeploying after conducting a successful transfer of authority to follow on forces.

**a. Concept of Operation.** See Annex C (Operations).

(1) Maneuver. Combat power will be built quickly as 74 ID establishes a base of operations and accepts transfer of authority for the AO. Once established, 74 ID will divide AO KATE into 5 distinct BCT AOs. 2BCT, the main effort, will be responsible for AO WALLER, controlling the east-west axis across the Tigris within its AO and securing the Green Zone. 3BCT will serve as a shaping effort in AO ELWAY, to include securing the Thawra neighborhood and coordinating with 2BCT for controlling access to the Tigris bridges. 4BCT (AO FAVRE) and 5 SBCT (AO YOUNG), shaping efforts, will be responsible for conducting SO operations within their respective AOs, to include securing access to the Tigris River. 1BCT will conduct a shaping effort within AO CAPP, to include securing BIAP. Establishment of basic goods and services to the Iraqi populace is the number one priority. Unity of effort between local Iraqi security forces and 74 ID is key to the successful execution of operations. 74 ID will seek out and promote mutual understanding, support and cooperation from local

**Figure J-1. Operations Order (Pg 2).**

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government/civilian leaders and coalition agencies/resources to facilitate the establishment of a safe and secure environment. Efforts will focus on the neutralization of terrorist/insurgent forces then on supporting operations to support the local Iraqi government's ability to provide the AO's population with basic services and support. 74 ID will maximize use of local government and international agencies/organizations to complement this effort. 74 ID will be ready to conduct decisive combat operations to prevent, deter and respond to hostile actions within AO KATE. Upon gaining the opportunity, 74 ID will act with speed, determination, and initiative to destroy or neutralize hostile forces with overwhelming force. 74 ID forces will conduct these rapid, decisive operations in accordance with (IAW) established Rules of Engagement. Each BCT will maintain a Tactical Contingency Force (TCF) to respond to unforeseen situations throughout their AOs. Routine/daily operations will be conducted based on a thorough military decision making process (MDMP) and a synchronized application of the battlefield operating systems as force multipliers.

(2) Fires (See Annex D, Fire Support). Fires enable 74 ID elements to maintain freedom of maneuver throughout AO KATE and establish fixed C4ISR/CSS nodes without threat of sustained AIF indirect attack. Priority of fires will initially be to 2 BCT, 1BCT, 4th AVN BDE, then all other units. All BCTs will use organic mortar and artillery assets within their AO to provide the primary means of indirect fire support. Due to the urban terrain, units will use ensure proper clearance of fires before engaging with indirect assets. Dud-producing munitions (DPICM) must be approved by the Division commander. Fires will support 74 ID elements by ensuring freedom of maneuver through fire superiority and protection of C4ISR assets from insurgent/terrorist indirect attack.

(a) CAS. See Appendix 1 to Annex D.

(b) Fire Support Plan. See Appendix 2 to Annex D.

(3) Intelligence, Surveillance, and Reconnaissance (Annex L). The primary ISR objective is to identify and locate insurgent/terrorist bases and C4ISR nodes for destruction. Human Intelligence (HUMINT) sources are vital to effective accomplishment of our mission. Presence patrols must take every opportunity to develop professional and courteous relations with the populace while obtaining information necessary to answer the commander's priority information requirements (PIR). Extensive use will be made of UAV assets.

(4) Intelligence (Annex B). MNF-I and X CORPS will leverage theater and national intelligence collection and analytic resources to support operations in theater. 74 ID is deployed with its organic ISR assets. Priority of intelligence effort is 2BCT, 1 BCT, then all others. ALL BCTs will operate with their organic MI support companies and 4 AVN BDE will assist with aerial surveillance and organic SIGINT assets.

**Figure J-1. Operations Order (Pg 3).**

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(5) Engineer. Initial Main Effort for Combat Engineer forces is to enhance force protection. Supporting Effort is to assist in rebuilding of the infrastructure, based on Humanitarian and Civic Assistance Operations priorities. Supporting efforts include assisting with mine-field clearing, mobility enhancement and clearing identified routes. Priority of support to 2BCT, 3BCT, 5 SBCT, 1BCT, and 4BCT, in that order.

(6) Air and Missile Defense. See Annex G (Air Defense).

(7) Information Operations (Annex P). O/O, military information support operations (MISO) and Civil Affairs Teams will complement Command Groups and conduct Information Operations and Information Management to assist in neutralizing the insurgent threat. Specifically, operations will focus on deterring insurgent aggression, disrupting insurgent/terrorist ability to conduct cohesive operations, and highlighting differences in the desired endstate of pro-Iraqi civilians and insurgents seeking government destabilization and anarchy. Priority of effort will be to disrupting insurgents' popular support, disruption of insurgents C4ISR capabilities/efforts/morale, fostering support of Iraqi and US intentions and legitimacy, and overcoming insurgent propaganda.

(8) NBC Operations. See Annex J (NBC Operations).

(9) Military Police Operations (Annex K). MP focus will be on liaison with local police, responsibility for coordinating M/ASR traffic control, control of detainees, and main CP security. On order, be prepared to augment BCT forces' combat operations.

(10) Civil-Military Operations (Annex Q). Civil-Military Operations (CMO) is challenged by the fact that the Iraqi political and civil infrastructure is still evolving into a viable governing authority. Hence, CMO will assign a major priority to the assistance provided in public administration. This assistance will be manifested in assisting local government as well as NGO/PVO in handling and administrating displaced civilians, humanitarian operations, and the dissemination of public communications. Public health efforts must be facilitated through the use of MEDCAP. CMO operations will emphasize the reality and perception that we are in Iraq to help the country develop into a functional, stable, safe, and democratic society, not as colonization forces or conquerors.

#### **b. Tasks to Maneuver Units.**

(1) 2 BCT (Main Effort).

(a) Conduct SO in AO WALLER.

(b) Conduct battle handover with relieved X CORPS forces within AO WALLER

(c) Control the Tigris River Bridges in AO WALLER.

**Figure J-1. Operations Order (Pg 4).**

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- (d) Control access into and out of the Green Zone.
  - (e) Assist Iraqi agencies in coordinating security within the Green Zone and for transportation to and from BIAP.
  - (f) Conduct presence patrols.
  - (g) Establish traffic control points.
  - (h) Locate and nominate key infrastructure facilities requiring security and after approval from 74 ID, secure selected sites.
  - (i) Identify, secure, and report arms/explosive/CBRNE caches. O/O, destroy discovered caches.
  - (j) Secure MSRs/LOCs and Logistics Support Areas (LSAs) in AO.
  - (k) Conduct offensive operations to neutralize/destroy insurgents/terrorists and their bases of operation within AO WALLER.
  - (l) O/O provide escort to specified convoys.
  - (m) O/O provide security and support to agencies rebuilding selected Iraqi infrastructure and facilities.
  - (n) Be prepared to conduct mine reconnaissance/clearing.
  - (o) Be prepared to provide security and support to HA operations.
  - (p) Be prepared to conduct offensive operations in support of X CORPS operations in Al Anbar Province.
- (2) 1 BCT.
- (a) Conduct SO in AO CAPP.
  - (b) Control all axes in/out of Baghdad International Airport.
  - (c) Control perimeter of Baghdad International Airport.
  - (d) Conduct presence patrols.
  - (e) Establish traffic control points.
  - (f) Locate and nominate key infrastructure facilities requiring security and, after approval from 74 ID, secure selected sites.
  - (g) Identify, secure, and report arms/explosive caches.
  - (h) Secure MSRs/LOCs and Logistics Support Areas (LSAs) in AO.
  - (i) Conduct offensive operations to apprehend/destroy insurgents/terrorists and their bases of operation.
  - (j) Secure BIAP and its surrounding area against terrorist/insurgent attacks, primarily utilization of MANPADS systems.
  - (k) O/O provide escort to specified convoys.
  - (l) O/O provide security and support to agencies rebuilding selected Iraqi infrastructure and facilities.
  - (m) Be prepared to conduct mine reconnaissance/clearing.
  - (n) Be prepared to provide security and support to HA operations.
  - (o) Be prepared to conduct offensive operations in support of X CORPS operations in Al Anbar Province.

Figure J-1. Operations Order (Pg 5).

## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

## (3) 3 BCT.

- (a) Conduct SO in AO ELWAY.
- (b) Control major axes to/from the Thawra neighborhood encompassing Sadr City (encompassed by grids: 38SMB 452931 - 495979 - 529948-482901)
- (c) Conduct presence patrols.
- (d) Establish traffic control points.
- (e) Locate and nominate key infrastructure facilities requiring security and after approval from 74 ID, secure selected sites.
- (f) Identify, secure, and report arms/explosive caches.
- (g) Secure MSRs/LOCs and Logistics Support Areas (LSAs) in AO.
- (h) O/O conduct offensive operations to apprehend/destroy insurgents/terrorists and their bases of operation.
- (i) O/O provide escort to specified convoys.
- (j) O/O provide security and support to agencies rebuilding selected Iraqi infrastructure and facilities.
- (k) Be prepared to conduct mine reconnaissance/clearing.
- (l) Be prepared to provide security and support to HA operations.
- (m) Be prepared to expand SO AO in support of offensive operations outside of AO KATE.

## (4) 4 BCT.

- (a) Conduct SO in AO FAVRE.
- (b) Conduct presence patrols.
- (c) Establish traffic control points.
- (d) Locate and nominate key infrastructure facilities requiring security and after approval from 74 ID, secure selected sites.
- (e) Identify, secure, and report arms/explosive caches.
- (f) Secure MSRs/LOCs and Logistics Support Areas (LSAs) in AO.
- (g) Designate one Bradley Company as 74 ID TCF to be able to react and commence move within 1 hour.
- (h) O/O conduct offensive operations to apprehend/destroy insurgents/terrorists and their bases of operation.
- (i) O/O provide escort to specified convoys.
- (j) O/O provide security and support to agencies rebuilding selected Iraqi infrastructure and facilities.
- (k) Be prepared to conduct mine reconnaissance/clearing.
- (l) Be prepared to provide security and support to HA operations.
- (m) Be prepared to expand SO AO in support of offensive operations outside of AO KATE.

Figure J-1. Operations Order (Pg 6).



## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

## (5) 5 SBCT.

- (a) Conduct SO in AO YOUNG.
- (b) Control Tigris river bridges in AO YOUNG.
- (c) Provide external security at refinery complex 38SMB4782.
- (c) Conduct presence patrols.
- (d) Establish traffic control points.
- (e) Locate and nominate key infrastructure facilities requiring security and after approval from 74 ID, secure selected sites.
- (f) Identify, secure, and report arms/explosive caches.
- (g) Secure MSRs/LOCs and Logistics Support Areas (LSAs) in AO.
- (h) O/O conduct offensive operations to apprehend/destroy insurgents/terrorists and their bases of operation.
- (i) O/O provide escort to specified convoys.
- (j) O/O provide security and support to agencies rebuilding selected Iraqi infrastructure and facilities.
- (k) Be prepared to conduct mine reconnaissance/clearing.
- (l) Be prepared to provide security and support to HA operations.
- (m) Be prepared to expand SO AO in support of offensive operations outside of AO KATE.

## (6) AVN BDE.

- (a) Conduct 74 ID coordinated SO support operations throughout AO KATE.
- (b) Coordinate CP location vicinity 74 ID main CP vicinity Baghdad International Airport.
- (c) Maintain attack team presence to provide aerial surveillance/reaction over MSRs/LOCs as directed by G3, 74 ID.
- (d) Maintain one air assault company on 30 minute alert to support 74 ID contingencies and 74 ID TCF.
- (e) Maintain one attack platoon on 30 minute alert to support 74 ID contingencies and 74 ID TCF.
- (f) Be prepared to react to provide MEDEVAC and attack aviation support in response to insurgent operations against government buildings and Coalition Forces facilities.
- (g) Be prepared to establish a Forward Area Re-arm/refuel point (FARRP).
- (h) Be prepared to support offensive operations to destroy/neutralize insurgent/terrorist targets within AO KATE.
- (i) Be prepared to provide airlift support to move supplies, equipment and personnel in support of humanitarian relief effort and combat operations throughout AO.

**c. Tasks to other combat and combat support units.**

- (1) Fires Brigade. See Annex D (Fire Support)

**Figure J-1. Operations Order (Pg 7).**

## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

(2) Sustainment BDE. See Annex I (Service Support).

**d. Coordinating Instructions.**

(1) This OPOD (to include ANNEX A) is effective upon receipt. Subordinate units will confirm receipt with DTAC or DMAIN immediately.

(2) Commander's Critical Information Requirements (CCIR).

(a) Priority Intelligence Requirements (PIR).

- 1 Who is leading the insurgency within our sector?
- 2 Where are the insurgent's bases of operation?
- 3 What key targets are the insurgents planning on attacking?
- 4 Who is providing support to the insurgents within sector?
- 5 Where are the materials for IEDs coming from?
- 6 Where are the arms caches in sector?
- 7 Who are the key religious/political/tribal leaders in sector?
- 8 What are the key infrastructure facilities in sector?
- 9 What areas in sector are hostile to our presence?
- 10 Which key religious/political/tribal leaders are opposed to our presence in sector?
- 11 Which key religious/political/tribal leaders support our presence in sector?

(b) Essential Elements of Friendly Information (EEFI).

- 1 Disposition of 4ID forces.
- 2 Location of 4ID TCPs, FOBs, planned anti-insurgent operations.
- 3 Status of operations in 1 BCT, 2 BCT, 3 BCT, 4 BCT and 5 SBCT sectors.
- 4 Location of Q-36, Q-37 and Sentinel radars.
- 5 Location of Aviation AAs and FARPs.

(c) FFIR.

- 1 Report attack on FOBs.
- 2 Report attacks on convoys/patrols.
- 3 Report loss of any rotary wing aircraft.
- 4 Report loss of any Abrams/Bradley/Stryker vehicle.
- 5 Report loss of a Sentinel, Q36 or Q37 radar.

**Figure J-1. Operations Order (Pg 8).**

## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

6 Report apprehension or termination of key insurgency leaders/supporters.

7 Report location of ambushes, use/discovery of IEDs, attack/destruction of a utility/ facility/government building, and location of possible riot developing/in progress.

8 Report attacks on pro-coalition leaders, NGOs, contractors, or any other persons of interest.

(3) Risk reduction.

(a) MOPP-0 currently in effect.

(b) MSCs are responsible for protecting high value assets in their area of operations to include counterfire radars and Aviation assets.

(c) MSCs secure MSRs in zone.

(d) MSCs report all planned operations to DMAIN. This requirement is lifted where operation is planned on time-sensitive intelligence.

(e) Initial ADW/WCS is WHITE/TIGHT.

(4) Rules of Engagement (See Annex E).

(5) BCTs will be prepared to conduct relief operations in support of host-nation civilians (medical assistance; convoy support; civilian relocation; humanitarian aid) to contribute to resolution of conflict and develop positive attitudes toward 74 ID presence.

(6) Environmental Ops. Report fuel spills over 6 litres (1.5 gal), any leakage of industrial chemicals and corrosives, or the discovery of CBRN materials.

(7) Minefields/Unexploded Ordinance (UXO). BCTs will confirm the markings of existing minefields/UXO sites. Engineers will mark new sites when identified. Report changes in status of minefields. Be prepared to reinforce contracted UXO clearing operations.

(8) BCTs must confront and attempt to resolve problems created by displaced civilians and local civilians on the battlefield.

#### **4. SERVICE SUPPORT.**

##### **a. Support Concept.**

(1) 4 Sustainment Bde. provides direct support (DS) to 74 ID brigade combat team operations from DSA vic. Baghdad International Airport (BIAP). 3 Corps Support Group (3 CSG) provides DS/GS to the non-divisional units in AO KATE and reinforcing DS to 74 ID brigade combat teams. 377 TSC (-) performs RSOI operations and provides reinforcing direct support

**Figure J-1. Operations Order (Pg 9).**

## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

(DS) and general support (GS) to 3 CSG. 30 MED BDE, OPCON to 377 TSC (-), provides echelon III and IV medical support to 74 ID. FSTs will collocate with FSBs and BSB to provide urgent surgery capability. Air ambulance teams will provide area support vic Baghdad airport. Class VII resupply is not expected. Cannibalization not authorized without approval by CG, 74 ID. Mortuary affairs teams will provide area support vic Baghdad International Airport. 74 ID accepts risk of resupply on M/ASRs within AO KATE. 377 TSC (-) maintains control of MSRs outside of AO KATE. Regionally available contractor support (RACS) is available for bulk water (after preventive medicine inspection), and CL III. Contracting Command provides contracting support through deployed contracting teams down to BCT level. DCG, 377 TSC (-) is X CORPS principal assistant for contracting (PARC). Priority of support is to 2BCT, then 1 BCT. Priority of support from the 4 SUS Bde is to 2 BCT, then 1 BCT. Priority of security is to the MSRs, CL III (B) and CL V transport.

(2) 74 ID initial priority of support and replacements is to 2BCT, 1BCT, 3BCT, 5 SBCT, 74 AVN BDE, 74 FIRES BDE and 74 SUSTAINMENT BDE in order. Ground maintenance and evacuation priorities M1A1, M2/M3, Stryker, M996 w/TOW, HMMWV, M113A3, HEMTT fuelers, HEMTT-LHS, PLS, M109A6, M198, C2 vehicles, bulldozer, AN/TPQ-36, AN/TPQ-37, SIGINT collection equipment, LINEBACKER, SENTINEL, AVENGER, ROWPU, FBCB2, MCS, other ATCCS, and MTS. Priority for aviation maintenance and evacuation is AH-64, UAVs, UH-60 and CH-47. Ammunition CSRs are in effect (See Annex I, Service Support). Division medical evacuation policy is 30 days in the DSA, 72 hours at medical companies supporting brigade size elements. 74 ID current MSR is MEADE, ASRs are BUFORD, and GRANT. Command regulated items include selected CL VII, and CL IX major assemblies.

**b. Materiel and Services.** Effective execution of operations by 74 ID forces depends on effective, continuous provision of supplies and services in an austere environment. Sustainment policy is to establish 5 Continuous Days of Supply (CDOS) with BCTs and 2 CDOS maintained in CSGs for Class I to III; for Class V, 2 CDOS within BCTs.

**c. Medical Evacuation and Hospitalization.** BCTs will be prepared to provide emergency support, including medical, to coalition troops within boundaries and maintain a reserve of food and water for HA operations. BCTs will monitor and coordinate medical movement and military police plans. Upon request, provide medical assistance teams to local government agencies for HA.

## 5. COMMAND AND SIGNAL.

### a. Command.

(1) 74 ID MAIN CP (DTC/TAC) located at 38SMB303847.

Figure J-1. Operations Order (Pg 10).

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(2) TAC CP located vicinity 2 BCT CP at 38SMB343957 and also acts as the alternate CP.

(3) Succession of Command. ADC-M, ADC-S, Commander 2 BCT, 1BCT, 3BCT, 4 BCT, 5 SBCT, 74 AVN BDE, and 74 Fires Bde, in order.

**b. Signal.**

(1) Current SOI in effect.

(2) All ABCS systems must remain on at all times to enhance C2 and provide immediate connectivity and interaction. System maintenance will be conducted IAW the Digital SOP or upon direction of the G6.

ACKNOWLEDGE:

MAYNARD  
MG

OFFICIAL:  
WARD  
G3

ANNEXES:

- A – Task organization
- B – Intelligence
- C – Operations
- D – Fires
- E – Protection
- F – Sustainment
- G – Engineer
- H – Signal
- I – Not Used
- J – Public Affairs
- K – Civil Affairs Operations
- L – Intelligence, Surveillance and Reconnaissance
- M – Assessment
- N – Space Operations
- O – Not Used
- P – Host-Nation Support
- Q – Not Used
- R – Reports
- S – Special Technical Operations

**Figure J-1. Operations Order (Pg 11).**

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T – Not Used  
U – Inspector General  
V – Interagency Coordination  
W – Not Used  
X – Not Used  
Y – Not Used  
Z – Distribution

**Figure J-1. Operations Order (Pg 12).**

## **APPENDIX K – PUBLIC AFFAIRS ANNEX FOR AN OPERATIONS ORDER**

### **Public Affairs Annex for an OPORD – Annex J (Sample)**

UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

Copy 1 of 1  
HQ, 74<sup>th</sup> ID  
BAGHDAD, IRAQ  
221500CJAN09

#### **ANNEX J (PUBLIC AFFAIRS) TO 74<sup>th</sup> ID OPERATIONAL ORDER 2014-05 (ACTION FORCE)**

##### **References:**

- a. Multinational Corps Iraq OPLAN 7834-05 (STABLE FORCE)
- b. FM 46-1

Time Zone Used Throughout the Order: Charlie

#### **1. SITUATION**

##### **a. Enemy forces.**

- (1) See Annex B (Intelligence)
- (2) The enemy is capable of accessing military information by reviewing web sites, blogs, and other personal post sites from military organizations and Soldiers in and around the AO.
- (3) The enemy can be expected to attempt to mold US and foreign public opinion through the use of propaganda, misinformation, and fictionalized reporting in an attempt to discredit the US and its allies.
- (4) Enemy in our AOR have the capability to influence and shape the opinions of Iraqis through print, television and electronic media.
- (5) The enemy will use the publicity generated by potential terrorist activities to promote their ideology.

##### **b. Friendly forces.**

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 1).**

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(1) See Annex A (Task Organization).

(2) MNF-I Public Affairs provides overall PA guidance to forces in Iraq, coordinates PA actions affecting OASD PA and national agencies, and is responsible for the release of DoD correspondence related to military operations in country. If necessary, MNF-I PA will coordinate OASD PA support with respect to PAG released to the subordinate commander.

(3) MNC-I Public Affairs provides PA guidance to subordinate commands in order to effectively highlight to both local and national publics the status of the coalition's operations in the area.

**c. Environment.**

(1) Terrain. Site surveys of locations will indicate any terrain aspects that could impede satellite transmission needed for the DVIDS system. Location should be accessible from the main gate, separate from the division operations center, and in close proximity to an independent power source.

(2) Weather. The weather during the winter months is predominantly rain, and can adversely affect the electronic transmission of information as well as the ability of PA assets and civilian media to move to and from bases and units.

(3) Civil considerations. Refer to Annex Q (Civil-Military Operations) as required. PA will coordinate with 74<sup>th</sup> ID Civil Affairs for themes, messages, and possible media coverage. PA will arrange with Iraqi media to disseminate information to local nationals.

**d. Attachments and detachments.**

(1) 22<sup>nd</sup> MPAD. O/O deploy with 74<sup>th</sup> ID for duration of operation.

(2) Michael Ware, CNN, to HQ 74<sup>th</sup> ID, 270900CJAN09 – 270900CFEB09

(3) Steve Hurst, Associated Press, to 3IBCT, 310900CJAN09 – 130900CFEB09

(4) Bobby Ghosh, Time Magazine, to 5SBCT, 040900CFEB09 – 180900CFEB09

(5) Phil Brodsky, Milford Mirror, to 2HBCT, 040900CFEB09 – 040900CFEB09

**e. Media.** Anticipate media from major broadcast networks and print publications throughout America, Europe and the Middle East. Also, local media to the region will impact PA operations.

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 2).**



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- (1) CNN (US)
- (2) Fox News (US)
- (3) ABC News (US)
- (4) CBS News (US)
- (5) Sky News (UK)
- (6) Al Jazeera (Arab)
- (7) Associated Press (US)
- (8) Reuters (US)
- (9) Time Magazine (US)
- (10) Newsweek (US)

**2. MISSION.** 74<sup>th</sup> ID conducts PA operations in AO Kate to tell the world the story of its deployment and conduct of stability operations ISO the Coalition, the Iraqi Government, and its people; to provide PA support to subordinate commanders; to provide media with access to unclassified, timely, and accurate accounts of all operations within the limits of OPSEC.

**3. EXECUTION.** 74<sup>th</sup> ID Commander's intent for PA. US, Iraqi, international, and even enemy public opinion are centers of gravity for this operation. I intend to use the media to showcase US/Coalition/Iraqi Government resolve and our stability operations capability in AO Kate to domestic and international audiences. The end state is the fair and balanced reporting of 74<sup>th</sup> ID/Coalition/Iraqi Government efforts to support a freely elected government and the rebuilding of Iraq's infrastructure. International and domestic audiences must be made aware of our actions, legitimacy and concern for the Iraqi people in order to gain and maintain strong public support. I expect command information to support the conduct of operations and simultaneously inform Soldiers' families by assisting home station media outlets to tell the story. Assisting the media to tell the 74<sup>th</sup> ID story throughout the operation will sustain morale, keep Soldier families informed, and contribute to the success of this operation.

**a. Scheme of PA operations.**

- (1) PA Priority. Priority of PA effort to media facilitation.

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 3).**

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(2) PA Intent. Enemy and international public opinion is a center of gravity for this operation. PA will use the media to demonstrate US resolve and our capability to conduct stability operations to domestic and international audiences. The end state is the fair and equal reporting of 74<sup>th</sup> ID efforts to facilitate the establishment of a freely elected government and the rebuilding of Iraq's infrastructure.

(3) PA Operations. 74<sup>th</sup> ID PA plans cell conducts briefings as required and continuously coordinates with MNC-I for emerging PA guidance, 74<sup>th</sup> ID G2 for OPSEC review, and 74<sup>th</sup> ID G3 for tactical movement of media. 74<sup>th</sup> ID PA operations cell provides a PA representative to the IO cell. 22<sup>nd</sup> MPAD produces command information products and provides media escorts as required.

**b. Outline of PA tasks.**

(1) MNC-I PAO.

(a) Provide (if needed) any additional public affairs guidance (PAG) which has been approved by MNF-I.

(2) PAO

(a) Serves as the 74<sup>th</sup> ID spokesperson.

(b) Operates 74<sup>th</sup> ID PA operations cell.

(b) Security review.

(c) Media registration.

(d) Appoint PA representative to the IO cell.

(e) Refines, updates, and distributes command messages and information themes, as necessary, throughout operation.

(3) DPAO.

(a) Deploys with advance party.

(b) Coordinates PA support with existing units.

(c) Operates the PA section in the D Main.

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 4).**

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(4) 22<sup>nd</sup> MPAD.

(a) Set-up and execute media operations center.

(b) Develops command information products for theater, rear detachment commander and PA rear.

(c) Creates command information products to include a weekly publication for internal audiences, stories for a weekly newscast and provides daily updates to the division's website.

(d) Arranges media embeds and assigns escorts to all media in 74<sup>th</sup> ID's AO.

## (5) PA rear.

(a) Develops command information products to support Family Readiness Groups (FRG) and home station audiences.

(b) Disseminates products to home station audiences from theater PA.

(c) Support theater PA operations with products from home station.

## (6) PA IO cell representative.

(a) Advises IO cell on PA tasks that can support IO.

(b) Coordinates themes and messages from the IO cell with the PA plans cell.

**c. Coordinating instructions.**

(1) Release authority and procedures. MNC-I PAO is designated release of information authority. O/O, delegates release authority to division level. Release of information authority will be delegated as low as possible, as soon as possible, to subordinate Unit Public Affairs Representatives.

(2) Media registration procedures. News Media Representatives (NMR) will be accredited by MNF-I. Once they arrive in the AO, they will be registered with the PA media relations cell who will verify the credentials and log the NMR information into the press log. Registration will include local ground rules, waiver of liability and hold harmless agreement.

(3) OPSEC. Check for OPSEC violations when a violation is identified, a potential

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 5).**

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violation is suspected, or when media request usage of military facilities to send products to their news organizations. Check these products for OPSEC violations only. The slant and tone of a product is the preview of the individual news organization. If violations are found, ask the media representative to remove the sensitive information. If they refuse, transmit the story or release over secure channels to OASD PA for handling.

(4) Security reviews. Security will be maintained at the source. News media will not be given access to classified material or locations routinely. If security review is imposed, media products will be subject to review before release to determine if they contain sensitive information about military plans, capabilities, operations, or vulnerabilities that would jeopardize the outcome of an operation or the safety of U.S. or Coalition forces.

(5) Coordination and support requirements between PA activities and higher-and-lower level headquarters. Coordinate with BCT PA operations cells and disseminate themes and messages down to the lowest level. Coordination with IO, PSYOP and CA for messages and themes will be a priority.

(6) Embedded media. Accept embedded media down to battalion level. Ensure that embedded media personnel understand the media rules. Provide media representatives adequate security, ensure that the media keep out of harm's way, wear protective equipment (Kevlar, IBA, etc.) at all times, and dismount vehicles only when told. We are obligated to protect them and provide them food and water as well as lodging until combat operations are completed and the situation is stabilized. Transportation and life support will be provided at the level that they are embedded. Units will assign a trained media escort for each media embed. The unit escorts must have received training from 74<sup>th</sup> ID PAO prior to deployment.

(7) Media pool procedures. Open and independent reporting will be the encouraged method of coverage. However, media pools may be necessary due to the limited number of allocations for press. Media will choose the members of the pools themselves, and provide reporters to cover the different mediums of broadcast and print. If the DOD national media pool is activated, appropriate support will be allocated to accommodate the pool.

(8) Media ground rules. MNC-I will provide general and specific ground rules. Specific ground rules for different AOs will be provided to the NMR at registration. NMRs are directed to follow the ground rules, and will acknowledge that failure to comply will result in revoked accreditation. If NMR breaks the ground rules, they will be escorted to the nearest PA for revocation of credentials.

(9) Media escort roles and responsibilities. Media escorts will be identified if the PA media relations cell cannot provide escorts due to manning. Escorts will be trained by the PAO, and will be selected by their commanders prior to deployment. All escorts must receive Media

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 6).**

## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

Escort Training provided by the 74<sup>th</sup> ID's PA staff prior to deployment. Escorts will be provided when NMR are in areas where security is a priority. Ground rules will establish when escorts are required.

(10) **Press briefings.** At the onset of stability operations, press briefings will be held at the Media Operations Center. Planning and coordination will be handled by the 22<sup>nd</sup> MPAD. The PAO will be the division spokesperson. Every effort will be made to coordinate for subject-matter experts to provide technical information to the press and to explain complex operational and technical issues.

(11) **Internal information.** An internal newsletter will be produced with summarizing stories in the media. Command information products will be the responsibility of the 22<sup>nd</sup> MPAD with support from the BCTs, and will include a weekly newspaper, weekly video newscast, and monthly photo magazine. COMCAM will support PA with imagery and video for command information products. Coordination for commercial or AFN satellite programming at MWR facilities is encouraged.

(12) **Home Station Support.** Copies of command information print products (such as stories, photographs, fact sheets, etc.) are to be forwarded to the division's rear detachment, Army News Service, and selected civilian news outlets depending on focus and target audience. Video footage, b-roll, and radio and video news packages will be marketed through the Digital Video and Imagery Distribution System for distribution to both armed forces and civilian media outlets, and the division's rear detachment.

#### 4. SERVICE SUPPORT.

**a. Command-regulated classes of supplies.** PA and the 22<sup>nd</sup> MPAD will fall under the same support structure (HHC, 74<sup>th</sup> ID).

**b. Supply distribution plan.** Coordination with G4 for distribution of the produced command information products. If necessary, for in-theater distribution, the postal service will be utilized.

**c. Transportation.** NMRs will be provided with military transportation into and within the 74<sup>th</sup> ID's AO while covering the operation.

**d. Health service support.** PA and the 22<sup>nd</sup> MPAD will fall under the same support structure (HHC, 74<sup>th</sup> ID).

**e. Maintenance.** Possible contracting needed to repair out-of-warranty video and photography camera and accessories.

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 7).**

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**f. Field services.** PA and the 22<sup>nd</sup> MPAD will fall under the same support structure (HHC, 74<sup>th</sup> ID).

**g. Host nation.**

(1) Interpreters needed for the PA plans cell at division and all organic subordinate units.

(2) Contracted services for the command information newspaper.

(3) Coordination with CMO to get air time and access to the local radio stations.

**5. COMMAND AND SIGNAL.**

**a. Command.**

(1) 74<sup>th</sup> ID PAO located at D Main CP.

(2) 74<sup>th</sup> ID Plans officers will be co-located with the D Main DCP.

(3) 74<sup>th</sup> ID PAO is the division spokesperson.

(4) 22<sup>nd</sup> MPAD MOC is located at DCP.

(5) Commander, 22<sup>nd</sup> MPAD is MOC Commander.

(6) Succession of command: PAO, DPAO, 22<sup>nd</sup> MPAD Commander.

(7) Release authority: MNC-I PAO, O/O 74<sup>th</sup> ID PAO

**b. Signal.** See Annex H (C4 Operations).

(1) 74<sup>th</sup> ID SOI in effect for this operation.

(2) MOC communication requirements coordinated with the G6.

(3) NMRs are authorized to use official communications. Use of military communications is authorized and encouraged on a non-mission interference basis. The use of military satellite transmission (DVIDS) may be provided.

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 8).**

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ACKNOWLEDGE:

ZENTKOVICH  
SFC

APPENDICES

1. Public Affairs Estimate
2. Proposed Public Affairs Guidance
3. Media Ground Rules
4. Hold Harmless Agreement
5. Waiver of Liability

**Figure K-1. Public Affairs Annex for an Operations Order (Pg 9).**

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## APPENDIX L – UNIT PUBLIC AFFAIRS REPRESENTATIVE FRAGMENTARY ORDER

### UPAR FRAGO (Sample)

UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

Copy 1 of 1  
HQs, BCT  
Fort Drum, NY 13602  
161700FEB06

#### **BCT OPORD 06-?? (BCT Unit Public Affairs Representative Training Program)**

##### REFERENCES:

BCT 2<sup>d</sup> QTR FY 06 Command Training Guidance  
BCT PAO SOP

Time Zone Used Throughout the Order: Local

#### **1. SITUATION:**

- a. **NTC** - The media environment at the NTC will be a mixture of real-world media and role-play trainers. Scenarios will be created to replicate the contemporary media environment in OIF.
- b. **Iraq** – the operational environment in Baghdad will be media intense and the media coverage shapes national and world opinion of the OIF effort.

2. **MISSION:** BCT conducts unit public affairs representative (UPAR) training 070930MAR05 at the FECC BLDG in order to prepare units for success within the OIF media environment.

#### **3. EXECUTION:**

- a. **Concept of the Operation:** The BCT PAO will conduct UPAR training through a six hour POI which will focus on public affairs planning, media facilitation, media escort operations, media ground rule enforcement and basic journalism. The POI relies on classroom instruction, practical exercise and group discussion. The class will begin at 070930MAR06 until 071630MAR06 at the BCT FECC building.
- b. **Tasks to units:**
  - 1) 2-14 IN

**Figure L-1. Unit Public Affairs Representative Fragmentary Order (Pg 1).**

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- a) Select battalion broadcast public affairs representative and company photojournalist submit name to BCT PAO NLT 171200FEB06. Provide e-mail address and phone contact.
  - b) All UPAR will report for training 070930MAR06 at the FECC Building.
- 2) 4-31 IN
- a) Select battalion broadcast public affairs representative and company photojournalist submit name to BCT PAO NLT 171200FEB06. Provide e-mail address and phone contact.
  - b) All UPAR will report for training 070930MAR06 at the FECC Building.
- 3) 1-89 CAV
- a) Select squadron broadcast public affairs representative and Troop photojournalist submit name to BCT PAO NLT 171200FEB06. Provide e-mail address and phone contact.
  - b) All UPAR will report for training 070930MAR06 at the FECC Building.
- 4) 2-15 FA
- a) Select battalion broadcast public affairs representative and company photojournalist submit name to BCT PAO NLT 171200FEB06. Provide e-mail address and phone contact.
  - b) UPAR will report for training 070930MAR06 at the FECC Building.
- 5) 3-17 CAV
- a) Select battalion broadcast public affairs representative and company photojournalist submit name to BCT PAO NLT 171200FEB06. Provide e-mail address and phone contact.
  - b) UPAR will report for training 070930MAR06 at the FECC Building.
- 6) 2 BSTB
- a) Select battalion broadcast public affairs representative and company photojournalist submit name to BCT PAO NLT 171200FEB06. Provide e-mail address and phone contact.
  - b) UPAR will report for training 070930MAR06 at the FECC Building.
- 7) 210 BSB
- a) Select battalion broadcast public affairs representative and company photojournalist submit name to BCT PAO NLT 171200FEB06. Provide e-mail address and phone contact.
  - b) UPAR will report for training 070930MAR06 at the FECC Building.

**Figure L-1. Unit Public Affairs Representative Fragmentary Order (Pg 2).**

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## 8) BCT PAO. Conduct UPAR Training

**c. Coordinating Instructions:**

- 1) UPARs roll will include:
  - a) Bn level public affairs representative for IO planning.
  - b) Primary public affairs trainer for the unit.
  - c) Coordinating and executing media reception and logistics for unit.
  - d) Enforcement of media ground rules.
  - e) Assisting BCT PAO with Journalism and Photography.
- 2) Pre-requisites for UPAR selection are:
  - a) Writing proficiency commensurate with that of a High School Grad.
  - b) Speaking skill proficiency. UPAR will perform duties which may require media interviews.
  - c) TLP competence.
  - d) BCT PAO recommends UPAR be assigned by command. Having some interest in working with media.
- 3) BCT PAO will provide a read ahead package for UPAR trainees prior to the instruction.
- 4) Timeline:

Time	Block of Instruction	PI
0930-1020	UPAR responsibilities Basic media awareness	SFC Maynard
1030-1200	Advanced media skills Baghdad media environment Interview TTPs	SFC McKinzie
1201-1259	Lunch	SFC McKinzie
1300-1350	Developing Bn PA/media program BCT PA SOP	SFC Maynard
1400-1450	Conducting media awareness training (Train the Trainer) Media escort duties	SFC Maynard
1500-1600	Basic journalism	SFC McKinzie
1610-1630	Hometown news releases COMREL PAO contact reports Class AAR	SFC Maynard

**Figure L-1. Unit Public Affairs Representative Fragmentary Order (Pg 3).**

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**4. Service. NA**

**5. Command.**

- a. **PAO** – SFC Maynard, [randal.scott.maynard@us.army.mil](mailto:randal.scott.maynard@us.army.mil) , 301-677-7277
- b. **PAO Chief** – SFC McKinzie, [angela.mckinzie@us.army.mil](mailto:angela.mckinzie@us.army.mil), 301-677-7272

ACKNOWLEDGE:

KERSHAW  
COL

OFFICIAL:

*“ORIGINAL SIGNED”*

MINTZ  
S3

DISTRIBUTION:

CMD GRP (3)

S1

S2

S3

S4

S6

ECOORD

CDR, 2-14 IN  
CDR, 4-31 IN  
CDR, 1-89 CAV  
CDR, 2-15 FA  
CDR, 2 BSTB  
CDR, 210 BSB

**Figure L-1. Unit Public Affairs Representative Fragmentary Order (Pg 4).**

## **APPENDIX M – Crisis Communications Plan**

### **Crisis Communications Plan (Sample)**

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#### **XVIII Airborne Corps and Fort Bragg Crisis Communication Plan For Responding To A Terrorist Attack Vehicle Borne Improvised Explosive Device (VBIED) On Base.**

##### **Background**

Since September 11, 2001, it is apparent that enemies of the United States will go to extreme and alarmingly unexpected lengths in order to inflict death and destruction on the civilian and military populace of our country. The attacks on the World Trade Center and the Pentagon showed an enemy who is capable of conducting highly complex attacks inside of The United States. Military bases are prime targets of opportunity for insurgents and terrorists as they contain a large population of troops and important military equipment. The death and destruction that a terrorist attack on a military installation could cause, would have disastrous results, affecting the military and outer-lying communities. A small or large scale attack would not only harm the populace, destroy military equipment and government facilities, yet, the attack would signify a huge success against the United States by the perpetrators. In order to maintain an alert and active posture, it is imperative to develop a Crisis Communication plan in response to a terrorist attack on Fort Bragg.

This plan covers the Public Affairs Response to when a VBIED attack occurs at a Fort Bragg gate.

##### **Purpose and Mission of Public Affairs Support**

- I. The purpose and mission of Public Affairs support in relation to a VBIED attack on Fort Bragg is extensive.
  - A. The main purpose of the PA plan is to respond immediately in the time of crisis. Should an attack occur, the magnitude and horror of such an event would draw immediate interest from the media and public world-wide. Media outlets across the world would be drawn to the Fayetteville area, and XVIII Airborne Corps and Fort Bragg public affairs would have to use its PA assets from units across the post. Public affairs assets would have to respond to queries, conduct media escorts and

**Figure M-1. Crisis Communications Plan (Pg 1).**

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prepare various subject matter experts for hundreds of briefings all depending on the severity of the attack. Public Affairs Teams would immediately set up a Media Operations Center or MOC, to serve as a hub for all information and media related activity.

B. Fort Bragg Public Affairs will maintain an active “maximum disclosure, minimum delay,” approach to disseminating information in regards to any attack. Fort Bragg Public Affairs assets will serve as the Commander, or higher authorities, voice. Should the Fort Bragg Commander or higher authority deem it necessary to classify particular information, the Public Affairs approach will be to respond honestly and inform the media and general public that aspects of the attack would violate OPSEC if divulged, or that further investigation is needed to properly respond.

C. PA assets should assume that the enemy is monitoring the media and the response of the public to the attack.

D. The Public Affairs mission is to provide timely and accurate information regarding the attack, assist the media in gathering the information needed to tell their story, and meet the Commander’s objective in disseminating Command Information products to an internal, local and external audience.

E. Fort Bragg Public Affairs will keep contact information of local response teams to include Police, Fire, Emergency Rescue and Local Leaders, to stay informed of response activities and gather and provide information throughout the chain of response.

F. To successfully accomplish this mission, anticipation is the key element in minimizing the effects of a terrorist attack on Fort Bragg. Public Affairs Officials must periodically assess crisis information techniques, and be aware of what possible crises are looming. They should anticipate worst-case scenarios of all possible crises, and be prepared for how the media and the public will react to the news of an emergency.

### **Strategy To Accomplish PA Support**

I. The general Public Affairs intent in responding to a VBIED attack on Fort Bragg.

A. Inform the public.

1. Disseminate information in the form of media advisories, press briefings, internal and external command information products.

**Figure M-1. Crisis Communications Plan (Pg 2).**

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2. Coordinate information strategies with local leaders so Military and Civilian information objectives are synched.
- B. Assist the media. By assisting the media, Fort Bragg Public Affairs is helping to provide information to the public. PA approach should be to provide as much as information as possible regarding the attack, in an attempt to inform, and mitigate future attacks.
1. Provide information and media link-up opportunities through the use of press releases and media queries.
  2. Provide media escorts and instant access to subject matter experts through the use of press conferences and briefings.
  3. Respond to queries in a timely manner.
- C. Internally produce and disseminate Command Information products to an internal, local and external audience.
1. Speak for the Command and higher authorities by producing print and video stories, and still imagery for distribution to a world-wide audience.
  2. Use local media contacts to broadcast the Commander's message through television and radio to be a voice for the local military community.
  3. Base public affairs will accomplish its mission through press releases, briefings television station stories and newspaper articles.

**Goals of PA Support**

- I. Public Affairs Goals to achieve after incident.
- A. Inform local, internal and world-wide public.
  - B. Manage media resources, conduct media escort.
  - C. Speak for the Commander and eliminate rumors.
  - D. Disseminate Command Information to internal, local and external radio, television and print news mediums. Use Norsat Satellite for live interviews to DVIDS.

**Figure M-1. Crisis Communications Plan (Pg 3).**

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- E. Be the voice of the Command and use media escorts, press briefings and news conferences to tell the story and inform the public.
- F. Set up a Media Operations Center on Fort Bragg to serve as a central hub for media activity.
- G. Reassure the Public. Let them know that things are under control, and there is nothing to worry about.

**Key Messages and Themes**

I. Public Affairs will communicate to separate audiences through the use of Key messages and themes

A. Internal audience messages

1. It is a terrible tragedy that we have lost more lives due to terrorists and their insistence on threatening the American way of life. My heart goes out to the family members of the deceased, and I will commit myself to doing all I can to make sure the people responsible for this cowardly attack are brought to justice. For some reason, there are people out there who want to bring chaos, death and destruction into the heartlands of America. I am resolved to make sure this will not happen again, and ask that we all use this tragedy, as a moment to pray for the victims and their families, and recommit ourselves to standing strong against those who wish to harm our way of life.
2. As Soldiers and Paratroopers living on a US Army installation, we are a prime target for terrorists. Having committed ourselves to taking the fight to the enemy, on their territory, the enemy now wishes to create chaos in our hometowns. I can tell you that we will stand strong, and committed to bringing the fight to the enemy. What has happened at Fort Bragg is a tragedy. And we can do now, is pray for the victims and their families, and stay committed to fighting the Global war on terror, even if it's in our own backyards. Although Fort Bragg has been attacked, the resolve and determination of the Soldiers, Paratroopers and local communities will not falter. We were dealt a blow, but we will do justice to the victims of this tragedy by grieving quickly, and then standing tall and proud, with the resolve to carry on, and commit ourselves to continuing the fight against world terror.
3. This is an isolated incident. There is no reason to believe that other Military Bases are in danger of immediate attack. But we must always remain vigilant and eady, watching for those who would like to do the same to Military Bases elsewhere.

**Figure M-1. Crisis Communications Plan (Pg 4).**



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## B. Local audience messages

1. The Soldiers, Paratroopers and their families of the Fort Bragg Community are in shock today. They are shocked that terrorists would be so cowardly as to attack the community where they choose to live. But the Fayetteville community is unwavering. These terrorists choose to hide and use cowardly tactics to disrupt a peaceful community. Instead of standing up and fighting their war in uniforms on the field of battle, these cowards have chosen to strike a community and run away. Well, we are not victims, and we will not stand for this. We will come together and help each other grieve, and then we will come together and show the rest of the world that we refuse to be victims of such cowardice by making sure this never happens again.

2. The rest of the world is watching this small, North Carolina community right now. How we respond will be visible to hundreds of millions of people. We are in pain. But we cannot let that affect how we choose to live our lives. This community of hard-working Americans, that has supported Soldiers and Paratroopers for so long, and has seen so many men and women go off and fight our nations wars, will not be bullied. This is a time for sorrow, a time for reflection. But we must not let this incident cause us to be too somber. We will bounce back quickly, and show the rest of the world, the fight that Fayetteville, North Carolina has inside.

3. Fayetteville, North Carolina is no stranger to tragedy. Many families who have lived within this heroic town have experienced the loss of loved ones due to their service to keeping this nation, this community free. The fact that terrorists could make such a bold assault on our community is an outrage. But let us not be afraid, or let our anger guide our actions. We are resolved to find those responsibility, and although we are bruised, we must commit ourselves to getting healthy, and fight this tragedy as we come together as one community.

## C. External audience messages

1. The United States Army regrets the actions that have occurred on Fort Bragg. The loss of live greatly affects our Army family and the local Fayetteville community. We will do all we can to hunt down these terrorists and prosecute them to the furthest extent of the law.

2. It is tragedy that we have lost Soldiers at Fort Bragg due to this cowardly attack. But when you are part of a Soldier and Paratrooper community that consistently brings the fight to the enemy, it is not completely a surprise that Fort Bragg would become a target of those who wish to destroy the structure that keeps America free,

**Figure M-1. Crisis Communications Plan (Pg 5).**

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the US Military. We are members of a professional community. A community that has seen many of its finest members march into the field of battle. We are a community that is no stranger to hardship. We will not let this attack scare, threaten or confuse us. We will go about our normal daily activities, and provide comfort for one another as we recover from this cowardly attack.

3. As Americans we mourn this attack. But as a community of Soldiers we stand resolved to keep moving forward. This is not an attack on Fort Bragg, or Fayetteville. It is an attack on America.

**Audiences**

I. The following audiences will likely express interest in a VBIED attack at the front gate of Fort Bragg.

1. Local, regional and national news media representatives.
2. Local, regional and national citizens.
3. Service members and civilian staff.
4. Family members
5. World Leaders, governments, and foreign nationals.
6. The enemy who conducted the attack.

**Tactics**

I. Fort Bragg Garrison Public Affairs will set up a Media Operations Center (MOC) at XVIII Airborne Headquarters. 22<sup>nd</sup> MPAD, 49<sup>th</sup> PAD, and other Fort Bragg PADs will facilitate as available.

A. Media Relations

1. Establish liaison and points of contact with local and regional media.
2. Identify and train spokespersons for major tenant organizations and representatives from emergency services. Training will include guidance on authority to release information and how to handle live interviews.

**Figure M-1. Crisis Communications Plan (Pg 6).**

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## B. Command Information.

1. Provide a PA advisor to the Family Assistance Center to handle media and calls from family members.
2. Provide a senior PA advisor to civilian emergency centers Emergency to advise Crisis Management Team.
3. Provide internal news updates and advisories through Bragg TV, Paraglide Newspaper, Pentagon Channel, and DVIDS.
4. Provide a daily summary of media activities, media analysis reports, copies of news articles to FORSCOM, OSD (PA).

## C. Community Relations.

1. Work with local and state public affairs providing information on the current situation and make sure that communication is current and shared. No information fratricide
2. Provide briefings to Fayetteville community officials.

**Coordination and Responsibilities**

I. Responsibilities of key personnel to include Release authority, Installation PAO and staff, and logistics coordination.

## A. Release Authority and how to coordinate.

1. Once PPAG is approved, OSD (PA) will decide whether or not release authority falls under local Army control.
2. Once release authority falls under XVIII Airborne Corps Garrison Public Affairs, authority will be coordinated by the Deputy PAO, who will approve all releases to include Command Information Products.

**Figure M-1. Crisis Communications Plan (Pg 7).**

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3. Garrison PA NCOIC will coordinate all DVIDS interviews.
- B. Installation PAO and Installation Staff Coordination and roles.
1. Installation PAO will work with Civil Affairs, PSYOP and IO staffs to coordinate themes and messages and synch talking points.
  2. PAO will coordinate with G-4 for logistics issues to include equipment and set-up, transportation and supplies to support media and Command Information.
  3. PAO will coordinate with G-6 for special signal equipment set-up and communications centers.
1. PAO will work with Operations G-3 for developments and breaking situations.
  2. PAO will coordinate intel updates with S-2 and seek guidance on OPSEC.
- C. Logistics Coordination.
1. PAO will coordinate all logistics through Corps G-4.
  2. Transportation, equipment, locations of press briefings will be established immediately, and operated out of MOC at Corps Headquarters.
  3. Internal PA Soldiers will dispatch humvees for media escort, while Government Vans will be assigned for high-ranking personnel, and dignitary shuttles.

**Media Escorts**

- I. Media Escorts.
- A. Units will provide escorts to the media to assist with arranging details of the media visit, assist with tactical security, and to enforce ground rules and OPSEC.
  - B. Units will provide escorts for the duration of the media visit. Avoid frequent changing of the escort. Continuity is the best course of action.
  - C. The BCT PA Section will always escort media when working with the BCT CDR or primary staff. Likewise, the BCT PA staff may accompany high visibility media at battalion level events, as the mission dictates. Battalions should be prepared to provide escorts when tasked with accepting media.

**Figure M-1. Crisis Communications Plan (Pg 8).**

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## D. Media Escort Responsibilities. The media escort will:

1. Liaison between the command and the reporter. Assist with giving correct information from the unit perspective
2. Assist the media with filing the story. Provide non-secure Internet access, power/electrical access, etc. as the mission permits to assist the media file the story
3. Guide and interpreter of the events your unit is conducting
4. Provide the same levels of support as any other United States civilian in a combat situation. Assist the reporter with making combat-smart decisions.
5. Enforce OPSEC and media ground rules. Ensure reporter maintains tactical discipline.
6. Assist with logistical support within the bounds of the ground rules
7. Avoid becoming the subject of a story. You are an escort, not the highlight of the story.

## E. Media Escort Guidelines.

1. Brief Soldiers in media escort path to ensure they understand that media will be in the area and understand the acceptable expectations of conduct.
2. During the mission:
  - a. Always keep your temper
  - b. Be polite but firm
  - c. Assist the reporter within reasonable limits
  - d. Enforce the ground rules and maintain OPSEC.
3. After the mission:
  - a. Back brief the PAO
  - b. Coordinate with PAO to make follow-up call to news media representative
  - c. Prepare an after-action report and forward to the BCT PAO.

**Embedded Media Procedures**

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

2. The intent of the 2 BCT embedded media program is to establish relationship with the news media representative (NMR), to provide the opportunity to see, firsthand, the unit in action, and to provide detailed background information from the unit's point of view to

**Figure M-1. Crisis Communications Plan (Pg 9).**

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ensure factual and fair coverage of military operations. The news may not always be good, but we should ensure that it is reported truthfully and factually. To accomplish this we will strive to embed the reporter at the lowest level possible to witness Soldiers actions and unit operations.

3. Once a particular media representative is cleared by the higher headquarters for embedding with the BCT, the PAO section will begin the reception procedures. The BCT PAO Section will:

- a. Receive and accredit all media personnel IAW higher headquarters and combatant command policies. This accreditation will include completing the Media Ground Rules Form; a Media Hold Harmless Agreement Form; a Media Agreement to Reimburse Form; and a Media Registration form .
- b. Provide NMR a copy of the accreditation documentation, compile file copies and log NMR into media reception log
- c. Provide an operational overview or background information to include a press packet or briefings from BCT Staff SMEs as appropriate
- d. Ensure NMRs have proper field gear and protective gear prior to media hand-off to subordinate unit
- e. Plan and coordinate BCT Commander interview/greeting prior to media hand-off to subordinate units
- f. Develop/update the media assessment and/or IPB and disseminate to the respective units
- g. Coordinate with the respective UPAR for media hand-over details. Hand-off procedures will be conducted as the tactical and logistics situation dictates (e.g. unit may be tasked to greet and transport media at the BCT TOC or Media Operations Center).

4. Units will:

- a. Provide operational overview to NMR. Maintain appropriate OPSEC measures.
- b. Provide NMRs with appropriate safety briefing taking specific tactical situation into account.
- c. Provide escort to NMR down to company level.
- d. Enforce media ground rules and OPSEC. The burden of maintaining OPSEC is on the unit, not the NMR. If OPSEC is violated, explain to the NMR of the situation and that according to the ground rules, publication of the violation will not be allowed.
- e. Provide media SITREPs to BCT PAO daily
- f. Provide media/escort AAR to BCT PAO within 24 hours of the conclusion of all media events.

**Figure M-1. Crisis Communications Plan (Pg 10).**

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## 5. Unit Do's:

- a. Provide escort to the lowest level.
- b. Stay in your lane. Your mission is a small piece of the overall context. Do not comment on national policy.

6. Units will **not**:

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

## 7. NMRs will:

- a. Abide by the ground rules. When in doubt, the NMR is expected to ask for clarification.
- b. Submit (as per ground rule agreement) to security review of material. This review will address security only and not content.
- c. Remain properly dressed for the climate and terrain and living conditions, must have equipment to carry out their mission, and must have satisfied passport and visa requirements.
- d. Maintain and wear protective gear as per the respective commander's policy. NMRs will wear what the Soldiers wear, when the Soldiers wear it.

8. Media representatives should have sufficient funds to cover expenses, such as messing aboard ship, purchase of field rations, use of commercial long-distance telephones, and purchase of food and supplies on the economy.

### **Media Registration Procedures**

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

**Figure M-1. Crisis Communications Plan (Pg 11).**

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Secretary of Defense for Public Affairs (OASD (PA)) and the higher HQ to provide for physical security in the AO.

3. Typically the NMR will be accredited at the higher HQ. However, the BCT will register all media for security and tracking purposes.
4. Registration Procedure:
  - a. The NMR is required to fill out the registration form and accept the media ground rules form, waiver form and reimbursement form. Those forms will be attached to the registration form and filed in the media reception log.
  - b. Annotate the registration in the PA section 1594.
  - c. Provide a copy of the documentation to the NMR
5. Badging Procedure. When the BCT must badge an NMR, the following information will be include on the accreditation badge:
  - a. Photo
  - b. Name of person badged
  - c. Issue date and expiration date
  - d. Agency
  - e. Name of issuing authority
  - f. Control number
  - g. Signature block
  - h. Colors of badges can be varied based on function of the personnel being issued the badge and by the HQ issuing the badge. The BCT policy is:
    - 1) Green – Media for Training
    - 2) Red – Civilian Media
    - 3) Blue or Photo ID – Military or Department of the Army Public Affairs Personnel
  - i. After a badge is prepared, it should be issued and logged by control number.

ANNEXES

- A. Media Reception Checklist
- B. Media Packing List
- C. Media Registration Form
- D. Media Reception Log
- E. Media Ground Rules Form
- F. Media Hold Harmless Agreement Form
- G. Media Agreement to Reimburse Form

**Figure M-1. Crisis Communications Plan (Pg 12).**



## APPENDIX N – Public Affairs Guidance

### Public Affairs Guidance (Sample)

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FROM: 74<sup>TH</sup> INFANTRY DIVISION PUBLIC AFFAIRS OFFICE  
TO: SECDEF WASHINGTON DC//ASD{PA} : DPL  
INFO: SECSTATE WASHINGTON DC//OASD-PA//DPO//  
SECDEF WASHINGTON DC//OASD-PA//  
U.S. EMBASSY – IRAQ//PA//  
CJCS WASHINGTON DC//PA//  
CENTCOM//PA//  
MNF-I//PA//  
MNC-I//PA//  
22<sup>ND</sup> MPAD

UNCLASS

SUBJ: PROPOSED PUBLIC AFFAIRS GUIDANCE – OPERATION ACTION FORCE {U}

A. MULTINATIONAL CORPS – IRAQ OPLAN 7834-05

B. OPOD 2014-05 ACTION FORCE 74<sup>TH</sup> ID

1. {U} REF A DIRECTED 74<sup>TH</sup> INFANTRY DIVISION TO SUBMIT PLANS FOR A SCHEDULED DEPLOYMENT TO BAGHDAD FROM 220900CJAN09 TO 220900CJAN10. REF B 74<sup>TH</sup> ID'S PLAN FOR OPERATION ACTION FORCE. OPERATION ACTION FORCE'S MISSION IS TO SET THE CONDITIONS FOR ESTABLISHING A DEMOCRATIC IRAQI GOVERNMENT, REBUILDING THE IRAQI INFRASTRUCTURE AND ECONOMY, AND RESTORING LAW AND ORDER IN CONJUNCTION WITH THE EMPLOYMENT OF A PROFESSIONAL IRAQI ARMED FORCE CAPABLE OF MEETING IRAQI SECURITY REQUIREMENTS WITHIN AO KATE, WITH THE FULL SUPPORT OF THE IRAQI GOVERNMENT.

WITH INSURGENTS EXPECTED TO CONDUCT OPERATIONS AGAINST U.S. AND IRAQI FORCES IN AN EFFORT TO THRWART IRAQ'S MOVE TOWARD DEMOCRACY, AN ACTIVE PA APPROACH IS DEEMED APPROPRIATE. THIS WILL ENABLE 74<sup>TH</sup> ID TO ANNOUNCE THE OPERATION ASAP AS A MEANS OF COUNTERING DISINFORMATION EFFORTS.

2. {U} THE FOLLOWING PROPOSED PUBLIC AFFAIRS GUIDANCE {PAG} HAS BEEN THEATRE COORDINATED AND IS FOWARDED FOR ASD{PA} APPROVAL. THE PPAG WAS PROVIDED TO IRAQ 040900CJAN09 FOR REVIEW. WE ANTICIPATE CONCURRENCE. THEIR COMMENTS WILL BE FORWARDED VIA SEPARATE MESSAGE NLT 110900CJAN09. THIS GUIDANCE IS REQUIRED FOR USE NLT 220900CJAN09. REQUEST APPROVAL OF THE CONTINGENCY STATEMENT, PARA 6, ASAP FOR USE IN CASE THE OPERATION IS LEAKED BEFORE THE PROPOSED ANNOUNCEMENT DATE.

3. {U} THIS OPERATION WILL HAVE AN ACTIVE PUBLIC AFFAIRS APPROACH. RECOMMEND A JOINT ASD{PA}/74<sup>TH</sup> INFANTRY DIVISION ANNOUNCEMENT BE MADE AT 1300 HOURS E.S.T. FRIDAY 22 JAN 09. IF APPROVED, MULTINATIONAL CORPS – IRAQ WILL ISSUE A NEWS RELEASE THROUGH THE IRAQI EMBASSY, USIA AT THE PRESIBED

Figure N-1. Public Affairs Guidance (Pg 1).

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TIME AND DATE. HOST NATION WILL SIMULTANEOUSLY ANNOUNCE THROUGH PRESS RELEASE OR NEWS BRIEFING/CONFERENCE.

4. {U} THE FOLLOWING STATEMENT IS PROPOSED FOR PUBLIC RELEASE. {TEXT FOLLOWS}: QUOTE.

4.A. OPERATION ACTION FORCE

4.B. WILL SUPPORT THE IRAQI GOVERNMENT AND ITS SECURITY FORCES IN ORDER TO PROVIDE A SAFE AND SECURE ENVIRONMENT FOR THE PEOPLE OF IRAQ.

4.C. PREVIOUS OPERATIONS HAVE HELPED COALITION FORCES ACHIEVE THE STABILITY REQUIRED FOR CONTINUED PROGRESSIVE ON THE ROAD TO A DEMOCRATIC IRAQ.

4.D. FOR ADDITIONAL INFORMATION CONTACT SFC CRAIG ZENTKOVICH COMM 889-677-7599 OR DSN 585-611-7599. END QUOTE.

5. {U} THE FOLLOWING Q&A ARE FOR RTQ ONLY.

Q1. HOW MANY SOLDIERS WILL DEPLOY TO IRAQ AND WHEN WILL THEY RETURN?

A1: THERE WILL BE ABOUT 8,000 TROOPS FROM THE 74<sup>TH</sup> INFANTRY DIVISION WHO WILL BE DEPLOYING. THEY ARE EXPECTED TO BE IN IRAQ ANYWHERE FROM 12 TO 15 MONTHS.

Q2: WHERE WILL THE 74<sup>TH</sup> ID BE LOCATED IN IRAQ?

A2: THE 74<sup>TH</sup> ID WILL BE LOCATED THROUGHOUT BAGHDAD AND SOME OF THE SURROUNDING AREAS TO INCLUDE THE BAGHDAD INTERNATIONAL AIRPORT WHICH IS LOCATED ABOUT 15 MILES SOUTHWEST OF BAGHDAD.

Q3. WHAT IS THE MISSION OF THE 74<sup>TH</sup>?

A3: THE 74<sup>TH</sup> ID WILL CONDUCT STABILITY OPERATIONS IN IRAQ TO SET THE CONDITION FOR ESTABLISHING A DEMOCRATIC IRAQI GOVERNMENT WHILE HELPING TO REBUILD THE IRAQI INFRASTRUCTURE AND ECONOMY.

Q4: WHAT ARE THE MAJOR CHALLENGES THE DIVISION MAY FACE?

A4: IN ADDITION TO COMBATING IRAQI FORCES, OUR SOLDIERS FACE CHALLENGES SUCH AS THE CULTURAL DIFFERENCES, A HARSH OPERATING ENVIRONMENT, AND SEPARATION FROM LOVED ONES. HOWEVER, THERE ARE AGENCIES AND PROGRAMS IN PLACE TO ASSIST OUR SOLDIERS.

Q5: WHAT TYPE OF SUPPORT AGENCIES ARE OUT THERE FOR THE FAMILIES?

A5: WE HAVE A GREAT FAMILY SUPPORT SYSTEM. THERE ARE FAMILY SUPPORT GROUPS IN EACH UNIT WITHIN THE BRIGADE THAT ARE TRAINED TO ASSIST THOSE WHO HAVE DEPLOYED SERVICEMEMBERS. ALONG WITH FAMILY SUPPORT GROUPS THERE ARE CHAPLAINS AVAILABLE AT ANYTIME TO ASSIST FAMILY MEMBERS. FAMILIES ARE KEY TO MISSION SUCCESS AND ONE OF OUR PRIMARY GOALS IS ENSURING THEY ARE PROPERLY CARED FOR.

Q6: HOW IS THE MORALE OF THE SOLDIERS?

A6: OUR MORALE IS HIGH. THE 74<sup>TH</sup> INFANTRY DIVISION IS A PROUD UNIT WITH A DISTINGUISHED HISTORY. WE ARE TRAINED AND READY FOR THE DEPLOYMENT. OUR SOLDIERS ARE CONFIDENT IN THEMSELVES, THEIR LEADERS, AND THEIR EQUIPMENT.

Q7: HOW WILL THE 74<sup>TH</sup> ID MITIGATE CASUALTIES?

A7: WE WILL ASSESS THE RISKS IN EVERYTHING WE DO. TRENDS ARE REPORTED SO LEADERS AND THEIR SOLDIERS CAN LEARN TO MITIGATE RISKS. THE DIVISION HAS FORCE PROTECTION CELLS DOWN TO THE BATTALION LEVEL, WHICH ARE CONTINUALLY REVIEWING PROCEDURES AND ANALYZING THREATS IN THE AREA.

Figure N-1. Public Affairs Guidance (Pg 2).

## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

Q8: WILL THE SOLDIERS HAVE COMMUNICATION WITH FAMILY MEMBERS BACK HOME?

A8: ABSOLUTELY. WE UNDERSTAND THE IMPORTANCE OF COMMUNICATION WITH LOVED ONES BACK HOME AND OUR FORWARD OPERATING BASE HAS A MORALE, WELFARE AND RECREATIONAL CENTER THAT IS FULLY EQUIPPED WITH PHONES AND INTERNET ACCESS. SOLDIERS ARE ENCOURAGED BY THEIR CHAIN OF COMMAND TO COMMUNICATE WITH ONES BACK HOME.

Q9: WHAT IS THE TERRORIST THREAT LIKE IN THE 74<sup>TH</sup> ID AREA OF OPERATIONS?

A9: RECENT INTELLIGENCE REPORTS INDICATE THAT TERRORIST ACTIVITY IN THE AREA THAT THE 74<sup>TH</sup> ID WILL BE OCCUPYING HAS SIGNIFICANTLY DECREASED SINCE THE START OF THE WAR. WE WILL CONTINUE TO KEEP THE TERRORIST THREAT DOWN WHILE HELPING TO REBUILD IRAQ.

Q10: WITH THE VARIOUS RELIGIOUS AND POLITICAL FACTIONS WITHIN IRAQ, CAN THE 74<sup>TH</sup> ID BE SUCCESSFUL?

A10: OUR FOCUS IS TO SUPPORT THE GOVERNMENT OF IRAQ AND TO BUILD AND MAINTAIN THEIR SECURITY FORCES. WE WILL NOT FAIL OUR MISSION. ULTIMATELY, THE SECURITY OF IRAQ WILL BE UP TO THE IRAQI PEOPLE. OUR SOLDIERS ARE TAUGHT TO RESPECT THE CULTURAL, ETHNIC, AND RELIGIOUS PRACTICES OF IRAQ. OUR OPERATIONS ARE CONDUCTED IN A MANNER OF THE SAME.

Q11: WITH ALL THE REPORTS STATING THAT THE ARMY IS FACING RECRUITING AND RETENTION PROBLEMS, WILL THE 74<sup>TH</sup> ID DEPLOY TO IRAQ AT FULL STRENGTH?

A11: THE 74<sup>TH</sup> ID EXCEEDED THE RETENTION MISSION IN ALL CATEGORIES (FIRST TERM, MIDTERM, AND CAREER) THIS PAST FISCAL YEAR. THIS IS A TESTAMENT TO THE DIVISION'S LEADERSHIP AND COMMITMENT OF THE SOLDIERS.

Q12: WILL SOLDIERS WHO ARE SCHEDULED TO SEPARATE FROM MILITARY SERVICE DUE TO FULFILLING THEIR CONTRACT HAVE TO DEPLOY?

A 12: EACH SOLDIER'S SITUATION IS UNIQUE AND HANDLED ON A CASE-BY-CASE BASIS. THE DIVISION'S 90 DAY STOP LOSS/MOVE POLICY WILL BE EFFECTIVE 90 PRIOR TO THE ACTUAL DEPLOYMENT DATE.

Q13: SOLDIERS AND THEIR FAMILIES FACE ADDITIONAL STRESS DUE TO THE ONGOING ROTATION OF ARMY UNITS IN SUPPORT OF OPERATION IRAQI FREEDOM. WHAT HAS THE DIVISION DONE TO HELP?

A13: THE 74<sup>TH</sup> ID HAS A FAMILY READINESS CENTER TO SERVE THE VARIOUS NEEDS OF FAMILY MEMBERS. WE HAVE FULL-TIME FAMILY READINESS GROUP ASSISTANTS AVAILABLE TO HELP FAMILIES WITH PROBLEMS THEY MAY FACE. WHEN OUR SOLDIERS DEPLOY THEY KNOW THAT THEIR FAMILIES ARE SAFE, HOUSED, AND HAVE ACCESS TO MEDICAL CARE AND COMMUNITY SERVICES.

Q14: WHAT WILL THE LIVING CONDITIONS BE LIKE FOR THE SOLDIERS?

A14: EACH SOLDIER WILL BE TAKEN CARE OF AND AFFORDED THE BASIC COMFORTS OF LIFE. THEY WILL BE HOUSED IN AIR-CONDITIONED TRAILERS WITH TELEVISION ACCESS. THE TRAILERS ARE IN WALKING DISTANCE FROM THE DINING FACILITY AND THE LOCAL MWR. SOLDIERS WILL BE AFFORDED TIME TO COMMUNICATE BACK HOME AND RECEIVE MAIL REGULARLY. ENSURING THE SOLDIERS' LIVING CONDITIONS ARE ADEQUATE NOT ONLY INCREASES THEIR MORALE, BUT OUR EFFECTIVENESS AS A FIGHTING FORCE.

Q15: DO YOU THINK THE SOLDIERS WILL BE PULLED OUT OF IRAQ EARLY NOW THAT

**Figure N-1. Public Affairs Guidance (Pg 3).**

## UNCLASSIFIED/FOR TRAINING PURPOSES ONLY

PRESIDENT OBAMA HAS TAKEN OFFICE?

A15: OUR SOLDIERS ARE NOT FOCUSED ON LEAVING IRAQ ANY EARLIER THAN ANTICIPATED AND WILL CONTINUE TO SUPPORT THEIR COMMANDER IN CHIEF'S DECISIONS AND CARRY OUT ALL MISSIONS IN A PROFESSIONAL MANNER.

6. {U} CONTINGENCY STATEMENT – REQUEST APPROVAL OF THE FOLLOWING CONTINGENCY STATEMENT ASAP TO BE ABLE TO RESPOND TO SPECULATION OR LEAKS CONCERNING THE UPCOMING OPERATION. {TEXT FOLLOWS}: {QUOTE}.

PREPARATIONS ARE CURRENTLY UNDERWAY FOR THE 74<sup>TH</sup> INFANTRY DIVISION TO DEPLOY IN SUPPORT OF OPERATION IRAQI FREEDOM. ADDITIONAL INFORMATION CONCERNING THE OPERATION WILL BE MADE AVAILABLE WHEN THE OPERATION IS OFFICIALLY ANNOUNCED. {END QUOTE}.

7. {U} MISCELLANEOUS INFORMATION {NOT FOR PUBLIC RELEASE} :

7.A.MEDIA INFORMATION CENTERS ARE LOCATED IN BAGHDAD'S GREEN ZONE AND AT THE BAGHDAD INTERNATIONAL AIRPORT.

7.B.THE 74<sup>TH</sup> INFANTRY DIVISION PUBLIC AFFAIRS SHOP WILL FALL UNDER MULTINATIONAL CORPS – IRAQ AND WILL SEND ALL PUBLIC AFFAIRS PRODUCTS TO THEM FOR RELEASE. EACH BRIGADE PUBLIC AFFAIRS REPRESENTATIVE WITHIN THE 74<sup>TH</sup> ID WILL REVIEW ALL PA RELEASES AND SEND THEM TO THE 74<sup>TH</sup> ID PAOFFICER IN CHARGE FOR FURTHER REVIEW BEFORE BEING FORWARDED FOR RELEASE.

7.C. MEDIA COVERAGE IS ENCOURAGED THROUGHOUT THE DURATION OF THE DEPLOYMENT IN ORDER TO GET THE COMMAND'S THEMES AND MESSAGES OUT TO THE PUBLIC. ALL MEDIA WHO WANT TO COVER COALITION TROOPS WITHIN THE 74<sup>TH</sup> ID WILL INPROCESS AND BE ACCREDITED THROUGH THE COMBINED PRESS INFORMATION CENTER IN BAGHDAD'S INTERNATIONAL ZONE. POINT OF CONTACT FOR CPIC IS [MNFI.MEDIAEMBED@IRAQ.CENTCOM.MIL](mailto:MNFI.MEDIAEMBED@IRAQ.CENTCOM.MIL) .

7.D. THE 74TH ID PA SHOP AND UNIT PUBLIC AFFAIRS REPRESENTATIVES WILL PROVIDE INTERNAL PRINT AND BROADCAST COVERAGE THROUGHOUT THE DEPLOYMENT. UPARS AND PAOS WILL PUSH GOOD NEWS STORIES OUT WHILE CONVEYING THE COMMAND'S THEMES AND MESSAGES THROUGH NEWSLETTERS, WEB SITES, AND PODCASTS.

7.E.MEDIA EMBEDS ARE STRONGLY ENCOURAGED THROUGHOUT THE OPERATION. MEDIA WILL BE AFFORDED EVERY OPPORTUNITY POSSIBLE FOR OPEN AND INDEPENDENT REPORTING OF VARIOUS OPERATIONS DURING THE DEPLOYMENT.

7.F.SOLDIERS WILL NOT DISCUSS SPECIFIC DATES OF THE DEPLOYMENT, REDEPLOYMENT, EXACT TROOP STRENGTH, AND RULES OF ENGAGEMENT. THE PA OFFICE WILL PROVIDE ALL DEPLOYING SOLDIERS WITH MEDIA ON THE BATTLEFIELD TRAINING PRIOR TO DEPLOYMENT. ANY MEDIA THAT IS IN THE 74<sup>TH</sup> ID'S AREA OF OPERATIONS WILL HAVE A TRAINED MEDIA ESCORT. THE 74<sup>TH</sup> ID WILL PROVIDE LOGISTICAL SUPPORT TO MEDIA IN THE AREA OF OPERATIONS. ALL COMMANDERS ARE ENCOURAGED TO ATTEND THE PA COMMANDERS TRAINING BEFORE DEPLOYMENT. ALL SOLDIERS WILL BE ADVISED TO SECURE ANY INFORMATION AT THE SOURCE.

8. {U} 74<sup>TH</sup> ID'S PUBLIC AFFAIRS POINT OF CONTACT IS SFC CRAIG ZENTKOVICH AT [CRAIG.ZENTKOVICH@US.ARMY.MIL](mailto:CRAIG.ZENTKOVICH@US.ARMY.MIL) .

DECLASSIFY UPON APPROVAL OF ASD{PA}

Figure N-1. Public Affairs Guidance (Pg 4).

## **GLOSSARY**

### **Section I** **Acronyms & Abbreviations**

<b>1LT</b>	First lieutenant
<b>2LT</b>	Second lieutenant
<b>A</b>	Analog
<b>A/C</b>	Aircraft
<b>A/D</b>	Analog-to-digital
<b>A/DACG</b>	Arrival/departure airfield control group
<b>AA</b>	Antiaircraft
<b>AAFES</b>	Army and Air Force Exchange Service
<b>AAR</b>	After-Action Review
<b>AC</b>	Active Component
<b>ACC</b>	Army Correspondence Course
<b>ACCP</b>	The Army Correspondence Course Program
<b>ACES</b>	Army Continuing Education System
<b>ACK</b>	Acknowledgement
<b>ACS</b>	Army Community Service
<b>AD</b>	Active duty; Air defense
<b>ADA</b>	Air Defense Artillery
<b>ADMIN</b>	Administration
<b>ADVON</b>	Advanced echelon
<b>AEJ</b>	Advanced Electronic Journalism Course
<b>AFB</b>	Air Force Base
<b>AG</b>	Adjutant General Corps
<b>AIT</b>	Advanced Individual Training
<b>ALC</b>	Advanced Leaders Course
<b>ALCON</b>	All concerned
<b>ALO</b>	Air liaison officer
<b>am</b>	Amplitude modulation
<b>AMP</b>	Amplifier; analysis of mobility platform
<b>AN</b>	Alphanumeric
<b>ANG</b>	Air National Guard
<b>AO</b>	Area of operations
<b>AOI</b>	Area of interest

<b>AOR</b>	Area of responsibility
<b>AP</b>	Antipersonnel; Associated Press
<b>APAC</b>	Army Public Affairs Center
<b>APFT</b>	Army physical fitness test
<b>app</b>	appendix
<b>AR</b>	Army Regulation
<b>ARNG</b>	Army National Guard
<b>ASAP</b>	As soon as possible
<b>ASAT</b>	Automated Systems Approach to Training
<b>ASD(PA)</b>	Assistant Secretary of Defense (Public Affairs)
<b>ASI</b>	Additional Skill Identifier
<b>ASVAB</b>	Armed Services Vocational Aptitude Battery
<b>AT</b>	Annual training; Antiterrorism; Antitank
<b>AT/FP</b>	Antiterrorism/force protection
<b>ATRRS</b>	Army Training Requirements and Resource System
<b>AV</b>	Audiovisual
<b>BAH</b>	Basic allowance for housing
<b>BAS</b>	Basic allowance for subsistence; Battalion aid station
<b>BC</b>	Branch Code
<b>BCD</b>	Bad conduct discharge
<b>BCT</b>	Brigade Combat Team; Basic combat training
<b>BDA</b>	Battle damage assessment
<b>Bde</b>	Brigade
<b>BMC</b>	Broadcast Managers Course
<b>Bn</b>	Battalion
<b>BOD</b>	Broadcast Operations Detachment
<b>BRAC</b>	Base realignment and closure
<b>BSB</b>	Brigade Support Battalion
<b>C-130</b>	Hercules aircraft
<b>C-141</b>	Starlifter aircraft
<b>C-17</b>	Globemaster III aircraft
<b>C2</b>	Command and control
<b>C4</b>	Command, control, communications, and computers
<b>C-5</b>	Galaxy aircraft
<b>CA</b>	Civil affairs
<b>CAB</b>	Combat aviation brigade
<b>CALL</b>	Center for Army Lessons Learned

<b>CAS</b>	Close Air Support
<b>CASEVAC</b>	Casualty evacuation
<b>CAT</b>	Category
<b>CATS</b>	Combined Arms Training Strategy
<b>CBE</b>	Command Budget Estimate
<b>CBRN</b>	Chemical, biological, radiological, or nuclear
<b>CC</b>	Chemical Corps
<b>CCIR</b>	Commander's critical information requirements
<b>CCD</b>	Charge Coupled Device
<b>CCP</b>	Casualty collection point
<b>CDR</b>	Commander
<b>CD-ROM</b>	Compact Disk-Read Only Memory
<b>CFX</b>	Command Field Exercise
<b>CG</b>	Commanding General
<b>CH</b>	Chaplains
<b>CHAMPUS</b>	Civilian Health and Medical Program for the Uniformed Services
<b>CI</b>	Command Information
<b>CIA</b>	Central Intelligence Agency
<b>CID</b>	Criminal Investigation Division
<b>CIV</b>	Civilian
<b>CJCS</b>	Chairman of the Joint Chiefs of Staff
<b>Claymore</b>	M18A1 antipersonnel mine
<b>CMF</b>	Career management field
<b>CO</b>	Commanding Officer
<b>COA</b>	Course of action
<b>COB</b>	Command Operating Budget
<b>COIN</b>	Counterinsurgency
<b>COL</b>	Colonel
<b>COMCAM</b>	Combat camera
<b>COMM</b>	Communications
<b>CONEX</b>	Container express
<b>cont</b>	continued
<b>CONUS</b>	Continental U.S.
<b>COP</b>	Combat Outpost
<b>CP</b>	Command Post
<b>CPIC</b>	Combined Press Information Center
<b>CPT</b>	Captain

<b>CPX</b>	Command Post Exercise
<b>CSA</b>	Chief of Staff, United States Army
<b>CSM</b>	Command Sergeant Major
<b>CTF</b>	Combined task force
<b>CTT</b>	Common Task Test
<b>CTX</b>	Combined training exercise
<b>CVC</b>	Combat vehicle crewman
<b>D/A</b>	Digital-to-analog
<b>D/C</b>	Down-converter
<b>DA Form</b>	Department of the Army Form
<b>DA Pam</b>	Department of the Army Pamphlet
<b>DA</b>	Department of the Army
<b>DACG</b>	Departure airfield control group
<b>DC</b>	Dental Corps
<b>DCO</b>	Deputy commanding officer
<b>DD Form</b>	Department of the Defense Form
<b>DD</b>	Defense Department
<b>DeCA</b>	Defense Commissary Agency
<b>decon</b>	decontamination
<b>DEERS</b>	Defense Enrollment Eligibility Reporting System
<b>DEFCON</b>	Defense readiness condition
<b>demo</b>	demolition
<b>DET</b>	Detachment
<b>DFAS</b>	Defense Finance and Accounting Service
<b>DIMOC</b>	Defense Imagery Management Operations Center
<b>Div</b>	Division
<b>DL</b>	Distributed Learning
<b>DLA</b>	Defense Logistics Agency
<b>DMA</b>	Defense Media Activity
<b>DOD</b>	Department of Defense
<b>DOT</b>	Directorate of Training
<b>DOTMLPF</b>	Doctrine, Organizations, Training, Materiel, Leadership, Personnel, Facilities
<b>DTG</b>	Date-Time Group
<b>DV</b>	Distinguished visitor
<b>DVA</b>	Department of Veterans Affairs
<b>DVD</b>	Digital Video Disc



<b>DVIDS</b>	Digital Video and Imagery Distribution System
<b>DX</b>	Direct exchange
<b>DZ</b>	Drop zone
<b>e.g.</b>	for example
<b>Ea</b>	Each
<b>EC</b>	Editor Course
<b>ECU</b>	Extreme Close Up
<b>EEO</b>	Equal employment opportunity
<b>EFP</b>	Explosive formed projectile
<b>ELO</b>	Enabling Learning Objectives
<b>EMS</b>	Emergency medical services
<b>ENDEX</b>	End of exercise
<b>ENL</b>	Enlisted
<b>EO</b>	Equal opportunity;
<b>EOA</b>	Equal opportunity advisor
<b>EOD</b>	Explosive ordnance disposal
<b>EPA</b>	Environmental Protection Agency; Evasion plan of action
<b>EPW</b>	Enemy Prisoner of War
<b>ER</b>	Evaluation report
<b>ETA</b>	Estimated time of arrival
<b>etc.</b>	et cetera
<b>EXEVAL</b>	External evaluation
<b>F</b>	Fahrenheit
<b>FA</b>	Functional Area
<b>FARP</b>	Forward arming and refueling point
<b>FAX</b>	Facsimile
<b>FBI</b>	Federal Bureau of Investigation
<b>fig</b>	figure
<b>FIST</b>	Fire Support Team
<b>FLOT</b>	Forward line of own troops
<b>FM</b>	Field Manual
<b>FO</b>	Forward Observer
<b>FOB</b>	Forward Operating Base
<b>FOIA</b>	Freedom of Information Act
<b>FORSCOM</b>	Forces Command
<b>FOUO</b>	For official use only
<b>FOV</b>	Field of view

<b>FPCON</b>	Force protection condition
<b>FPF</b>	Final Protective Fire
<b>FPL</b>	Final protective line
<b>frag</b>	fragmentation
<b>FRAGO</b>	Fragmentary order
<b>FREQ</b>	Frequency
<b>FSE</b>	Fire support element
<b>FSO</b>	Fire support officer
<b>FTP</b>	File transfer protocol
<b>FTX</b>	Field Training Exercise
<b>FWD</b>	Forward
<b>FY</b>	Fiscal Year
<b>G-1</b>	Assistant Chief of Staff, Personnel (Division or higher)
<b>G-2</b>	Assistant Chief of Staff, Intelligence (Division or higher)
<b>G-3</b>	Assistant Chief of Staff, Operations (Division or higher)
<b>G-4</b>	Assistant Chief of Staff, Logistics (Division or higher)
<b>G-5</b>	Assistant Chief of Staff, Civil Affairs (Division or higher)
<b>G-6</b>	Assistant Chief of Staff, Signal (Division or higher)
<b>GI</b>	Government Issue
<b>GP</b>	General Purpose
<b>GPS</b>	Global positioning system
<b>GSA</b>	General Services Agency
<b>HA</b>	Holding area; humanitarian assistance
<b>HALO</b>	High-altitude low-opening parachute technique
<b>HAZMAT</b>	Hazardous materials
<b>HE</b>	High Explosive
<b>HEAT</b>	High Explosive Anti-Tank
<b>HELO</b>	Helicopter
<b>HET</b>	Heavy equipment transporter
<b>HHB</b>	Headquarters and Headquarters Battery
<b>HHC</b>	Headquarters and Headquarters Company
<b>HHd</b>	Headquarters and Headquarters Detachment
<b>HHT</b>	Headquarters and Headquarters Troop
<b>HMMWV</b>	High mobility multipurpose wheeled vehicle
<b>HN</b>	Host nation
<b>HNS</b>	Host-nation support
<b>HQ</b>	Headquarters

<b>HQDA</b>	Headquarters, Department of the Army
<b>HS</b>	Home station
<b>HUMINT</b>	Human intelligence
<b>HVT</b>	High-value target
<b>Hz</b>	Hertz
<b>i.e.</b>	that is
<b>I/O</b>	Input/Output
<b>IA</b>	Information Assurance
<b>IAW</b>	In Accordance With
<b>IC</b>	Incident commander
<b>ICH</b>	Instructor contact hours
<b>ID</b>	Identification
<b>IED</b>	Improvised explosive device
<b>IET</b>	Initial Entry Training
<b>IFF</b>	Identification Friend or Foe
<b>IG</b>	Inspector General
<b>IMO</b>	Information management officer
<b>IN</b>	Infantry
<b>IND</b>	Improvised nuclear device
<b>Inf</b>	Infantry
<b>Instr</b>	Instruction
<b>INTERPOL</b>	International Criminal Police Organization
<b>INTREP</b>	Intelligence report
<b>INTSUM</b>	intelligence summary
<b>IO</b>	Information operations
<b>IPC</b>	Intermediate Photojournalism Course
<b>IPR</b>	In-Progress Review
<b>IPASC</b>	Intermediate Public Affairs Specialist Course
<b>IR</b>	Infrared
<b>IRR</b>	Individual Ready Reserve
<b>IRT</b>	Initial Response Team
<b>ISO</b>	In support of
<b>ISP</b>	Internet service provider
<b>IT</b>	Information technologies
<b>ITC</b>	Instructor Training Course
<b>ITEP</b>	Individual Training Evaluation Program
<b>ITO</b>	Invitational travel orders

<b>ITP</b>	Individual Training Plan
<b>IW</b>	information warfare
<b>J-1</b>	Personnel directorate of a joint staff
<b>J-2</b>	Intelligence directorate of a joint staff
<b>J-3</b>	Operations directorate of a joint staff
<b>J-4</b>	Logistics directorate of a joint staff
<b>J-5</b>	Plans directorate of a joint staff
<b>J-6</b>	Command, control, communications, and computer systems directorate of a joint staff
<b>JAG</b>	Judge Advocate General's Corps
<b>JCCC</b>	Joint combat camera center
<b>JCS</b>	Joint Chiefs of Staff
<b>JEPAC</b>	Joint Expeditionary Public Affairs Course
<b>JIB</b>	Joint information bureau
<b>JIPAC</b>	Joint Intermediate Public Affairs Course
<b>JOC</b>	Joint operations center
<b>JP</b>	Joint Publication
<b>JRTC</b>	Joint Readiness Training Center
<b>JSE PAC</b>	Joint Senior Enlisted Public Affairs Course
<b>JSPAC</b>	Joint Senior Public Affairs Course
<b>JTA</b>	Joint Table of Allowances
<b>JTD</b>	Joint Table of Distribution
<b>JVB</b>	Joint Visitors Bureau
<b>kb</b>	kilobit
<b>kbps</b>	kilobits per second
<b>kg (1)</b>	kilogram
<b>kHz</b>	kilohertz
<b>km</b>	kilometer
<b>kph</b>	kilometers per hour
<b>LAN</b>	Local area network
<b>LAT</b>	Latitude
<b>LAV</b>	Light armored vehicle
<b>LAW</b>	Light antitank weapon
<b>lb</b>	pound
<b>LCD</b>	Liquid Crystal Display
<b>LD</b>	Line of Departure
<b>Ldr</b>	Leader

<b>LED</b>	Light emitting diode
<b>LET</b>	Light equipment transport
<b>LFX</b>	Live Fire Exercise
<b>LIMDIS</b>	Limited distribution
<b>LKP</b>	Last known position
<b>LO</b>	Learning Objective
<b>LOA</b>	Letter of Agreement
<b>LOG</b>	Logistics
<b>LOGCAP</b>	Logistics civilian augmentation program (Army)
<b>LOI</b>	Letter of instruction
<b>LOS</b>	Line of sight
<b>LP</b>	Listening post
<b>LTC</b>	Lieutenant colonel
<b>LZ</b>	Landing zone
<b>M</b>	Meter
<b>MACOM</b>	Major Army Command
<b>MASH</b>	Mobile Army Surgical Hospital
<b>MB</b>	Megabyte
<b>Mbps</b>	Megabytes per second
<b>Mbs</b>	Megabits per second
<b>MC</b>	Medical Corps
<b>MEDCOM</b>	US Army Medical Command
<b>MEF</b>	Marine expeditionary force
<b>MET</b>	Medium equipment transporter; mobile environmental team
<b>METL</b>	Mission Essential Talk List
<b>METT-TC</b>	Mission, enemy, terrain and weather, troops available and civilians
<b>MEU</b>	Marine expeditionary unit
<b>MHz</b>	Megahertz
<b>MI</b>	Military Intelligence
<b>MIA</b>	Missing In Action
<b>MILES</b>	Multiple Integrated Laser Engagement System
<b>MILPER</b>	military personnel
<b>min</b>	minute
<b>MIPR</b>	Military Interdevelopmental Purchase Request
<b>MISO</b>	Military Information Support Operations (formerly PSYOP)
<b>MLRS</b>	Multiple Launch Rocket System
<b>mm</b>	millimeter

<b>MNF</b>	multinational force
<b>MOA</b>	Memorandum of Agreement
<b>MOB</b>	Mobilization
<b>MOC</b>	Media Operations Center
<b>MOGAS</b>	Motor gasoline
<b>MOI</b>	Memorandum of Instruction
<b>MOPP</b>	Mission oriented protection positive
<b>MOR</b>	Memorandum of record
<b>MOS</b>	Military Occupational Specialty
<b>MOSQ</b>	MOS Qualified
<b>MOU</b>	Memorandum of Understanding
<b>MOUT</b>	Military Operations on Urban Terrain
<b>MP</b>	Military Police
<b>MPAD</b>	Mobile public affairs detachment
<b>MPH</b>	Miles per hour
<b>MRAP</b>	Mine Resistant Ambush Protected vehicle
<b>MRE</b>	Meal, ready to eat
<b>MRX</b>	Mission Rehearsal Exercise
<b>MSR</b>	Main Supply Route
<b>MTOE</b>	Modified Table of Organization and Equipment
<b>MTP</b>	Mission Training Plan
<b>MWR</b>	Morale, welfare, and recreation
<b>NAS</b>	Naval air station
<b>NASA</b>	National Aeronautics and Space Administration
<b>NATO</b>	North Atlantic Treaty Organization
<b>NBC</b>	Nuclear, Biological, and Chemical
<b>NBI</b>	Non-battle injury
<b>NCO</b>	Noncommissioned Officer
<b>NCOA</b>	NCO Academy
<b>NCOER</b>	Noncommissioned officer evaluation report
<b>NCOES</b>	NCO Education System
<b>NCOIC</b>	Noncommissioned Officer In Charge
<b>NCS</b>	Net control station
<b>NG</b>	National Guard
<b>NGB</b>	National Guard Bureau
<b>NGO</b>	Nongovernmental organization
<b>NIPRNET</b>	Non-Secure Internet Protocol Router Network

<b>NLT</b>	Not later than
<b>NMC</b>	Non-mission capable
<b>NMR</b>	News media representative
<b>No</b>	Number
<b>NOK</b>	Next Of Kin
<b>NPS</b>	Non-prior service
<b>NRFI</b>	Not ready for issue
<b>NSA</b>	National Security Agency; national shipping authority
<b>NSI</b>	Not seriously injured
<b>NSN</b>	*****nonstandard number
<b>NTC</b>	National Training Center
<b>NVD</b>	Night vision device
<b>NVG</b>	Night vision goggle
<b>OASD</b>	Office of the Assistant Secretary of Defense
<b>OB</b>	Operating base
<b>OBJ</b>	Objective
<b>OBST</b>	Obstacle
<b>OC</b>	Observer/controller
<b>OCAR</b>	Office of the Chief of Army Reserves
<b>OCOKA</b>	Observation / fields of fire, Cover and concealment, Obstacles, Key terrain, and Avenues of approach
<b>OCONUS</b>	Outside continental U.S.
<b>OCPA</b>	Office of the Chief of Public Affairs
<b>OCS</b>	Officer candidate school
<b>OD</b>	Olive drab
<b>OER</b>	Officer evaluation report
<b>OGA</b>	Other government agency
<b>OI</b>	Operating instruction
<b>OIC</b>	Officer in charge
<b>OJT</b>	On-The-Job Training
<b>OMPF</b>	Official military personnel file
<b>OOTW</b>	Operations Other Than War
<b>OP</b>	Observation Post
<b>OPCON</b>	Operational control
<b>OPFOR</b>	Opposing Forces
<b>OPLAN</b>	Operations Plan
<b>OPM</b>	Office of Personnel Management

<b>OPORD</b>	Operations Order
<b>Ops</b>	Operations
<b>OPSEC</b>	Operations Security
<b>OPSUM</b>	operation summary
<b>OPTEMPO</b>	Operating tempo
<b>ORP</b>	Objective Rallying Point
<b>OS</b>	Operating system
<b>OSD</b>	Office of the Secretary of Defense
<b>OSINT</b>	Open-source intelligence
<b>OT</b>	Observer Target
<b>PA</b>	Public affairs
<b>PAC</b>	Personnel and Administration Center
<b>PACOM</b>	US Pacific Command
<b>PAD</b>	Public affairs detachment
<b>PAG</b>	Public Affairs Guidance
<b>Pam</b>	Pamphlet
<b>PAO</b>	Public affairs officer
<b>PAOC</b>	Public affairs operations center
<b>para</b>	paragraph
<b>PAT</b>	Public affairs team
<b>PAX</b>	Passengers
<b>PB</b>	Patrol Base; Property book
<b>PCH</b>	Press Camp Headquarters
<b>PCS</b>	Permanent change of station
<b>PD</b>	Points of Departure
<b>PDF</b>	Portable documentation file
<b>PE</b>	Practical Exercise
<b>PERSCOM</b>	Personnel command
<b>PFC</b>	Private First Class
<b>PIO</b>	Press information officer; Public information officer
<b>PIR</b>	Priority intelligence requirement
<b>PLT</b>	platoon
<b>PM</b>	Program Manager
<b>PMCS</b>	Preventive Maintenance Checks and Services
<b>POA</b>	Plan of action
<b>POC</b>	Point of Contact
<b>POE</b>	Point of embarkation



<b>POI</b>	Program of Instruction
<b>POL</b>	Petroleum, Oils, and Lubricants
<b>POS</b>	Probability of success
<b>POTUS</b>	President of the United States
<b>POV</b>	Privately owned vehicle
<b>POW</b>	Prisoner of war
<b>PPAG</b>	Proposed public affairs guidance
<b>PPBES</b>	Planning, Programming, Budgeting, and Execution System
<b>PPE</b>	Personal protective equipment
<b>ppm</b>	parts per million
<b>PREPO</b>	Pre-positioned force, equipment, or supplies; prepositioning
<b>PSI</b>	Pounds per square inch
<b>PT</b>	Physical training
<b>pub</b>	publication
<b>PV1</b>	Private
<b>PV2</b>	Private second class
<b>PZ</b>	Pickup zone
<b>QA</b>	Quality assurance
<b>QC</b>	Quality control
<b>QRF</b>	Quick reaction force
<b>QTY</b>	Quantity
<b>QUADCON</b>	Quadruple container
<b>RA</b>	Regular Army
<b>RC NORTH</b>	Regional Command North (NATO)
<b>RC SOUTH</b>	Regional Command South (NATO)
<b>RC</b>	Reserve Component
<b>RCVR</b>	Receiver
<b>Recon</b>	Reconnaissance
<b>Reg</b>	Regiment; regulation
<b>ROE</b>	Rules of engagement
<b>ROK</b>	Republic of Korea
<b>ROM</b>	Read-only memory
<b>ROTC</b>	Reserve Officer Training Corps
<b>RP</b>	Release Point
<b>RT</b>	Receiver transmitter
<b>RTD</b>	Return to duty
<b>RTQ</b>	Respond to query

<b>RX</b>	Receive; Receiver
<b>S-1</b>	Battalion or Brigade Adjutant
<b>S-2</b>	Battalion or Brigade Intelligence Officer
<b>S-3</b>	Battalion or Brigade Operations Officer
<b>S-4</b>	Battalion or Brigade Logistics Officer
<b>S-5</b>	Battalion or Brigade Civil Affairs Operations Officer
<b>S-6</b>	Battalion or Brigade Signal Officer
<b>SA</b>	Security assistance; situational awareness; staging area
<b>SAEDA</b>	Subversion And Espionage Directed Against the US Army
<b>SAPP</b>	Security, Accuracy, Policy and Propriety
<b>SATCOM</b>	Satellite communications
<b>SAW</b>	Squad Automatic Weapons
<b>SB</b>	Sustainment Brigade
<b>SC</b>	Signal Corps
<b>sec</b>	second
<b>SECARMY</b>	Secretary of the Army
<b>SECDEF</b>	Secretary of Defense
<b>SECSTATE</b>	Secretary of State
<b>SEMI</b>	Semiautomatic
<b>SERE</b>	Survival, Escape, Resistance, and Evasion
<b>SF</b>	Standard Form
<b>SFC</b>	Sergeant First Class
<b>SFOR</b>	Stabilization Force
<b>SGI</b>	Small Group Instruction
<b>SGL</b>	Small Group Leader
<b>SGM</b>	Sergeant major
<b>SHAPE</b>	Supreme Headquarters Allied Powers, Europe
<b>SI</b>	Skill Identifier
<b>SIG</b>	Signal
<b>SIGINT</b>	Signal Intelligence
<b>SINCGARS</b>	Single-channel ground and airborne radio system
<b>SIPRNET</b>	SECRET Internet Protocol Router Network
<b>SIR</b>	Serious incident report; Specific information requirement
<b>SITREP</b>	Situation Report
<b>SJA</b>	Staff Judge Advocate
<b>SL</b>	Skill level
<b>SLC</b>	Senior Leaders Course

<b>SM</b>	Soldier's Manual
<b>SMCT</b>	Soldier's Manual of Common Tasks
<b>SMDR</b>	Structured Manning Decision Review
<b>SME</b>	Subject Matter Expert
<b>SOC</b>	Special operations command
<b>SOF</b>	Special operations forces
<b>SOFA</b>	Status-of-forces agreement
<b>SOG</b>	Special operations group
<b>SOI</b>	Signal Operation Instruction
<b>SOP</b>	Standing Operating Procedure
<b>SOW</b>	Statement of Work
<b>SP</b>	Start Point
<b>SPC</b>	Specialist
<b>S-P-O-R-T-S</b>	Slap, pull, observe, release, tap, shoot
<b>SQD</b>	Squad
<b>SQI</b>	Skill Qualification Identifier
<b>SR</b>	Supply Route
<b>SRC</b>	Standard Requirements Code
<b>SRTV</b>	Soldiers Radio and Television
<b>SSI</b>	Special Skill Identifier
<b>SSN</b>	Social Security Number
<b>STB</b>	Special Troops Battalion
<b>STP</b>	Soldier Training Publication
<b>STR</b>	Strength
<b>STRATCOM</b>	Strategic Communications
<b>STX</b>	Situational Training Exercise
<b>SURG</b>	Surgeon
<b>SVC</b>	Service
<b>SWI</b>	Special weather intelligence
<b>SWO</b>	Staff weather officer
<b>SYNC</b>	Synchronization
<b>SYS</b>	System
<b>T&amp;E</b>	Traversing and elevating
<b>TAADS</b>	The Army Authorization Document System
<b>Tab</b>	Table
<b>TADSS</b>	Training Aids, Devices, Simulators, and Simulations
<b>TASKORD</b>	Tasking order

<b>TAT</b>	Tactical analysis team; Technical assistance team
<b>TC</b>	Technical Coordinator; Training Circular
<b>TD</b>	Training Development
<b>TDA</b>	Table of Distribution and Allowance
<b>TDY</b>	Temporary Duty
<b>TEP</b>	Test and Evaluation Plan
<b>TF</b>	Task Force
<b>TG</b>	Trainer's Guide
<b>TI</b>	Training instructor
<b>TIFF</b>	Tagged image file format
<b>TIG</b>	Time in grade
<b>TIS</b>	Time in service
<b>TL</b>	Training Location
<b>TLO</b>	Terminal Learning Objectives
<b>TM</b>	Technical Manual(s)
<b>TNG</b>	Training
<b>TO&amp;E</b>	Table of organization and equipment
<b>TOA</b>	Table of allowance
<b>TOC</b>	Tactical operations center
<b>TOCEX</b>	Tactical operations center exercise
<b>TOD</b>	Time of day
<b>TOE</b>	Table of Organization and Equipment
<b>TOS</b>	Time on station
<b>TOT</b>	Time on target
<b>TR</b>	TRADOC Regulation
<b>TRADOC</b>	Training and Doctrine Command
<b>TS</b>	Top secret
<b>TSP</b>	Training Support Package
<b>TTP</b>	Tactics, Techniques, and Procedures
<b>TV</b>	Television
<b>TX</b>	Transmitter; Transmit
<b>U.S.</b>	United States
<b>U/C</b>	Unit cost; Up-converter
<b>UAV</b>	Unmanned aerial vehicle
<b>UCMJ</b>	Uniform Code of Military Justice
<b>UHF</b>	Ultrahigh frequency
<b>UIC</b>	Unit identification code

<b>UMT</b>	Unit ministry team
<b>UN</b>	United Nations
<b>UPAR</b>	Unit Public Affairs Representative
<b>US</b>	United States
<b>USA</b>	United States Army
<b>USACE</b>	US Army Corps of Engineers
<b>USAF</b>	United States Air Force
<b>USAID</b>	United States Agency for International Development
<b>USAR</b>	U.S. Army Reserve
<b>USARCENT</b>	United States Army, Central Command
<b>USAREUR</b>	United States Army, European Command
<b>USARPAC</b>	United States Army, Pacific Command
<b>USASMA</b>	United States Army Sergeants Major Academy
<b>USASOC</b>	United States Army, Special Operations Command
<b>USATSC</b>	U.S. Army Training Support Command
<b>USCG</b>	United States Coast Guard
<b>USMA</b>	United States Military Academy
<b>USMC</b>	United States Marine Corps
<b>USN</b>	United States Navy
<b>USR</b>	Unit Status Report
<b>UTM</b>	Universal Transverse Mercator
<b>UTO</b>	Unit table of organization
<b>UXO</b>	Unexploded Ordnance
<b>VA</b>	Veterans Administration
<b>VCR</b>	Video Cassette Recorder
<b>VDR</b>	Voice digitization rate
<b>VGA</b>	Video Graphics Array
<b>VI</b>	Visual Information
<b>VIP</b>	Very Important Person
<b>VIRIN</b>	Visual Information Record Identification Number
<b>Vol</b>	Volume
<b>VOX</b>	Voice actuation (keying)
<b>VTC</b>	Video teleconference
<b>WARNORD</b>	Warning order
<b>WIA</b>	Wounded In Action
<b>WLC</b>	Warrior Leaders Course
<b>WO</b>	Warrant Officer

<b>WPN</b>	weapon
<b>WSV</b>	weapon system video
<b>WWI</b>	World War I
<b>WWII</b>	World War II
<b>XO</b>	Executive officer
<b>Z</b>	Zulu time (Greenwich Mean Time)
<b>ZULU</b>	Time zone indicator for Universal Time

## **Section II**

### **Terms**

#### **accountability**

The obligation imposed by law or lawful order or regulation on an officer or other person for keeping accurate record of property, documents, or funds. The person having this obligation may or may not have actual possession of the property, documents, or funds. Accountability is concerned primarily with records, while responsibility is concerned primarily with custody, care, and safekeeping. See also responsibility.

#### **accreditation**

The recognition afforded an educational institution when it has met accepted standards of quality applied by an accepted, professional accreditation agency.

#### **acquire**

1. When applied to acquisition radars, the process of detecting the presence and location of a target in sufficient detail to permit identification. 2. When applied to tracking radars, the process of positioning a radar beam so that a target is in that beam to permit the effective employment of weapons. See also target acquisition.

#### **acquisition**

See collection (acquisition).

#### **ACTION VERB**

Verb that conveys action/behaviors and reflects the type of performance that is to occur (i.e., place, cut, drive, open, hold). Action verbs must reflect behaviors that are measurable, observable, verifiable, and reliable.

#### **active duty**

Full-time duty in the active military service of the United States. This includes members of the Reserve Components serving on active duty or full-time training duty, but does not include full-time National Guard duty. Also called AD. See also active duty for training; inactive duty training.

#### **Active Guard and Reserve**

National Guard and Reserve members who are on voluntary active duty providing full-time support to National Guard, Reserve, and Active Component organizations for the purpose of organizing, administering, recruiting, instructing, or training the Reserve Components. Also called AGR.

**active status**

Status of all Reserves except those on an inactive status list or in the Retired Reserve. Reservists in an active status may train for points and/or pay and may be considered for promotion.

**activity**

1. A unit, organization, or installation performing a function or mission, e.g., reception center, redistribution center, naval station, naval shipyard. 2. A function, mission, action, or collection of actions. Also called ACT. See also establishment.

**additional skill identifier (ASI) or officer skill identifier (SI)**

Identification of specialized skills that are closely related to, and are in addition to, those required by military occupational specialty or areas of concentration (officers). Specialized skills identified by the ASI or officer SI include operation and maintenance of specific weapons systems and equipment, administrative systems and subsystems, computer programming, procedures, installation management, analytic methods, animal handling techniques, and other required skills that are too restricted in scope to comprise military occupation specialty or AOC. (See DA Pam 611-21).

**after-action report**

A profession discussion which focuses on the training objective of on-going or completed training. It is a review of a training activity that allows soldiers to discover for themselves what happened and why.

**after-action review (AAR)**

A professional discussion of an event, focused on performance standards, that enables soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders, trainers, and units can use to get maximum benefit from every mission or task.

**agency**

(\*) In intelligence usage, an organization or individual engaged in collecting and/or processing information. Also called collection agency. See also agent; intelligence cycle; source.

**air assault**

The movement of friendly assault forces (combat, combat support, and combat service support) by rotary-wing aircraft to engage and destroy enemy forces or to seize and hold key terrain. See also assault. (JP 3-18)

**air assault operation**

An operation in which assault forces (combat, combat support, and combat service support), using the mobility of rotary-wing assets and the total integration of available firepower, maneuver under the control of a ground or air maneuver commander to engage enemy forces or to seize and hold key terrain. (JP 3-18)

**air defense**

All defensive measures designed to destroy attacking enemy aircraft or missiles in the Earth's envelope of atmosphere, or to nullify or reduce the effectiveness of such attack. Also called AD. See also active air defense; aerospace defense; passive air defense.

**air defense artillery**

Weapons and equipment for actively combatting air targets from the ground. Also called ADA.

**Air Mobility Command**

(AMC) formerly Military Airlift Command, the Air Force's transport command.

**air support**

(\*) All forms of support given by air forces on land or sea. See also close air support; immediate air support; preplanned air support; tactical air support.

**airborne**

1. In relation to personnel, troops especially trained to effect, following transport by air, an assault debarkation, either by parachuting or touchdown. 2. In relation to equipment, pieces of equipment that have been especially designed for use by airborne troops during or after an assault debarkation. It also designates some aeronautical equipment used to accomplish a particular mission. 3. When applied to materiel, items that form an integral part of the aircraft. 4. The state of an aircraft, from the instant it becomes entirely sustained by air until it ceases to be so sustained. A lighter-than-air aircraft is not considered to be airborne when it is attached to the ground, except that moored balloons are airborne whenever sent aloft. Also called ABN. See also air transportable unit.

**airborne operation**

An operation involving the air movement into an objective area of combat forces and their logistic support for execution of a tactical, operational, or strategic mission. The means employed may be any combination of airborne units, air transportable units, and types of transport aircraft, depending on the mission and the overall situation. See also assault; assault phase.

**aircraft**

See inactive aircraft inventory; program aircraft; reserve aircraft; supporting aircraft; unit aircraft.

**airfield**

An area prepared for the accommodation (including any buildings, installations, and equipment), landing, and takeoff of aircraft. See also alternate airfield; departure airfield; landing area; landing point; landing site; main airfield; redeployment airfield. (DOD Note: In all entries involving "airfield" or "aerodrome," the US uses "airfield," and NATO uses "aerodrome." The terms are synonymous.)

**alert**

(\*) 1. Readiness for action, defense or protection. 2. A warning signal of a real or threatened danger, such as an air attack. 3. The period of time during which troops stand by in response to an alarm. 4. To forewarn; to prepare for action. See also airborne alert. 5. (DOD only) A warning received by a unit or a headquarters which forewarns of an impending operational mission. 6. (DOD only) In aviation, an aircraft and aircrew that are placed in an increased state of readiness so that they may be airborne in a specified period of time after a launch order is received. See also air defense warning conditions; ground alert; warning order.

**allocation**

In a general sense, distribution of limited resources among competing requirements for employment. Specific allocations (e.g., air sorties, nuclear weapons, forces, and transportation) are described as allocation of air sorties, nuclear weapons, etc. See also allocation (air); allocation (nuclear); allocation (transportation); apportionment.

**AMBIENT LIGHT**

The available light completely surrounding the subject.

**amphibian**

A small craft, propelled by propellers and wheels or by air cushions for the purpose of moving on both land and water. (JP 4-01.6)

**analysis**

One of five phases of the training development process. It is the process used to determine if training is required; determine who (soldiers/units) needs training; identify the critical tasks they must be able to perform for survival on the battlefield; and identify the standards, conditions, performance measures, and other criteria needed to perform each task. The five types of training analyses are --Needs Analysis, Mission Analysis, Collective Critical Task Analysis, Job Analysis, Individual Critical Task Analysis



**annex**

A document appended to an operation order or other document to make it clearer or to give further details.

**annual training**

The minimal period of annual active duty training a member performs to satisfy the annual training requirements associated with a Reserve Component assignment. It may be performed during one consecutive period or in increments of one or more days, depending upon mission requirements.

**antiterrorism**

Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military forces. Also called AT. See also antiterrorism awareness; counterterrorism; proactive measures; terrorism. (JP 3-07.2)

**APERTURE**

The lens opening. The opening in a camera lens through which light passes.

**appendix**

A document appended to an annex of an operation order, operation plan, or other document to clarify or to give further details.

**application**

1. The system or problem to which a computer is applied. Reference is often made to an application as being either of the computational type (arithmetic computations predominate) or of the data processing type (data handling operations predominate). 2. In the intelligence context, the direct extraction and tailoring of information from an existing foundation of intelligence and near real time reporting. It is focused on and meets specific, narrow requirements, normally on demand. (JP 2-0)

**approval authority**

A representative (person or organization) of the Commandant, US Coast Guard, authorized to approve containers within terms of the International Conference for Safe Containers. See also International Convention for Safe Containers.

**area of interest**

That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. Also called AOI. See also area of influence. (JP 2-03)

**area of operations**

An operational area defined by the joint force commander for land and naval forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. Also called AO. See also area of responsibility; joint operations area; joint special operations area. (JP 5-0)

**area of responsibility**

The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations. Also called AOR. See also combatant command. (JP 3-0)

**area target**

(\*) A target consisting of an area rather than a single point.

**arming**

As applied to explosives, weapons, and ammunition, the changing from a safe condition to a state of readiness for initiation.

### **Army Correspondence Course Program (ACCP)**

An overall program established by AR 351-20. The ACCP is a formal nonresident extension of the TRADOC service schools. The ACCP offers individual and group study enrollments in correspondence courses. Based on course eligibility requirements, individuals enroll at their own discretion and determine their own course of study for either correspondence courses or subcourses. The ACCP offers courses and subcourses free of charge to the US military both active and reserve components, ROTC and military academy cadets, authorized federal civilian employees, and non-US citizens who are employed by the DoD. Correspondence materials are also available for foreign military students through the Foreign Military Sales Program. Active and reserve component soldiers in the grade of E4 and E5 can accrue promotion points, and reserve components soldiers can accrue retirement points through the ACCP.

### **Army National Guard**

The Army portion of the organized militia of the several States, Commonwealth of Puerto Rico and District Columbia whose units and members are federally recognized.

### **ASPECT RATIO**

The ratio between the horizontal and vertical lengths of a picture frame. In television, proper aspect ratio is four units wide, by three units high.

### **assembly area**

(\*) 1. An area in which a command is assembled preparatory to further action. 2. In a supply installation, the gross area used for collecting and combining components into complete units, kits, or assemblies.

### **assessment**

1. Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity. 2. Judgment of the motives, qualifications, and characteristics of present or prospective employees or "agents."

### **assign**

(\*) 1. To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. 2. To detail individuals to specific duties or functions where such duties or functions are primary and/or relatively permanent. See also attach.

### **assumption**

A supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action.

### **attach**

1. The placement of units or personnel in an organization where such placement is relatively temporary. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary, e.g., attached for quarters and rations; attached for flying duty. See also assign.

### **azimuth**

Quantities may be expressed in positive quantities increasing in a clockwise direction, or in X, Y coordinates where south and west are negative. They may be referenced to true north or magnetic north depending on the particular weapon system used.

### **BACKGROUND LIGHT**

Also called set light. Illumination of the set pieces and backdrops.

### **BACKLIGHT**

A light or lights placed above and behind the subject at a 45-to-60 degree angle, illuminating the subjects top and back. Used to separate the subject from the background.

**bandwidth**

The difference between the limiting frequencies of a continuous frequency band expressed in hertz (cycles per second). The term bandwidth is also loosely used to refer to the rate at which data can be transmitted over a given communications circuit. In the latter usage, bandwidth is usually expressed in either kilobits per second or megabits per second.

**BARN DOOR**

Metal projections attached to the front of a lighting instrument which can be set at a variety of positions to prevent light from falling on specific areas of the set.

**base**

(\*) 1. A locality from which operations are projected or supported. 2. An area or locality containing installations which provide logistic or other support. See also establishment. 3. (DOD only) Home airfield or home carrier. See also base of operations; facility.

**base of operations**

An area or facility from which a military force begins its offensive operations, to which it falls back in case of reverse, and in which supply facilities are organized.

**battery**

(\*) 1. Tactical and administrative artillery unit or subunit corresponding to a company or similar unit in other branches of the Army.

**battle damage assessment**

The timely and accurate estimate of damage resulting from the application of military force, either lethal or non-lethal, against a predetermined objective. Battle damage assessment can be applied to the employment of all types of weapon systems (air, ground, naval, and special forces weapon systems) throughout the range of military operations. Battle damage assessment is primarily an intelligence responsibility with required inputs and coordination from the operators. Battle damage assessment is composed of physical damage assessment, functional damage assessment, and target system assessment. Also called BDA. See also combat assessment. (JP 2-0)

**battlespace**

The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces; facilities; weather; terrain; the electromagnetic spectrum; and the information environment within the operational areas and areas of interest. See also electromagnetic spectrum; information environment; joint intelligence preparation of the battlespace.

**bearing**

The horizontal angle at a given point measured clockwise from a specific datum point to a second point. See also grid bearing; relative bearing; true bearing.

**begin morning nautical twilight**

The start of that period where, in good conditions and in the absence of other illumination, enough light is available to identify the general outlines of ground objects and conduct limited military operations. Light intensification devices are still effective and may have enhanced capabilities. At this time, the sun is 12 degrees below the eastern horizon. Also called BMNT.

**billet**

1. Shelter for troops. 2. To quarter troops. 3. A personnel position or assignment that may be filled by one person.

**black**

Darkest part of the gray scale, with a reflectance of approximately 3 percent; called TV black.

### **BOUNCE LIGHTING**

Flash light bounced off a reflector (such as ceilings or walls) to give the effect of natural or available light.

### **bound**

(\*) 1. In land warfare, a single movement, usually from cover to cover, made by troops often under enemy fire. 2. (DOD only) Distance covered in one movement by a unit that is advancing by bounds.

### **BRACKETING**

Taking additional pictures through a range of exposures – both lighter and darker – when unsure of the correct exposure.

### **branch**

1. A subdivision of any organization. 2. A geographically separate unit of an activity which performs all or part of the primary functions of the parent activity on a smaller scale. Unlike an annex, a branch is not merely an overflow addition. 3. An arm or service of the Army.

### **brigade**

A unit usually smaller than a division to which are attached groups and/or battalions and smaller units tailored to meet anticipated requirements. Also called BDE.

### **BROADCAST OPERATIONS DETACHMENT**

A public affairs detachment designed to establish and operate a command information and radio and/or television broadcast facility. The BOD can operate independently using organic equipment, or it can supplement AFRTS network or outlet.

### **B-ROLL**

Supporting raw video footage with natural sound of a news story or event, often referred to as cover video.

### **bypassing**

In programmed instruction, a technique which permits a student to omit certain portions of material because of prior knowledge.

### **CA (CUTAWAY)**

(reaction shot) a camera shot that turns away from the central action.

### **cache**

In evasion and recovery operations, source of subsistence and supplies, typically containing items such as food, water, medical items, and/or communications equipment, packaged to prevent damage from exposure and hidden in isolated locations by such methods as burial, concealment, and/or submersion, to support evaders in current or future operations.

### **CALIBRATED FOCAL LENGTH**

(\*) An adjusted value of the equivalent focal length, so computed as to equalize the positive and negative values of distortion over the entire field used in a camera.

### **call for fire**

(\*) A request for fire containing data necessary for obtaining the required fire on a target.

### **call sign**

(\*) Any combination of characters or pronounceable words, which identifies a communication facility, a command, an authority, an activity, or a unit; used primarily for establishing and maintaining communications. Also called CS. See also collective call sign; indefinite call sign; international call sign; net call sign; tactical call sign; visual call sign; voice call sign.

**CAMERA ANGLE**

The angle the camera takes with the subject it is shooting which is regarded in the vertical as well as the horizontal (e.g., acute, high angle, etc.).

**CAMERA AXIS**

(\*) An imaginary line through the optical center of the lens perpendicular to the negative photo plane.

**CAMERA AXIS DIRECTION**

(\*) Direction on the horizontal plane of the optical axis of the camera at the time of exposure. This direction is defined by its azimuth expressed in degrees in relation to true/magnetic north.

**CAMERA CALIBRATION**

(\*) The determination of the calibrated focal length, the location of the principal point with respect to the fiducial marks and the lens distortion effective in the focal plane of the camera referred to the particular calibrated focal length.

**campaign**

A series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space. See also campaign plan.

**CANDID PICTURES**

Unposed pictures of people, often taken without the subject's knowledge.

**capability**

The ability to execute a specified course of action. (A capability may or may not be accompanied by an intention.)

**career management field (CMF)**

A grouping of related military occupational specialties that provides visible and logical progression of a soldier's career to grade SGM.

**cargo tie-down point**

A point on military materiel designed for attachment of various means for securing the item for transport.

**carpet bombing**

(\*) The progressive distribution of a mass bomb load upon an area defined by designated boundaries, in such manner as to inflict damage to all portions thereof.

**casualty**

Any person who is lost to the organization by having been declared dead, duty status – whereabouts unknown, missing, ill, or injured. See also casualty category; casualty status; casualty type; duty status – whereabouts unknown; hostile casualty; nonhostile casualty.

**casualty category**

A term used to specifically classify a casualty for reporting purposes based upon the casualty type and the casualty status. Casualty categories include killed in action, died of wounds received in action, and wounded in action. See also casualty; casualty status; casualty type; duty status - whereabouts unknown; missing.

**casualty evacuation**

The movement of casualties. It includes movement both to and between medical treatment facilities. Any vehicle may be used to evacuate casualties. Also called CASEVAC. See also casualty; evacuation; medical treatment facility. (JP 4-02)

**casualty status**

A term used to classify a casualty for reporting purposes. There are seven casualty statuses: (1) deceased; (2) duty status - whereabouts unknown; (3) missing; (4) very seriously ill or injured; (5) seriously ill or injured; (6) incapacitating illness or injury; and (7) not seriously injured. See also casualty; casualty category; casualty type; deceased; duty status - whereabouts unknown; incapacitating illness or injury; missing; not seriously injured; seriously ill or injured; very seriously ill or injured.

**casualty type**

A term used to identify a casualty for reporting purposes as either a hostile casualty or a nonhostile casualty. See also casualty; casualty category; casualty status; hostile casualty; nonhostile casualty.

**cease fire**

1. A command given to any unit or individual firing any weapon to stop engaging the target. See also call for fire; fire mission. 2. A command given to air defense artillery units to refrain from firing on, but to continue to track, an airborne object. Missiles already in flight will be permitted to continue to intercept.

**ceiling**

The height above the Earth's surface of the lowest layer of clouds or obscuration phenomena that is reported as "broken," "overcast," or "obscured" and not classified as "thin" or "partial."

**cell**

Small group of individuals who work together for clandestine or subversive purposes.

**CENSORSHIP**

The intentional withholding or editing of news, information and entertainment programming, when such action is not supported by legitimate host-nation sensitivities or by broadcast restrictions imposed by program owners.

**chain of command**

The succession of commanding officers from a superior to a subordinate through which command is exercised. Also called command channel.

**chalk commander**

(\*) The commander of all troops embarked under one chalk number. See also chalk number; chalk troops.

**chalk number**

(\*) The number given to a complete load and to the transporting carrier. See also chalk commander; chalk troops.

**chalk troops**

(\*) A load of troops defined by a particular chalk number. See also chalk commander; chalk number.

**challenge**

(\*) Any process carried out by one unit or person with the object of ascertaining the friendly or hostile character or identity of another. See also countersign; password.

**CHARGE COUPLED DEVICE**

The silicon chip inside the digital camera that records the image.

**check firing**

In artillery, mortar, and naval gunfire support, a command to cause a temporary halt in firing. See also cease fire; fire mission.

**checklist**

A job aid used to determine or ensure a process or procedure is followed. The elements of the activity are listed in the execution sequence. A check is usually placed beside each element as it is accomplished.

**checkpoint**

(\*) 1. A predetermined point on the surface of the Earth used as a means of controlling movement, a registration target for fire adjustment, or reference for location. 2. Center of impact; a burst center. 3. Geographical location on land or water above which the position of an aircraft in flight may be determined by observation or by electrical means. 4. A place where military police check vehicular or pedestrian traffic in order to enforce circulation control measures and other laws, orders, and regulations.

**chemical agent**

Any toxic chemical intended for use in military operations. See also chemical ammunition; chemical defense; chemical dose; chemical environment; chemical warfare; riot control agent. (JP 3-11)

**chief of staff**

The senior or principal member or head of a staff, or the principal assistant in a staff capacity to a person in a command capacity; the head or controlling member of a staff, for purposes of the coordination of its work; a position that in itself is without inherent power of command by reason of assignment, except that which is invested in such a position by delegation to exercise command in another's name.

**CI (CUT IN)**

A camera shot that takes you into the central action being shown. For example, you have a shot of a soldier at a rifle range. A cut-in could be a close-up of his finger on the trigger.

**civil affairs**

Designated Active and Reserve component forces and units organized, trained, and equipped specifically to conduct civil affairs activities and to support civil-military operations. Also called CA. See also civil affairs activities; civil-military operations. (JP 3-57)

**civil affairs activities**

Activities performed or supported by civil affairs that (1) enhance the relationship between military forces and civil authorities in areas where military forces are present; and (2) involve application of civil affairs functional specialty skills, in areas normally the responsibility of civil government, to enhance conduct of civil-military operations. See also civil affairs; civil-military operations. (JP 3-57)

**clandestine operation**

An operation sponsored or conducted by governmental departments or agencies in such a way as to assure secrecy or concealment. A clandestine operation differs from a covert operation in that emphasis is placed on concealment of the operation rather than on concealment of the identity of the sponsor. In special operations, an activity may be both covert and clandestine and may focus equally on operational considerations and intelligence-related activities. See also covert operation; overt operation.

**classes of supply**

There are ten categories into which supplies are grouped in order to facilitate supply management and planning. I. Rations and gratuitous issue of health, morale, and welfare items. II. Clothing, individual equipment, tentage, tool sets, and administrative and housekeeping supplies and equipment. III. Petroleum, oils, and lubricants. IV. Construction materiel. V. Ammunition. VI. Personal demand items. VII. Major end items, including tanks, helicopters, and radios. VIII. Medical. IX. Repair parts and components for equipment maintenance. X. Nonstandard items to support nonmilitary programs such as agriculture and economic development. (JP 4-09)

**classification**

The determination that official information requires, in the interests of national security, a specific degree of protection against unauthorized disclosure, coupled with a designation signifying that such a determination has been made. See also security classification.

**classified information**

Official information that has been determined to require, in the interests of national security, protection against unauthorized disclosure and which has been so designated.

**clear**

1. To approve or authorize, or to obtain approval or authorization for: a. a person or persons with regard to their actions, movements, duties, etc.; b. an object or group of objects, as equipment or supplies, with regard to quality, quantity, purpose, movement, disposition, etc.; and c. a request, with regard to correctness of form, validity, etc. 2. To give one or more aircraft a clearance. 3. To give a person a security clearance. 4. To fly over an obstacle without touching it. 5. To pass a designated point, line, or object. The end of a column must pass the designated feature before the latter is cleared. 6. a. To operate a gun so as to unload it or make certain no ammunition remains; and b. to free a gun of stoppages. 7. To clear an engine; to open the throttle of an idling engine to free it from carbon. 8. To clear the air to gain either temporary or permanent air superiority or control in a given sector.

**CLOSE-UP**

A picture taken with the subject close to the camera – usually less than two to three feet away, but it can be as close as a few inches.

**CLOSED CIRCUIT**

Television programming that is distributed to specific television receivers but not telecast to the public.

**coalition**

An ad hoc arrangement between two or more nations for common action. (JP 5-0)

**coalition action**

Multinational action outside the bounds of established alliances, usually for single occasions or longer cooperation in a narrow sector of common interest. (JP 5-0)

**cold war**

A state of international tension wherein political, economic, technological, sociological, psychological, paramilitary, and military measures short of overt armed conflict involving regular military forces are employed to achieve national objectives.

**collection (acquisition)**

The obtaining of information in any manner, including direct observation, liaison with official agencies, or solicitation from official, unofficial, or public sources.

**College Level Examination Program (CLEP)**

A series of tests designed to evaluate knowledge gained in nontraditional ways. The College Level Examination Program general examinations test for knowledge which is usually acquired in the first two years of college. The College Level Examination Program subject examinations are comparable to end-of-course examinations and are used to grant exemption from or credit for specific courses.

**COLOR BARS**

A color standard used by the television industry for the alignment of cameras and videotape recordings.

**COLOR TEMPERATURE**

Refers to the color of a theoretically perfect source of radiant energy, which emits light because of its very high temperature. The higher the temp, the bluer the light emitted; the lower the temp, the redder the light emitted.



**column formation**

(\*) A formation in which elements are placed one behind the other.

**combat assessment**

The determination of the overall effectiveness of force employment during military operations. Combat assessment is composed of three major components: (a) battle damage assessment; (b) munitions effectiveness assessment; and (c) reattack recommendation. Also called CA. See also battle damage assessment; munitions effectiveness assessment; reattack recommendation. (JP 3-60)

**combat camera (COMCAM)**

Visual information documentation covering air, sea, and ground actions of the Armed Forces of the United States in combat or combat support operations and in related peacetime training activities such as exercises, war games, and operations. Also called COMCAM. See also visual information.

**combat forces**

Those forces whose primary missions are to participate in combat. See also operating forces.

**combat readiness**

A unit's ability to perform in combat. Includes the status of personnel, logistics, morale, and training.

**combat service support**

The essential capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces in theater at all levels of war. Within the national and theater logistic systems, it includes but is not limited to that support rendered by service forces in ensuring the aspects of supply, maintenance, transportation, health services, and other services required by aviation and ground combat troops to permit those units to accomplish their missions in combat. Combat service support encompasses those activities at all levels of war that produce sustainment to all operating forces on the battlefield. Also called CSS. See also combat support. (JP 4-0)

**combat support**

Fire support and operational assistance provided to combat elements. Also called CS. See also combat service support. (JP 4-0)

**combat zone**

1. That area required by combat forces for the conduct of operations. 2. The territory forward of the Army rear area boundary. See also combat area; communications zone.

**combatant command**

A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. See also specified command; unified command. (JP 5-0)

**combined**

Between two or more forces or agencies of two or more allies. (When all allies or services are not involved, the participating nations and services shall be identified, e.g., combined navies.) See also joint.

**Combined Arms Training Strategy (CATS)**

The Army's overarching strategy for the current and future training of the force. Its basis is a series of branch proponent unit and institutional strategies describing training events, frequencies, and resources required to train to standard. These strategies describe how the Army will train the total force to standard in the institutions and unit and through self development.

**command**

A specifically designated linetype organization with direct line authority from the next higher commander or the Chief of Staff, United States Army. It must have a clearly identifiable headquarters and organizational structure composed of a variety of units, agencies, activities, depots, arsenals, or installations. The headquarters of a command may be organized under either table(s) of organization and equipment or tables of distribution and allowances. An organization which is composed of one or relatively few separate TDA/TOE units would not normally be termed a command.

**command and control**

The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called C2.

**command guidance**

(\*) A guidance system wherein intelligence transmitted to the missile from an outside source causes the missile to traverse a directed flight path.

**COMMAND INFORMATION**

Communication by a military organization with Service members, civilian employees, retirees, and family members of the organization that creates an awareness of the organization's goals, informs them of significant developments affecting them and the organization, increases their effectiveness as ambassadors of the organization, and keeps them informed about what is going on in the organization. Also called internal information. See also command; information; public affairs. (JP 3-61)

**command post**

(\*) A unit's or subunit's headquarters where the commander and the staff perform their activities. In combat, a unit's or subunit's headquarters is often divided into echelons; the echelon in which the unit or subunit commander is located or from which such commander operates is called a command post. Also called CP.

**command post exercise**

An exercise in which the forces are simulated, involving the commander, the staff, and communications within and between headquarters. Also called CPX. See also exercise; maneuver.

**COMMENTARY**

An expression of opinion in written form for the purpose of either supporting or opposing a position.

**commercial vehicle**

A vehicle that has evolved in the commercial market to meet civilian requirements and which is selected from existing production lines for military use.

**common core training**

Direct training requirement for specific courses, grade levels, or organization levels. It consists of critical tasks performed by individuals at specific grade levels regardless of MOS or career field. Common core tasks are common soldier, common skill level, and organizational level shared tasks.

**common task test (CTT)**

A formal hands-on test administered by the unit that measures a soldier's proficiency on common critical tasks from the soldiers manual of common tasks.

**communicate**

To use any means or method to convey information of any kind from one person or place to another.

**COMMUNITY RELATIONS**

1. The relationship between military and civilian communities. 2. Those public affairs programs that address issues of interest to the general public, business, academia, veterans, Service organizations, military-related associations, and other non-news media entities. These programs are usually associated with the interaction between US military installations and their surrounding or nearby civilian communities. Interaction with overseas non-news media civilians in a wartime or contingency theater will be handled by civil-military operations with public affairs support as required. See also public affairs.

**component**

1. One of the subordinate organizations that constitute a joint force. Normally a joint force is organized with a combination of Service and functional components. 2. In logistics, a part or combination of parts having a specific function, which can be installed or replaced only as an entity. Also called COMP. See also functional component command; Service component command.

**component (materiel)**

An assembly or any combination of parts, subassemblies, and assemblies mounted together in manufacture, assembly, maintenance, or rebuild.

**compromise**

The known or suspected exposure of clandestine personnel, installations, or other assets or of classified information or material, to an unauthorized person.

**concept of operations**

A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose. Also called commander's concept or CONOPS.

**condition**

Task condition--The task condition describes the field conditions under which the task will be performed. The condition expands on the information in the task title by identifying when, where, and why the soldier performs the task and what materials, personnel, and equipment the soldier must have to perform the task. Learning objective condition--The learning objective condition describes the training situation or environment under which the student must perform the learning action statement. It includes any pertinent influence on learning objective performance, including identification of materials, facilities, and equipment the student must have to perform the objective.

**conference**

A method of instruction that develops the training material through an instructor-guided student discussion.

**conflict**

An armed struggle or clash between organized groups within a nation or between nations in order to achieve limited political or military objectives. Although regular forces are often involved, irregular forces frequently predominate. Conflict often is protracted, confined to a restricted geographic area, and constrained in weaponry and level of violence. Within this state, military power in response to threats may be exercised in an indirect manner while supportive of other instruments of national power. Limited objectives may be achieved by the short, focused, and direct application of force. (JP 3-0)

**connectivity**

The ability to exchange information by electronic means. (JP 3-18)

**consolidation**

The combining or merging of elements to perform a common or related function.

**contact report**

(\*) A report indicating any detection of the enemy.

**contain**

To stop, hold, or surround the forces of the enemy or to cause the enemy to center activity on a given front and to prevent the withdrawal of any part of the enemy's forces for use elsewhere.

**container**

An article of transport equipment that meets American National Standards Institute/ International Organization for Standardization standards that is designed to be transported by various modes of transportation. These containers are also designed to facilitate and optimize the carriage of goods by one or more modes of transportation without intermediate handling of the contents and equipped with features permitting ready handling and transfer from one mode to another. Containers may be fully enclosed with one or more doors, open top, refrigerated, tank, open rack, gondola, flatrack, and other designs. See also containerization. (JP 4-01)

**contamination**

(\*) 1. The deposit, absorption, or adsorption of radioactive material, or of biological or chemical agents on or by structures, areas, personnel, or objects. See also fallout; induced radiation; residual radiation. 2. (DOD only) Food and/or water made unfit for consumption by humans or animals because of the presence of environmental chemicals, radioactive elements, bacteria or organisms, the byproduct of the growth of bacteria or organisms, the decomposing material (to include the food substance itself), or waste in the food or water.

**continental United States**

United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico. Also called CONUS.

**contingency**

An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment. See also contingency contracting.

**contingency plan**

A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command. See also joint operation planning.

**control**

1. Authority that may be less than full command exercised by a commander over part of the activities of subordinate or other organizations.

**conventional forces**

Those forces capable of conducting operations using nonnuclear weapons.

**convoy**

A group of vehicles organized for the purpose of control and orderly movement with or without escort protection that moves over the same route at the same time and under one commander.

**convoy route**

(\*) The specific route assigned to each convoy by the appropriate routing authority.

**coordinates**

(\*) Linear or angular quantities which designate the position that a point occupies in a given reference frame or system. Also used as a general term to designate the particular kind of reference frame or

system such as plane rectangular coordinates or spherical coordinates. See also geographic coordinates; georef; grid coordinates.

**counseling**

A means of assisting and developing students and subordinates. A leader/instructor counsels subordinates: to praise and reward good performance, to develop teamwork, to inform soldiers on how well or how poorly they are performing, to assist soldiers to reach required standards, to cause soldiers to set personal and professional goals, and to help soldiers resolve personal problems.

**counterattack**

Attack by part or all of a defending force against an enemy attacking force, for such specific purposes as regaining ground lost or cutting off or destroying enemy advance units, and with the general objective of denying to the enemy the attainment of the enemy's purpose in attacking. In sustained defensive operations, it is undertaken to restore the battle position and is directed at limited objectives. See also countermove; counteroffensive.

**counterinsurgency**

Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency. Also called COIN.

**counterintelligence**

Information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities. Also called CI. See also counterespionage; countersabotage; countersubversion; security; security intelligence. (JP 2-0)

**countermeasures**

That form of military science that, by the employment of devices and/or techniques, has as its objective the impairment of the operational effectiveness of enemy activity. See also electronic warfare.

**counteroffensive**

A large scale offensive undertaken by a defending force to seize the initiative from the attacking force. See also counterattack.

**countersign**

(\*) A secret challenge and its reply. See also challenge; password.

**counterterrorism**

Offensive measures taken to prevent, deter, and respond to terrorism.

**courier**

A messenger (usually a commissioned or warrant officer) responsible for the secure physical transmission and delivery of documents and material. Generally referred to as a command or local courier. See also armed forces courier.

**course**

A complete series of instructional units (phases, modules and lessons) identified by a common title or number.

**course map**

A chart that depicts the designed sequence of presentation for a given course, established during course design.

**course of action**

1. Any sequence of activities that an individual or unit may follow. 2. A possible plan open to an individual or commander that would accomplish, or is related to the accomplishment of the mission. 3. The scheme

adopted to accomplish a job or mission. 4. A line of conduct in an engagement. 5. A product of the Joint Operation Planning and Execution System concept development phase. Also called COA.

**cover**

1. The action by land, air, or sea forces to protect by offense, defense, or threat of either or both. 2. Shelter or protection, either natural or artificial.

**crisis**

An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of US military forces and resources is contemplated in order to achieve national objectives. (JP 5-0)

**crisis management**

Measure to resolve a hostile situation and investigate and prepare a criminal case for prosecution under federal law. Crisis management will include a response to an incident involving a weapon of mass destruction, special improvised explosive device, or a hostage crisis that is beyond the capability of the lead federal agency. See also crisis; hostage; hostile.

**CROPPING**

Using only part of an image, usually for a more pleasing composition; Framing a scene in the viewfinder.

**CROSS-FADE**

(1) for audio production, a transition method whereby the preceding sound is faded out and the following sound is faded in simultaneously. (2) for video production, a transition method whereby the preceding picture is faded to black and the next picture is faded in from black.

**cross-leveling**

The authority and ability to shift materiel inventory from one owner to meet the requirement of another. At the theater strategic level and operational level, it is the process of diverting en route or in-theater materiel from one military element to meet the higher priority of another within the combatant commander's directive authority for logistics. Cross-leveling plans must include specific reimbursement procedures. (JP 4-07)

**CU**

Close-up

**CUE CARD**

A large, hand lettered card that contains copy, usually held next to the camera lens.

**CUTLINE**

Words (under the caption, if there is one) describing a photograph. At a minimum, a cutline should include the who, what, where, when and why.

**current**

A body of water moving in a certain direction and caused by wind and density differences in water. The effects of a current are modified by water depth, underwater topography, basin shape, land masses, and deflection from the earth's rotation. (JP 4-01.6)

**curriculum**

A course of study. An Army school curriculum consists of the course design, lesson plans, student evaluation plan, tests, course map, all other associated training material, and the program of instruction.

**damage assessment**

(\*) 1. The determination of the effect of attacks on targets. 2. (DOD only) A determination of the effect of a compromise of classified information on national security. See also civil damage assessment; military damage assessment.

**danger close**

In artillery and naval gunfire support, information in a call for fire to indicate that friendly forces are within 600 meters of the target.

**data**

Representation of facts, concepts, or instructions in a formalized manner suitable for communication, interpretation, or processing by humans or by automatic means. Any representations such as characters or analog quantities to which meaning is or might be assigned.

**database**

Information that is normally structured and indexed for user access and review. Databases may exist in the form of physical files (folders, documents, etc.) or formatted automated data processing system data files. (JP 2-0)

**date-time group**

The date and time, expressed in digits and time zone suffix, at which the message was prepared for transmission. (Expressed as six digits followed by the time zone suffix; first pair of digits denotes the date, second pair the hours, third pair the minutes, followed by a three-letter month abbreviation and two-digit year abbreviation.) Also called DTG.

**deadline**

To remove a vehicle or piece of equipment from operation or use for one of the following reasons: a. is inoperative due to damage, malfunctioning, or necessary repairs (the term does not include items temporarily removed from use by reason of routine maintenance and repairs that do not affect the combat capability of the item); b. is unsafe; and c. would be damaged by further use.

**deceased**

A casualty status applicable to a person who is either known to have died, determined to have died on the basis of conclusive evidence, or declared to be dead on the basis of a presumptive finding of death. The recovery of remains is not a prerequisite to determining or declaring a person deceased. See also casualty status.

**declination**

(\*) The angular distance to a body on the celestial sphere measured north or south through 90 degrees from the celestial equator along the hour circle of the body. Comparable to latitude on the terrestrial sphere. See also magnetic declination; magnetic variation.

**delegation of authority**

The action by which a commander assigns part of his or her authority commensurate with the assigned task to a subordinate commander. While ultimate responsibility cannot be relinquished, delegation of authority carries with it the imposition of a measure of responsibility. The extent of the authority delegated must be clearly stated.

**deliberate attack**

(\*) A type of offensive action characterized by preplanned coordinated employment of firepower and maneuver to close with and destroy or capture the enemy.

**demobilization**

The process of transitioning a conflict or wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality. (JP 4-05)

**demonstration**

A method of instruction by which an instructor shows the students how to perform a process or procedure.

**Department of the Army**

The executive part of the Department of the Army at the seat of government and all field headquarters, forces, Reserve Components, installations, activities, and functions under the control or supervision of the Secretary of the Army. Also called DA. See also Military Department.

**deployment**

1. Movement of forces within operational areas. 2. The positioning of forces into a formation for battle. 3. The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging, and holding areas. See also deployment order; deployment planning; deployment preparation order. (JP 4-0)

**DEPTH OF FIELD**

The amount of distance between the nearest and farthest objects that appear in acceptably sharp focus in a photograph. Depth of field depends on the lens opening (aperture), the focal length of the lens, and the distance from the lens to the subject.

**desired effects**

The damage or casualties to the enemy or materiel that a commander desires to achieve from a nuclear weapon detonation. Damage effects on materiel are classified as light, moderate, or severe. Casualty effects on personnel may be immediate, prompt, or delayed.

**destroyed**

A condition of a target so damaged that it can neither function as intended nor be restored to a usable condition. In the case of a building, all vertical supports and spanning members are damaged to such an extent that nothing is salvageable. In the case of bridges, all spans must have dropped and all piers must require replacement.

**detachment**

(\*) 1. A part of a unit separated from its main organization for duty elsewhere. 2. A temporary military or naval unit formed from other units or parts of units. Also called DET.

**detainee**

A term used to refer to any person captured or otherwise detained by an armed force.

**DICHROIC FILTER**

A lamp filter used to color correct or balance quartz tungsten halogen light with daylight.

**direct fire**

Fire directed at a target which is visible to the aimer. Gunfire delivered on a target, using the target itself as a point of aim for either the gun or the director.

**direction**

In artillery and naval gunfire support, a term used by a spotter and/or observer in a call for fire to indicate the bearing of the spotting line. See also bearing; call for fire; naval gunfire support; spotter; spotting line. (JP 2-0)

**directive**

(\*) 1. A military communication in which policy is established or a specific action is ordered. 2. A plan issued with a view to putting it into effect when so directed, or in the event that a stated contingency arises. 3. Broadly speaking, any communication which initiates or governs action, conduct, or procedure.



**distance**

1. The space between adjacent individual ships or boats measured in any direction between foremasts. 2. The space between adjacent men, animals, vehicles, or units in a formation measured from front to rear. 3. The space between known reference points or a ground observer and a target, measured in meters (artillery), in yards (naval gunfire), or in units specified by the observer. See also interval.

**distribution**

1. The arrangement of troops for any purpose, such as a battle, march, or maneuver. 2. A planned pattern of projectiles about a point. 3. A planned spread of fire to cover a desired frontage or depth. 4. An official delivery of anything, such as orders or supplies. 5. The operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander. 6. The process of assigning military personnel to activities, units, or billets. (JP 4-0)

**division**

An organizational part of a headquarters that handles military matters of a particular nature, such as personnel, intelligence, plans, and training, or supply and evacuation.

**doctrine**

Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application.

**DOD civilian**

A Federal civilian employee of the Department of Defense directly hired and paid from appropriated or nonappropriated funds, under permanent or temporary appointment. Specifically excluded are contractors and foreign host nationals as well as third country civilians.

**DOLLY**

A wheeled mount used to make moving camera shots.

**downlink**

A teletraining site that only receives training. The student can see the instructor, but the instructor cannot see the students. The teletraining network is capable of only one-way video over satellite. See "Uplink."

**draft**

1. The conscription of qualified citizens in military service.

**drill**

A disciplined, repetitious exercise to teach and perfect a skill or procedure. Drills are linked to Mission Training Plans in that they are a method for executing a collective task or task step. There are two types: Battle Drill--A collective action executed in a standard manner throughout the Army by a platoon or smaller element without the application of a deliberate decision making process. The action is vital to success in combat or critical to preserving life. The drill is initiated on a cue, such as an enemy action or simple leader's order, and is a trained response to the given stimulus. It requires minimal leader orders to accomplish and is standard throughout like units in the Army. Crew Drill--A collective action that a crew of a weapon or piece of equipment must perform to use the weapon or equipment successfully in combat or to preserve life. This action is a trained response to a given stimulus such as a simple leader order or the status of the weapon or equipment. It requires minimal leader orders to accomplish and is standard throughout the Army.

**drop zone**

(\*) A specific area upon which airborne troops, equipment, or supplies are airdropped. Also called DZ.

**DROP-OUT**

A video defect that shows up as black or white flecks or streaks in the video picture. It is caused by either dust, or the loss of magnetic particles on the tapes surface.

**DUB**

The duplication of an electronic recording. The dub is always of lesser quality than the original version.

**dump**

(\*) A temporary storage area, usually in the open, for bombs, ammunition, equipment, or supplies.

**echelon**

(\*) 1. A subdivision of a headquarters, i.e., forward echelon, rear echelon. 2. Separate level of command. As compared to a regiment, a division is a higher echelon, a battalion is a lower echelon. 3. A fraction of a command in the direction of depth to which a principal combat mission is assigned; i.e., attack echelon, support echelon, reserve echelon. 4. A formation in which its subdivisions are placed one behind another, with a lateral and even spacing to the same side.

**elevation**

(\*) The vertical distance of a point or level on or affixed to the surface of the Earth measured from mean sea level. See also altitude.

**enabling learning objective (ELO)**

A learning objective that supports the terminal learning objective. It must be learned or accomplished to learn or accomplish the terminal learning objective. It consists of an action, condition, and standard. Enabling objectives are identified when designing the lesson. A terminal learning objective does not have to have enabling objectives, but it may have more than one.

**end state**

The set of required conditions that defines achievement of the commander's objectives. (JP 3-18)

**engage**

To bring the enemy under fire.

**engagement**

A tactical conflict, usually between opposing lower echelons maneuver forces.

**entry level training**

Training given on initial entry into the Army which provides an orderly transition from civilian to military life. For enlisted soldiers it includes traditional basic combat training, advanced individual training, one station unit training, or other individual training needed to prepare them for initial duty assignments. Officer entry level training includes MQS I and MQS II (officer basic courses) to prepare them for their first duty assignment. Note: MQS products will be phased out upon replacement by OFS products.

**environmental considerations**

The spectrum of environmental media, resources, or programs that may impact on, or are affected by, the planning and execution of military operations. Factors may include, but are not limited to, environmental compliance, pollution prevention, conservation, protection of historical and cultural sites, and protection of flora and fauna. (JP 3-34)

**equipment**

In logistics, all nonexpendable items needed to outfit or equip an individual or organization. See also assembly; component; subassembly; supplies.

**escalation**

A deliberate or unpremeditated increase in scope or violence of a conflict.

**escort**

(\*) 1. A combatant unit(s) assigned to accompany and protect another force or convoy. 2. Aircraft assigned to protect other aircraft during a mission. 3. An armed guard that accompanies a convoy, a train,

prisoners, etc. 4. An armed guard accompanying persons as a mark of honor. 5. (DOD only) To convoy. 6. (DOD only) A member of the Armed Forces assigned to accompany, assist, or guide an individual or group, e.g., an escort officer.

### **espionage**

The act of obtaining, delivering, transmitting, communicating, or receiving information about the national defense with an intent, or reason to believe, that the information may be used to the injury of the United States or to the advantage of any foreign nation. Espionage is a violation of 18 United States Code 792-798 and Article 106, Uniform Code of Military Justice. See also counterintelligence.

### **establishment**

(\*) An installation, together with its personnel and equipment, organized as an operating entity. See also activity; base; equipment.

### **estimate**

1. An analysis of a foreign situation, development, or trend that identifies its major elements, interprets the significance, and appraises the future possibilities and the prospective results of the various actions that might be taken. 2. An appraisal of the capabilities, vulnerabilities, and potential courses of action of a foreign nation or combination of nations in consequence of a specific national plan, policy, decision, or contemplated course of action. 3. An analysis of an actual or contemplated clandestine operation in relation to the situation in which it is or would be conducted in order to identify and appraise such factors as available as well as needed assets and potential obstacles, accomplishments, and consequences. See also intelligence estimate.

### **evaluation**

Measurement of the demonstrated ability of soldiers or units to perform a task, and supporting skill and knowledge; or learning objective against the established standard.

### **exercise**

Collective task training designed to develop proficiency and crew teamwork in performing the task to the established standard. It also provides practice for performing supporting individual critical tasks. Exercises may be conducted in units and resident training. Types of exercises are as follows: Command Field Exercise (CFX)--A field training exercise with reduced troop and vehicle density, but with full command and control, and combat service support elements. Command Post Exercise (CPX)--An exercise in which the forces are simulated; may be conducted from garrison locations or between participating headquarters in the unit. Field Training Exercise (FTX)--A scenario driven tactical exercise used to train and evaluate critical collective and supporting individual tasks in a collective environment which simulates the stress, sounds, and wartime conditions. It is conducted in an austere field environment through all weather conditions and during night as well as day. The FTX should guide soldiers through a series of events exposing them to the rigors of duty performance during wartime operations. It combines combat arms, combat support, and combat service support. Live Fire Exercise (LFX)--An exercise designed to allow a unit/team to engage targets with its organic weapons and support. Situational Training Exercise (STX)--A short scenario driven mission-oriented tactical exercise that provides a vehicle to train a group of closely related collective tasks and drills together. Situational training exercises provide preconstructed, bite-sized, short-term exercises that are central to sustainment training for tactical mission proficiency.

### **exfiltration**

The removal of personnel or units from areas under enemy control by stealth, deception, surprise, or clandestine means. See also special operations; unconventional warfare.

### **expeditionary force**

An armed force organized to accomplish a specific objective in a foreign country.

**expendable property**

Property that may be consumed in use or loses its identity in use and may be dropped from stock record accounts when it is issued or used.

**explosive ordnance disposal**

(\*) The detection, identification, on-site evaluation, rendering safe, recovery, and final disposal of unexploded explosive ordnance. It may also include explosive ordnance which has become hazardous by damage or deterioration. Also called EOD.

**EXPOSURE**

The quantity of light allowed to act on a photograph – a product of the intensity and duration of the light.

**EXTERNAL AUDIENCE**

All people who are not part of the internal audience of US military members and civilian employees and their immediate families. Part of the concept of "publics." Includes many varied subsets that may be referred to as "audiences" or "publics."

**F-STOP**

The number that indicates the size of the lens opening. The larger the f-stop ( $f/22$ ), the smaller the opening; the smaller the f-stop ( $f/1.4$ ), the larger the opening.

**facility**

A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land. See also air facility.

**feedback**

Information and data, provided both within and outside the training system, that indicates the efficiency or effectiveness of the system or product. It is the data and information provided to the appropriate training proponent concerning the effectiveness and efficiency of the proponents training products, Also information provided to a student concerning his/her training performance.

**field artillery**

Equipment, supplies, ammunition, and personnel involved in the use of cannon, rocket, or surface-to-surface missile launchers. Field artillery cannons are classified according to caliber as follows. Light - 120mm and less. Medium - 121-160mm. Heavy - 161-210mm. Very heavy - greater than 210mm. Also called FA. See also direct support artillery; general support artillery.

**field exercise**

(\*) An exercise conducted in the field under simulated war conditions in which troops and armament of one side are actually present, while those of the other side may be imaginary or in outline. See also command post exercise.

**field manual (FM)**

A DA publication that contains doctrine that prescribes how the Army and its organizations function on the battlefield in terms of missions, organizations, personnel, and equipment. The level of detail should facilitate an understanding of "what" and "how" for commanders and staffs to execute their missions and tasks. The FM may also be used to publish selected alliance doctrinal publications that are not readily integrated into other doctrinal literature.

**FIELD OF VIEW**

(\*) 1. In photography, the angle between two rays passing through the perspective center (rear nodal point) of a camera lens to the two opposite sides of the format. Not to be confused with "angle of view." 2. The total solid angle available to the gunner when looking through the gunsight. Also called FOV.

**field of vision**

(\*) The total solid angle available to the gunner from his or her normal position. See also field of view.

**FIELD PRESS CENSORSHIP**

The security review of news material subject to the jurisdiction of the Armed Forces of the United States, including all information or material intended for dissemination to the public. Also called FPC. See also censorship.

**field training exercise (FTX)**

An exercise in which actual forces are used to train commanders, staffs, and individual units in basic, intermediate, and advanced-level warfare skills. Also called FTX. See also exercise; maneuver.

**FILL-IN LIGHT / FILL FLASH**

Additional light used to soften or fill the shadows or dark picture areas caused by the brighter main light.

**filler**

A substance carried in an ammunition container such as a projectile, mine, bomb, or grenade. A filler may be an explosive, chemical, or inert substance.

**final protective fire**

(\*) An immediately available prearranged barrier of fire designed to impede enemy movement across defensive lines or areas.

**final protective line**

Line selected where an enemy assault is to be checked by interlocking fire from all available weapons. A final protective line may be parallel with, or oblique to, the front of the position.

**fire**

(\*) 1. The command given to discharge a weapon(s). 2. To detonate the main explosive charge by means of a firing system. See also barrage fire; call fire; counterfire; counterpreparation fire; covering fire; destruction fire; direct fire; direct supporting fire; distributed fire; grazing fire; harassing fire; indirect fire; neutralization fire; observed fire; preparation fire; radar fire; registration fire; scheduled fire; searching fire; supporting fire; suppressive fire.

**fire support element**

That portion of the force tactical operations center at every echelon above company or troop (to corps) that is responsible for targeting coordination and for integrating fires delivered on surface targets by fire-support means under the control, or in support, of the force. Also called FSE. See also fire; fire support; force; support.

**FLASH FRAME**

A frame or two of video unintentionally inserted or left uncovered at a point where the scene changes (edit point). The extra frames appear so briefly that it appears as a flash.

**flash suppressor**

(\*) Device attached to the muzzle of the weapon which reduces the amount of visible light or flash created by burning propellant gases.

**flash-to-bang time**

(\*) The time from light being first observed until the sound of the nuclear detonation is heard.

**FOCAL LENGTH**

The distance between the CCD and the optical center of the lens when focused on infinity. The focal length of the lens on most adjustable cameras is marked in millimeters on the lens mount.

## **FOCUS**

Adjustment of the distance setting on a lens to define the subject sharply.

## **follow-up**

In amphibious operations, the reinforcements and stores carried on transport ships and aircraft (not originally part of the amphibious force) that are offloaded after the assault and assault follow-on echelons have been landed. See also amphibious operation; assault; assault follow-on echelon. (JP 3-02)

## **force**

1. An aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof. 2. A major subdivision of a fleet.

## **force projection**

The ability to project the military element of national power from the continental United States (CONUS) or another theater, in response to requirements for military operations. Force projection operations extend from mobilization and deployment of forces to redeployment to CONUS or home theater. See also force. (JP 3-35)

## **force protection**

Actions taken to prevent or mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Also called FP. See also force; force protection condition; protection. (JP 3-0)

## **force protection condition**

A Chairman of the Joint Chiefs of Staff-approved program standardizing the Military Services' identification of and recommended responses to terrorist threats against US personnel and facilities. This program facilitates inter-Service coordination and support for antiterrorism activities. Also called FPCON. There are four FPCONs above normal. a. FPCON ALPHA - This condition applies when there is a general threat of possible terrorist activity against personnel and facilities, the nature and extent of which are unpredictable, and circumstances do not justify full implementation of FPCON BRAVO measures. However, it may be necessary to implement certain measures from higher FPCONs resulting from intelligence received or as a deterrent. The measures in this FPCON must be capable of being maintained indefinitely. b. FPCON BRAVO - This condition applies when an increased and more predictable threat of terrorist activity exists. The measures in this FPCON must be capable of being maintained for weeks without causing undue hardship, affecting operational capability, and aggravating relations with local authorities. c. FPCON CHARLIE - This condition applies when an incident occurs or intelligence is received indicating some form of terrorist action against personnel and facilities is imminent. Implementation of measures in this FPCON for more than a short period probably will create hardship and affect the peacetime activities of the unit and its personnel. d. FPCON DELTA - This condition applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is likely. Normally, this FPCON is declared as a localized condition. See also antiterrorism; force protection. (JP 3-07.2)

## **format**

1. In photography, the size and/or shape of an image. 2. To make digital storage media compatible with an operating system. 3. To erase the contents of digital storage media

## **formation**

(\*) 1. An ordered arrangement of troops and/or vehicles for a specific purpose. 2. An ordered arrangement of two or more ships, units, or aircraft proceeding together under a commander.

**forward line of own troops**

A line that indicates the most forward positions of friendly forces in any kind of military operation at a specific time. The forward line of own troops (FLOT) normally identifies the forward location of covering and screening forces. The FLOT may be at, beyond, or short of the forward edge of the battle area. An enemy FLOT indicates the forward-most position of hostile forces. Also called FLOT.

**forward observer**

An observer operating with front line troops and trained to adjust ground or naval gunfire and pass back battlefield information. In the absence of a forward air controller, the observer may control close air support strikes. Also called FO. See also forward air controller; spotter.

**forward operating base**

An airfield used to support tactical operations without establishing full support facilities. The base may be used for an extended time period. Support by a main operating base will be required to provide backup support for a forward operating base. Also called FOB. (JP 3-09.3)

**fragmentary order**

An abbreviated form of an operation order (verbal, written or digital) usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic operation order. It may be issued in sections. It is issued after an operation order to change or modify that order or to execute a branch or sequel to that order. Also called FRAG order.

**FRAME**

(1) a complete scanning cycle of an electron beam, which occurs every 1/30th of a second. It represents the smallest complete television picture unit. (2) one individual picture on a strip of motion picture film. The smallest picture unit in film - a single picture.

**friendly fire**

In casualty reporting, a casualty circumstance applicable to persons killed in action or wounded in action mistakenly or accidentally by friendly forces actively engaged with the enemy, who are directing fire at a hostile force or what is thought to be a hostile force. See also casualty.

**front**

(\*) 1. The lateral space occupied by an element measured from the extremity of one flank to the extremity of the other flank. 2. The direction of the enemy. 3. The line of contact of two opposing forces. 4. When a combat situation does not exist or is not assumed, the direction toward which the command is faced.

**functional area**

Non-branch specialties such as public affairs, information systems, visual information and combat developments.

**GAFFER**

The chief electrician in the studio who is responsible for lighting the sets under supervision of the cameraman.

**gear**

A general term for a collection of spars, ropes, blocks, and equipment used for lifting and stowing cargo and ships stores. (JP 4-01.6)

**general orders**

1. Permanent instructions, issued in order form, that apply to all members of a command, as compared with special orders, which affect only individuals or small groups. General orders are usually concerned with matters of policy or administration. 2. A series of permanent guard orders that govern the duties of a sentry on post.

**global positioning system**

A satellite constellation that provides highly accurate position, velocity, and time navigation information to users. Also called GPS.

**Go/no-go- -pass or fail**

The evaluation criteria whereby students cannot partially pass. They either pass (go: meet the standard) or fail(no-go: do not meet the standard).

**graphic**

(\*) Any and all products of the cartographic and photogrammetric art. A graphic may be a map, chart, or mosaic or even a film strip that was produced using cartographic techniques.

**graphic training aid (GTA)**

A Graphic Training Aid (GTA) provides a means for trainers to conduct and sustain task-based training in lieu of using extensive printed material or an expensive piece of equipment. The uses of GTAs range from quick reference memory aids to simulation games for a battalion.

**GRAY SCALE**

A series of densities in definite steps from white to black.

**grazing fire**

(\*) Fire approximately parallel to the ground where the center of the cone of fire does not rise above one meter from the ground. See also fire.

**grid**

1. Two sets of parallel lines intersecting at right angles and forming squares; the grid is superimposed on maps, charts, and other similar representations of the Earth's surface in an accurate and consistent manner in order to permit identification of ground locations with respect to other locations and the computation of direction and distance to other points. 2. A term used in giving the location of a geographic point by grid coordinates. See also military grid; military grid reference system.

**grid coordinates**

(\*) Coordinates of a grid coordinate system to which numbers and letters are assigned for use in designating a point on a gridded map, photograph, or chart. See also coordinates.

**grid north**

(\*) The northerly or zero direction indicated by the grid datum of directional reference.

**GRIP**

A crewmember that handles, repairs and moves all the scenery and props on a motion set. The grip also places camera tracks and moves camera on dolly for moving camera shots.

**guerrilla**

A combat participant in guerrilla warfare. See also unconventional warfare.

**guerrilla warfare**

(\*) Military and paramilitary operations conducted in enemy-held or hostile territory by irregular, predominantly indigenous forces. Also called GW. See also unconventional warfare.

**gun**

1. A cannon with relatively long barrel, operating with relatively low angle of fire, and having a high muzzle velocity. 2. A cannon with tube length 30 calibers or more. See also howitzer; mortar.

**hang fire**

A malfunction that causes an undesired delay in the functioning of a firing system.



**harassing fire**

(\*) Fire designed to disturb the rest of the enemy troops, to curtail movement, and, by threat of losses, to lower morale. See also fire.

**hardware**

1. The generic term dealing with physical items as distinguished from its capability or function such as equipment, tools, implements, instruments, devices, sets, fittings, trimmings, assemblies, subassemblies, components, and parts. The term is often used in regard to the stage of development, as in the passage of a device or component from the design stage into the hardware stage as the finished object. 2. In data automation, the physical equipment or devices forming a computer and peripheral components. See also software.

**hasty attack**

(\*) In land operations, an attack in which preparation time is traded for speed in order to exploit an opportunity. See also deliberate attack.

**hasty breaching**

(\*) The rapid creation of a route through a minefield, barrier, or fortification by any expedient method.

**hasty crossing**

(\*) The crossing of an inland water obstacle using the crossing means at hand or those readily available, and made without pausing for elaborate preparations. See also deliberate crossing.

**hasty defense**

(\*) A defense normally organized while in contact with the enemy or when contact is imminent and time available for the organization is limited. It is characterized by improvement of the natural defensive strength of the terrain by utilization of foxholes, emplacements, and obstacles. See also deliberate defense.

**hazard**

A condition with the potential of causing injury to personnel, damage to equipment or structure, loss of material, or lessening of ability to perform a mission, a task, or a learning objective. Example: A river crossing has hazards that might include water depth and current, hypothermia, fatigue, debris on or under the water, change in conditions caused by weather, and swimming ability of the soldiers, etc.

**HEAD-ON SHOT**

A directionless shot in which the subject comes towards the camera. Used to change scene direction.

**helicopter landing zone**

A specified ground area for landing assault helicopters to embark or disembark troops and/or cargo. A landing zone may contain one or more landing sites. Also called HLZ.

**helipad**

(\*) A prepared area designated and used for takeoff and landing of helicopters. (Includes touchdown or hover point.)

**high-value target**

A target the enemy commander requires for the successful completion of the mission. The loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander's area of interest. Also called HVT. See also high-payoff target; target. (JP 3-09)

**holdover**

Soldier status referring to those graduates held over at the end of a course for causes such as lack of orders, lack of clearance, medical problems, or judicial proceedings.

**home station**

The permanent location of active duty units and Reserve Component units (e.g., location of armory or reserve center). See also active duty; Reserve Components. (JP 4-05)

**host country**

A nation in which representatives or organizations of another state are present because of government invitation and/or international agreement.

**host nation**

A nation that receives the forces and/or supplies of allied nations, coalition partners, and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called HN.

**Host-nation sensitivities**

(1) Cultural, religious, political customs and topics defined by the Country team as potentially offensive to local populations and governments. U.S. military commands receive periodic lists of sensitivities. (2) Topics that are restricted from broadcast on an AFRTS outlet when determined by the U.S. embassy or country team, normally in writing, to be sensitive to the host nation.

**Host-nation support**

Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Also called HNS. See also host nation. (JP 4-0)

**hostage**

A person held as a pledge that certain terms or agreements will be kept. (The taking of hostages is forbidden under the Geneva Conventions, 1949.)

**hostile**

In combat and combat support operations, an identity applied to a track declared to belong to any opposing nation, party, group, or entity, which by virtue of its behavior or information collected on it such as characteristics, origin, or nationality contributes to the threat to friendly forces. See also neutral; suspect; unknown.

**hostile intent**

The threat of imminent use of force by a foreign force, terrorist(s), or organization against the United States and US national interests, US forces and, in certain circumstances, US nationals, their property, US commercial assets, and other designated non-US forces, foreign nationals, and their property. When hostile intent is present, the right exists to use proportional force, including armed force, in self-defense by all necessary means available to deter or neutralize the potential attacker or, if necessary, to destroy the threat. A determination that hostile intent exists and requires the use of proportional force in self-defense must be based on evidence that an attack is imminent. Evidence necessary to determine hostile intent will vary depending on the state of international and regional political tension, military preparations, intelligence, and indications and warning information.

**HOT SHOE**

The fitting on the camera that holds a small, portable flash.

**howitzer**

1. A cannon that combines certain characteristics of guns and mortars. The howitzer delivers projectiles with medium velocities, either by low or high trajectories. 2. Normally a cannon with a tube length of 20 to 30 calibers; however, the tube length can exceed 30 calibers and still be considered a howitzer when the high angle fire zoning solution permits range overlap between charges. See also gun; mortar.

**hub**

An organization that sorts and distributes inbound cargo from wholesale supply sources (airlifted, sealifted, and ground transportable) and/or from within the theater. See also hub and spoke distribution; spoke.

**HYPER FOCAL DISTANCE**

The distance from the lens to the nearest plane in sharp focus when the lens is focused at infinity.

**HZ - HERTZ**

A measurement of frequency in cycles per second.

**identification**

1. The process of determining the friendly or hostile character of an unknown detected contact. 2. In arms control, the process of determining which nation is responsible for the detected violations of any arms control measure. 3. In ground combat operations, discrimination between recognizable objects as being friendly or enemy, or the name that belongs to the object as a member of a class. Also called ID.

**IMAGE FORMAT**

Actual size of negative, scope, or other medium on which image is produced.

**IMAGE MOTION COMPENSATION**

(\*) Movement intentionally imparted to film at such a rate as to compensate for the forward motion of an air or space vehicle when photographing ground objects.

**imagery**

(\*) Collectively, the representations of objects reproduced electronically or by optical means on film, electronic display devices, or other media.

**impact area**

An area having designated boundaries within the limits of which all ordnance will detonate or impact.

**implementation**

The actual conduct of training by any method of instruction using the validated training materials created during the design and development phases. A major phase in the training development process.

**improvised explosive device**

(\*) A device placed or fabricated in an improvised manner incorporating destructive, lethal, noxious, pyrotechnic, or incendiary chemicals and designed to destroy, incapacitate, harass, or distract. It may incorporate military stores, but is normally devised from nonmilitary components. Also called IED. (JP 3-07.2)

**in support**

(\*) An expression used to denote the task of providing artillery supporting fire to a formation or unit. Liaison and observation are not normally provided. See also at priority call; direct support.

**in support of**

Assisting or protecting another formation, unit, or organization while remaining under original control.

**inactive status**

Status of reserve members on an inactive status list of a Reserve Component or assigned to the Inactive Army National Guard. Those in an inactive status may not train for points or pay, and may not be considered for promotion.

**incident**

In information operations, an assessed event of attempted entry, unauthorized entry, or an information attack on an automated information system. It includes unauthorized probing and browsing; disruption or

denial of service; altered or destroyed input, processing, storage, or output of information; or changes to information system hardware, firmware, or software characteristics with or without the users' knowledge, instruction, or intent. See also information operations. (JP 3-13)

**incidents**

Brief clashes or other military disturbances generally of a transitory nature and not involving protracted hostilities.

**independent learning**

Usually, learning outside the classroom environment. It is similar to learning from homework but should not be confused with individualized instruction.

**individual protective equipment**

(\*) In nuclear, biological, and chemical warfare, the personal clothing and equipment required to protect an individual from biological and chemical hazards and some nuclear effects.

**Individual training**

Training which prepares the soldier to perform specified duties or tasks related to assigned duty position or subsequent duty positions and skill level.

**individual training plan (ITP)**

A document prepared for each enlisted military occupational specialty, warrant officer military occupational specialty, commissioned officer specialty code, or separate functional training program that describes the overall plan to satisfy training requirements and document the long range training strategy

**INFLECTION**

Conversational presentation with correct emphasis to convey the idea.

**information**

1. Facts, data, or instructions in any medium or form. 2. The meaning that a human assigns to data by means of the known conventions used in their representation. (JP 3-13.1)

**information environment**

The aggregate of individuals, organizations, or systems that collect, process, or disseminate information; also included is the information itself. See also information system. (JP 3-13)

**information operations**

Actions taken to affect adversary information and information systems while defending one's own information and information systems. Also called IO. See also defensive information operations; information; offensive information operations; operation. (JP 3-13)

**information requirements**

(\*) Those items of information regarding the enemy and his environment which need to be collected and processed in order to meet the intelligence requirements of a commander. See also priority intelligence requirements.

**information warfare**

Information operations conducted during time of crisis or conflict to achieve or promote specific objectives over a specific adversary or adversaries. Also called IW. See also crisis; information; information operations; operation. (JP 3-13)

**INSERT EDITING MODE**

The method of inserting new material onto a particular section of a prerecorded videotape without disruption of any other sections. Control track must be laid down prior to editing process. Also referred to as insert editing.

**inspection**

In arms control, physical process of determining compliance with arms control measures.

**installation**

A grouping of facilities, located in the same vicinity, which support particular functions. Installations may be elements of a base. See also base; base complex.

**instructional delivery system**

A medium or combination of media (including personnel, equipment, and software) used to convey instruction to the student-

**instructional site**

A physical location where specific instruction is to be accomplished (i.e., school, unit, job site). Despite semantic preferences, a recognition of basic distinction between form of training (self-study, supervised on-the-job training) and location of training (resident or job site) is important. In this context, site and setting are designations of training location, not training form. In analysis the analyst is concerned with site (location) selection, not training form selection which is the task of the designers and developers. See "Training site selection."

**instructor contact hour (ICH)**

The manpower work load factor which represents one instructor work hour devoted to conducting training. The instructor contact hour for each lesson is related to optimum class size and computed by multiplying the number of academic hours times the number of student groups times the number of instructors required per group.

**Instructor evaluation**

A written evaluation report, provided by qualified observers of an instructor's teaching ability, knowledge, and skill.

**instrument**

In testing and evaluation, a test or measuring device that is used to determine achievement (go/no-go) or the relative standing of an individual or group. Tests, rating forms, and standard interviews are all evaluation instruments.

**insurgency**

(\*) An organized movement aimed at the overthrow of a constituted government through use of subversion and armed conflict.

**insurgent**

Member of a political party who rebels against established leadership. See also antiterrorism; counterinsurgency; insurgency. (JP 3-07.2)

**integration**

1. In force protection, the synchronized transfer of units into an operational commander's force prior to mission execution. 2. The arrangement of military forces and their actions to create a force that operates by engaging as a whole. 3. In photography, a process by which the average radar picture seen on several scans of the time base may be obtained on a print, or the process by which several photographic images are combined into a single image. See also force protection.

**Intelligence (military)**

The product resulting from the collection, processing, integration, analysis, evaluation and interpretation of available information concerning foreign countries or areas.

**intelligence summary**

A specific report providing a summary of items of intelligence at frequent intervals. Also called INTSUM. See also intelligence.

**intention**

An aim or design (as distinct from capability) to execute a specified course of action.

**interdiction**

An action to divert, disrupt, delay, or destroy the enemy's surface military potential before it can be used effectively against friendly forces. See also air interdiction.

**internal audience**

US military members and civilian employees and their immediate families. One of the audiences comprising the concept of "publics." See also external audience.

**INTERNAL INFORMATION (COMMAND INFORMATION)**

Information programs designed to reach the internal command audience. (soldiers, their families, DA civilians and other workers, cadets and retirees)

**INTERNAL PUBLIC**

Audiences with a direct relationship to the Army and the command. The major groups of internal audiences are military personnel, family members, Department of Defense (DOD) civilians, civilian contract employees, military retirees, and Military Academy and ROTC cadets.

**internally displaced person**

Any person who has left their residence by reason of real or imagined danger but has not left the territory of their own country.

**international date line**

(\*) The line coinciding approximately with the anti-meridian of Greenwich, modified to avoid certain habitable land. In crossing this line there is a date change of one day. Also called date line.

**interval**

(\*) 1. The space between adjacent groups of ships or boats measured in any direction between the corresponding ships or boats in each group. 2. The space between adjacent individuals, ground vehicles, or units in a formation that are placed side by side, measured abreast. 3. The space between adjacent aircraft measured from front to rear in units of time or distance. 4. The time lapse between photographic exposures. 5. At battery right or left, an interval ordered in seconds is the time between one gun firing and the next gun firing. Five seconds is the standard interval. 6. At rounds of fire for effect the interval is the time in seconds between successive rounds from each gun.

**intervention**

Action taken to divert a unit or force from its track, flight path, or mission.

**irregular forces**

Armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces.

**job analysis**

The process used to identify individual critical tasks (including leader tasks) a job incumbent must perform to successfully accomplish his/her mission and duties as well as survive on the battlefield. They are the critical tasks for that job. They may be one of four types --Common soldier tasks; Common skill level tasks; Critical individual tasks; Shared tasks.

**joint**

Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate.

**joint operations center**

A jointly manned facility of a joint force commander's headquarters established for planning, monitoring, and guiding the execution of the commander's decisions. Also called JOC.

**joint table of allowances**

A document that authorizes end-items of materiel for units operated jointly by two or more military assistance advisory groups and missions. Also called JTA.

**joint table of distribution**

A manpower document that identifies the positions and enumerates the spaces that have been approved for each organizational element of a joint activity for a specific fiscal year (authorization year), and those spaces which have been accepted for planning and programming purposes for the four subsequent fiscal years (program years). Also called JTD. See also joint manpower program.

**joint task force (JTF)**

A temporary subordinate command comprised of elements from more than one service; normally given a specific operational mission.

**jump speed**

The airspeed at which paratroops can jump with comparative safety from an aircraft.

**jumpmaster**

The assigned airborne qualified individual who controls paratroops from the time they enter the aircraft until they exit. See also stick commander (air transport).

**KEY LIGHT**

The principle light used for the illumination of a subject.

**key point**

(\*) A concentrated site or installation, the destruction or capture of which would seriously affect the war effort or the success of operations.

**killed in action**

A casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who is killed outright or who dies as a result of wounds or other injuries before reaching a medical treatment facility. Also called KIA. See also casualty category.

**landing zone**

(\*) Any specified zone used for the landing of aircraft. Also called LZ. See also airfield.

**leapfrog**

(\*) Form of movement in which like supporting elements are moved successively through or by one another along the axis of movement of supported forces.

**learning activity**

The specific behavior a student performs during a particular episode of learning. See "Learning step."

**learning objective (LO)**

A statement of what the student is to be capable of accomplish in terms of the expected student performance under specific conditions to accepted standards. Learning objectives clearly and concisely describe student performance required to demonstrate competency in the material being taught. They focus the training development on what needs to be trained and focuses student learning on what needs to be learned. Both terminal and enabling objectives are learning objectives.

**learning process**

A series of purposeful activities (events) designed to change a student's ability to perform a task or supporting skill.

**learning step**

A student activity that leads toward achievement of a learning objective. Learning steps are determined when the objective is broken down into its component parts. Often an explicit hierarchical relationship consisting of terminal learning objective, enabling learning objective, and learning step is maintained. Learning steps are identified and delineated in the lesson, training support package, or Army Correspondence Course Program outline during the design phase. It should be performance oriented.

**lesson**

The basic building block of all training. The level at which training is designed in detail. The lesson is structured to facilitate learning. A lesson normally includes telling or showing the soldiers what to do and how to do it, an opportunity for the soldiers to practice, and providing the soldiers feedback concerning their performance. A lesson may take the form of an instructor presented lesson, a SGI-presented lesson, or a self-paced lesson, such as a correspondence course or CBI lesson. An instructor presented lesson or SGI presented lesson is documented as a lesson plan. A self-paced lesson must be of sufficient detail that the student can learn the material to the established learning objective standard on his own. An extension training lesson is a self paced instructional program developed, reproduced, and packaged for distribution to soldiers in the field. These lessons consist of a terminal learning objective, instructional text, practice, and immediate feedback to the soldier. See "Lesson outline" and "Lesson plan."

**Lesson plan**

The detailed blueprint for presenting training by an instructor or small group leader (SGL). It prevents training from becoming haphazard and provides for training standardization. It is built on the lesson outline and includes all the details required for the presentation. It must be of sufficient detail that a new instructor can teach the lesson with no decrement of training. See "Lesson outline" and "Lesson."

**liaison**

That contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. (JP 3-08)

**LIBEL**

Injury to reputation. Words, pictures or cartoons that expose a person to public hatred, shame, disgrace or ridicule, or induce an ill opinion of a person are libelous.

**licensed production**

A direct commercial arrangement between a US company and a foreign government, international organization, or foreign company, providing for the transfer of production information which enables the foreign government, international organization, or commercial producer to manufacture, in whole or in part, an item of US defense equipment. A typical license production arrangement would include the functions of production engineering, controlling, quality assurance and determining of resource requirements. It may or may not include design engineering information and critical materials production and design information. A licensed production arrangement is accomplished under the provisions of a manufacturing license agreement per the US International Traffic in Arms Regulation.

**life cycle**

The total phases through which an item passes from the time it is initially developed until the time it is either consumed in use or disposed of as being excess to all known materiel requirements.

**LIGHT FILTER**

(\*) An optical element such as a sheet of glass, gelatine, or plastic dyed in a specific manner to absorb selectively light of certain colors.



**light line**

(\*) A designated line forward of which vehicles are required to use black-out lights at night.

**LINE OF ACTION**

This rule is also called the 180-degree rule. It applies to any situation where the central action moves along the eye line, stag line or axis.

**line of communications**

A route, either land, water, and/or air, that connects an operating military force with a base of operations and along which supplies and military forces move. Also called LOC. See also base of operations; route.

**line of departure**

(\*) 1. In land warfare, a line designated to coordinate the departure of attack elements. 2. In amphibious warfare, a suitably marked offshore coordinating line to assist assault craft to land on designated beaches at scheduled times. Also called LD.

**litter**

A basket or frame utilized for the transport of injured persons.

**LIVE VOICEOVER (ROLLING VIDEO)**

An edited video segment (e.g. B-roll w/ natural sound) accompanies by a news script. You must write and time your news script so that the words compliment and match the pictures in the edited video segment. Normally a newscaster delivers the script live while the video segment airs on the TV screen. A live voiceover should run 10 - 30 seconds.

**LIVE VOICEOVER WITH ACTUALITY (ROLLING VIDEO SOUND BITE)**

An insert that includes an edited video segment(s) combined with an actuality. A live voiceover w/ actuality should run 30 - 60 seconds.

**load**

(\*) The total weight of passengers and/or freight carried on board a ship, aircraft, train, road vehicle, or other means of conveyance. See also airlift capability; airlift requirement; allowable load.

**loading plan**

(\*) All of the individually prepared documents which, taken together, present in detail all instructions for the arrangement of personnel, and the loading of equipment for one or more units or other special grouping of personnel or material moving by highway, water, rail, or air transportation. See also ocean manifest.

**local procurement**

The process of obtaining personnel, services, supplies, and equipment from local or indigenous sources.

**local purchase**

The function of acquiring a decentralized item of supply from sources outside the Department of Defense.

**logistic support**

Logistic support encompasses the logistic services, materiel, and transportation required to support the continental United States-based and worldwide deployed forces.

**Logistics**

The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with: a. design development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of material; b. movement, evacuation, and hospitalization of personnel; c. acquisition of construction, maintenance, operation, and disposition of facilities; and d. acquisition or furnishing of services.

**look**

(\*) In mine warfare, a period during which a mine circuit is receptive of an influence.

**lot**

Specifically, a quantity of material all of which was manufactured under identical conditions and assigned an identifying lot number.

**low dollar value item**

An item that normally requires considerably less management effort than those in the other management intensity groupings.

**magnetic compass**

(\*) An instrument containing a freely suspended magnetic element which displays the direction of the horizontal component of the Earth's magnetic field at the point of observation.

**magnetic declination**

(\*) The angle between the magnetic and geographical meridians at any place, expressed in degrees east or west to indicate the direction of magnetic north from true north. In nautical and aeronautical navigation, the term magnetic variation is used instead of magnetic declination and the angle is termed variation of the compass or magnetic variation. Magnetic declination is not otherwise synonymous with magnetic variation which refers to regular or irregular change with time of the magnetic declination, dip, or intensity. See also magnetic variation.

**magnetic north**

(\*) The direction indicated by the north seeking pole of a freely suspended magnetic needle, influenced only by the Earth's magnetic field.

**main attack**

(\*) The principal attack or effort into which the commander throws the full weight of the offensive power at his disposal. An attack directed against the chief objective of the campaign, major operation, or battle.

**main supply route**

The route or routes designated within an operational area upon which the bulk of traffic flows in support of military operations. Also called MSR.

**maintain**

When used in the context of deliberate planning, the directed command will keep the referenced operation plan, operation plan in concept format, or concept summary, and any associated Joint Operation Planning and Execution System (JOPES) automated data processing files active in accordance with applicable tasking documents describing the type and level of update or maintenance to be performed. General guidance is contained in JOPES, Volumes I and II. See also archive; retain.

**major operation**

A series of tactical actions (battles, engagements, strikes) conducted by various combat forces of a single or several Services, coordinated in time and place, to accomplish operational and, sometimes, strategic objectives in an operational area. These actions are conducted simultaneously or sequentially in accordance with a common plan and are controlled by a single commander. See also operation. (JP 3-0)

**maneuver**

1. A movement to place ships, aircraft, or land forces in a position of advantage over the enemy. 2. A tactical exercise carried out at sea, in the air, on the ground, or on a map in imitation of war. 3. The operation of a ship, aircraft, or vehicle, to cause it to perform desired movements. 4. Employment of forces in the battlespace through movement in combination with fires to achieve a position of advantage in respect to the enemy in order to accomplish the mission. See also mission; operation. (JP 3-0)

**manifest**

A document specifying in detail the passengers or items carried for a specific destination.

**map**

(\*) A graphic representation, usually on a plane surface and at an established scale, of natural or artificial features on the surface of a part or the whole of the Earth or other planetary body. The features are positioned relative to a coordinate reference system. See also administrative map; chart index; chart series; chart sheet; controlled map; general map; large-scale map; line-route map; map chart; map index; map series; map sheet; medium-scale map; operation map; planimetric map; situation map; small-scale map; strategic map; tactical map; topographic map; traffic circulation map.

**map index**

(\*) Graphic key primarily designed to give the relationship between sheets of a series, their coverage, availability, and further information on the series. See also map.

**map series**

(\*) A group of maps or charts usually having the same scale and cartographic specifications, and with each sheet appropriately identified by producing agency as belonging to the same series.

**margin**

(\*) In cartography, the area of a map or chart lying outside the border.

**marginal data**

(\*) All explanatory information given in the margin of a map or chart which clarifies, defines, illustrates, and/or supplements the graphic portion of the sheet.

**Marine expeditionary force**

The largest Marine air-ground task force (MAGTF) and the Marine Corps principal warfighting organization, particularly for larger crises or contingencies. It is task-organized around a permanent command element and normally contains one or more Marine divisions, Marine aircraft wings, and Marine force service support groups. The Marine expeditionary force is capable of missions across the range of military operations, including amphibious assault and sustained operations ashore in any environment. It can operate from a sea base, a land base, or both. Also called MEF. See also aviation combat element; combat service support element; command element; ground combat element; Marine air-ground task force; Marine expeditionary force (forward); Marine expeditionary unit; special purpose Marine air-ground task force; task force.

**Marine expeditionary unit**

A Marine air-ground task force (MAGTF) that is constructed around an infantry battalion reinforced, a helicopter squadron reinforced, and a task-organized combat service support element. It normally fulfills Marine Corps forward sea-based deployment requirements. The Marine expeditionary unit provides an immediate reaction capability for crisis response and is capable of limited combat operations. Also called MEU. See also aviation combat element; combat service support element; command element; ground combat element; Marine air-ground task force; Marine expeditionary force; Marine expeditionary force (forward); Marine expeditionary unit (special operations capable); special purpose Marine air-ground task force; task force.

**mass**

(\*) 1. The concentration of combat power. 2. The military formation in which units are spaced at less than the normal distances and intervals.

**mass casualty**

Any large number of casualties produced in a relatively short period of time, usually as the result of a single incident such as a military aircraft accident, hurricane, flood, earthquake, or armed attack that exceeds local logistic support capabilities. See also casualty.

**materiel**

All items (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. See also equipment; personal property.

**maximum effective range**

The maximum distance at which a weapon may be expected to be accurate and achieve the desired effect.

**maximum range**

(\*) The greatest distance a weapon can fire without consideration of dispersion.

**measures of effectiveness**

Tools used to measure results achieved in the overall mission and execution of assigned tasks. Measures of effectiveness are a prerequisite to the performance of combat assessment. Also called MOEs. See also combat assessment; mission. (JP 3-60)

**MEDIA**

A means of conveying or delivering information. Examples of training media are paper, film, videotape, broadcast television, computer program.

**MEDIA ANALYSIS**

Assessment of the focus, interpretation, and perspective of the general reporting done by the commercial news media.

**MEDIA OPERATIONS CENTER**

Provides the means through which a commander can cope with media interest for the least outlay interims of time and personnel. Centers register and/or accredit news media, brief reporters, and provide military escorts and limited work space. When operated by unified/specified commands, news media centers are called Joint Information Bureaus. When combined with allied commands, they are called Allied Press Information Centers or Combined Information Bureaus.

**MEDIA POOL**

A limited number of news media who represent a larger number of news media organizations for purposes of news gathering and sharing of material during a specified activity. Pooling is typically used when news media support resources cannot accommodate a large number of journalists. The Department of Defense National Media Pool is available for coverage of the earliest stages of a contingency. Additionally, the combatant commanders may also find it necessary to form limited local pools to report on specific missions. See also news media representative; public affairs. (JP 3-61)

**medium-scale map**

A map having a scale larger than 1:600,000 and smaller than 1:75,000. See also map.

**mental skill**

The active mental processes of identifying, classifying, using rules, and solving problems. Includes thinking, reasoning, analyzing, judging, and inferring functions. See "Skill."

**message**

Any thought or idea expressed briefly in a plain or secret language and prepared in a form suitable for transmission by any means of communication.

**metadata**

Information about information; more specifically, information about the meaning of other data. See also data; information. (JP 2-03)

casualty is a member of an organized element that has been surrounded by a hostile force to prevent escape of its members. b. besieged - The casualty is a member of an organized element that has been surrounded by a hostile force, compelling it to surrender. c. captured - The casualty has been seized as the result of action of an unfriendly military or paramilitary force in a foreign country. d. detained - The casualty is prevented from proceeding or is restrained in custody for alleged violation of international law or other reason claimed by the government or group under which the person is being held. e. interned - The casualty is definitely known to have been taken into custody of a nonbelligerent foreign power as the result of and for reasons arising out of any armed conflict in which the Armed Forces of the United States are engaged. f. missing - The casualty is not present at his or her duty location due to apparent involuntary reasons and whose location is unknown. g. missing in action - The casualty is a hostile casualty, other than the victim of a terrorist activity, who is not present at his or her duty location due to apparent involuntary reasons and whose location is unknown. Also called MIA. See also casualty category; casualty status.

### **mission**

A series of related tasks that comprise the major capabilities and/or requirements imposed on a unit by its parent organization or table(s) of organization and equipment. Examples: Defend in sector, conduct a hasty attack, and delay. Missions may be imposed to support the parent unit.

### **Mission analysis**

Mission analysis identifies unit organizational and functional structure, develops a mission matrix, derives a mission by echelon list, and identifies critical collective tasks.

### **mission essential task list (METL)**

A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s).

### **mission-capable**

Material condition of an aircraft indicating it can perform at least one and potentially all of its designated missions. Mission-capable is further defined as the sum of full mission-capable and partial mission-capable. Also called MC. See also full missioncapable; partial mission-capable; partial mission-capable, maintenance; partial mission-capable, supply.

### **mission-oriented protective posture gear**

Military term for individual protective equipment including suit, boots, gloves, mask with hood, first aid treatments, and decontamination kits issued to soldiers. Also called MOPP gear. See also decontamination; missionoriented protective posture. (JP 3-11)

### **MOBILE PUBLIC AFFAIRS DETACHMENT (MPAD)**

Assigned to echelons above division. A unit designed to provide a full range of PA support to deployed Army, joint and combined units and task forces.

### **mobile training team**

A team consisting of one or more US military or civilian personnel sent on temporary duty, often to a foreign nation, to give instruction. The mission of the team is to train indigenous personnel to operate, maintain, and employ weapons and support systems, or to develop a self-training capability in a particular skill. The National Command Authorities may direct a team to train either military or civilian indigenous personnel, depending upon host-nation requests. Also called MTT. (JP 3-05)

### **mobility**

(\*) A quality or capability of military forces which permits them to move from place to place while retaining the ability to fulfill their primary mission.

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**mobilization**

The process by which the Armed Forces are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve Components, and assembling and organizing personnel, supplies, and material.

**mobilization site**

The designated location where a Reserve Component unit or individual mobilizes or moves after mobilization for further processing, training, and employment. This differs from a mobilization station in that it is not necessarily a military installation. See also mobilization; mobilization station; Reserve Components. (JP 4-05)

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**mobilization station**

The designated military installation to which a Reserve Component unit or individual is moved for further processing, organizing, equipping, training, and employment and from which the unit or individual may move to an aerial port of embarkation or seaport of embarkation. See also mobilization; mobilization site; Reserve Components. (JP 4-05)

**mock-up**

(\*) A model, built to scale, of a machine, apparatus, or weapon, used in studying the construction of, and in testing a new development, or in teaching personnel how to operate the actual machine, apparatus, or weapon.

**module**

A grouping of lessons in a formal training course. Synonymous with annex and subcourse. A module could be presented by one or more training media/methods or combination thereof.

**moment**

(\*) In air transport, the weight of a load multiplied by its distance from a reference point in the aircraft.

**mortar**

A muzzle-loading, indirect fire weapon with either a rifled or smooth bore. It usually has a shorter range than a howitzer, employs a higher angle of fire, and has a tube with a length of 10 to 20 calibers. See also gun; howitzer.

**mounting**

(\*) 1. All preparations made in areas designated for the purpose, in anticipation of an operation. It includes the assembly in the mounting area, preparation and maintenance within the mounting area, movement to loading points, and subsequent embarkation into ships, craft, or aircraft if applicable. 2. (DOD only) A carriage or stand upon which a weapon is placed.

**movement control**

1. The planning, routing, scheduling, and control of personnel and cargo over lines of communications. 2. An organization responsible for the planning, routing, scheduling, and control of personnel and cargo movements over lines of communications. Also called movement control center or MCC. See also consumer logistics; line of communications; logistic and movement control center; movement control center; movement control teams; non-unit-related cargo; non-unit-related personnel. (JP 4-01.5)

**movement order**

An order issued by a commander covering the details for a move of the command.

**movement to contact**

A form of the offense designed to develop the situation and to establish or regain contact. See also meeting engagement; reconnaissance in force.

## **MULTIMEDIA**

More than one presentation medium. In training the use of more than one medium to convey the content of instruction. Media available for use may include, but need not be limited to, text, programmed instruction, audio tapes, videotapes, slides, films, television, and computers. Multimedia is also an industry term used to define both presentation and training that is delivered via a multimedia workstation/personal computer. It uses text, graphics, digital audio, animation, and up to full motion digital video. Multimedia is delivered via hard disk, floppy disk, or CD-ROM.

## **multinational force**

A force composed of military elements of nations who have formed an alliance or coalition for some specific purpose. Also called MNF. See also multinational force commander; multinational operations.

## **munition**

(\*) A complete device charged with explosives, propellants, pyrotechnics, initiating composition, or nuclear, biological, or chemical material for use in military operations, including demolitions. Certain suitably modified munitions can be used for training, ceremonial, or nonoperational purposes. Also called ammunition. (Note: In common usage, "munitions" [plural] can be military weapons, ammunition, and equipment.) See also explosive ordnance. (JP 3-11)

## **napalm**

1. Powdered aluminum soap or similar compound used to gelatinize oil or gasoline for use in napalm bombs or flame throwers. 2. The resultant gelatinized substance.

## **national emergency**

A condition declared by the President or the Congress by virtue of powers previously vested in them that authorize certain emergency actions to be undertaken in the national interest. Action to be taken may include partial, full, or total mobilization of national resources. See also mobilization.

## **national security**

A collective term encompassing both national defense and foreign relations of the United States. Specifically, the condition provided by: a. a military or defense advantage over any foreign nation or group of nations; b. a favorable foreign relations position; or c. a defense posture capable of successfully resisting hostile or destructive action from within or without, overt or covert. See also security.

## **National Training Center (NTC)**

The Fort Irwin training center that provides a heavy combat battalion task force 2 weeks of intensive combat training on a rotational basis.

## **natural disaster**

An emergency situation posing significant danger to life and property that results from a natural cause. See also domestic emergencies.

## **nautical mile**

A measure of distance equal to one minute of arc on the Earth's surface. The United States has adopted the international nautical mile equal to 1,852 meters or 6,076.11549 feet. Also called nm.

## **nerve agent**

(\*) A potentially lethal chemical agent which interferes with the transmission of nerve impulses.

## **neutral**

In combat and combat support operations, an identity applied to a track whose characteristics, behavior, origin, or nationality indicate that it is neither supporting nor opposing friendly forces. See also hostile; suspect; unknown.



**neutralize**

1. As pertains to military operations, to render ineffective or unusable. 2. To render enemy personnel or material incapable of interfering with a particular operation. 3. To render safe mines, bombs, missiles, and boobytraps. 4. To make harmless anything contaminated with a chemical agent.

**NEWS MEDIA REPRESENTATIVES (NMR)**

An individual employed by a civilian radio or television station, newspaper, newsmagazine, periodical, or news agency to gather and report on a newsworthy event.; an accredited or non-accredited member of a commercial news organization. See also public affairs. (JP 3-61)

**NEWS RELEASE**

News and feature about the Army, released to the civilian media helping the public assess the Army" readiness and capabilities. news releases may be initiated by Army public affairs practioners or they may be generated by inquiries from the media. News releases may not violate SAPP rules, host-nation sensitivities, Freedom of Information Act or Privacy Act regulations.

**NEWS RELEASE AUTHORITY**

The person officially responsible to release news about the Army or its elements, usually limited to the commander and the PAO. Army regulations limit release of specific types of information to certain echelons.

**NEXT OF KIN NOTIFICATION**

In situations involving injuries or deaths, victims' names must be withheld until after family members are notified.

**nickname**

A combination of two separate unclassified words that is assigned an unclassified meaning and is employed only for unclassified administrative, morale, or public information purposes.

**night vision device**

Any electro-optical device that is used to detect visible and infrared energy and provide a visible image. Night vision goggles, forward-looking infrared, thermal sights, and low-light level television are night vision devices. Also called NVD. See also forward-looking infrared; night vision goggles(s). (JP 3-09.3)

**night vision goggle(s)**

An electro-optical image intensifying device that detects visible and near-infrared energy, intensifies the energy, and provides a visible image for night viewing. Night vision goggles can be either hand-held or helmet-mounted. Also called NVG. See also night vision device. (JP 3-09.3)

**nonbattle injury**

A person who becomes a casualty due to circumstances not directly attributable to hostile action or terrorist activity. Also called NBI.

**nonprior service personnel**

Individuals without any prior military service, who have not completed basic inactive duty training, and who receive a commission in or enlist directly into an Armed Force of the United States.

**non-resident school**

A location other than the soldier's unit and the resident school. Function as an extension of the proponent school. Soldiers can be full-time or part-time students. Non-resident schools includes the Reserve Component Training Institution

**nonstandard item**

An item of supply determined by standardization action as not authorized for procurement.

**nonstandard unit**

A force requirement identified in a time-phased force and deployment data for which movement characteristics have not been described in the type unit characteristics file. The planner is required to submit detailed movement characteristics for these units.

**nuclear weapon**

(\*) A complete assembly (i.e., implosion type, gun type, or thermonuclear type), in its intended ultimate configuration which, upon completion of the prescribed arming, fusing, and firing sequence, is capable of producing the intended nuclear reaction and release of energy.

**objective**

1. The clearly defined, decisive, and attainable goals towards which every military operation should be directed. 2. The specific target of the action taken (for example, a definite terrain feature, the seizure or holding of which is essential to the commander's plan, or, an enemy force or capability without regard to terrain features). See also target. (JP 3-0)

**obliquity**

The characteristic in wide-angle or oblique photography that portrays the terrain and objects at such an angle and range that details necessary for interpretation are seriously masked or are at a very small scale, rendering interpretation difficult or impossible.

**observation post**

(\*) A position from which military observations are made, or fire directed and adjusted, and which possesses appropriate communications; may be airborne. Also called OP.

**obstacle**

Any obstruction designed or employed to disrupt, fix, turn, or block the movement of an opposing force, and to impose additional losses in personnel, time, and equipment on the opposing force. Obstacles can be natural, manmade, or a combination of both. (JP 3-15)

**official information**

Information that is owned by, produced for or by, or is subject to the control of the United States Government.

**on hand**

The quantity of an item that is physically available in a storage location and contained in the accountable property book records of an issuing activity.

**on-scene commander**

1. The person designated to coordinate the rescue efforts at the rescue site. 2. Federal officer designated to direct federal crisis and consequence management efforts at the scene of a terrorist or weapons of mass destruction incident. Also called OSC.

**operation**

A military action or the carrying out of a strategic, tactical, service, training or administrative military mission; the process of carrying on combat, including movement, supply attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

**operation annexes**

Those amplifying instructions that are of such a nature, or are so voluminous or technical, as to make their inclusion in the body of the plan or order undesirable.

**operation order**

A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called OPORD.

**operation plan**

Any plan, except for the Single Integrated Operational Plan, for the conduct of military operations. Plans are prepared by combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans are prepared in either a complete format (OPLAN) or as a concept plan (CONPLAN).

**operational area**

An overarching term encompassing more descriptive terms for geographic areas in which military operations are conducted. Operational areas include, but are not limited to, such descriptors as area of responsibility, theater of war, theater of operations, joint operations area, amphibious objective area, joint special operations area, and area of operations. See also amphibious objective area; area of operations; area of responsibility; joint operations area; joint special operations area; theater of operations; theater of war. (JP 3-0)

**operational control**

Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission.

**operational environment**

A composite of the conditions, circumstances, and influences that affect the employment of military forces and bear on the decisions of the unit commander. Some examples are as follows. a. permissive environment - Operational environment in which host country military and law enforcement agencies have control as well as the intent and capability to assist operations that a unit intends to conduct. b. uncertain environment - Operational environment in which host government forces, whether opposed to or receptive to operations that a unit intends to conduct, do not have totally effective control of the territory and population in the intended operational area. c. hostile environment - Operational environment in which hostile forces have control as well as the intent and capability to effectively oppose or react to the operations a unit intends to conduct.

**operations center**

The facility or location on an installation, base, or facility used by the commander to command, control, and coordinate all crisis activities. See also base defense operations center; command center. (JP 3-07.2)

**operations order (OPORD)**

A directive, usually formal, issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

**operations other than war**

Military activities during peacetime and conflict that do not necessarily involve armed clashes between two organized forces.

**operations security (OPSEC)**

A process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to: a. identify those actions that can be observed by adversary intelligence systems; b. determine indicators that hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and c. select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation.

**order**

(\*) A communication, written, oral, or by signal, which conveys instructions from a superior to a subordinate. (DOD only) In a broad sense, the terms "order" and "command" are synonymous. However, an order implies discretion as to the details of execution whereas a command does not.

**organic**

Assigned to and forming an essential part of a military organization. Organic parts of a unit are those listed in its table of organization for the Army, Air Force, and Marine Corps, and are assigned to the administrative organizations of the operating forces for the Navy.

**OUTLET**

Any facility authorized by the director of the American Forces Information Service (AFIS) to disseminate radio and/or television programming. An outlet includes DMA radio and television stations and networks, satellite ground stations, relay sites, transmitters, translators, Navy ships using DMA program material, mini-TV sites and other DMA broadcasting facility.

**OVERLAP**

The extension of an action, at the beginning and/or the end of a scene, to give the editor more leeway in editing videotape.

**overseas**

All locations, including Alaska and Hawaii, outside the continental United States.

**PANNING**

Moving the camera so that the image of a moving object remains in the same relative position in the viewfinder as you take a picture.

**part number**

A combination of numbers, letters, and symbols assigned by a designer, a manufacturer, or vendor to identify a specific part or item of materiel.

**partial mission-capable**

Material condition of an aircraft or training device indicating that it can perform at least one but not all of its missions. Also called PMC. See also full mission-capable; mission-capable; partial mission-capable, maintenance; partial mission-capable, supply.

**passage of lines**

An operation in which a force moves forward or rearward through another force's combat positions with the intention of moving into or out of contact with the enemy. A passage may be designated as a forward or rearward passage of lines.

**PASSIVE PUBLIC AFFAIRS POSTURE**

A passive posture is defined as no direct effort being made to initiate, or participate in, the public discussion about an issue or activity. When a passive posture is in effect, authorities must be prepared to respond to news media inquiries about the issue or activity - to make brief statements to avoid confusion, speculation, misunderstanding, or false information that may prevail if news media queries go unanswered. See also public affairs. (JP 3-61)

**password**

(\*) A secret word or distinctive sound used to reply to a challenge. See also challenge; countersign.

**patient**

A sick, injured, wounded, or other person requiring medical and/or dental care or treatment.

**patrol**

(\*) A detachment of ground, sea, or air forces sent out for the purpose of gathering information or carrying out a destructive, harassing, mopping-up, or security mission. See also combat air patrol.

**peace enforcement**

Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. See also peace building; peacekeeping; peacemaking; peace operations.

**peacekeeping**

Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (ceasefire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. See also peace building; peace enforcement; peacemaking; peace operations.

**penetration**

(\*) In land operations, a form of offensive which seeks to break through the enemy's defense and disrupt the defensive system.

**performance checklist**

The breakdown of an objective into elements that must be correctly performed to determine whether each student satisfactorily meets the performance standards described in the learning objective.

**performance evaluation**

A process of data collection and analysis to determine the success of students on learning to perform a specific learning objective, individual, or collective task to the established standard as a result of a training program.

**performance measures**

The actions that can be objectively observed and measured to determine if a task performer has performed the task to the prescribed standard. These measures are derived from the task performance steps during task analysis. See "Task performance specifications."

**performance test**

An evaluation of the actual performance of the task or learning objective using the conditions under which it will be performed and the absolute standards for acceptable performance.

**performance-based instruction**

Instruction which develops student performance proficiency via task-based learning objectives written with an action verb. Students prove competency by actual performance of the objectives to the established standards.

**performance-oriented training**

Training in which learning is accomplished through performance or the actual doing of the tasks under specified conditions until an established standard is met. Hands-on training consisting of a skill demonstrating phase, a skills practice phase, and a skill evaluation phase.

**perimeter defense**

A defense without an exposed flank, consisting of forces deployed along the perimeter of the defended area.

**personnel**

Those individuals required in either a military or civilian capacity to accomplish the assigned mission.

**personnel security investigation**

An inquiry into the activities of an individual, designed to develop pertinent information pertaining to trustworthiness and suitability for a position of trust as related to loyalty, character, emotional stability, and reliability. Also called PSI.

**phase**

A major part of a training course which may be trained at different locations. It contains one or more modules. See "Phased training."

**phase line**

A line utilized for control and coordination of military operations, usually an easily identified feature in the operational area.

**phonetic alphabet**

A list of standard words used to identify letters in a message transmitted by radio or telephone. The following are the authorized words, listed in order, for each letter in the alphabet: ALFA, BRAVO, CHARLIE, DELTA, ECHO, FOXTROT, GOLF, HOTEL, INDIA, JULIETT, KILO, LIMA, MIKE, NOVEMBER, OSCAR, PAPA, QUEBEC, ROMEO, SIERRA, TANGO, UNIFORM, VICTOR, WHISKEY, X-RAY, YANKEE, and ZULU.

**photographic coverage**

The extent to which an area is covered by photography from one mission or a series of missions or in a period of time. Coverage, in this sense, conveys the idea of availability of photography and is not a synonym for the word "photography."

**physical security**

(\*) That part of security concerned with physical measures designed to safeguard personnel; to prevent unauthorized access to equipment, installations, material, and documents; and to safeguard them against espionage, sabotage, damage, and theft. See also communications security; security.

**planning phase**

In amphibious operations, the phase normally denoted by the period extending from the issuance of the order initiating the amphibious operation up to the embarkation phase. The planning phase may occur during movement or at any other time upon receipt of a new mission or change in the operational situation. See also amphibious operation. (JP 3-02)

**PLAYBACK**

(1) the replay on a monitor or television receiver of videotaped material through a videotape recorder (in the playback mode). (2) the replay of a sound recording.

**pool**

1. Maintenance and control of a supply of resources or personnel upon which other activities may draw. The primary purpose of a pool is to promote maximum efficiency of use of the pooled resources or personnel, e.g., a petroleum pool or a labor and equipment pool. 2. Any combination of resources which serves a common purpose.

**port of debarkation**

The geographic point at which cargo or personnel are discharged. This may be a seaport or aerial port of debarkation; for unit requirements; it may or may not coincide with the destination. Also called POD. See also port of embarkation.

**port of embarkation**

The geographic point in a routing scheme from which cargo or personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to a port of debarkation; for unit and nonunit requirements, it may or may not coincide with the origin. Also called POE. See also port of debarkation.

**power projection**

The ability of a nation to apply all or some of its elements of national power - political, economic, informational, or military - to rapidly and effectively deploy and sustain forces in and from multiple dispersed locations to respond to crises, to contribute to deterrence, and to enhance regional stability. See also elements of national power. (JP 3-35)

**practical exercise (PE)**

The practical exercise is the hands-on application of the performance required in enabling or terminal learning objectives. Gives the student the opportunity to acquire and practice skills, knowledges, and the behaviors necessary to perform the training objective successfully.

**preventive maintenance**

The care and servicing by personnel for the purpose of maintaining equipment and facilities in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects.

**priority intelligence requirements**

Those intelligence requirements for which a commander has an anticipated and stated priority in the task of planning and decision making. Also called PIRs. See also information requirements; intelligence; intelligence cycle; intelligence requirement.

**prisoner of war**

A detained person as defined in Articles 4 and 5 of the Geneva Convention Relative to the Treatment of Prisoners of War of August 12, 1949. In particular, one who, while engaged in combat under orders of his or her government, is captured by the armed forces of the enemy. As such, he or she is entitled to the combatant's privilege of immunity from the municipal law of the capturing state for warlike acts which do not amount to breaches of the law of armed conflict. For example, a prisoner of war may be, but is not limited to, any person belonging to one of the following categories who has fallen into the power of the enemy: a member of the armed forces, organized militia or volunteer corps; a person who accompanies the armed forces without actually being a member thereof; a member of a merchant marine or civilian aircraft crew not qualifying for more favorable treatment; or individuals who, on the approach of the enemy, spontaneously take up arms to resist the invading forces. Also called POW or PW.

**PROCESSING**

(\*) 1. In photography, the operations necessary to produce negatives, diapositives, or prints from exposed films, plates, or paper. 2. (DOD only) A system of operations designed to convert raw data into useful information. (JP 2-0)

**PROFANITY**

Any use of profane or obscene language or irreligious or irreverent language.

**proficiency**

Ability to perform a specific behavior (task, learning objective) to the established performance standard in order to demonstrate mastery of the behavior.

**program of instruction (POI)**

The program of instruction is a requirements document that provides a general description of course content, duration of instruction, types of instruction, and it lists resources required to conduct peacetime and mobilization training in an institutional setting.

**PRONUNCIATION**

Acceptable sounding of words according to a recognized authority.

**propaganda**

Any form of communication in support of national objectives designed to influence the opinions, emotions, attitudes, or behavior of any group in order to benefit the sponsor, either directly or indirectly.

**property**

1. Anything that may be owned. 2. As used in the military establishment, this term is usually confined to tangible property, including real estate and materiel. For special purposes and as used in certain statutes, this term may exclude such items as the public domain, certain lands, certain categories of naval vessels, and records of the Federal Government.

**proponent agency**

An Army organization or staff that has been assigned primary responsibility for materiel or subject matter experts in its area of interest.

**proponent school**

The TRADOC school designated by the CG, TRADOC, to exercise supervisory management of all combat/training development aspects of a materiel system. See "Training proponent."

**protected emblems**

The red cross, red crescent, and other symbols that designate that persons, places, or equipment so marked have a protected status under the law of war.

**protected persons/places**

Persons (such as enemy prisoners of war) and places (such as hospitals) that enjoy special protections under the law of war. They may or may not be marked with protected emblems.

**protected site**

(\*) A facility which is protected by the use of camouflage or concealment, selective siting, construction of facilities designed to prevent damage from fragments caused by conventional weapons, or a combination of such measures.

**protective mask**

A protective ensemble designed to protect the wearer's face and eyes and prevent the breathing of air contaminated with chemical and/or biological agents. See also mission-oriented protective posture. (JP 3-11)

**PUBLIC AFFAIRS**

Those public information, command information, and community relations activities directed toward both the external and internal publics with interest in the Department of Defense. Also called PA. See also command information; community relations; public information.

**PUBLIC AFFAIRS ASSESSMENT**

An analysis of the news media and public environments to evaluate the degree of understanding about strategic and operational objectives and military activities and to identify levels of public support. Includes judgments about the public affairs impact of pending decisions and recommendations about the structure of public affairs support for the assigned mission. See also assessment; public affairs. (JP 3-61)

**PUBLIC AFFAIRS DETACHMENT (PAD)**

An eight-person public affairs unit whose mission is to provide command information support to divisions and separate brigades.

**PUBLIC AFFAIRS GROUND RULES**

Conditions established by a military command to govern the conduct of news gathering and the release and/or use of specified information during an operation or during a specific period of time. See also public affairs. (JP 3-61)

**PUBLIC AFFAIRS GUIDANCE**

specific guidance issued by or through OSD-PA for major military exercises and contingencies. PAG supplements or clarifies published doctrine.



**PUBLIC AFFAIRS OPERATION CENTER (PAOC)**

A public affairs unit whose primary mission is to set up, operate and maintain news media centers at corps level and above.

**PUBLIC INFORMATION**

A function of command, PI is the means used by the commander to provide news and information to the various external publics through U.S. and other civilian news media.

**quadruple container (QUADCON)**

A quadruple container box 57.5" x 96" x 96" with a metal frame, pallet base, and International Organization for Standardization (ISO) corner fittings. Four of these boxes can be lashed together to form a 20-foot American National Standards Institute and/or ISO intermodal container.

**radar**

A radio detection device that provides information on range, azimuth, and/or elevation of objects.

**radar coverage**

(\*) The limits within which objects can be detected by one or more radar stations.

**raid**

(\*) An operation, usually small scale, involving a swift penetration of hostile territory to secure information, confuse the enemy, or to destroy installations. It ends with a planned withdrawal upon completion of the assigned mission.

**railhead**

(\*) A point on a railway where loads are transferred between trains and other means of transport. See also navigation head.

**range**

1. The distance between any given point and an object or target. 2. Extent or distance limiting the operation or action of something, such as the range of an aircraft, ship, or gun. 3. The distance that can be covered over a hard surface by a ground vehicle, with its rated payload, using the fuel in its tank and its cans normally carried as part of the ground vehicle equipment. 4. Area equipped for practice in shooting at targets. In this meaning, also called target range.

**rangers**

Rapidly deployable airborne light infantry organized and trained to conduct highly complex joint direct action operations in coordination with or in support of other special operations units of all Services. Rangers also can execute direct action operations in support of conventional nonspecial operations missions conducted by a combatant commander and can operate as conventional light infantry when properly augmented with other elements of combined arms.

**readiness**

The ability of US military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels. a. unit readiness - The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. b. joint readiness - The combatant commander's ability to integrate and synchronize ready combat and support forces to execute his or her assigned missions. See also military capability; national military strategy.

**real property**

Lands, buildings, structures, utilities systems, improvements, and appurtenances thereto. Includes equipment attached to and made part of buildings and structures (such as heating systems) but not movable equipment (such as plant equipment).

**rear echelon**

(\*) Elements of a force which are not required in the objective area.

**reclassification training**

A soldier may be reclassified into a new job due to organizational restructure, mission or new/revised systems, etc. Reclassification training is training provided to those individuals which qualifies them to perform in a newly assigned job (MOS, AOC, etc.).

**recognition**

In ground combat operations, the determination that an object is similar within a category of something already known; e.g., tank, truck, man.

**reconnaissance**

(\*) A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. Also called RECON.

**reconnaissance by fire**

(\*) A method of reconnaissance in which fire is placed on a suspected enemy position to cause the enemy to disclose a presence by movement or return of fire.

**recoverable item**

An item that normally is not consumed in use and is subject to return for repair or disposal. See also reparable item.

**redeployment**

The transfer of forces and materiel to support another joint force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/ or demobilization stations for reintegration and/or out-processing. See also deployment. (JP 3-35)

**REDUNDANT**

Repeated use of words and phrases, or excessive, unnecessary chatter.

**REFLECTOR**

Any object used to reflect existing light onto subjects or other parts of the scene. It can be composed of aluminum on a hard backing or white cardboard. There are several commercially produced reflectors available in the industry.

**refresher training**

Used to reinforce previous training and/or sustain/regain previously acquired skills and knowledge. The training --Is related to course-specific training objectives, performed under prescribed conditions, and must meet prescribed performance standards. May take place in a course during or outside of POI time. Usually takes place in the unit to sustain or retrain a previously required proficiency level; may be trained to prepare an individual for institutional training, i.e., meet prerequisite training requirements.

**refugee**

A person who, by reason of real or imagined danger, has left their home country or country of their nationality and is unwilling or unable to return. See also dislocated civilian; displaced person; evacuee; expellee; stateless person.

**rehearsal phase**

In amphibious operations, the period during which the prospective operation is practiced for the purpose of: (1) testing adequacy of plans, the timing of detailed operations, and the combat readiness of participating forces; (2) ensuring that all echelons are familiar with plans; and (3) testing communications-information systems. See also amphibious operation. (JP 3-02)

**releasing officer**

A properly designated individual who may authorize the sending of a message for and in the name of the originator. See also originator.

**remedial instruction**

Special instruction designed and delivered to alleviate deficiencies in the achievement of some of the learning objectives of an instructional program.

**REMOTE BROADCAST**

A broadcast which originates outside the studio.

**repair**

The restoration of an item to serviceable condition through correction of a specific failure or unserviceable condition. See also overhaul; rebuild.

**request for information**

1. Any specific time-sensitive ad hoc requirement for intelligence information or products to support an ongoing crisis or operation not necessarily related to standing requirements or scheduled intelligence production. A request for information can be initiated to respond to operational requirements and will be validated in accordance with the theater command's procedures. 2. The National Security Agency/Central Security Service uses this term to state ad hoc signals intelligence requirements. Also called RFI. See also information; intelligence. (JP 2-01)

**reserve**

1. Portion of a body of troops that is kept to the rear, or withheld from action at the beginning of an engagement, in order to be available for a decisive movement. 2. Members of the Military Services who are not in active service but who are subject to call to active duty. 3. Portion of an appropriation or contract authorization held or set aside for future operations or contingencies and, in respect to which, administrative authorization to incur commitments or obligations has been withheld. See also operational reserve; reserve supplies.

**reserve components**

Reserve Components of the Armed Forces of the United States are: a. the Army National Guard of the United States; b. the Army Reserve; c. the Naval Reserve; d. the Marine Corps Reserve; e. the Air National Guard of the United States; f. the Air Force Reserve; and g. the Coast Guard Reserve. Also called RC. See also component; reserve.

**resident school**

A training location other than the soldier's unit where the soldier is a full-time student. Resident schools include noncommissioned officer academies; service schools; training centers; and Total Army School System (TASS) schools (battalions), an extension of TRADOC proponent schools.

**resident training course**

Training presented to students usually in a formal training environment by trained instructors. The training may be presented by conventional methods such as conference, by advanced technology such as computers, by distributed training methods, or could involve a combination of methods.

**resolution**

1. A measurement of the smallest detail that can be distinguished by a sensor system under specific conditions. 2. A formal expression of an official body such as Congress, the United Nations Security Council, or North Atlantic Treaty Organization North Atlantic Committee that may provide the basis for or set limits on a military operation.

**RESONANCE**

Fullness and richness of the voice; not to be confused with deepness.

**resources**

The forces, materiel, and other assets or capabilities apportioned or allocated to the commander of a unified or specified command.

**response**

Any activity which is induced by a stimulus. In instruction, it designates a wide variety of behavior which may involve a single word, selection among alternatives (multiple choice), the solution of a complex problem, the manipulation of buttons or keys, etc.

**responsibility**

1. The obligation to carry forward an assigned task to a successful conclusion. With responsibility goes authority to direct and take the necessary action to ensure success. 2. The obligation for the proper custody, care, and safekeeping of property or funds entrusted to the possession or supervision of an individual. See also accountability.

**resupply**

(\*) The act of replenishing stocks in order to maintain required levels of supply.

**retrograde movement**

Any movement of a command to the rear, or away from the enemy. It may be forced by the enemy or may be made voluntarily. Such movements may be classified as withdrawal, retirement, or delaying action.

**return to base**

An order to proceed to the point indicated by the displayed information or by verbal communication. This point is being used to return the aircraft to a place at which the aircraft can land. Command heading, speed, and altitude may be used, if desired. Also called RTB.

**revolutionary**

An individual attempting to effect a social or political change through the use of extreme measures.

**risk assessment**

The process used to identify potential hazard associated with training, set values on the risk elements, compare risks against training benefits, and eliminate unnecessary risks. It is an expression of potential loss in terms of hazard severity, accident probability, and exposure to hazard.

**risk management**

The process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits. Also called RM. See also risk. (JP 3-0)

**roll-up**

The process for orderly dismantling of facilities no longer required in support of operations and available for transfer to other areas.

**route**

(\*) The prescribed course to be traveled from a specific point of origin to a specific destination. See also axial route; controlled route; dispatch route; lateral route; reserved route; signed route; supervised route.

**route classification**

(\*) Classification assigned to a route using factors of minimum width, worst route type, least bridge, raft, or culvert military load classification, and obstructions to traffic flow.

**RULE OF THIRDS**

Imaginary lines dividing an image into thirds both horizontally and vertically. The subject and/or action of the image should be located where these lines intersect.

**rules of engagement**

Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered. Also called ROE. See also law of war.

**sabotage**

An act or acts with intent to injure, interfere with, or obstruct the national defense of a country by willfully injuring or destroying, or attempting to injure or destroy, any national defense or war materiel, premises, or utilities, to include human and natural resources.

**SAPP**

Security, Accuracy, Policy, and Propriety; the principles applied by Army PAO's when they make internal and external releases. Both Army and DOD regulations dictate that public affairs products must not violate OPSEC. Releases should not offend the sensibilities of the intended audience.

**scale**

(\*) The ratio or fraction between the distance on a map, chart, or photograph and the corresponding distance on the surface of the Earth. See also conversion scale; graphic scale; photographic scale; principal scale.

**scan**

1. The path periodically followed by a radiation beam. 2. In electronic intelligence, the motion of an electronic beam through space looking for a target. Scanning is produced by the motion of the antenna or by lobe switching. See also electronic intelligence.

**scheme of maneuver**

Description of how arrayed forces will accomplish the commander's intent. It is the central expression of the commander's concept for operations and governs the design of supporting plans or annexes.

**search**

1. An operation to locate an enemy force known or believed to be at sea. 2. A systematic reconnaissance of a defined area, so that all parts of the area have passed within visibility. 3. To distribute gunfire over an area in depth by successive changes in gun elevation.

**search and rescue**

The use of aircraft, surface craft (land or water), submarines, specialized rescue teams, and equipment to search for and rescue personnel in distress on land or at sea. Also called SAR. See also combat search and rescue; combat search and rescue mission coordinator; component search and rescue controller; isolated personnel; joint combat search and rescue operation; joint search and rescue center; joint search and rescue center director; rescue coordination center; search and rescue mission coordinator.

**secondary censorship**

Armed forces censorship performed on the personal communications of officers, civilian employees, and accompanying civilians of the Armed Forces of the United States, and on those personal communications of enlisted personnel of the Armed Forces not subject to Armed Forces primary censorship or those requiring reexamination. See also censorship.

**secondary loads**

Unit equipment, supplies, and major end items that are transported in the beds of organic vehicles.

**secondary targets**

Alternative targets of lower publicity value that are attacked when the primary target is unattainable. See also antiterrorism; primary target. (JP 3-07.2)

**secret internet protocol router network (SIPRNET)**

Worldwide SECRET level packet switch network that uses high-speed internet protocol routers and high-capacity Defense Information Systems Network circuitry. Also called SIPRNET. See also Defense Information Systems Network. (JP 2-01)

**section**

1. A subdivision of an office, installation, territory, works, or organization; especially a major subdivision of a staff. 2. A tactical unit of the Army. A section is smaller than a platoon and larger than a squad. In some organizations the section, rather than the squad, is the basic tactical unit.

**sector**

(\*) 1. An area designated by boundaries within which a unit operates, and for which it is responsible. 2. One of the subdivisions of a coastal frontier. See also area of influence; zone of action.

**sector of fire**

(\*) A defined area which is required to be covered by the fire of individual or crew served weapons or the weapons of a unit.

**secure**

(\*) In an operational context, to gain possession of a position or terrain feature, with or without force, and to make such disposition as will prevent, as far as possible, its destruction or loss by enemy action. See also denial measure.

**security**

1. Measures taken by a military unit, activity, or installation to protect itself against all acts designed to, or which may, impair its effectiveness. 2. A condition that results from the establishment and maintenance of protective measures that ensure a state of inviolability from hostile acts or influences. 3. With respect to classified matter, the condition that prevents unauthorized persons from having access to official information that is safeguarded in the interests of national security. See also national security.

**security classification**

A category to which national security information and material is assigned to denote the degree of damage that unauthorized disclosure would cause to national defense or foreign relations of the United States and to denote the degree of protection required. There are three such categories. a. top secret - National security information or material that requires the highest degree of protection and the unauthorized disclosure of which could reasonably be expected to cause exceptionally grave damage to the national security. Examples of "exceptionally grave damage" include armed hostilities against the United States or its allies; disruption of foreign relations vitally affecting the national security; the compromise of vital national defense plans or complex cryptologic and communications intelligence systems; the revelation of sensitive intelligence operations; and the disclosure of scientific or technological developments vital to national security. b. secret - National security information or material that requires a substantial degree of protection and the unauthorized disclosure of which could reasonably be expected to cause serious damage to the national security. Examples of "serious damage" include disruption of foreign relations significantly affecting the national security; significant impairment of a program or policy directly related to the national security; revelation of significant military plans or intelligence operations; and compromise of significant scientific or technological developments relating to national security. c. confidential - National security information or material that requires protection and the unauthorized disclosure of which could reasonably be expected to cause damage to the national security. See also classification; security.

**security clearance**

An administrative determination by competent authority that an individual is eligible, from a security standpoint, for access to classified information.

**security review**

The process of reviewing news media products at some point, usually before transmission, to ensure that no oral, written, or visual information is filed for publication or broadcast that would divulge national security information or would jeopardize ongoing or future operations or that would threaten the safety of the members of the force. See also security. (JP 3-61)

**sedition**

Willfully advocating or teaching the duty or necessity of overthrowing the US government or any political subdivision by force or violence. See also counterintelligence.

**seize**

To employ combat forces to occupy physically and to control a designated area. (JP 3-18)

**self-defense**

A commander has the authority and obligation to use all necessary means available and to take all appropriate action to defend that commander's unit and other US forces in the vicinity from a hostile act or hostile intent. Force used should not exceed that which is necessary to decisively counter the hostile act or intent and ensure the continued safety of US forces or other persons and property they are ordered to protect. US forces may employ such force in self-defense only so long as the hostile force continues to present an imminent threat.

**sensitive**

Requiring special protection from disclosure that could cause embarrassment, compromise, or threat to the security of the sponsoring power. May be applied to an agency, installation, person, position, document, material, or activity.

**serial**

(\*) 1. An element or a group of elements within a series which is given a numerical or alphabetical designation for convenience in planning, scheduling, and control. 2. (DOD only) A serial can be a group of people, vehicles, equipment, or supplies and is used in airborne, air assault, amphibious operations, and convoys.

**seriously wounded**

A casualty whose injuries or illness are of such severity that the patient is rendered unable to walk or sit, thereby requiring a litter for movement and evacuation. See also evacuation; litter; patient. (JP 4-02)

**shaped charge**

(\*) A charge shaped so as to concentrate its explosive force in a particular direction.

**shifting fire**

Fire delivered at constant range at varying deflections; used to cover the width of a target that is too great to be covered by an open sheaf.

**short title**

(\*) A short, identifying combination of letters, and/or numbers assigned to a document or device for purposes of brevity and/or security.

**shortfall**

The lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified as a plan requirement and those apportioned to a combatant commander for planning, that would adversely affect the command's ability to accomplish its mission.

**show of force**

An operation designed to demonstrate US resolve that involves increased visibility of US deployed forces in an attempt to defuse a specific situation that, if allowed to continue, may be detrimental to US interests or national objectives.

**simulation**

Any representation or imitation of reality. Simulating part of a system, simulating the operation of a system, and simulating the environment in which a system will operate are three common types.

**simulator**

A training device which substitutes for, by emulation, the functions and environment of actual process, equipment, or systems. Any training device, machine, or apparatus that reproduces a desired set of conditions synthetically. Specifically for training, a relatively complete item or training equipment, using electronic/mechanical means to reproduce conditions necessary for an individual, or a crew to practice operational tasks in accordance with training objectives. It represents the operational equipment physically and functionally to varying degrees and follows the mathematical equations which describe performance.

**SINGLE-LENS-REFLEX CAMERA**

A camera in which you view the scene through the same lens that takes the picture.

**situation report**

(\*) A report giving the situation in the area of a reporting unit or formation. Also called SITREP.

**skill**

The ability to perform a job related activity which contributes to the effective performance of a task performance step.

**skill level**

Identifies task proficiency, or ability typically required for successful performance at the grade with which the skill level is associated. The skill levels by grade are shown below: Skill levels => 1 2 3 4 5; Enlisted E 1/2, 3/4, 5, 6, 7, 8/9; Warrant W, 1/2, 3, 4, 5; Officers O 1/2, 3, 4, 5, 6.

**slice**

An average logistic planning factor used to obtain estimates of requirements for personnel and materiel. (e.g., a personnel slice generally consists of the total strength of the stated basic combatant elements, plus its proportionate share of all supporting and higher headquarters personnel).

**small arms**

Man portable, individual, and crew-served weapon systems used mainly against personnel and lightly armored or unarmored equipment.

**small group instruction (SGI)**

A means of delivering training which places the responsibility for learning on the soldier through participation in small groups led by small group leaders who serve as role models throughout the course. SGI uses small group processes, methods, and techniques to stimulate learning.

**small group leader (SGL)**

An instructor who facilitates role modeling, counseling, coaching, learning, and team building in SGI.

**Soldier Manual of Common Tasks (SMCT)**

A document which contains the critical tasks which every soldier must be able to perform in order to fight and win on the battlefield. It provides the conditions, standards, and performance measures for each common soldier critical task.

**Soldier Training Publication (STP)**

Publications that contain critical tasks and other training information used to train soldiers and serve to standardize individual training for the whole Army; provide information and guidance in conducting individual training in the unit; and aid the soldier, officer, noncommissioned officer (NCO), and



commander in training critical tasks. They consist of Soldier's Manuals, Trainer's Guides, Military Qualification Standards Manuals, and Officer Foundations Standards System manuals.

### **Soldier's Manual (SM)**

List critical task summaries for a specific MOS and skill level (SL); provide conditions, standards, and performance measures for each critical task.; and are the base documents for all MOS-specific individual task training and evaluation.

### **SOUND EFFECT**

Any noise created to establish a definite thought in the listener's or viewer's mind.

### **source**

1. A person, thing, or activity from which information is obtained. 2. In clandestine activities, a person (agent), normally a foreign national, in the employ of an intelligence activity for intelligence purposes. 3. In interrogation activities, any person who furnishes information, either with or without the knowledge that the information is being used for intelligence purposes. In this context, a controlled source is in the employment or under the control of the intelligence activity and knows that the information is to be used for intelligence purposes. An uncontrolled source is a voluntary contributor of information and may or may not know that the information is to be used for intelligence purposes. See also agent; collection agency.

### **special forces**

US Army forces organized, trained, and equipped specifically to conduct special operations. Special forces have five primary missions: unconventional warfare, foreign internal defense, direct action, special reconnaissance, and counterterrorism. Counterterrorism is a special mission for specially organized, trained, and equipped special forces units designated in theater contingency plans. Also called SF. (JP 3-05)

### **special forces group**

A combat arms organization capable of planning, conducting, and supporting special operations activities in all operational environments in peace, conflict, and war. It consists of a group headquarters and headquarters company, a support company, and special forces battalions. The group can operate as a single unit, but normally the battalions plan and conduct operations from widely separated locations. The group provides general operational direction and synchronizes the activities of subordinate battalions. Although principally structured for unconventional warfare, special forces group units are capable of task-organizing to meet specific requirements. Also called SFG. (JP 3-05)

### **special staff**

All staff officers having duties at a headquarters and not included in the general (coordinating) staff group or in the personal staff group. The special staff includes certain technical specialists and heads of services, e.g., quartermaster officer, antiaircraft officer, transportation officer, etc. See also staff.

### **sponsor**

Military member or civilian employee with dependents.

### **spot**

(\*) 1. To determine by observation, deviations of ordnance from the target for the purpose of supplying necessary information for the adjustment of fire. 2. To place in a proper location. 3. (DOD only) An approved shipboard helicopter landing site. See also ordnance.

### **spot report**

A concise narrative report of essential information covering events or conditions that may have an immediate and significant effect on current planning and operations that is afforded the most expeditious means of transmission consistent with requisite security. Also called SPOTREP. (Note: In reconnaissance and surveillance usage, spot report is not to be used.) See Joint Tactical Air Reconnaissance/Surveillance Mission Report.

**squadron**

1. An organization consisting of two or more divisions of ships, or two or more divisions (Navy) or flights of aircraft. It is normally but not necessarily composed of ships or aircraft of the same type. 2. The basic administrative aviation unit of the Army, Navy, Marine Corps, and Air Force. 3. Battalion-sized ground or aviation units in US Army cavalry regiments.

**stage**

(\*) 1. An element of the missile or propulsion system that generally separates from the missile at burnout or cut-off. Stages are numbered chronologically in order of burning. 2. To process, in a specified area, troops which are in transit from one locality to another. See also marshalling; staging area.

**standard**

A statement which establishes a criteria for how well a task or learning objective must be performed. The standard specifies how well, completely, or accurately a process must be performed or product produced. The task standard reflects task performance requirements on the job. The learning objective standard reflects the standard that must be achieved in the formal learning environment.

**standing operating procedure**

(\*) A set of instructions covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise. Also called SOP.

**station**

1. A general term meaning any military or naval activity at a fixed land location. 2. A particular kind of activity to which other activities or individuals may come for a specific service, often of a technical nature, e.g., aid station. 3. An assigned or prescribed position in a naval formation or cruising disposition; or an assigned area in an approach, contact, or battle disposition. 4. Any place of duty or post or position in the field to which an individual, group of individuals, or a unit may be assigned. 5. One or more transmitters or receivers or a combination of transmitters and receivers, including the accessory equipment necessary at one location, for carrying on radio communication service. Each station will be classified by the service in which it operates permanently or temporarily.

**stop-loss**

Presidential authority under Title 10 US Code 12305 to suspend laws relating to promotion, retirement, or separation of any member of the Armed Forces determined essential to the national security of the United States ("laws relating to promotion" broadly includes, among others, grade tables, current general or flag officer authorizations, and E8 and 9 limits). This authority may be exercised by the President only if Reservists are serving on active duty under Title 10 authorities for Presidential Reserve Callup Authority, partial mobilization, or full mobilization. See also mobilization; partial mobilization; Presidential Reserve Callup Authority. (JP 1-0)

**storage**

1. The retention of data in any form, usually for the purpose of orderly retrieval and documentation. 2. A device consisting of electronic, electrostatic, electrical, hardware, or other elements into which data may be entered, and from which data may be obtained as desired. See also ammunition and toxic material open space; bin storage; bulk storage; igloo space; large-lot storage; medium-lot storage; open improved storage space; open unimproved wet space; small-lot storage.

**STORYBOARD**

A collection or series of small pictures or sketches arranged sequentially that describe the action and content in an audiovisual or visual-only production.

**strategic mission**

A mission directed against one or more of a selected series of enemy targets with the purpose of progressive destruction and disintegration of the enemy's warmaking capacity and will to make war.

Targets include key manufacturing systems, sources of raw material, critical material, stockpiles, power systems, transportation systems, communication facilities, and other such target systems. As opposed to tactical operations, strategic operations are designed to have a long-range rather than immediate effect on the enemy and its military forces.

**strategic plan**

A plan for the overall conduct of a war.

**strategy**

The art and science of developing and employing instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives. See also military strategy; national strategy. (JP 3-0)

**strike**

(\*) An attack which is intended to inflict damage on, seize, or destroy an objective.

**subject matter expert (SME)**

An individual who has a thorough knowledge of a job (duties and tasks). This knowledge qualifies the individual to assist in the training development process (i.e., consultation, review, analysis, etc.). Normally, a SME will instruct in his area of expertise.

**submunition**

(\*) Any munition that, to perform its task, separates from a parent munition.

**subordinate command**

A command consisting of the commander and all those individuals, units, detachments, organizations, or installations that have been placed under the command by the authority establishing the subordinate command.

**supplies**

In logistics, all materiel and items used in the equipment, support, and maintenance of military forces. See also assembly; component; equipment; subassembly.

**supply**

The procurement, distribution, maintenance while in storage, and salvage of supplies, including the determination of kind and quantity of supplies. a. producer phase - That phase of military supply that extends from determination of procurement schedules to acceptance of finished supplies by the Military Services. b. consumer phase - That phase of military supply which extends from receipt of finished supplies by the Military Services through issue for use or consumption.

**supply point**

A location where supplies, services, and materials are located and issued. These locations are temporary and mobile, normally being occupied for up to 72 hours.

**support**

1. The action of a force that aids, protects, complements, or sustains another force in accordance with a directive requiring such action. 2. A unit that helps another unit in battle. 3. An element of a command that assists, protects, or supplies other forces in combat. See also close support; direct support; general support; interdepartmental or agency support; international logistic support; inter-Service support; mutual support.

**surveillance**

(\*) The systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. See also air surveillance; satellite and missile surveillance; sea surveillance.

**survivability**

Concept which includes all aspects of protecting personnel, weapons, and supplies while simultaneously deceiving the enemy. Survivability tactics include building a good defense; employing frequent movement; using concealment, deception, and camouflage; and constructing fighting and protective positions for both individuals and equipment. (JP 3-34)

**susceptibility**

(\*) The vulnerability of a target audience to particular forms of psychological operations approach.

**suspect**

An identity applied to a track that is potentially hostile because of its characteristics, behavior, origin, or nationality. See also assumed friend; hostile; neutral; unknown.

**synchronization**

1. The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. 2. In the intelligence context, application of intelligence sources and methods in concert with the operation plan. (JP 2-0)

**Systems Approach to Training (SAT)**

The Army's training development process. It is a disciplined, logical approach to making collective, individual, and self-development training decisions for the total Army. It determines whether or not training is needed; what is trained; who gets the training; how, how well, and where the training is presented; and the training support/resources required to produce, distribute, implement, and evaluate those products. The SAT involves all five training related phases: analysis, design, development, implementation, and evaluation. See "training development."

**table of allowance (TOA)**

An equipment allowance document that prescribes basic allowances of organizational equipment, and provides the control to develop, revise, or change equipment authorization inventory data.

**table of distribution and allowance (TDA)**

A table which prescribes the organizational structure, personnel, and equipment authorizations, and requirements of a military unit to perform a specific mission for which there is no appropriate table of organization and equipment.

**table of organization and equipment (TO&E)**

1. The table setting out the authorized numbers of men and major equipment in a unit/formations. 2. The full table of organization and equipment strength (or type B or Cadre strength, when appropriate) for units organized under F or earlier series tables of organization and equipment; level 1 strength (or type B or Cadre strength when appropriate) for units organized under G or later series table of organization and equipment; and the authorized strength of units organized under tables of distribution and allowances.

**tactical operations center (TOC)**

A physical groupment of those elements of a general and special staff concerned with the current tactical operations and the tactical support thereof. Also called TOC. See also command post.

**tactical unit**

An organization of troops, aircraft, or ships that is intended to serve as a single unit in combat. It may include service units required for its direct support.

**tactics**

The employment of units in combat. The ordered arrangement and maneuver of units in relation to each other and/or to the enemy in order to use their full potentialities. Example: A commander designates a unit as a reserve and plans for its use.

**target**

1. An area, complex, installation, force, equipment, capability, function, or behavior identified for possible action to support the commander's objectives, guidance, and intent. Targets fall into two general categories: planned and immediate. 2. In intelligence usage, a country, area, installation, agency, or person against which intelligence operations are directed. 3. An area designated and numbered for future firing. 4. In gunfire support usage, an impact burst that hits the target. Also called TGT. See also objective area. (JP 3-60)

**target audience**

(\*) An individual or group selected for influence or attack by means of psychological operations.

**targeting**

The process of selecting and prioritizing targets and matching the appropriate response to them, taking account of operational requirements and capabilities. See also joint targeting coordination board; target. (JP 3-60)

**Task**

A clearly defined and measurable activity accomplished by individuals and organizations. It is the lowest behavioral level in a job or unit that is performed for its own sake. It must be specific; usually has a definite beginning and ending; may support or be supported by other tasks; has only one action and, therefore, is described using only one verb; generally is performed in a relatively short time (however, there may be no time limit or there may be a specific time limit); and it must be observable and measurable. The task title must contain an action verb and object and may contain a qualifier. Types: (subsequent entries)

**Task - Collective task**

Derived from unit missions. Requires group participation for its accomplishment (e.g., operate an M105 Howitzer). It may also be a mission requirement, such as secure a bridgehead, that can be broken down into supporting individual tasks. It describes the exact performance a unit must perform in the field under actual operational conditions.

**Task - Common task - Common collective task.**

A collective task that is trained and performed in the same way by every unit in the Army. See "collective task" and "critical task." Example: "Set up a personnel decontamination station.

**Task - Common task - Common skill level task**

An individual task performed by every soldier in a specific skill level regardless of MOS or branch., e.g., a task performed by all captains.

**Task - Common task - Common soldier task**

An individual task performed by all soldiers, regardless of rank. Example: All soldiers must be able to perform the task, "Perform mouth-to-mouth Resuscitation." Note: There are common soldier tasks that apply to all Army civilian employees as well, e.g., Maintain security of classified information and material.

**Task - Critical task**

A collective or individual task a unit or individual must perform to accomplish their mission and duties and to survive in war or operations other than war (OOTW). Critical tasks must be trained.

**Task - Individual task**

The lowest behavioral level in a job or duty that is performed for its own sake. It should support a collective task; it usually supports another individual task.

**Task - Organizational level critical task**

Common skill level task shared by other skill levels, e.g., captains and company first sergeants may perform the same tasks.

**Task - Shared task - Collective**

A task which may apply to some units which have different proponents or to different echelon/TOE units within a single proponent's authority. The task, conditions, standards, task steps, and performance measures do not change.

**Task - Shared task - Individual**

An individual task performed by soldiers from different jobs and/or different skill or organizational levels. Shared tasks are usually identified when conducting an analysis of a specific job. Example: The lieutenant and sergeant in the same platoon perform some of the same tasks.

**task force**

(\*) 1. A temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission. 2. A semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task. 3. A component of a fleet organized by the commander of a task fleet or higher authority for the accomplishment of a specific task or tasks.

**task organization**

1. In the Navy, an organization which assigns to responsible commanders the means with which to accomplish their assigned tasks in any planned action. 2. An organization table pertaining to a specific naval directive.

**task performance steps**

The required unit/individual actions that must be performed to accomplish the critical task. Each step must be specific and detailed and contain only one action or unit of work. Note: A collective task step may be a supporting individual or collective task.

**task selection board**

A group of subject matter experts who evaluate task performance data and recommend to the approving authority those individual tasks which they determine to be critical.

**tasking order**

A method used to task and to disseminate to components, subordinate units, and command and control agencies projected targets and specific missions. In addition, the tasking order provides specific instructions concerning the mission planning agent, targets, and other control agencies, as well as general instructions for accomplishment of the mission. Also called TASKORD. See also mission; order; target. (JP 3-05.1)

**task-organizing**

The act of designing an operating force, support staff, or logistic package of specific size and composition to meet a unique task or mission. Characteristics to examine when task-organizing the force include, but are not limited to: training, experience, equipment, sustainability, operating environment, enemy threat, and mobility. (JP 3-05)

**teleconference**

(\*) A conference between persons remote from one another but linked by a telecommunications system.

**TELEPROMPTER**

A mechanical device, used on or near the camera, for unrolling magnified script in front of a speaker.

**television imagery**

Imagery acquired by a television camera and recorded or transmitted electronically.

**terminal learning objective (TLO)**

The main objective of a lesson. It is the performance required of the student to demonstrate competency in the material being taught. A TLO describes exactly what the student must be capable of performing under the stated conditions to the prescribed standard on lesson completion. There is only one TLO per

lesson regardless of presentation method or media and it has only one verb. The terminal learning objective may cover one critical task, part of a critical task (i.e., a skill or knowledge), or more than one critical task. The terminal learning objective may be identical to the critical task being taught or there may be a disparity between them. Where there is a disparity, it is the terminal learning objective standard that the student must achieve to demonstrate competency for course completion. See "Learning objective" and "Enabling learning objective".

**terrorism**

The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological. See also antiterrorism; combatting terrorism; counterterrorism; force protection condition; terrorist; terrorist groups. (JP 3-07.2)

**terrorist**

An individual who uses violence, terror, and intimidation to achieve a result. See also terrorism. (JP 3-07.2)

**Army Correspondence Course Program (ACCP)**

The Army's Correspondence Course Program (ACCP) is a formal nonresident extension of the TRADOC (Training and Doctrine Command) service schools. The ACCP offers individual and group study enrollments in correspondence courses. Individual enrollees enroll at their own discretion and decide their own course of study. The ACCP offers courses and subcourses free of charge to U.S. military officers, warrant officers, enlisted members, active and RC, ROTC and National Defense Cadet Corps, authorized federal civilian employees, and non-U.S. citizens who are employed by the Department Of Defense. Active and RC (Reserve Component) E4s and E5s can accrue promotion points, and RC soldiers can accrue retirement points through the ACCP (Army Correspondence Course Program). They are also available to foreign military students through the Foreign Military Sales Program. See "Correspondence course."

**theater**

The geographical area outside the continental United States for which a commander of a combatant command has been assigned responsibility.

**TIME CODE**

The method of addressing locations on videotape. It consists of a number being assigned to each frame of video recorded onto a tape. This code normally reflects the tape's position in hours, minutes, seconds and frames.

**time to target**

The number of minutes and seconds to elapse before aircraft ordnance impacts on target. Also called TTT. (JP 3-09.3)

**times**

(C-, D-, M-days end at 2400 hours Universal Time (Zulu time) and are assumed to be 24 hours long for planning.) The Chairman of the Joint Chiefs of Staff normally coordinates the proposed date with the commanders of the appropriate unified and specified commands, as well as any recommended changes to C-day. L-hour will be established per plan, crisis, or theater of operations and will apply to both air and surface movements. Normally, L-hour will be established to allow C-day to be a 24-hour day. a. C-day. The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements using any or all types of transport. The letter "C" will be the only one used to denote the above. The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning. b. D-day. The unnamed day on which a particular operation commences or is to commence. c. F-hour. The effective time of announcement by the

Secretary of Defense to the Military Departments of a decision to mobilize Reserve units. d. H-hour. The specific hour on D-day at which a particular operation commences. e. H-hour (amphibious operations). For amphibious operations, the time the first assault elements are scheduled to touch down on the beach, or a landing zone, and in some cases the commencement of countermine breaching operations. f. L-hour. The specific hour on C-day at which a deployment operation commences or is to commence. g. L-hour (amphibious operations). In amphibious operations, the time at which the first helicopter of the helicopter-borne assault wave touches down in the landing zone. h. M-day. The term used to designate the unnamed day on which full mobilization commences or is due to commence. i. N-day. The unnamed day an active duty unit is notified for deployment or redeployment. j. R-day. Redeployment day. The day on which redeployment of major combat, combat support, and combat service support forces begins in an operation. k. S-day. The day the President authorizes Selective Reserve callup (not more than 200,000). l. T-day. The effective day coincident with Presidential declaration of national emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 callup). m. W-day. Declared by the National Command Authorities, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning). (JP 3-02)

### **topography**

The configuration of the ground to include its relief and all features. Topography addresses both dry land and the sea floor (underwater topography). (JP 4-01.6)

### **trafficability**

Capability of terrain to bear traffic. It refers to the extent to which the terrain will permit continued movement of any or all types of traffic.

### **train**

1. A service force or group of service elements that provides logistic support, e.g., an organization of naval auxiliary ships or merchant ships or merchant ships attached to a fleet for this purpose; similarly, the vehicles and operating personnel that furnish supply, evacuation, and maintenance services to a land unit. 2. Bombs dropped in short intervals or sequence.

### **trainer**

An individual who conducts training, whether in a unit or a training institution. For the Train the Trainer Program, it implies all training related personnel involved in the training mission, such as instructors, training developers, analysts, small group leaders, and evaluators.

### **training aids**

Any item developed or procured with the primary intent that it shall assist in training and the process of learning.

### **training aids, devices, simulators, and simulations (TADSS)**

A general term that includes CTC and training range instrumentation; Tactical Engagement System (TES); battle simulations; targetry; training-unique ammunition; and dummy, drill, and inert munitions. All of these are subject to the public laws and regulatory guidance governing the acquisition of materiel.

### **Training Circular (TC)**

TCs are publications (paper or computer-based) which provide a means to distribute unit or individual soldier training information that does not fit standard requirements for other established types of training publications. TCs are part of the Armywide Doctrinal and Training Literature Program (ADTLP).

### **training developer**

The individual whose function is to analyze, design, develop, and evaluate training and training products, to include development of training strategies, plans, and products to support resident, non-resident, and unit training. Any individual functioning in this capacity is a training developer regardless of job or position title. In developing systems, the command or agency responsible for the development and conduct of training which will provide the tasks necessary to operate and logistically support the new materiel system.



**training development (TD)**

The Army's training development process is a systematic approach to making collective, individual, and self-development training decisions for the total Army. It determines whether or not training is needed; what is trained; who gets the training; how, how well, and where the training is presented; and the training support/resources required to produce, distribute, implement, and evaluate those products. The process involves five training related phases: analysis, design, development, implementation, and evaluation. Note 1: Do not confuse the overall TD process with the particular Systems Approach to Training (SAT) phase called "development," which is related specifically to the development of training and training products following analysis and design. Note 2: See "Systems Approach to Training (SAT)."

**training effectiveness (TE)**

A measure of how well the learning objectives have been met. The evaluator determines whether the unit or soldier meets or exceeds established training standards.

**training efficiency**

The determination of how well training resources were used to train effectively. See "Training effectiveness."

**training management**

The process commanders and their staff use to plan training and related resource requirements needed to conduct and evaluate training. It involves all echelons and applies to any unit in the Army regardless of strength, mission, organization, or equipment assigned.

**training method**

The procedure or process for attaining a training objective. Examples include lecture, demonstration, discussion, assigned reading, exercise, examination, seminar, and programmed instruction.

**training objective**

A statement that describes the desired outcome of a training activity in the unit. It consists of the following three parts: task, condition(s), standard.

**training plan**

A detailed description of the actions, milestones, and resources required to implement a training strategy. The detail depends upon the plan type and level. See "Project management plan" and "Training development plan."

**training requirements**

As related to training implementation -- The critical tasks Army's units and soldiers must be able to perform to the standard required if they are to be able to fight, win, and survive on the battlefield. Army training and training products will only be produced to meet a valid training requirement and to train soldiers and units to perform critical collective and individual tasks to established standards. As related to resident course management -- The number of personnel required to enter into training to meet commitments of the military services concerned.

**transient**

Personnel, ships, or craft stopping temporarily at a post, station, or port to which they are not assigned or attached, and having destination elsewhere.

**transient forces**

Forces that pass or stage through, or base temporarily within, the operational area of another command but are not under its operational control. See also force; transient.

**traverse**

1. to turn a weapon to the right or left on its mount. 2. A method of surveying in which lengths and directions of lines between points on the earth are obtained by or from field measurements, and used in determining positions of the points.

**trend**

The straying of the fall of shot, such as might be caused by incorrect speed settings of the fire support ship.

**troops**

A collective term for uniformed military personnel (usually not applicable to naval personnel afloat). See also airborne troops; combat service support elements; combat support troops; service troops; tactical troops.

**true north**

(\*) The direction from an observer's position to the geographic North Pole. The north direction of any geographic meridian.

**type unit**

A type of organizational or functional entity established within the Armed Forces and uniquely identified by a five-character, alphanumeric code called a unit type code.

**U.S. CENTRAL COMMAND**

A unified command responsible for the middle east, the Arabian Peninsula, and Northeast Africa from Egypt south to Kenya.

**U.S. EUROPEAN COMMAND**

A unified command responsible for Europe, the Mediterranean (Including Israel, and North Africa west of Libya).

**U.S. SPECIAL OPERATIONS COMMAND**

Special forces, Rangers, SEALs, Air Commandos and similar forces. A unified command created to provide central coordination of training and organization of special purpose forces and, on the direction of the President, to conduct special operations anywhere in the world.

**unexploded explosive ordnance**

(\*) Explosive ordnance which has been primed, fused, armed or otherwise prepared for action, and which has been fired, dropped, launched, projected, or placed in such a manner as to constitute a hazard to operations, installations, personnel, or material and remains unexploded either by malfunction or design or for any other cause. Also called UXO. See also explosive ordnance. (JP 3-15)

**unified command**

A command composed of forces from two or more services with a broad or counting mission. The command is normally assigned a geographic area of responsibility.

**unit**

1. Any military element whose structure is prescribed by competent authority, such as a table of organization and equipment; specifically, part of an organization. 2. An organization title of a subdivision of a group in a task force. 3. A standard or basic quantity into which an item of supply is divided, issued, or used. In this meaning, also called unit of issue. 4. With regard to Reserve Components of the Armed Forces, denotes a Selected Reserve unit organized, equipped, and trained for mobilization to serve on active duty as a unit or to augment or be augmented by another unit. Headquarters and support functions without wartime missions are not considered units.

**unit identification code (UIC)**

A six-character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces. Also called UIC.

**unit of issue**

In its special storage meaning, refers to the quantity of an item; as each number, dozen, gallon, pair, pound, ream, set, yard. Usually termed unit of issue to distinguish from "unit price." See also unit.

**unit price**

The cost or price of an item of supply based on the unit of issue.

**United States**

Includes the land area, internal waters, territorial sea, and airspace of the United States, including the following: a. US territories, possessions, and commonwealths; and b. Other areas over which the US Government has complete jurisdiction and control or has exclusive authority or defense responsibility.

**universal transverse mercator grid**

(\*) A grid coordinate system based on the transverse mercator projection, applied to maps of the Earth's surface extending to 84 degrees N and 80 degrees S latitudes. Also called UTM grid.

**urgent priority**

A category of immediate mission request that is lower than emergency priority but takes precedence over ordinary priority; e.g., enemy artillery or mortar fire that is falling on friendly troops and causing casualties or enemy troops or mechanized units moving up in such force as to threaten a breakthrough. See also immediate mission request; priority of immediate mission requests.

**variation**

The angular difference between true and magnetic north. See also deviation.

**verify**

(\*) To ensure that the meaning and phraseology of the transmitted message conveys the exact intention of the originator.

**visual information**

Use of one or more of the various visual media with or without sound. Generally, visual information includes still photography, motion picture photography, video or audio recording, graphic arts, visual aids, models, display, visual presentation services, and the support processes. Also called VI.

**VU METER**

A meter or instrument which measures the volume of sound in decibels (db).

**vulnerability**

1. The susceptibility of a nation or military force to any action by any means through which its war potential or combat effectiveness may be reduced or its will to fight diminished.

**way point**

1. In air operations, a point or a series of points in space to which an aircraft, ship, or cruise missile may be vectored. 2. A designated point or series of points loaded and stored in a global positioning system or other electronic navigational aid system to facilitate movement.

**weapon(s) system**

(\*) A combination of one or more weapons with all related equipment, materials, services, personnel, and means of delivery and deployment (if applicable) required for self-sufficiency.

**wounded in action**

A casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who has incurred an injury due to an external agent or cause. The term encompasses all kinds of wounds and other injuries incurred in action, whether there is a piercing of the body, as in a penetration or perforated wound, or none, as in the contused wound. These include fractures, burns, blast concussions, all effects of biological and chemical warfare agents, and the effects of an exposure to ionizing radiation or any other destructive weapon or agent. The hostile casualty's status may be categorized as "very seriously ill or injured," "seriously ill or injured," "incapacitating illness or injury," or "not seriously injured." Also called WIA. See also casualty category.

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DA Form 7679	Media Query Log.

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