SUBJECT: Promulgation

TO: All Concerned

1. The Philippine Army Public Affairs Manual (PAM 7-01), provides guidance on the roles of public affairs personnel.

2. This manual was reviewed by the PA Capability Development Board and approved by the Commanding General, PA for use as reference and instructional guide on Public Affairs.

3. This manual is hereby promulgated for the information and guidance of all concerned effective this date.

HERMOGENES C. ESPERON JR
General

AFP
FOREWORD

The PUBLIC AFFAIRS MANUAL (PAM 7-01) is a comprehensive reference for all personnel of the Philippine Army. It aims to provide guidance on the roles of our public affairs personnel and use of our capabilities in espousing information to a wide range of internal and external audiences to accomplished the Army’s mission. The principles contained therein will result in standardized training efforts, useful practices and better relationships with the media by our public affairs practitioners. It also raises the ethical standards of our personnel in the performance of their duties and responsibilities in providing information to the general public. The manual’s provisions were tested and validated to ensure their effective implementation.

This manual is hereby approved for use by the Philippine Army.

I urge our public affairs personnel to observe faithfully the underlying principles and guidance set forth in this manual. I likewise encourage all Army personnel to send their inputs and insight to Doctrine Center, TRADOC, PA to further enhance this Manual.

ALEXANDER B YANO
Lieutenant General, AFP
AMENDMENT CERTIFICATE

1. Proposals for amendment or additions to the text of this manual should be made through the normal channels to the sponsor. A sample format of an amendment proposal is found in Annex P of PAM 8-01.

2. It is certified that the amendments promulgated in the under-mentioned amendment list have been made in this manual.

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PREFACE

1. Purpose

This reference material is the keystone doctrinal manual for the Philippine Army Public Affairs operations. It focuses on how the Army thinks about public affairs and describes public affairs roles, missions and capabilities. It also describes public affairs employment, command and control, and support across the operational continuum.

2. Scope and Applicability

This reference material is the doctrinal guide for commanders, planners, and users of Army Public Affairs. It is also a guide for those who must consider the effects public affairs has on military operations. It describes the fundamental principles and concepts for providing information to a wide range of internal and external audiences, soldiers, family members, retirees, political leaders, the general public, allies and adversaries. Public affairs personnel must use their professional knowledge, skills and judgment in adapting the principles in this manual to their specific situations. Public Affairs commanders and trainers should use this manual to plan and conduct their training. Numerous terms, acronyms, and abbreviations are found in the manual. Users should refer to the glossary for their meanings or definitions.

3. User Information

The proponent for this manual is the Office of the Army Chief Public Affairs. However, Doctrine Center is responsible for the review and updating of this publication. Send comments and recommendations to the Commanding General, TRADOC, PA, Fort Magsaysay, 3130 Nueva Ecija, Attn: Doctrine Center.

4. References

The following are the reference materials used in developing this manual:

PAM 3-00 Army Operations, 1998
PAM 3-01 Infantry Operations, 1998
PAM 8-01 Philippine Army Doctrine Development, 1999
FM 41-1 Public Affairs Operations
FM 46-1-1 Public Affairs Tactics, Techniques and Procedures
5. **Recession**

All publications, manuals and directives inconsistent with this manual are hereby rescinded.

6. **Gender**

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.
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CHAPTER 1
PUBLIC AFFAIRS ENVIRONMENT

We live in a world of constant and rapid change. The end of the Cold War, collapse of the communist ideology, changing international alliances and dynamics, and threats to national security have resulted in heightened challenges and altered priorities for the various nations and the military.

With the increasing need for the development of global security, the Army Public Affairs must be prepared to operate, combined, joint or singly to keep up with the demands of security and information especially in the local military forces.

Section 1-1 The Philippine Army and Public Affairs

1. The Philippine Army. The struggle for freedom is a myriad of historical conflicts of which the Philippine Army was and is identified as a mover of sorts. From the archipelago’s discovery of the conquistadores, to the foreign advances, and the communist and secessionist movements that plague the country, the Philippine Army has continuously reaffirm itself in its mandate to protect the people and its sovereign; and act as an instrument in nation-building. Hence, the Army must be able to fulfill its duties as defender of peace and security.

The Philippine Army has undergone substantial transformation in the recent past. It has evolved from a mere sovereign protector to being a contributor to national government’s peace initiatives especially in its drive to genuinely address the root causes of the country’s problem. This is being carried on across a continuum of military operations, and has steadily evolved to maintain its capability in an ever-changing environment.

The Philippine Army is a compact ground force of regulars, and places a heavy reliance in the mobilization of the Reserve Force. The Army has reduced its force structure and realigned programs and responsibilities to achieve operating efficiencies.

As a force protector, the Philippine Army is able to alert, mobilize, and deploy troops anywhere in the archipelago rapidly and has ably represented the region in its peacekeeping efforts worldwide. It is a versatile, flexible and credible organization.

The Philippine Army conducts combined, joint, and interagency operations, and seldom operates alone. Units work in coordination with elements from the other local government units (LGU), non-government organizations (NGO) and other people organizations (PO), as well as military
forces from other nations, to one end. They contribute a full range of unique combat, combat support and combat service support functions.

2. **The Public Affairs.** The Public Affairs in the Army is important in promoting the organization’s purpose. It is defined as activities directed toward the internal and external public to ensure a clear, accurate, and timely dissemination of information consistent with preserving security and privacy. In effect, it works to establish and maintain effective relationships between military and civilian communities. Public Affairs, in relation to the Civil Military Operations, participates in command information, public information, and community relations activities.

   a. **Command Information.** Command Information is also known as the Internal Information. It facilitates communication in the Army with its internal audience. The internal audience consists of the active-duty military personnel, civilian employees, family members, dependents, reserve component, and the secondary audience which are the retired/veterans and former military members. It also enhances the understanding of the organization’s goals and objectives. Its tools consist of publications, radio programs, and billboards.

   b. **Public Information.** Public Information, on the other hand, provides information to the general public through appropriate forms of media. It is basically heightening awareness about the Philippine Army in the context of our organization. Its objectives are to widen the base of popular support; motivate people in resisting and rejecting all forms of subversion and criminality; and, establish formal linkages with LGUs and leaders of various sectors.

   c. **Community Relations.** Community Relations establish and maintain working relationship between the military and civilians through active participation in community affairs. It involves the organized participation of Army personnel in community-related activities to identify the soldiers as part of the community while supporting the communities in the planning and implementation of their programs.

**Section 1-2 The Information Environment (IE)**

Public Affairs operations are conducted in the information domain termed as the Global Information Environment (GIE) and the Military Information Environment (MIE). The GIE is defined in *Information Operations*, as including "all individuals, organizations or systems, most of which are outside the control of the military or national authorities that collect, process and disseminate information to national and international audiences." The MIE is the "environment contained within the GIE, consisting of information systems and organizations, friendly and adversary, military and non-military that support, enable or significantly influence a specific military operation."
The local and foreign media are part of the Army’s information environment. Sources are either firsthand accounts or related stories from witnesses whose identity may remain confidential to maintain anonymity from prejudice.

The impact of new communication technologies on the conduct of operations, on the other hand, is equal to that of emerging weapons technologies. Continuously evolving collection and dissemination capabilities have radically altered the dynamics of news and information consumer market.

Telecommunications equipment has rapidly become more sophisticated and more widely available. Continuously expanding capabilities in increasingly smaller, more mobile packages enable the ever-greater number of independent media representatives to be present throughout an area of operation from the start of, if not, even before an operation.

Even smaller, more portable, affordable and powerful radios, televisions, telephones, computers, fax machines and other communication devices also facilitate the consumer’s access to information. Audiences throughout the world – including our deployed forces and actual or potential adversaries – are able to receive a wider range of information from a vastly expanded spectrum of sources.

“In an age of instant communications, capabilities available to the media have had increasingly important impacts on military operations.”

The emerging electronic information communication technologies, the proliferation of commercial satellite technology and the expansion of international satellite alliances have resulted in the spread of worldwide communications. Coverage can be instantaneous with audiences throughout the entire country and even the world – the public, allies and adversaries – receiving and reacting to the coverage is deciding on appropriate responses, or as deployments are taking place.

Because the public is able to receive greater quantities of information through proliferating outlets, the demand for information has increased dramatically. The need to fill more channels of communication leads to wider, more frequent coverage and media competition to find and tell unique stories. It results in more analysis, critique and editorial commentary about events occurring in the operational area; the impact of these events, and the people’s reactions. Military operations have become a spectator event watched in real-time by the public, allies and adversaries, locally and internationally.
Section 1-3 Information Operations (IO)

Effective operations in both the GIE and MIE require a coordinated information operations. Information Operations are activities that gain information and knowledge that would enhance friendly forces’ execution of operations; while, denying an adversary similar capabilities. Effects of IO produce significant military advantage for forces conducting such operations.

Synchronized IO are conducted with the aim of achieving information dominance, described as “the degree of information superiority” that allows the possessor to use information systems and capabilities to achieve an operational advantage (whether being applied in a conflict scenario or on operations short of war), while denying those capabilities to the adversary. Commanders need to understand that the perception of the Command and how it conducts its operations can be as important to the unit’s success as actual combat.

A Public Affairs operation is one of the elements of a larger information strategy, which encompasses Command and Control Warfare (C2W), Civil Military Operations (CMO), Psychological Operations (PsyOps), among others. Just like in C2W where C2-attack is an offensive action that aims to control or destroy the enemy’s C2 capability; while, C2-protect is a defensive action that counters enemy’s efforts to influence, degrade or destroy it; public affairs operations support C2-protect since it facilitates open reporting and delivery of robust internal information programs. These actions include protective measures that counter adversary propaganda efforts and its effects on operations, options, public opinion, and morale of friendly forces.

Effective IO requires careful synchronization of many staff elements. The formation and organization of formal and dedicated IO councils are effective in the conduct of stability and support operations.

The IO process in the public affairs context consists of eight steps —

a. Identifying the issue.
b. Determining if the issue was a problem or an opportunity.
c. Defining audiences.
d. Defining target result.
e. Evaluating resources and choosing methods and actions.
f. Coordinating actions and synchronizing messages.
g. Implementing actions, and
h. Evaluating the success.
Participation in IO integrates public affairs into operations planning at all levels and across the full spectrum of operations. The public affairs representative to the IO battle staff –

a. Represents public affairs concerns in IO,

b. Identifies, assesses, and advises the commander on information and issues with public affairs implications,

c. Reviews strategic and operational information with public affairs implications such as events, missions and propaganda,

d. Coordinates with CMO/PsyOps representatives to ensure consistency of messages and OPSEC without compromising public affairs credibility, and

e. Facilitates the availability of battlefield information for public affairs purposes (such as releasable visual imagery) used to inform the public of Army capabilities and accomplishments.

Effective IO requires the early coordination and synchronization of public affairs and CMO/PsyOps. Each may use the same communications media to communicate essentially the same messages to different audiences. While CMO/PsyOps address local populations and adversary forces, public affairs operations are directed towards the internal audience and local and foreign media. The target audiences may differ, but the consistency of messages is important to ensure credibility.

With the expanding role of public affairs and IO, it is important to preserve the separation of public affairs and CMO/PsyOps in order to maintain the credibility of public affairs spokespersons and products. Although coordination of public affairs and CMO/PsyOps occurs in the IO cell, the public affairs representative to the cell should not be the primary command or operation spokesperson.

Information Operations planning and operations are beneficial in peacetime, crisis and war. The composition of the IO cell will depend upon the circumstances. In peacetime, the cell may include the G-3, Public Affairs Officer, Army Judge Advocate, and chaplain. During stability and support operations or war, the IO cell may include G3, G2, Signal, Public Affairs, and CMO/PsyOps.

Post-conflict operations also benefit from coordinated IO. CMO/PsyOps may be needed to enhance support of local populations. Information about the Army and civil-military operations may be disseminated through the media. Public affairs operations cannot focus on directing or manipulating public opinion, but may contribute to public understanding of national government’s intentions and activities by providing timely information about the operations.
Public affairs may also contribute to information strategies developed to counter misinformation and propaganda communicated in the GIE.

In stability and support operations, the IO planners may work with and receive information from a variety of foreign and domestic government agencies, non-governmental organizations, local agencies and other people’s organizations. The Philippine Army may not have the lead in these operations and therefore must work closely with the lead agency to ensure that the information operations are consistent with the overarching operational theme and objectives.

Section 1-4 Commanders and Public Affairs

The turbulent national political and social atmosphere, the Army’s organizational structure changes, the evolving information environment, and the emerging information communications technologies have made it much more difficult to control, limit or restrict information. The greater the availability of detailed, graphic, real-time information from anywhere in the country and the world impacts the linkage between national strategic goals, operational objectives, and tactical execution.

The fact that information is more available has bridged the gap between what occurs on the ground and the goals and objectives of the national military strategy. Real-time or near real-time reports of the actions of a soldier manning a checkpoint, the results of a minor skirmish, or the effects of a major combat action become the subject of public discussion and debate.

At all levels, Army leaders must be aware of public affairs operations. As the Army and the information environment evolve, public affairs operations become an increasingly critical element in the determination and achievement of the strategic end state. The perception of the Philippine Army and how it conducts its operations can be as important to doing actual combat in itself. Leaders must recognize the potency of public opinion and its potential impact on the morale, confidence and effectiveness of soldiers.

Commanders must focus on providing complete, accurate, timely information, rather than on guarding information. It is critically important to achieve a balanced, fair and credible presentation of information to the public, whether locally or abroad. Commanders must know the information needs and expectations of their soldiers and their family members, the community and other internal audiences.

Commanders who understand the media are not intimidated by the media, its role and its potential impact. Commanders must plan for the media. They must confidently facilitate the media effort to provide coverage, and they must support open and independent reporting and access to units as early and as far forward as is feasible. They must integrate public affairs into their decision-making process, and consider public affairs in their assessment of
the situation and their development of courses of actions, plans and orders. They must ensure that public affairs operations are synchronized with other combat functions.
CHAPTER 2
PUBLIC AFFAIRS PRINCIPLES

The Public Affairs mission fulfills the Army’s obligation to keep the public and the Army informed, and helps to establish favorable conditions that lead to confidence in the Philippine Army and its readiness to conduct operations in peacetime, crisis and war.

The Philippine Army has an obligation to keep the people, its internal audiences and other key publics informed about its achievements and successes, as well as its problems and failures. Providing information openly and honestly – with minimum delay – shows courage, candor, competence and commitment, and contributes to confidence, trust, respect and esteem in the force. The Public Affairs Officer (PAO) communicates the Army’s professional character, beliefs, values and ethics. Army Public Affairs promotes a greater understanding of the Army and its contribution to the nation.

When the Philippine Army is understood, it is strengthened. Its morale and esprit de corps are enhanced, which further enhances understanding, confidence, trust, respect and organizational esteem.

Section 2-1 Public Affairs Support to Military Operations

Public Affairs supports military and national policy objectives throughout the operational continuum. PAOs provide combat commanders with a battlefield edge in winning the war conducted in today’s GIE. Commanders require their PAOs to include public affairs operations in their planning guidance. The results are specific tasks that assist the commander in:

a. Exercising command and control over public affairs assets in the area of operations,

b. Assessing the public affairs situation,

c. Preparing public affairs plans and orders,

d. Establishing media operation centers,

e. Supporting command and control warfare,

f. Coordinating and integrating combined, joint, and/or interagency public affairs support,
g. Facilitating media involvement in collecting and distributing information,

h. Producing and distributing command and public information products to the internal and external audiences, and

i. Participating in IO.

A media operations center was established at Southern Command Headquarters in Zamboanga a month before Balikatan 01-01. The MOC was manned by USARPAC PAO and U7 SouthCom. The exercise attracted intense media interest resulting to the influx of 172 media practitioners both local and foreign which posed no problem to the commander because of the early establishment of the MOC.

Section 2-2 Public Affairs and the Principles of War

1. **Principles of War.** The principles of war – objective, offensive, mass, economy of force, maneuver, unity of command, security, surprise, and simplicity – are the basis for the Army’s armed conflict doctrine. The PAO provides input to the warfighting planning process, and supports political, economic, and informational goals, as well as military objectives. The PAO assesses the impact of military operations in both the GIE and MIE. Public Affairs operations will have the same impact on these basic military principles as any other element in the operational force.

   a. **Objective.** Once the strategic, operational, and tactical military objectives are specified, the PAO supports the commander through the analytical framework of mission, mass base, enemy, troops, terrain, and time available (M-METT-T) to designate operational objectives. Objectives include conducting public affairs training, planning, developing information strategies, and conducting media center operations, facilitating media access to the force, acquiring and analyzing information, and targeting products to specific audiences.

   b. ** Offensive.** To be an asset to the field commander, the PAO must seize the initiative and actively assess and respond to potential public affairs situations, incidents, and force movements in support of the commander’s objective. Public Affairs operations are combat multipliers by:

      1) Keeping soldiers informed,

      2) Maintaining public support for the soldier in the field, and

      3) Mitigating the impact of misinformation and propaganda.
**The Principles of War**

1. **Objective:** Direct every military operation toward a clearly defined, decisive and attainable objective.
2. ** Offensive:** Seize, retain and exploit the initiative.
3. **Mass:** Mass the effects of overwhelming combat power at the decisive place and time.
4. **Economy of Force:** Employ all combat power available in the most effective way possible; allocate minimum essential combat power to secondary efforts.
5. **Maneuver:** Place the enemy in a position of disadvantage through the flexible application of combat power.
6. **Unity of Command:** For every objective, seek unity of command and unity of effort.
7. **Security:** Never permit the enemy to acquire unexpected advantage.
8. **Surprise:** Strike the enemy at a time or place or in a manner for which he is unprepared.
9. **Simplicity:** Prepare clear, uncomplicated plans and concise orders to ensure thorough understanding.
10. **Popular Support:** Gain social and political support in the conduct of military operations.

c. **Mass.** The principle of mass requires the quick assembly of public affairs forces and resources at a particular place and time. Public Affairs forces must be deployed early, in sufficient numbers, and utilized in accordance with the established battlefield framework if they are to conduct professional public affairs operations appropriately tailored to their assigned missions. The commanders most likely to succeed will have accurately assessed the level of news media interest in their operation, and will have provided the assets necessary to accomplish the public affairs mission.

d. **Economy of Force.** The judicious employment and distribution of forces requires that no part of the force should be left without public affairs training and support. The PAO must ensure that trained responsible leaders and soldiers in forward-deployed units are capable of successfully telling the Army’s story when speaking to reporters. Public affairs detachments must be positioned far forward to support public affairs operations at the lowest level possible. Their modular design affords commanders the flexibility of maneuvering public affairs personnel with the main body while continuing to conduct public affairs operations.
e. **Unity of Command.** Unity of command requires that all public affairs forces be under a single commander with the requisite authority to direct all public affairs forces in pursuit of a unified purpose. Whether that commander is a division, joint, or unified public affairs commander, public affairs units must have a clear chain of command that minimizes the number of higher headquarters in that chain. The chain must be flexible enough to synchronize public affairs functional activities throughout the levels and scope of operations.

f. **Unity of Effort.** Unity of effort, essential to unity of command, requires the coordination and cooperation among all forces, especially those public affairs operations at the joint or unified level where more than one service is involved in the public affairs operation. It is essential if we are to effectively tell the Army’s story.

g. **Security.** Public affairs operations support security by developing a plan for the inclusion of news media, establishing and enforcing media ground rules and developing procedures for explaining the sensitivity and complexity of military operations to the media. To prevent the release of classified or protected information into the public domain, individuals must practice security at the source and adhere to OPSEC requirements.

h. **Surprise.** Speed, effective intelligence, deception, application of unexpected combat power, OPSEC and variations in tactics and methods of operations are elements of surprise. The elements of the principle of security carry over to the principle of surprise. Public affairs forces must ensure that the element of surprise is not compromised by the inadvertent release of critical operational information.

During the offensive of 6th Infantry Division against the Moro Islamic Liberation Front which started in 1996, a different dimension of fighting emerged. The MILF fielded a spokesman to conduct a media war. 6ID also fielded a spokesman to counter and gain the initiative in information dissemination. The impact of the battle on air can be felt through favorable civilian reactions and troop high morale manifestations during regular troop visits of the division commander. As the troops say,” At least somebody is speaking in behalf of us.”

During the media coverage in Basilan, PAO coordinated with the Ranger Battalion for a daily media trip to come up with stories on a daily basis. Media practitioners’ story was obtained from the Rangers who orchestrated photo ops and mock patrols without actually interfering with the actual military operations. This scheme reduced the unnecessary exposure of the media to the danger of being entangled in the events they are covering while it enhanced their knowledge about the ongoing operation.
i. **Simplicity.** Public affairs relationships are simplified by using a single-staff focal point. The PAO, working with the G3/S3, can relieve the unit's staff and command of many related functions. Public Affairs plans and annexes must be simple and direct, and must be supportable by the available resources. Early coordination and completion of operational annexes will ensure effective and successful operations.

j. **Popular Support.** The legitimacy of military actions or operations entirely depends upon how the populace will support it. The different levels of societal classes must be well aware of the purpose and objectives of the military action. Not being able to know how the operations will impact on their economic and social life might cause disgruntlement, and eventual cessation of further military actions. Maintaining effective community enhances the projection and sustainment capabilities of Army units in terms of community support, which could directly affect the combat power potential of mobilized or deployed Army forces.

During the final phase of the dragnet set to corner the Abu Sayyaf faction lead by Abu Sabaya that was holding the last group of hostages taken from Dos Palmas, an orchestrated information release to cover up the targeted area of operation was initiated by PAO SouthCom to deny the enemy of the knowledge that their locations are compromised paving the way to a series of successful combined operations that resulted to the rescue of the remaining hostages and the eventual killing of Abu Sabaya.

The GIE is real time. They can dramatically influence public opinion and may even force our military leaders to react more rapidly than normal. They may lead to changes in strategic level goals and guidance, modifications to operational missions, policies and procedures, and unexpected tactical restraints and constraints. They have a direct impact on soldier morale, discipline and performance.

**Section 2-3 Public Affairs Principles**

2. **Guidelines for Coverage of Combat Operations.** Conducting operations in the GIE requires an understanding of basic public affairs principles. Army leaders at all levels need to understand the fundamental concepts which underlie the development of public affairs strategies and guide the planning and execution of public affairs operations. They should also be familiar with the *Principles of Information* (Annex A) and the *Guidelines for Coverage of Combat Operations* (Annex B) which provide overarching guidelines for public affairs operations.
a. **Soldiers and families come first.** Internal audiences include soldiers, civilian employees, retirees and all affiliated family members throughout the Army’s active and reserve components. These audiences must be thoroughly and appropriately informed to ensure maximum effectiveness and the highest sustainable morale. These audiences often become public spokespersons that can contribute to information dissemination of appropriately managed. Although operational needs may at times divert immediate attention to external audiences, the information needs of soldiers, families, civilian employees, retirees and employers of reservists must be considered first.

b. **Truth is paramount.** Trust and confidence in the Army and its conduct of operations result when external and internal audiences understand the Army and the reasons for its actions, decisions and policies. It involves teaching them about the Army’s culture. It depends on educating them about our units and soldiers, ethics, values, policies and procedures. Credibility, once lost, cannot be easily regained. The quickest way to destroy credibility is to misrepresent the truth. Communicating different messages to different audiences is also a sure way to destroy credibility of the source. When credibility is undermined, communication becomes ineffective and it is impossible to achieve information objectives.

c. **If news is out, it’s out.** The GIE makes more information easier to disseminate and more accessible to a wider range of audiences. As the value of information continues to increase, the ability to limit or restrict its flow continues to decrease. Leaders must recognize this, consider the impact that information availability will have on mission, and prepare to address issues openly, honestly and in a timely manner. Once information is available, attempting to deny it or failing to acknowledge it will destroy the Army’s credibility.

d. **Not all news is good news.** In the GIE, the presentation of information about the Army and its operations will be both positive and negative. Information about failures will be just as available as information about successes. Army policies, decision and actions will be criticized and praised. PAOs cannot control media coverage or guarantee positive media products. Our policy is that information will not be classified or otherwise withheld to protect the government from criticism or embarrassment. Information can only be withheld when its disclosure would adversely affect national and operations security or threaten the safety or privacy of members of the military community.

It is Army policy to take an active approach to providing information. The Army will practice the principle of “maximum disclosure with minimum delay,” even though this will sometimes result in the publication of stories which are not favorable to the command.

Army spokespersons must avoid speculation and confirm the accuracy of their information. Successes and strengths as well as failures and weaknesses must be addressed if internal and external audience confidence
in the Army is to be maintained. Issues must be addressed quickly, honestly and accurately. Explanations may be given in terms of corrective actions and preventive measures. Withholding or appearing to withhold negative information creates the perception of cover-ups; this will lead to speculation, and destroys the credibility of the Army and the operation. Denying information about or refusing to comment on policies, operations, activities, positions or procedures which are clearly in the public domain undermines confidence in the Army.

e. **Telling our story is good for the Army.** Providing accurate and timely information about the force and its operation will contribute to mission accomplishment. It clarifies the nature of the mandate and the Army’s efforts to operate within that mandate. The active release of complete and accurate information influences the perception of events, clarifies public understanding and frames the public opinion and debate. It preempts the attempts to misrepresent situations. When adversaries are making intentional misinformation or disinformation efforts, providing open access and independent media coverage is the most effective defense. It is a key tool for countering the impact of enemy information operations.

f. **Public affairs must be deployed early.** During deployments an Army commander’s first contact will often be with a news reporter. Most often than not, reporters and journalists will be present in the area of operations before Army forces arrive, and are often well established, with full-functional logistics support and strengthened media liaison arrangements. Having covered the buildup of the situation that lead to the military deployment, the media will know and understand the area of operations. For them, the injection of Army forces will be their major story. Since national and international media will be watching from the moment the forces arrive, public affairs personnel need to be deployed in the first hours of an operation to support the commander and the force in their interactions with media. The PAO can significantly reduce the distractions to the mission created by the media, and allows the commander to focus on his mission and his soldiers’ welfare.

Media interest will be intense at the outset of operations. Public interest and media attention will be high during the initial deployment of forces. The media will closely cover the deployment of forces, their arrival in the theater and their initial operations. Once operations have been initiated and stability has been achieved, media attention will diminish until a significant event occurs or there is a no-table change in the situation. Media interest will resurface as the force completes its mission and begins to redeploy.

g. **Media can be our friends.** While military professionals and journalists both serve the people, their philosophies, values and basic outlook don’t always correspond. These differences can easily lead to misunderstandings. Yet the vast majority of journalists and the organizations they represent are committed to the ideals of providing responsible, accurate and balanced coverage. Good reporters will thoroughly investigate issues, and ask tough challenging questions. They seek information, interpretation
and perspective. Yet many reporters today have not served in the military and their inexperience and uncertainty may create obstacles in communication between themselves and soldiers. They may fail to properly prepare for their assignments. Soldiers may need to educate them on military operations and help them understand the significance of the events on which they report.

Reporters covering operations should not only be provided access to units and soldiers, but whenever feasible, should be included in the operation as a part of a unit. Incorporating journalists into units provides them with a unique perspective. It gives them the chance to know soldiers, understand the operation and experience the Philippine Army. It results in the best coverage.

In 2000, the experience of 4th ID during the assault of the marines on MILF positions in the town of Munai, Lanao del Norte was extensively covered by five media practitioners with two TV crews and two journalists. The news after that encounter resulted to a deeper understanding of how it is to be at the frontlines with the soldiers while sharing with them the dangers of getting shot at. Frenzy among media practitioners to go with the troops during operations changed the trend of covering the military beat after that Munai media experience.

h. **Practice security at the source.** The characteristics of the military and global information environments essentially render field censorship impractical in its traditional sense, as well as impossible. All individuals must be responsible for sensitive information. Whether being interviewed by a reporter or sharing news with a spouse or a friend. Communicators must be aware of operational security, safety and proprietary issues. Anytime they provide information, that information may be made public. The standard must be to practice security at the source by not sharing information which policy has determined to be inappropriate for release.
CHAPTER 3
PUBLIC AFFAIRS CORE PROCESS

Public Affairs participates mainly in the Army's public information, command information and community relations activities. However, in the new GIE, as described in the previous chapters, a more precise method is needed to adequately describe the importance and challenges of public affairs to a military commander. The realities of rapidly evolving technology, radical changes in the business structure affecting commercial media and telecommunications companies, and the pervasive networking of a global community demand a new approach to articulating what public affairs professionals do.

This chapter focuses on core processes of public affairs. The public affairs core processes are:

a. Conducting public affairs planning,

b. Executing information strategies,

c. Facilitating media operations,

d. Maintaining community relations, and

e. Conducting public affairs training

While CMO activities such as command information, public information and community relations may be used to describe public affairs product categories or organizational focus, the public affairs core process definitions describe the essential components of the Army public affairs operations.

Section 3-1 Public Affairs Planning

Public affairs planning is an integral element of the decision-making process at every level and across the continuum of operations. All throughout the conduct of military operations, public affairs planners continuously assess the situation, develop solutions and monitor effects of public affairs operations. Done in concert with operational planning, it enhances the commander’s range of options.

Public affairs planning reduces the constraints, which inhibit a commander’s range of possibilities, and increases his freedom to decide and act without distraction. This planning is conducted in coordination with the Army’s triad concept.

Public affairs planning begins with the receipt of a mission. PAOs prepare the Public Affairs Estimate, and advise the commander and other
staff personnel on public affairs issues (such as expected media interest) which might have impact on the mission.

PAOs provide input during the development of possible COA and the war gaming of those potential COA. They identify critical public affairs risk factors, consider the impact on internal audiences and external community relations, develop a public affairs strategy, prepare the Public Affairs Annex (see sample format in Annex C) to the Operation Plan/Operation Order and publish Public Affairs Guidance (see sample in Annex B).

Once operations have been initiated, public affairs planners continuously monitor operations and the information environment. They evaluate the situation, measure the effectiveness of the effort and make adjustments to the public affairs operation as necessary. They react to operational events with a public affairs impact; and, public affairs events with an operational impact. They participate in future operations planning.

1. **Public Affairs Assessment.** The Public Affairs Assessment addresses all aspects of the information environment, whether or not they are under the control of the commander. Primary emphasis is placed on identifying, measuring and evaluating the implications of the external information environment that the Army does not control, but can influence through a coherent, comprehensive strategy and early integration in the planning and decision making process. The blurring of the line between external and internal information adds to the value of assessing the internal environment as well.

   The assessment identifies and evaluates the public affairs environment, the GIE and the MIE of a country, geographic area or the area of operation. It includes an examination of the physical and social infrastructure from a public affairs viewpoint. The assessment is continually updated and is used as a reference document which briefly describes characteristics of the region which are pertinent to public affairs operations.

   The assessment is a compilation of information on the GIE and MIE, and requires the Public Affairs specialist to review and coordinate the development of the assessment with information being collected by the Civil Affairs, Psychological Operations, and Military Intelligence sections. This ensures coordination in the development of campaigns, themes and messages during the operation.

   The Public Affairs Assessment serves as the foundation from which the Public Affairs Estimate is written and focuses on:

   a. **Media presence.** A commander needs to know the number of media representatives in the area of operation before deployment, and what level of media presence he should anticipate once deployment begins. The commander must also have an analysis of the type of media (print or broadcast), the visibility of the media (local, national, and international) and
the style of the media (news, information or entertainment) covering the operation.

The assessment of the media presence should address the authority under which media representatives are operating in the theater and their degree of access to the area of operations.

b. Media capabilities. A commander needs an analysis of the technological capabilities of media representatives in his area of operation. He needs to know, for example, if they have live video transmission capability or interactive satellite telecommunications access. An analysis of the sophistication of the media’s logistics support provides information about the transportation assets or re-supplies channels available to media representatives, and can be an important planning consideration.

c. Information needs. A commander needs to know who he must provide information to and what information he will need to provide. Public affairs planners will conduct an audience analysis to determine the information needs of soldiers, family members, hometown audiences, and the general public. A thorough audience analysis will evaluate how information made available to the media will be perceived by the publics, including friendly troops as well as adversary publics, what they will be interested in, and what they might do with that information.

d. Media content analysis. 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, and reveal the intended, as well as, unintended messages. This is essential to understanding how stated intentions and conditions contrast with real intentions and conditions, and helps identify media trends or agendas. This will help the commander understand how the situation is being framed and what messages are being communicated to the public. Understanding 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.

e. Public opinion. A commander needs to know how the public and local/national leaders perceive the situation and the use of military power. Assessment of public opinion must not only evaluate the perceptions held, but also the relative strength of those attitudes.

f. Information infrastructure. A commander needs to know what sources are accessible for transmitting and receiving information. Among other things, an analysis must be conducted of the availability of telephone lines for voice and data transmission, the accessibility of audio and video channels, the prevalence of private communications devices such as telephones, fax, computers with modems, radios and televisions, and the nature of the information available through these information channels.
2. **Public Affairs Estimate.** The Public Affairs Estimate (see sample in Annex C) is an assessment of a specific mission from a public affairs perspective. It includes 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. The Public Affairs Estimate evaluates the existing information environment, emerging trends, current events, and internal and external information communication issues.

   It contains an analysis and comparison of alternative courses of action, recommendations about public affairs force structure and how to employ available public affairs assets.

3. **Public Affairs Plans.** Based on the information developed in the Public Affairs Estimate, planners develop a strategy to support the operation. The public affairs strategy links the national strategic goals and operational objectives. It defines the Army perspective of an operation, and describes how an operation supports strategic goals. It provides the intent for public affairs operations and the Army's approach to meeting the information needs of critical internal and external audiences. In final form it becomes the Public Affairs Annex (see sample in Annex D) to the operations plan and serves as the framework for developing Public Affairs Guidance for the operation.

   Public affairs plans are integrated into the operation plan/operation order through the Public Affairs Annex. 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., CMO/PsyOps, Signal, Military Intelligence to ensure that public affairs activities are synchronized with other activities.

4. **Public Affairs Guidance.** Public Affairs Guidance (PAG) provides mission-specific guidance to support public discussion of the operation. Public Affairs Guidance establishes the command's public affairs policies, identifies issues likely to be of interest, delineates the Army perspective, recommends appropriate themes, and addresses the methods, timing and authority for releasing information to news media representatives (see sample in Annex E).

   **Section 3-2 Information Strategies**

   The Army public affairs stand at the threshold of the information age. The proliferation of personal computers, the world wide web, the internet, online services, fax machines, e-mail, cable television, direct broadcast satellites, copying machines, cellular communication, wireless communication and many other information technologies have created an endless stream of data and information that flows into a world filled with images, symbols, words, and sounds.
5. Information Process. To effectively deal with this barrage of information, public affairs professionals must be skilled at informing their publics, both internal (Command Information) and external (Public Information). Information strategies are plans to synchronize all available and appropriate methods of communication to achieve specific goals of informing target audiences. The process includes: acquisition, production, distribution and protection.

a. Acquisition. Information acquisition is initiated by PAOs developing story ideas that support the public affairs guidance and themes for the operation. They monitor events and seek out creditable sources for information.

1) Information sources. Public affairs specialists acquire information using a variety of sources. Because of the volume of information and the vast number of potential distribution mediums, the public affairs team, detachment or office develops and uses a systematic acquisition strategy. They acquire information from:

(a) Participants
(b) Leaders
(c) Developed sources
(d) Media
(e) Research and development
(f) Intelligence
(g) Culture-at-large
(h) Subject matter experts

2) Acquisition equipment. Public affairs specialists must be equipped with the latest “off-the-shelf” digital technology, capable of collecting images to be processed and distributed internally or marketed over commercial radio and television broadcast mediums, across the Internet and the World Wide Web, and to newspapers and magazines.

b. Production. For information to be of value it must be developed into a story, release, or product. Producing a public affairs product requires state of the art digital information technology. The nature, distribution, capacity, usability and flexibility of public affairs systems are crucial in the rapid processing and distribution of information. While most production is technical in nature writing a release, shooting a picture, developing a story, editing a story, conducting an interview the PAO must also review the context of the information for its impact on internal and external community relations.
c. Distribution. Information must reach an audience. Distribution systems or platforms must keep up with changes in the technology used to deliver information. The public affairs community should be able to deliver information to all audiences via all mediums. Connectivity within the public affairs networks and the external mediums used in the dissemination of information is crucial. Wars can be won or lost on television screens as well as on the battlefield.

PAOs employ many information strategies to provide news and information to internal and external audiences. Using organic and non-organic military assets and services, PAOs provide print, video, audio and electronic information products to deployed soldiers, news media representatives, family members, and other internal audiences such as members of the local community. They fill news and information needs and expectations by maintaining an expedited flow of complete, accurate and timely information.

This information helps them understand and interpret the activities and events they are covering. It is a critical element in communicating the Army perspective and contributes to achieving a timely, accurate, balanced presentation of information about the Army and its mission. It builds confidence in the force and the operation, maintains morale, reduces distractions, and minimizes factors which detract from effective, efficient operations.

Providing news and information to internal and external audiences is synergistic. Public information provided to the commercial news media is available to soldiers, families, and Army civilians. Command information provided to soldiers, families and Army civilians quickly becomes available to reporters and can appear in public media. To maintain credibility, news and information provided to internal and external audiences must be timely, accurate and consistent. If the information provided to internal audiences differs from that provided to other audiences, the discrepancy would affect the perception of, and confidence in the Army.

The information products provided to internal and external audiences are varied. They provide news and information about the Army, the force, unit activities, the operation, exercise, and training. For deployed soldiers, they also include products which provide news and information about home station, the local community, and national and international events. Public media products print, broadcast and electronic must also be made available to soldiers.

d. Protect. The process of informing requires a clear-cut understanding of how information must be protected. Information as a resource is inexhaustible. Both sides can benefit from information and use information simultaneously against each other. Pieces of the right information can have a dramatic impact on the outcome of an operation. PAOs will continue to protect vital information by practicing ‘security at the source’ and following established operational security measures. In addition to protecting
‘raw’ and completed information products, PAOs must also take the necessary steps to protect information networks.

6. **Command Information.** Command Information, also known as Internal Information, is a principle based on the premise that the “most experienced public relations practitioners maintain that the largest and toughest part of the task is *internal* – to help the organization do what it must do; be what it must be; win public understanding and acceptance; and achieve its objectives in the larger society.” As a force multiplier, its objectives are to:

   a. Understand its mission specific to unit, command and service;
   
   b. Understand the policies which allows the audience to serve as ambassador; and
   
   c. Understand programs and benefits to support the member and their family.

Command Information facilitates communication in the Army with the internal audiences which are the: a) active-duty military personnel, b) civilian employees, c) family members and dependents, d) reserve component, and e) secondary audiences retired/veterans, former military members.

1) **Principles.** The effectiveness of Command Information programs has the following principles:

   a) Commander’s responsibility.
   
   b) Be honest, timely, and consistent.
   
   c) Internal audiences are always FIRST!
   
   d) Promote two-way communication.
   
   e) Be a systematic planner.
   
   f) Evaluate your programs regularly.

2) **Communication Channels.**

   a) Direct / Verbal (briefings, speeches, commander’s call)
   
   b) Computers (e-mail, web pages, internet)
   
   c) Print (newspaper, magazines, base guides, fliers, pamphlets)
7. Public Information. Public Information provides information to the general public through all available media in order to broaden the awareness of the people about the Philippine Army. It refers to the dissemination of info in their true perspective through all available medium and should not be misconstrued as the same as propaganda although there is a thin line between them. The Army promotes Public Information for these three reasons:

   a. People have the right to know.
   b. The Army belongs to the people.
   c. Public recognition is necessary for the Army to maintain morale and efficiency.

8. Public Information Objectives. The Army seeks mass support by establishing and maintaining public information programs in order to create a common ground with people. They have the following objectives:

   a. Widen the base of popular support;
   b. Motivate people in resisting and rejecting all forms of subversion and criminality; and
   c. Establish formal linkages with LGUs and leaders of various sectors.

9. Public Information Policies. The Public Information Officer acts a communication link between the military and the civilians. The mission of its office are to inform the public on state of the military; promote and maintain sound and favorable public image of the Army; and foster public information
consciousness among the Army personnel. However, the dissemination of information must follow the following general policies:

a. Maximum disclosure with minimum delay subject to security, accuracy, propriety and policy (SAPP).

b. Public information is a function of the command.

c. Public information shall always be in consonance with and supportive of the government.

d. Press releases shall not be self-praising. Avoid image building, instead, emphasize on the whole organization.

e. Press releases with reference to international, religious, and similar organizations must be expressed in a “diplomatic language.”

f. As public officials, all statements we make are for public consumption.

g. Press releases should be typewritten and devoid of military jargons.

h. Commanders should not make any public statement that is counter-productive.

Section 3-3 Media Operations

The commercial news media are major players in the GIE. Fewer than 150 reporters covered the 1944 D-Day invasion of Europe. More than 800 covered Operation Just Cause in 1990, and more than 1500 journalists from around the world covered the Persian Gulf War in 1991. During the hostage taking of foreigners (Burnhams) conducted by Abu Sayaff in Mindanao, more than 500 local, national and international journalists were present.

There is no question that the news media will cover future military operations, and in most cases will be on the ground before the forces arrive. Images of events as they happen, in real-time, from both sides of the conflict will be transmitted as they happen.

It is the commander’s task, through the public affairs officer and staff, to develop a well-resourced and responsive infrastructure to facilitate media operations. Failure to do so will not affect the scale of news media coverage; it will, however, limit the command’s ability to communicate effectively and risk distorting the public’s perception of the military’s effectiveness.
a. **Media facilitation.** This includes the following:

1) Assisting media entry into the area,
2) Registering media representatives,
3) Orienting them on ground rules for coverage,
4) Ensuring they understand security policies,
5) Arranging interviews and briefings,
6) Coordinating unit visits and escorts,
7) Providing thorough and timely responses to media queries, and
8) Embedding media in operational units

b. **Establish a media center early.** Setting up a media center early establishes a focal point for media representatives seeking to cover an operation and also provides a central location for Army personnel seeking assistance with reporters in their area. It is a place for resolving problems or incidents resulting from media/military interaction.

c. **Understand and prepare for the media.** To prepare for encounters with the media, commanders must accept and understand the role of the news organizations and the journalists, and their capabilities in getting information from the battlefield or area of operations.

   Commanders must provide media access to the force, keeping in mind the impact their technology will have on operational security. They must identify and provide support and resources to assist the media in their mission. Commanders have a responsibility to ensure that their public affairs operations are positioned and resourced to adequately facilitate the media’s needs. Successful commanders will have accurately assessed the level of news media interest in their operation and anticipated and provided the assets necessary to accomplish the media facilitation mission. Commanders and staff must assess the intensity of news media interest and anticipate the personnel, communications, transportation, and deployment requirements necessary to communicate through the news media during all stages of the operation. The objective of media facilitation is to support reporters in their efforts to cover the force and the operation, while minimizing the possibility that media activities will disrupt the operation, endanger mission accomplishment or compromise soldier safety or privacy.

d. **Embedding the media.** PAOs should seek out those members of the media who are willing to spend extended periods of time with soldiers during an operation, *embedding* them into the unit they cover. Embedding is the act of assigning a reporter to a unit as a member of the unit.
The reporter eats, sleeps, and moves with the unit. The reporter is authorized limited access to all sections of the unit and will be escorted by public affairs personnel. Rather, the unit is the reporter’s escort. Reporters file their stories from unit locations and security is accomplished at the source, by establishing with the reporter what can be covered and reported on and what cannot be reported on, or when material can be reported.

e. *Ground rules and security.* Commanders must understand that sustained contacts between military forces and the news media result in the most complete and accurate stories about their units. They should seek to convince reporters that the acceptance of reasonable military ground rules and the integration of journalists into operational units are in the best interest of both institutions. However, some reporters will choose not to cooperate and in those cases, commanders have no responsibilities for such individuals and should focus their attention on the reporters who desire to abide by the procedures outlined for the operation.

While members of the media may say that their security is of no concern to the military, the capture of journalists by the enemy have proven that while no one can guarantee the security of all reporters, those who accept the protection afforded them by military units are in the best position to cover the story and survive. It is also important to have the media agree to and sign a liability waiver that frees the military of responsibility if the media is killed or injured as a result of covering the operation (see sample in Annex F).

f. *Interviews, escorts and briefings.* Public affairs and operational personnel should be available to furnish explanations to provide context to the transmitted images and reports. Without command assistance, there is a chance that misperceptions and misunderstandings will result.

The expectation that trained public affairs professionals will accompany all journalists is unrealistic. There will always be more media than public affairs personnel. Often PAOs are not the most qualified personnel to act as escorts because they lack the specialized expertise to explain detailed activities of different units involved in an operation. The PAO’s duties will be to make arrangements for the press to visit a unit, to assist in transporting them to the unit and then to rely on a designated subject matter expert (such as an executive officer, first sergeant, platoon leader) to assist the media while they are in the unit.

Transportation arrangements need not place special requirements on the commander. Reporters can move forward with supply columns or with any transport which inevitably shuttles within the organization.

Commanders at every level should be interested in what is being said about their efforts. Those at the tactical level will often learn from the reporters integrated with their units or from news summaries several days old. They don’t have to like or agree with what is being reported, but they do have to understand what is being reported. The public obtains its information about

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the operation from the news media, and those reports help to shape public perceptions and opinion about the command’s effectiveness. With an effective media facilitation program, the command is aware of differences between what it knows to be true and what the news media are reporting.

Relying on technology, their assessments, and their media facilitation plans, commanders and their public affairs staffs have to continuously work to ensure that the inevitable gap is as narrow as possible (see sample in Annex G).

g. **Identifying, understanding and fulfilling information needs.** Meeting the information needs of external audiences through information strategies and products contributes to a sense of community identity, culture, cooperation and mutual interdependence. It eases concerns and distractions so that the unit can concentrate on performing its mission of improving readiness and providing community support. It reduces uncertainty, rumor and misinformation which can cause stress and conflict. It results in interaction and cooperative problem identification, definition and resolution. An active, coordinated public affairs program contributes to local community members understanding and supporting the installation goals and objectives.

h. **Practicing maximum disclosure with minimum delay.** Because the Army is an agency of the government, its internal audiences, local community members, and members of the public as a whole, have the right to know about its operations. More importantly, the Army has an obligation to keep these audiences informed. Military commanders should make information readily available. Open and independent reporting will be the norm and journalists should be granted access to all units, activities and operations, within the bounds of operational security. Information must not be withheld solely to protect the installation or the Army from criticism or embarrassment. Being open and forthcoming about negative events as well as the positive greatly enhances the credibility of the installation or center.

Command initiated actions that can contribute to positive community relations include a range of activities such as participating in or providing open houses, exhibits, static displays, bands, parades and speakers. Additional activities include participation and membership in civic, business and professional organizations.

**Section 3-4 Community Relations**

The active Army relies on communities surrounding its installations for direct and indirect support of both the Army and its people. Maintaining effective community relations not only contributes to the morale of soldiers and their families, but also enhances the projection and sustenance capabilities of Army posts and hometown support, directly affecting the combat power potential of mobilized or deployed Army forces. Communities can provide the Army access to resources needed to train and maintain
readiness and also can extend support to the families of deployed soldiers. Public Affairs helps commanders build and sustain the community relationships that in turn generate support for the Army. The Army’s ability to meet its manpower needs is heavily dependent upon the acceptance and support of the public.

10. Effective community relations programs help project an image of the Army as a good place for the youth, thus enhancing the Army’s ability to attract and retain the quality soldiers needed to remain an effective and vital force.

11. Community Relations Objectives. In any area of base operations, management of community relations programs is primarily a function of public affairs. Community relations audiences include the public, government officials at all levels, business leaders, and church, service, civic and school organizations. The objectives of Army community relations programs are to:

   a. Increase public awareness of the Army’s mission, policies and programs,

   b. Inspire patriotism,

   c. Foster good relations with the various publics with which the Army comes into contact at home and abroad,

   d. Maintain the Army’s reputation as a respected professional organization responsible for national security,

   e. Support the Army’s recruiting and personnel procurement mission.

An active approach to community relations requires thorough planning to develop specific objectives and courses of action and to identify potential obstacles. Community relations are also impacted by what is reported in the media, and thus are affected by the media facilitation and information strategy processes. Media facilitation is in turn related to the public affairs process of training by which the military community is trained in effective media relations practices. Community relations are also affected by a variety of command and community initiated events and activities.

The importance of community relations cannot be underestimated. The relationship between the Army and the public is a fundamental objective of the public affairs mission. This relationship is not created and maintained only during operations, but is an ongoing one requiring regular attention. While it can be affected by specific events, both planned and not, it is also shaped by perceptions of what one community thinks of the other. Thus, an Army organization that is thought to be uncaring about its surrounding community will naturally be unlikely to experience a positive relationship with that community.
12. Community Relations Procedures. The public’s relationship with a military installation necessitates that the potential implications of every installation activity, operation or major training activity be considered at all times. This is especially important during crisis management and mobilization, deployment and redeployment operations, even when the installation is not directly involved. Installation commanders and their staffs, advised and supported by their public affairs elements, need to develop effective public affairs programs which stress the open, honest, accurate, complete and timely release of information and is based on:

a. Identifying, understanding and fulfilling information needs. Meeting the information needs of external audiences through information strategies and products will:

1) Contribute to a sense of community identity, culture, cooperation and mutual interdependence;

2) Ease concerns and distractions so that the installation can concentrate on performing its mission of improving readiness and providing community support;

3) Reduce uncertainty, rumor and misinformation which can cause stress and conflict; and

4) Result in interaction and cooperative problem identification, definition and resolution.

An active, coordinated public affairs program contributes to local community members understanding and supporting the installation goals and objectives.

b. Practicing maximum disclosure with minimum delay. Because the Army is an agency of the government, its internal audiences, local community members, and members of the public as a whole, have the right to know about its operations. More importantly, the Army has an obligation to keep these audiences informed. Military commanders should make information readily available. Open and independent reporting will be the norm and journalists should be granted access to all units, activities and operations, within the bounds of operational security. Information must not be withheld solely to protect the installation or the Army from criticism or embarrassment. Being open and forthcoming about negative events as well as the positive greatly enhances the credibility of the installation or center.

Command initiated actions that can contribute to positive community relations include a range of activities such as participating in or providing open houses, exhibits, static displays, bands, parades and speakers. Additional activities include participation and membership in civic, business and professional organizations.
The underlying principle of Army training is to train in peacetime in a way that replicates expected wartime conditions. Public affairs training includes:

a. Training for public affairs soldiers,

b. Media interaction training for non-public affairs soldiers, civilian employees and family members.

The goal of public affairs training is to prepare soldiers to interact with and operate under the scrutiny of the press. It teaches soldiers that journalists are not adversaries, and focus on providing accurate, balanced coverage. It helps soldiers understand that the media is a communication channel to the public as well as to audiences worldwide.

Although public affairs training familiarize soldiers with their rights regarding interaction with the press, it also prepares them to facilitate journalists’ efforts to gather and report information. It trains them on how to react when they encounter media in their area of operations. It prepares them to give interviews, provide briefings and escort journalists. It ensures they are ready to perform their duties while accompanied by reporters without allowing the media presence to influence or interfere with the execution of their duties.

For commanders, staffs and other Army leaders, public affairs training build on individual training. It focuses on integrating public affairs considerations into the planning and decision making process. It prepares them to recognize that the soldier’s morale, combat effectiveness, tactical execution and mission accomplishment can be affected by media coverage of the operation. It enables them to recognize, understand and plan for the strategic, operational and tactical impact of a media intensive, global information environment. It trains them to identify and develop public affairs plans which are fully synchronized with and mutually supportive of all other aspects of the operation.

Training for public affairs personnel expands on soldier and leader training. It stresses individual as well as collective tasks with an aim of developing units fully prepared to accomplish the range of public affairs missions. It integrates public affairs into the battle staff. It ensures public affairs is involved in mission assessment, planning and execution. It trains public affairs planners to assess the operations environment from a public affairs perspective, produce a Public Affairs Estimate, and develop the Public Affairs Annex and Public Affairs Guidance.

Training for public affairs units and personnel enables them to validate standard operating procedures for media operations centers and media facilitation, develop and execute information strategies, create and distribute
information products, and fully participate in information operations. Public affairs sections and units should be routinely incorporated into the entire spectrum of training events.

Public affairs training can also be conducted for journalists. They should be educated on the rights and responsibilities of military community members, as well as the roles and missions of particular units and the Army.

The overarching goal of this public affairs training is to help the military and media interact with mutual respect and understanding.
Military force is used in combination with other elements of national power to preserve, protect, and advance the vital interests of the nation. Gaining public support for national policy and the appropriateness of the decision to use the Philippine Army to accomplish a national goal is the responsibility of the nation’s political leaders. This chapter focuses on the synergy between Public Affairs and the fundamentals of Army operations. It examines the role of Public Affairs at different levels of operations and discusses how the Tenets of Army Operations apply to Public Affairs.

Section 4-1 Public Affairs and the Levels of War

At all levels of war, public affairs operations are critical to the ability of the Army to accomplish the mission. This is especially true because the global information environment has compressed the strategic, operational and tactical levels. By bridging the gap between the soldier on the ground and the public, elements of the global information environment may influence the direction, range, duration and conduct of operations. Live coverage of tactical events influence soldier morale, unit cohesion, public opinion, affect strategic goals, impact operational objectives and have a bearing on tactical execution.

1. **Public Affairs at the Strategic Level.** At the strategic level, Public Affairs helps to establish the foundation and framework for conducting Army operations in support of national security objectives. Strategic public affairs operations inform internal and external audiences about Army organization, training, and capability. They help demonstrate the Army’s readiness to react promptly, decisively and appropriately, and are planned to clarify the linkage between national strategic goals and the Army mission. They are conducted to communicate Army goals in support of the mission, identify the desired end state and describe the conditions that constitute success. Effective strategic public affairs operations engender confidence in the force, establish credibility for the operation, and enhance the Army’s ability to achieve decisive victory.

2. **Public Affairs at the Operational Level.** At the operational level, public affairs operations explain the Army’s concept for employing forces and applying resources to accomplish the mission. They clarify the link between strategic goals and operational objectives. Operational public affairs supports the commander by providing an assessment of the information environment in which his force will conduct operations. It identifies public affairs issues for his consideration, assists him in evaluating the implications of current and future campaigns, operations and plans, and ensures that Public Affairs Guidance is integrated into the planning process. At the operational level, public affairs supports the commander’s requirement to meet the internal information needs and expectations of the force and also plays a critical role in facilitating media efforts to cover the operation.
3. **Public Affairs at the Tactical Level.** Public affairs at the tactical level is executed to achieve a balanced flow of accurate and timely information which communicates the Army perspective but does not violate operational security. Tactical public affairs supports the battlefield mission. It assists commanders in establishing a program which fulfills the internal information needs and expectations of the force. The interface between soldiers on the ground and media in the area of operations is also vitally important. While the commander will position his public affairs assets where he needs them in accordance with the situation and based on his M-METT-T analysis, to ensure success in the military information environment, public affairs personnel should be positioned as close to the battlefield as logistically and logically possible. Ideally, public affairs staffs can best serve the commander and the soldiers when collocated with the commander.

Section 4-2 Public Affairs and the Tenets of Army Operations

The Tenets of Army Operations are fundamental doctrinal guides for planning and executing Army operations. They describe characteristics essential to successful operations and victory. Understanding how they apply to public affairs operations is critical to successful strategic development and planning.

4. **Initiative.** Public affairs operations should employ an active approach. PAOs must take the lead in contributing to accurate, credible, and balanced coverage by practicing maximum disclosure with minimum delay. Public affairs operations should be planned and executed to influence the presentation of information about the force by providing truthful, complete, and timely information that communicates the Army perspective. Although there will be occasions when public affairs will be forced to react, planners must avoid a passive approach. Doing so cedes the initiative, results in a framework that is shaped without consideration of the Army perspective, and is counterproductive to Army efforts to maintain credibility and enhance confidence in the force and the operation. Public affairs officers must seize and maintain the initiative.

5. **Agility.** Public affairs must react rapidly to the global information environment, and planners must be ready to respond without hesitation. They must be able to quickly provide truthful, complete and timely information. To achieve accuracy, credibility and balance, they must anticipate the implications of events and act to communicate the Army perspective, contributing to accurate and balanced coverage of the force and operation.

6. **Depth.** Public affairs must be able to extend operations in time and space, with limited resources and a purpose. Depth requires planners to understand the capabilities and dynamics of military information environment (MIE) and to continuously monitor and evaluate the presentation of
information. They must assess the way information is perceived and anticipate the reaction of critical internal and external audiences to that information. They must use available resources to present information throughout the global information environment.

7. **Synchronization.** Public affairs must be integrated with other battlefield functions to achieve the desired effect of an accurate, balanced, credible presentation of information that leads to confidence in the force and the operation. Synchronization requires that public affairs be considered throughout the decision-making process since everything that occurs in an operation has public affairs implications. The synchronization of Public Affairs and other information functions, such as Psychological Operations, is critical and is addressed by the conduct of Information Operations. The development of a carefully coordinated, comprehensive information campaign is necessary to ensure that the activities of these functions are mutually supporting and contribute to the accomplishment of the operational objectives and the strategic goals of the operation.

8. **Versatility.** Public affairs must be capable of shifting its focus, tailoring assets and moving from one mission to another to meet diverse requirements and provide quality support to the commander. Versatility requires that PAOs be prepared to provide information to a wide variety of audiences and meet different information expectations, desires and styles. Public affairs personnel must be capable of operating across the entire spectrum of communication mediums, supporting the full range of different media environments and reacting to the changing levels of media interest and attention.

**Section 4-3 Public Affairs and the Elements of Combat Power**

Combat power is created by combining the elements of maneuver, firepower, protection, and leadership. Overwhelming combat power is the ability to focus sufficient force to ensure success and deny the enemy any chance of escape or effective retaliation. Public affairs has always provided potential, if unrealized, combat power. An Army compelled to fight and win in the Information Age must leverage public affairs and derive its maximum contribution to combat power.

As an element of combat power, public affairs spans the continuum from national strategy to tactical operations. The Army cannot set out to perform its mission, let alone succeed, without public support. Public Affairs is the functional area charged and best able to assist the Army in gaining and sustaining that support. As a people-intensive enterprise entering the Information Age, the Army faces unique challenges in defining its role and essential contributions, especially in relation to interests and factors viewed as “vital” by the public. Without this understanding, Filipinos are less likely to understand why the nation must spend their taxes to fund land-power force. Additionally, strong public support is needed if the Army expects to receive
the nation’s most precious resource, its sons and daughters serving as soldiers. Public support for the Army must be nurtured at all times, during all types of operations, in peace and war. The responsibility for gaining public support for a particular campaign or operation may rest with our elected civilian leadership, but the Army must never lose sight of its responsibility to maintain public support for its role as an institution of the people, sworn to support and defend the constitution.

At operational and tactical levels, public affairs contributes to overall combat power in a variety of ways. It ensures the media has access to the information it needs to fulfill its historical role. This support, in an open, responsible manner, nurtures and sustains public confidence in the Army’s ability to get the job done and take care of its people, regardless of what the public may feel about the nature or value of the mission. Confidence in the Army, based on accurate information, good and bad, contributes to the achievement of national goals worldwide. Public affairs ensure that internal audiences, on the battlefield and at home, soldiers, family members, civilian employees, and re fully informed and have access to the same information while deployed as they would at home. Access to information enhances morale and confidence, counters rumors and disinformation and ensures soldiers understand their mission and its importance. This knowledge-based aspect of performance is critical to unit success and directly contributes to a deployed force’s combat power.

"An Army compelled to fight and win in the Information Age has no option but to leverage Public Affairs and derive its maximum contribution to combat power."

Seemingly simple incidents, often involving very junior personnel, can impact national, strategic, or even tactical decision processes if covered by the media. Army Public Affairs helps commanders understand and deal with the impact and dynamics of media coverage, and the global information environment, which extends well beyond the commercial media to the rapidly evolving and expanding Internet community. Failure to accommodate the dynamics of media coverage and the global information environment can permit adversaries to defeat us in the arena of public opinion without engaging us in direct combat. The impact of the GIE makes it a critical element of METT-T and must be considered and dealt with through all phases of an operation. Commanders should expect their PAOs to be fully engaged in this area and provide “value-added” impact to the decision-making process. Public affairs is a responsibility of command, and is an element of the command and control battlefield operating system. Commanders should demand that the Public Affairs Annexes of OPLANS be as substantive and useful as any other.

The active assessment of issues arising from potential media coverage, enemy disinformation, rumors and other factors, and the development of proposed communications strategies to resolve those issues can preserve a commander’s freedom of action, enhance or protect morale, sustain public support, or convince audiences, adversarial or otherwise, that
the cost of engaging our forces is not acceptable. Information dominance cannot be achieved without effective public affairs support and planning.

Section 4-4 Public Affairs Pre-deployment Activities

Before the conduct of an operation, internal and external audiences will have significant information needs and expectations. Media representatives will provide broad coverage in response to a sensitive, highly visible situation. The GIE will allow audiences to have access to real-time media coverage, while the military will be concerned with operational security issues. A variety of Public Affairs challenges are obviously inherent in such situation.

Although the specific details of an alert notification and pre-deployment activities may be kept secret, the fact that units have been notified and are preparing for deployment cannot be kept secret for long. In the GIE the public and media are aware of international events and impending situations. Considerable public discussion about the possible use of military forces in response to a threat or emergency situation will likely precede any operation.

This awareness will cause the public and the media to be attuned to clues of possible military action. Installation and operational public affairs forces, usually collocated during peacetime, must plan for independent operations. Deploying forces must devote their complete attention to preparation for deployment. Conversely, those public affairs assets must have a plan to cope with a significantly increased media presence and a simultaneous reduction in the available public affairs strength to cope with that presence. Revealing signals, such as increased telephone usage and traffic at military installations, will serve as evidence of alert notification and energize the media. As local media outlets investigate and report, national media agencies will react to the story. This will cause the major media organizations to query senior defense officials and political leaders for more information.

Commanders must be prepared for media representatives to appear at military installations. Leaders must be prepared for reporters who will seek interviews and comments from soldiers, family members, Army civilians, and community representatives. They must be prepared to answer media inquiries concerning a host of complex issues, such as readiness, support mechanisms for families and the impact of deployment on local communities (see sample format in Annex H).

Maintaining a veil of classified cover over information, such as lists of units on alert, troop movements, mobilization sites and deployment dates, that is of interest to internal and external audiences is extremely difficult in the global information environment. When the assembly and movement of troops and equipment is impossible to conceal, the attempt can also be counter-productive because the denial of information about events that are clearly evident can result in speculation, inaccuracies and lead to a loss of confidence in the military and subsequent deterioration of morale.
Commanders and their public affairs sections will have to react rapidly. They will need to provide as much accurate, timely information as they can without violating guidance from higher headquarters or the constraints of operations security. They will have to develop and disseminate Public Affairs Guidance, establish a media operations center, respond to media queries, support the commander and assist the Army community with media interaction.

Commanders must also be prepared to fulfill the increased information expectations of soldiers and the Army community. Force projection operations are inherently challenging, characterized by stress, anxiety, uncertainty, complexity, and a myriad of distractions which can interfere with efficient activity. Effectively communicating critical information to internal audiences can significantly reduce these problems. Commanders must seek the advice and assistance of their public affairs personnel to identify requirements and devise strategies to accomplish this critical requirement.

PAOs must therefore be an integral element of the installation contingency planning team. Austerely resourced, their sections will be quickly overwhelmed. This is especially true for active Army public affairs sections which depend on the public affairs element of a deploying unit.

Section 4-5 Mobilization

When military forces are utilized and assembled, commanders should anticipate significant public affairs challenges. The media will seek information on the readiness of the forces. They will cover issues related to how the mobilization is impacting those soldiers and their families. Commanders and their public affairs personnel must be aware of the complex statutory and regulatory requirements for activating reserve component units and individuals.

Section 4-6 Deployment

Commanders should anticipate that the media will cover the movement of troops and equipment from home station to the area of operations. Local coverage of deployment operations should always be expected. National media coverage should be anticipated if the scope of the deployment is wide, public interest in the operation is high, or events draw attention to the deployment.

Media representatives will cover rail and road convoys to ports of embarkation, and activities at sea and air ports. They will seek to report on the units, types of forces and numbers deploying. They will conduct interviews with the family members of soldiers who are deploying. They will cover the
impact of deployment on the local community, region or province. The fact that deployment activities are very visible creates complex public affairs challenges. Army leaders must carefully weigh operations security concerns against the reality of operating in the public domain when developing and disseminating Public Affairs Guidance.

Section 4-7 Entry Operations

In today’s global information environment, national and international media organizations will probably be reporting from inside an area of operations before the projection of forces. Those media representatives will be alerted to the imminent arrival of troops. Commanders must be prepared to meet media representatives when their force enters the area of operations.

When the entry is unopposed, deploying units can anticipate arriving at air or sea ports of debarkation under the watchful eyes of the media, and therefore an international audience. The force will be subjected to immediate scrutiny, analysis and evaluation as it disembarks and moves to a cantonment or lodgment area. The images presented during this period can significantly influence public perception of force preparedness and competence, and can impact mission effectiveness. Integrating public affairs personnel into the entry operations planning, and including them in the first element of deploying forces, will ensure that the commander has sufficient, appropriate assets available to conduct media facilitation, and provide news and information operations. It can contribute to a more methodical, well ordered entry operation and enhance confidence in the force.

When commanders anticipate having to conduct an opposed entry operation, they should still anticipate that journalists will be present in the area of operations and reporting on the entry operation. As in an unopposed entry, coverage of an opposed entry can significantly impact public perception of the operation and the successful accomplishment of the mission. When an opposed entry is anticipated, public affairs personnel must be integrated into the planning and should be deployed as early in the operation as possible.

Section 4-8 Redeployment, Reconstitution and Demobilization

The final phases of military operations will also attract significant media attention. The return of deployed forces after the completion of an operation will be subjected to coverage which is tinted by the public perception of the success of the operation. Commanders must be prepared to answer a myriad of queries about what occurred and why. Media representatives will be extremely interested in a wide range of issues related to the physical and psychological health and welfare of returning forces and their families. When
mobilization has occurred, they will also focus on issues revolving around the reintegration of returning reserve component forces into their civilian lives.

The sustaining base or installation public affairs office supports commanders’ goals by implementing a program of effective two-way communication which is critical to building teams, bridging boundaries and creating a community atmosphere characterized by inclusion, concern, support and consensus.

Section 4-9 Multinational Operations

In peace, conflict and war, multinational operations serve two purposes. First, a more powerful force is created by combining the capabilities and strengths of several national participants. Of even greater significance, however, is the political unity of purpose demonstrated by multiple nations conducting combined operations.

Multinational Operations cites political considerations as the single most important factor in multinational operations. Whether peace operations or humanitarian assistance missions, the advantages of combined operations are accompanied by unique challenges. Commanders may have to make acceptable, rather than optimum, decisions on use of coalition forces to maintain the political cohesion of the partnership. Mission goals must be clearly defined and mutually understood. Spokespersons from all nations must “speak with one voice” to reinforce this unity of purpose.

Multinational partnerships consist of alliances and coalitions. All are influenced by psychological, economic, technological and political factors. Alliances are long-standing relationships of nations with formal, standardized agreements and operating procedures oriented on long-term objectives. Coalitions, however, are created for a single purpose and a finite length of time. Coalition members may be widely diverse in culture, politics and philosophy and therefore their relationships may be somewhat tenuous and fragile. Each nation enters into an alliance or coalition for its own reasons, therefore, a mutually agreed upon end state must be clearly defined.

The Philippines participates in alliances and coalitions due to the strategic principle of collective security. The Army conducts multinational operations with a variety of foreign and domestic military forces, governments, non-governmental organizations and international agencies. National contingents, NGOs and private organizations all have unique capabilities which collectively make possible operations the Philippines cannot or will not conduct alone.

Peace operations are nearly always multinational and are designed to allow the political process to resolve conflicts. The political and cultural complexities of past and present alliances and coalitions can make it
particularly difficult, yet vitally important for peace keepers to be seen as impartial to belligerents while firmly united within their coalitions.

Public Affairs Guidance and talking points must reinforce the fact that the operation is a team effort. This enhances the mutual confidence and respect which solidify the partnership. Lack of confidence in and respect for coalition partners can doom an operation to failure.

Spokespersons must be sensitive to cultural differences and sensitivities when addressing issues that involve other coalition members. Even an appearance of cultural insensitivity can undermine popular and political support for a member nation’s participation, thus threatening coalition unity.

Philippine Army doctrine for information and public affairs operations prescribes close coordination between Public Affairs, Civil Affairs and Psychological Operations to ensure consistent messages. This is equally if not more important in a multinational environment to ensure consistent presentation of clearly defined common objectives.

Information release authority and procedures must be agreed to by coalition members to avoid conflicts and delays. Not all nations have a standard policy of “maximum disclosure with minimum delay.” Standard procedures can eliminate the conflicts and confusion created when one nation addresses an incident that another will not acknowledge. Operation and public affairs planners must:

a. Designate a primary spokesperson for the MNF and operation,

b. Ensure that coalition members “speak with one voice,”

c. Develop a clear definition of operation objectives and measures of success,

d. Understand that not all nations are equally candid about success and failures,

e. Be aware of cultural differences and sensitivities of coalition partners, and

f. Establish a combined/allied media operations center.

Section 4-10 Public Affairs Support to Joint Operations

Although there are occasions when the Army will operate as an independent element, it normally conducts operations as part of a joint, multinational or interagency team. The Army regularly works in coordination
with other military forces (both co-services and allied forces), non-DND governmental agencies, and private (non-governmental) agencies. The Army may be tasked to provide the base force of a Joint Information Bureau (JIB), preferably using a Public Affairs Operations Center.

The principles of public affairs are no different in a joint environment than for single-service operations. The primary aim is still to expedite the flow of complete, accurate and timely information about the activities of Philippine joint forces.

Joint Public Affairs includes planning, media facilitation, execution of internal and external information strategies and when appropriate, training and community relations.

The JIB is the focal point for interface between the media and joint forces. At a minimum, the Army element will staff an Army cell within the JIB. More likely, however, will be public affairs specialists serving in all sections of the JIB, including planning cells, media facilitation section and information product generation.

Information bureaus may be single nation JIBs or may well be Combined Information Bureaus (CIBs). These multinational information bureaus allow various allies or coalitions to collectively ‘speak with one voice’ as well as explain the roles of the individual nations.

Public affairs planning is a command responsibility. It must be coordinated, at a minimum, with other staff planners. Vital to the conduct of the operation is the coordination and cooperation of public affairs operations with:

a. Other staffs and units,
b. Host-nation military public affairs personnel,
c. Coalition military public affairs personnel,
d. International agencies when applicable,
e. Private-volunteer organizations when applicable, and
f. Other non-governmental organizations.

Section 4-11 Government Agencies

9. Effective Public Affairs operations at the Army level may at some time require close contact between the military, the national government, and other government agencies. Normally an executive order defines agency responsibilities, functions, and interagency relationships. Either the national
government representative or the most senior Army commander will be assigned overall responsibility for activities in the area.

10. Department of Foreign Affairs. Because the DFA formulates and implements foreign policy, it has a vested interest in public affairs activities. In the area of public affairs, the DFA has primary or joint responsibility with DND for policy concerning:

   a. The extent to which Philippine forces will aid a host government,

   b. Any matters that may impact on Philippine relations with other nations, particularly allies or neutrals,

   c. The level at which the economy of a country will be maintained by operations, and

   d. Matters involving public affairs, CMO/PsyOps, or other measures to influence the attitude of the populace.

Section 4-12 Non-Government Organizations

Non-government Organizations (NGOs) and humanitarian groups are often located in the area of operations before, during and after any military operation. They are present before the media arrive and are often initial sources of information for journalists, and may serve as major sources of information during an operation.

Prior to deployment, public affairs personnel must know what agencies and organizations are in their assigned area. These organizations may conduct operations that are humanitarian (short-term) or developmental (long-term) in scope. The sponsoring groups or agencies may be private corporations, foundations, professional associations, or religious groups. Public affairs forces on the ground should make contact with these organizations to develop an understanding of their goals and to establish an understanding of their potential needs from the public affairs community. Representatives of these organizations are credible spokespersons on the local situation and could prove invaluable in local public affairs personnel gaining background on the operational situation from the perspective of the NGO.

Section 4-13 Sustaining Base Operations

11. Sustaining base public affairs operations focus efforts on:

   a. Identifying The Perceptions, Attitudes and Information Expectations and Requirements of Internal and External Audiences - what
soldiers, family members, civilian employees, retirees, local civilian leaders, community members and others think about and want or need to know about the Army, the installation, its operations and activities.

b. Evaluating The Potential Impact of Information in Internal and External Audiences how soldiers, family members, civilian employees, employers of reservists, retirees, local civilian leaders and community members and others will probably react to information about the installation, its operations and activities.

c. Developing Information Communication Strategies - how to most efficiently and effectively provide information about an installation and its operations and activities.

d. Assessing the Effectiveness of the Information Communication Strategy - how successful is the effort to provide information about an installation and its operations and activities.

e. Serving as the Interface Between the Media and the military - how to best provide information and access.

f. Educating, Training and Counseling soldiers, family members, and civilian employees to understand the local media environment, establish and maintain effective media relations and handle media encounters.

The relationship between the installation and its internal and external audiences necessitates that the potential public affairs implications and requirements of every installation activity and operation be considered at all times. This is especially critical during crisis management and mobilization, deployment, and redeployment operations, even when the installation is not directly involved. During such times, the information requirements of both internal and external audiences increase dramatically. Installation commanders and their staffs, advised and supported by their public affairs elements, need to develop an effective, active public affairs program which stresses the open, honest, accurate, complete, and timely release of information to internal and external audiences and is based on:

a. Identifying, Understanding and Fulfilling Information Needs. When soldiers are deployed, and particularly when conducting operations that are actually or perceived to be dangerous, family and community desires for information are greatly increased. These information needs are not always met by commercial media organizations. National and international news organizations concentrate their efforts on the operation as a whole, and rarely on individual units. With the vast number of active and reserve military units that participate in operations, many are never mentioned by the commercial press. This can heighten the anxiety of families and be detrimental to the morale of both families and soldiers. Often the only information families get about ‘their’ soldiers is what is provided in family support briefings and in information products created by public affairs units. Keeping these key audiences informed is a primary goal of public affairs information strategies.
Meeting the information needs of internal and external audiences enhances organizational, installation and community morale, confidence, cohesion, esprit, discipline and effectiveness. It establishes a sense of community identity, culture, cooperation and mutual interdependence. It eases concerns and distractions so that the installation or reserve center/armory can concentrate on performing its mission of improving readiness and community support. It reduces the uncertainty, rumor, and misinformation, which causes stress conflict and misconduct. It results in interaction and cooperative problem identification, definition and resolution. An active, coordinated, total public affairs program ensures that soldiers and their families, civilian employees, employers of reservists, retirees, local community leaders and members of the local community, along with other audiences, understand and support the installation's goals and objectives, and contribute to setting and accomplishing the installations' mission.

b. The Public’s Right to Know. Because the Army is an agency of the Philippine government, its internal audiences, local civilian leaders and community members and the public have a right to know about its operations, but more importantly, the Army has an obligation to keep these audiences informed. Therefore, the installation commander should make information readily available. Open and independent reporting will be the norm, journalists should be granted access to all units, activities and operations, within the bounds of operational security. Information should not be withheld solely to protect the installation or the Army from criticism or embarrassment.

c. Every Soldier, Family Member and Civilian Employee is a Spokesperson. The installation commander is the community’s official spokesperson. Junior soldiers, family members and civilian employees, however, are often perceived as more honest, accurate, forthright, insightful and believable. Peers, community groups and media representatives, therefore, will want to talk with, interview or hear from them and get their thoughts about issues, events or situation. Good commanders recognize this and find opportunities to ‘make it happen’ by training all concern on public affairs.

d. Proactive Media Facilitation. The civilian news media is an important information channel to the local community and the public, and most media representatives strive to publish accurate, truthful, balanced stories. The media’s goal is not to undermine, interfere or misrepresent the installation, its operations and activities or the Army, although some stories are negative and misunderstanding, errors and criticism do occur.

By proactively assisting news media representatives in obtaining information and access, commanders can help them to understand the installation, community and Army goals. This results in stories which educate and which lead to understanding and support for the installation and the Army and the contributions they make to the community and the nation. It leads to recognition that the installation, reserve center or armory are ‘good neighbors’ whose presence is a benefit to the community. It presents the installation,
reserve center/armory, and the Army as organizations made up of respected professionals who are concerned, involved citizens operating efficiently, effectively and in the best interests of the community and the nation.

e. **Effective Installation Public Affairs.** The proactive, comprehensive, organized, effort to openly, honestly, accurately and completely provide maximum information with minimum delay within the bounds of OPSEC, support open and independent reporting, and promotes the free flow of general and military information without censorship or propaganda is an essential element of success during peace, conflict, and war. Effective public affairs – the management of the critical flow of information to key internal and external audience increases awareness and understanding of installation and Army culture, issues, situations, policy positions and procedures. It furthers installation and Army goals by monitoring the support and attitude of key audiences, by assessing the accuracy and perspective of reported information, and by educating key audiences about installation and Army strengths, weaknesses and plans. A cost effective, resource efficient installation, reserve center/armory public affairs operation enhances mission effectiveness, leads to a healthy positive community climate, and results in increased support for the installation, the community, and the Army.
CHAPTER 5
PUBLIC AFFAIRS AND MILITARY OPERATIONS OTHER THAN WAR

The Army supports domestic civil authorities, provides humanitarian and disaster relief, contributes to nation building, joins multinational peacekeeping and peace enforcement efforts, assists in counter-drug efforts and executes a wide range of missions collectively termed Military Operations Other Than War, or MOOTW. These missions are intended to preserve and promote area stability, maintain democratic values, provide humanitarian assistance, defuse crisis, reduce tensions and deter war. They are executed in an environment of national or global visibility. Media coverage can be pivotal to the success of these operations and in achieving our strategic goals.

The practice of public affairs in MOOTW is fundamentally the same as it is in war. An effective public affairs strategy helps internal and external audiences understand the operation and it engenders confidence in the force. It can also reduce the fear, suspicion, apprehension and misunderstanding which degrade operational effectiveness.

MOOTW can be viewed in two broad categories: assistance missions and peace operations. Assistance missions, both domestic and foreign, include the full range of humanitarian aid and disaster relief operations. Peace operations include support to diplomacy, peacekeeping and peace enforcement.

Success in these operations, whether in peace or conflict, is measured by principles derived from the nature of the operation, the most important being the primacy of the political instrument of national power. This is the desire to solve problems through political processes and without resorting to war.

Information is a major element in these operations. Support for the mission and perceptions of its legitimacy are greatly affected by making information available to participants, observers, supporting nations and the international community.

This is best achieved through coordinated information operations. Public affairs and PsyOps use distinct methods and address distinct audiences, but must all be coordinated to ensure common credibility.

Missions of categories, assistance and peace operations, are media intensive. This media attention, rather than being viewed as a hindrance, is in fact an asset. Media reports are often considered more credible than official pronouncements. They are a primary conduit for communicating Army goals, capabilities and accomplishments. Media reports contribute to perceptions of legitimacy, requiring the presentation of consistent, clear messages about the operation.
Public Affairs Guidance and policies may be determined by the higher headquarters and national government agencies such as the DND. Public affairs procedures are often specified in the Terms of Reference (TOR) for an operation and are derived from the operation mandate. TOR describes the mission, command relationships, organizations and other operation details.

Section 5-1 Support to International Peace Operations

Military support to international peace operations includes actions that contribute and are subordinate to the diplomatic peace operations process. Support to diplomacy includes activities categorized as peacemaking, peace building and preventive diplomacy.

The public affairs planning, information strategies and media facilitation operations contribute to the peace process by enhancing key audiences knowledge of the command intentions, capabilities and alliances. This includes the internal audience of operation participants, the public, the citizens of the area of operations, and global, international audiences.

1. **Peacemaking.** It includes the stationing of forces abroad as part of a forward presence, military-to-military exchanges, routine exercises, and peacetime deployments.

2. **Peace Building.** It consists primarily of post-conflict actions that rebuild civil infrastructures and institutions. It usually includes military as well as civilian efforts such as rebuilding physical infrastructures, schools and medical facilities as well as the restoration of civil authority.

3. **Preventive Diplomacy.** It often involves preventive deployments, other shows of force, or higher levels of readiness. Since the intent is to demonstrate military capability coupled with resolve and commitment, extensive, active public affairs activities contribute to operational effectiveness.

4. **Peacekeeping.** Peacekeeping operations are characterized by all parties consenting to the presence of the peacekeeping force. The mission of the peacekeeping force is to monitor and maintain a negotiated truce and allow the facilitation of a diplomatic solution to the political conflict. Mission success is dependent upon the peacekeeping force being viewed as impartial by the belligerents. The safety and security of the peacekeeping force is often contingent upon maintenance of this impartiality.

It is therefore imperative that Public Affairs Guidance and talking points reinforce this position of neutrality and impartiality. Even a hint of partiality can destroy trust of the force and jeopardize not only the mission but the lives of soldiers.
5. Peace Enforcement. In peace enforcement operations, not all belligerents may consent to the presence of outside forces. The intervening force may have to resort to coercive violence to achieve the mission objectives, yet must still maintain its impartiality toward all parties if at all possible. Peace enforcement is likely to be a United Nations mission integrating military and diplomatic elements.

Success in peace operations requires a political solution, one that cannot be achieved without the support of the local populations and faction leaders. This necessitates information operations planning ensuring coordination of public affairs and CMO/PsyOps to ensure consistency of command messages and reinforcement of the impartiality, restraint and resolve of the force. Public affairs helps ensure that what is reported in the international media is consistent with what is communicated via CMO/PsyOps products and programs.

Since peace operations usually receive intense, international media attention, participating soldiers must fully understand that the decisions they make, and their actions, can have immediate strategic and political implications. They must understand the nature of the operation and know its goals.

6. Public Affairs Internal Information Programs. It contribute to their knowledge of the history and cultural factors that shape the operation and its context. They enhance soldiers’ knowledge of their coalition partners, contributing to mutual trust and respect. A robust internal information program reinforces and expands on pre-deployment classes.

7. Non-Combatant Evacuations Operation (NEO). The Philippine government is responsible for protection and evacuation of Filipino citizens abroad. By an Executive Order, the Department of Defense or a special task force may be tasked to lead the evacuation mission of the citizens abroad along with other concerned departments. Other line agencies will be directed by DND or a special task force in planning and executing noncombatant evacuation operations.

8. The Chief of Mission (COM). It has authority over media coverage. The public affairs representative is responsible for media relations and is the point of contact for the JTF PAO, or as otherwise directed by the COM.

NEO operations often result from dramatic, if not tragic, circumstances and therefore are of considerable interest to the media and the public. The public affairs goals in NEO operations are to:

a. Keep Philippine. and international publics informed of the operation while ensuring OPSEC and personnel security.

b. Contribute to public confidence in Philippine procedures.
c. Facilitate open media access to the operation while exercising sensitivity to the anxiety and despair felt by the evacuees.

d. Illustrate the Philippine forces’ capabilities, readiness and professionalism.

Well-publicized Philippine intentions can help prevent interference with the operation, therefore, an information strategy coordinated by public affairs and CMO/PsyoPs must be developed during initial operational planning. Public affairs operations can also help reduce rumor and anxiety within the task force, evacuees and the public. PAOs of units in the host nation must obtain public affairs guidance from the chief of mission who is responsible for NEO media activities.

A JIB may be established at the NEO operations center, in which case the JTF PAO coordinates with the COM for public affairs guidance.

Initial media coverage can be expected to concentrate on the people being evacuated and their reactions to departing the host nation. Coverage can be expected to then shift to the effectiveness of the military NEO and the treatment of the evacuees during transport to their final destination.

Access to and interviews with evacuees will be as authorized by the senior on-scene public affairs representative. The JTF PAO and commanders concerned will authorize interviews with Philippine or foreign military personnel.

Section 5-2 Domestic Support

The Army has long provided a range of services to the nation through a variety of domestic support operations. These missions fall into four general categories: disaster assistance, environmental assistance, law enforcement and community assistance.

The Army provides domestic support from posts, camps, installations, and reserve centers as members of the community in which they are located. Domestic support operations use Army human and material resources to enhance national security and the nation’s overall well-being. They usually attract considerable media attention and therefore all have public affairs implications.

The media will generally have unrestricted access to domestic support operations. The Army will usually conduct these operations in conjunction with other agencies and will not normally have the lead. Public affairs operations will be conducted within the restraints and guidance developed by the lead agency.
The public affairs staff produced press conference fact sheets, conducted media escorts and interviews, responded to media queries, operated a media clipping section, prepared news briefing summaries for the commander to support the commander’s briefing room and media workroom (see sample format in Annex I).

Public affairs domestic support operations serve to inform the public of army involvement, goals and capabilities as well as communicating to internal audiences. Internal information programs and products enhance the participating soldiers’ morale as well as their understanding of the operation. These products, when given Army-wide dissemination, also serve to inform other soldiers who may potentially perform similar missions.

Army public affairs strategies, while executed in the interest of demonstrating Army responsiveness, concern and assistance, must not pre-empt the authority of the local government or appear to be taking credit for success at the expense of other contributing parties.

Since civilian agencies usually have the lead in domestic support operations, public affairs plans must be carefully coordinated with that agency. These operations plans must contain clearly defined information release authority as well as coordination procedures to ensure consistent messages protect the credibility of the operation.

This coordination and delineation of release procedures is of particular importance in sensitive operations such as anti-terrorism and counter-drug missions to ensure operational security as well as consistent command messages.

Public affairs officers must understand the legal restrictions on military support to and involvement in domestic operations, particularly in light of the varied legal status of the local police units.

9. **Counter-Drug Operations.** The supported law enforcement agency retains the lead for public affairs. Release of information by a PAO must be coordinated with that law enforcement agency. This helps protect operational and personnel security.

Good public affairs plans include essential elements of friendly information to identify information that should not be disclosed for operational security reasons. Careful planning ensures that methods and capabilities are not compromised. The identities of soldiers providing counter-drug support should not be released.

10. **Environmental Support.** Army involvement in environmental stewardship includes maintaining a dialogue with area citizens in open public forums concerning installation issues and projects with potential environmental impact. It also includes providing support to public restoration, conservation and protection projects both on installations and in surrounding communities.
Public involvement is solicited in the spirit of community, but is also required by environmental laws and Army regulations.

Public involvement is a vital part of an installation environmental program. Public support or opposition to projects can significantly affect their outcome. The best public affairs strategy for environmental issues is one that is active and adheres to the principle of ‘maximum disclosure with minimum delay’. Early public involvement via open discussion of issues fosters positive relations with the community and can prevent or help to resolve citizen conflict.

PAOs provide guidance to commanders and installation officials on facilitating dialogue with the community. They are also responsible for identifying and preparing plans for meeting the public involvement requirements associated with environmental programs. Public affairs responsibilities include issuing releases and public announcements on issues such as environmental assessments and impact statements, decision documents and notices of public meetings. They extend to conducting public forums and managing issues.

Environmental public affairs programs are intended to present complete, accurate and timely information to the public, to dispel rumors and to solicit community feedback. They are designed to fulfill the intent of the law for community involvement, not merely to provide information. The public affairs program is not designed to sell a particular action or program nor to obscure or cover up situations with potentially negative implications.

11. Community Assistance. Community assistance projects and operations encompass a broad range of social and civic events. They can be national programs focused on developing public support for the Army and its contributions to the nation and they can be local efforts focused on improving the local community. A PAO’s close relationship with civic leaders and organizations is a valuable asset to the commander in planning community assistance projects.

The public’s impressions of Army support to the community is largely shaped by what is reported in the media. Media facilitation and coordination of information programs ensure the Army story is told, contributing to public confidence in the military. Public affairs must be fully integrated into all domestic support planning and operations.
CHAPTER 6
THE OFFICE OF THE ARMY CHIEF PUBLIC AFFAIRS AND THE DIVISION PUBLIC AFFAIRS OFFICE

1. The Office of the Army Chief Public Affairs (OACPA) is organized to cater to the public affairs requirements of the Army. OACPA is the former Public Information Office of the Philippine Army.

The following sections will show the mission, functions, organizational structures and the corresponding duties and responsibilities of the OACPA as well as that of the Division Public Affairs Office.

Section 6-1 Mission

2. The Army Chief Public Affairs (ACPA). He assists the Commanding General, Philippine Army on matters pertaining to public affairs and information to promote the good image of the Philippine Army.

Section 6-2 Functions

3. The functions of OACPA are as follows:

   a. Conducts studies and evaluates the effectiveness of the public information program of the Philippine Army.

   b. Develops, produces, disseminates, and evaluates public information products in support of the Philippine Army’s mission.

   c. Evaluates public opinion towards the Philippine Army to include the effectiveness of policies and actions that have an effect on public opinion.

   d. Provides timely, accurate, and relevant information on matters pertaining to the Philippine Army through the use of tri-media facilities/entities.

   e. Conducts programs designed to keep the public informed on the activities of the Philippine Army.

   f. Conducts public relations activities.
Section 6-3 Organization and Structure

4. The organization of OACPA is as follows:
   a. Command Section
   b. Administration/Information Management Branch
   c. Media Affairs and Production Branch
   d. Public Information Branch

5. Manning Document and Table of Equipment (see Annexes I and J)

6. The structure of OACPA is as shown:

Organizational Structure of OACPA

<table>
<thead>
<tr>
<th>Chief, Admin/Info Mngt Br</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel / Finance NCO</td>
</tr>
<tr>
<td>Supply NCO</td>
</tr>
<tr>
<td>Info System Operator</td>
</tr>
<tr>
<td>Driver / Utility (2)</td>
</tr>
<tr>
<td>Encoder / Messenger</td>
</tr>
<tr>
<td>Illustrator/Draftsman -</td>
</tr>
<tr>
<td>CE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chief, Media Affairs and Prod Br</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and Analysis NCO</td>
</tr>
<tr>
<td>Asst Research and Analysis NCO</td>
</tr>
<tr>
<td>Researcher and Analyst (3) - CE</td>
</tr>
<tr>
<td>News Production NCO</td>
</tr>
<tr>
<td>Asst News Production NCO</td>
</tr>
<tr>
<td>News Prod Writer/Editor (3) - CE</td>
</tr>
<tr>
<td>Radio Program Manager - Officer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chief, Public Info Br</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Information NCO</td>
</tr>
<tr>
<td>Community Relations NCO</td>
</tr>
<tr>
<td>Civilian Liaison - CE</td>
</tr>
<tr>
<td>Photographer (2)</td>
</tr>
<tr>
<td>Videographer/Video Editor (2)</td>
</tr>
</tbody>
</table>
Section 6-4 Duties and Responsibilities

The duties and responsibilities of the key staff of OACPA are as follows:

a. **Army Chief Public Affairs**
   1) Responsible directly to the Commanding General on matters pertaining to the public affairs functions of the Philippine Army.
   2) Assists the CG, PA on matters pertaining to media relations and public opinions.

b. **Dep ACPA**
   Assists ACPA in the performance of his duties and responsibilities.

c. **Chief, Administration / Information Management Branch**
   1) Performs staff coordination and supervision over the administration of the office.
   2) Performs administrative, personnel and finance services for the office.
   3) Provides logistical support and maintains the security and operational readiness of equipment and facilities of the office.
   4) Administers the incoming and outgoing documents and reference materials of the office.
   5) Adopts innovation on information management in coordination with AMIC.

d. **Chief, Media Affairs and Production Branch**
   1) Conducts special research and analysis.
2) Maintains records of issues and other data of threat groups.

3) Addresses external and internal issues while studying future and developing issues.

4) Formulates public affairs guidance.

5) Conducts daily tri-media monitoring.

6) Provides public affairs themes, messages and media lines.

7) Produces news releases, video releases, letters to the editor and others.

8) Maintains interactive and informative radio programs with the available Philippine Army slots at different radio stations.

e. **Chief, Public Information Branch**

1) Conducts media relations of the Philippine Army.

2) Provides the news releases to the tri-media.

3) Arranges press conferences and tri-media interviews.

4) Provides photo/video coverage for important newsworthy Philippine Army activities.

5) Coordinates the public affairs concerns of the Philippine Army's participation in local and national events.

6) Produces information materials that promote Philippine Army objectives.

7) Performs coordinative functions with the community, agencies and civic organizations on matters related to public affairs.

Section 6-5 Division Public Affairs Office

The responsibility, functions, organization and corresponding duties and responsibilities of the Division Public Affairs Office are as follows:

7. **Responsibility.** The Division Public Affairs Office (DPAO) is a personal staff to the Division Commander on matters pertaining to the Public Affairs and limited Command Information in support to the Division Operations.
8. **Functions.**

   a. Performs media relations within the parameters of and as required in the performance of the command’s mission.

   b. Conceptualizes, develops and publishes public information products, and evaluates its impact on the intended audience.

   c. Monitors and evaluates public information products that affect the command.

   d. Conducts limited community relations activities in coordination with other concerned units.

   e. Provides the publication of unit journal, newsletter and other command information products.

   f. Conducts photo, audio and video coverage of command activities.

   g. In coordination with G3 and G7, advises the Commanding General on all public affairs of command activities.

9. **Organization.**

   a. The Division Public Affairs Office is organized as follows:

   1) Chief, DPAO

   2) Asst. Chief, DPAO

   3) Admin and Budget NCO

   4) Operation NCO

   5) Production/Archives NCO

   6) Com/Media Specialist

   7) Photographer/Video Operator

   8) Public Information Specialist

   9) Supply Sergeant

   10) Researcher/Writer

   b. Manning Document and Tables of Equipment (see Annexes K and L)
10. **Duties and Responsibilities**

   a. **Chief, DPAO**. Responsible to the Division Commander on matters pertaining to the public affairs and limited command information of the division.
   
   b. **Assistant Chief, DPAO**
      
      1) Assists the Chief, DPAO in carrying out his functions.
      
      2) Acts on all matters requiring immediate action in the absence of Chief, DPAO.
      
      3) Assist Chief, DPAO in the internal administration of the office.
      
      4) Reviews, coordinates and supervises the activities of the office.
   
   c. **Admin and Budget NCO**
      
      1) Formulates and implements the internal policies of the office.
      
      2) Prepares fiscal plans and supervises the budget execution on the functional area of the office.
      
      3) Operates the message center and maintains the records of the office.
      
      4) Provides administrative support to the activities of the office.
      
      5) Responsible for the personnel management and administration of the office.
      
      6) Acts as the security officer, AMO and RSO of the office.
      
      7) Maintains the vehicles, equipment and facilities of the office.
      
      8) Supervises the photo/video coverage of activities of the command.
   
   d. **Operations NCO**
      
      1) Plans, prepares and facilitates press, features articles, editorials and other information materials.
2) Supervises media coverage of command activities.

3) Manages media relations.

4) Supervises the conduct of limited community relations.

e. *Production NCO*

1) Conducts research and evaluation for the production of public information products.

2) Conceptualizes, develops and publishes command information materials.

3) Monitors and evaluates all media information that may affect the command.

4) Maintains archives of command and public information products.

f. *Commo/Media Specialist*

1) Prepares and disseminates information via press, radio, publications, etc.

2) Prepares and recommends effective application of media techniques and materials.

3) Determines and evaluates budgetary requirements of the communication program.

g. *Photographer/Video Operator*

1) Provides photo and video coverage on all command-directed activities.

2) Maintains a logbook of all coverages.

3) Operates and maintains photo and video equipment

4) Prepares audio-visual materials.

h. *Public Information Specialist*

1) Disseminates public information products such as press and photo releases, articles, ads and other publicity materials.

2) Responds to inquiries from the public.
3) Monitors and assesses relevant news coverage, prepares responses and follow-ups when necessary.

4) Assists in arranging interactions with the press.

5) Fosters good public relations by notifying the media of newsworthy events.

i. *Supply Sergeant*

1) Maintains the inventory of office equipment.

2) Maintains and monitors POL allocation.

3) Determines and procures supplies and other materials needed by the office.

4) Maintains the office’s stock room.

j. *Researcher/Writer*

1) Conducts researches and studies on various issues about the organization.

2) Gathers data and related information used in press releases, reports and other publicity materials.

3) Writes feature stories, editorials and other articles for internal and external publications

4) Maintains the reference materials of the office.
ANNEX A

PUBLIC AFFAIRS PRINCIPLES OF INFORMATION

The Philippine Army’s Principles of Information are based on higher headquarters and Command policies. They chart the course for all Public Affairs activities, and apply to the full continuum of day to day activities and operations. It is the commander's responsibility to ensure that all planning for military activities and operations efficiently and effectively achieve the goals set by the following principles:

a. The Philippine Army gives public opinion an importance in its overall operations.

b. The Philippine Army believes that good performance also needs public recognition, understanding and support.

c. The Philippine Army seeks mass support by establishing and maintaining public information programs in order to create a common ground with the people.

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

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

1) Information will be made fully available, consistent with statutory requirements, unless its release is precluded by current and valid security classification.

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

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

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

5) The Army's obligation to provide the public with information on its major programs and operations may require detailed public
affairs planning and coordination within the Army and with other government agencies.
ANNEX B

SAMPLE MEDIA GUIDELINES FOR
COVERAGE OF COMBAT OPERATIONS

This sample Media Guidelines provides the following guidelines for coverage of the Philippine Army’s combat operations:

a. Open and independent reporting will be the principal means of coverage of Army operations.

b. Pooling of media is not to serve as the standard means of covering military operations. But pools may sometimes provide the only feasible means of early access to a military operation. Pools should be as large as possible and disbanded at the earliest opportunity -- within 24 to 36 hours when possible. The arrival of early access pools will not cancel the principle of independent coverage for journalists already in the area.

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

d. Journalists in a combat zone will be accredited by a public affairs unit and will be required to abide by a clear set of military security ground rules that protect Army soldiers and their operations. Violation of the ground rules can result in suspension of credentials and expulsion from the combat zone of the journalists involved.

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

f. Army public affairs officers should act as liaisons but should not interfere with the reporting process.

g. Under conditions of open coverage, field commanders will permit journalists to ride on military vehicles and aircraft whenever feasible. The military will be responsible for the transportation of pools.

h. Consistent with its capabilities, the military will supply public affairs officers with facilities to enable timely, secure compatible transmission of pool material and will make these facilities available whenever possible for filing independent coverage. In cases when government facilities are unavailable, journalists will, as always, file by any other means available. The military will not ban communications systems operated by news media organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.
PUBLIC AFFAIRS OPERATIONS ESTIMATE NO. ____________

References: Maps, charts, or other documents.

Time zone used throughout the estimate:

1. MISSION. This paragraph lists the command's restated mission from a public affairs perspective.

2. THE SITUATION AND CONSIDERATIONS The paragraph describes the media environment in which the operation is being conducted and identifies the critical factors that might impact on the command's mission the "action and reaction" within media organization. It identifies the media environment across the operational continuum, describing it from "austere" for low media interest and capability in a limited AOR communication infrastructure to "dynamic" for high media interest and capability in a high-tech AOR infrastructure. At a minimum, this paragraph must include:

   a. Information Environment. This paragraph describes the characteristics of the operation and the information environment in the area of operations. It identifies any activities or issues affecting the over-all mission and the command's public affairs objectives.

   b. Media Presence. An assessment of the news media presence in the area of operations prior to deployment and the likely presence of additional news media during the conduct of operations. This assessment should address the authority under which media representatives are operating and the degree of control that can be imposed on their efforts.

   c. Media Capabilities. An assessment of the media's information collection and communication technology, specifically identifying their level of visual information acquisition and satellite communication capabilities. It includes an analysis of the logistics support, transportation assets, and local communications infrastructure available to them.
d. **Media Content.** An assessment of the media's presentation of information and their agendas, and an analysis and prioritization of the potential issues confronting the command in the news media. This media content analysis will provide an evaluation of the quantity of coverage and the nature of that coverage.

e. **Public Opinion.** Assessment of the national attitude (also include international if necessary) about the operation and the command, leaders, and soldiers conducting it. This paragraph should include both the perceptions held by major audience groups and the relative solidity or strength of those attitudes. A public opinion analysis should include as a minimum an analysis of the following groups:

   1) National public
   2) Local public
   3) Civilian political leaders
   4) Internal command audience
   5) International audience

f. **Information Channel Availability.** An assessment of the information channels available for the communication of information in and out of the AOR. It identifies the means available to the commander for receipt, transmission, and dissemination of voice, data, text, graphics, and digital visual imaging. It describes command, local and national facilities and equipment available, to include an analysis of available telephone lines for voice and data transmission, the accessibility of audio and video channels, the prevalence of private communications devices such as soldier-owned cellular telephones, facsimile machines, computers, portable radios and televisions, still and video cameras, and the nature and flow of the information possible through these channels.

g. **Information Needs.** This is an assessment of the information needs of the previously identified key publics. It analyzes key internal and external audiences and assesses their news and information expectations. It identifies the types of information made available to these key audiences.

h. **Personnel Situation.** Describes the present dispositions of public affairs personnel and units that affect the public affairs mission, and the assets needed and available. State known personnel problems, if any, that may affect the public affairs situation.

i. **Public Affairs Situation.** This paragraph summarizes current public affairs objectives and identifies specific courses of action for each objective. Sub-paragraphs will include all current public affairs guidance (PAG).
j. **Logistical Situation.** State known logistic problems, if any that may affect the public affairs situation. (Examples of logistic problems include the lack of transportation and adequate facilities.)

k. **Assumptions.** Until specific planning guidance from the commander becomes available, you may need assumptions for initiating planning or preparing the estimate. Modify these assumptions as factual data or planning guidance becomes available.

3. **COURSES OF ACTION.** Develop three courses of action that can support the accomplishment of the mission. The COAs should include the following: purpose of the operation; the units that will be utilized in the accomplishment of the operation; the mission of each unit; the decisive, significant and critical factors; and the end state.

4. **ANALYSIS OF COURSES OF ACTION.** Analyze each course of action based on the public affairs objectives in paragraph 2i. Indicate problems and deficiencies. At a minimum, subparagraphs should include media facilitation and support, news and information provision, and force training and support. Analyze each COA from a public affairs point of view to determine its advantages and disadvantages for conducting public affairs. The detail in which the analysis is made is determined by the level of command, scope of operations, and an urgency of need.

5. **COMPARISON OF COURSES OF ACTION.** Compare each course of action. List advantages and disadvantages of each course of action under consideration. Include methods of overcoming deficiencies or modification required for each course of action.

6. **CONCLUSIONS**

   a. Indicate whether you can support the command mission (restated in paragraph 1) from the public affairs viewpoint.

   b. Indicate which COAs you can best support.

   c. List the major public affairs deficiencies which the commander must consider. Include specific recommendations concerning the methods of eliminating or reducing the effect of these deficiencies.

   (Public Affairs Officer)

ANNEXES: (As required)

DISTRIBUTION:

Classification
ANNEX D

SAMPLE PUBLIC AFFAIRS PLAN/ANNEX

(Classification)

(Change from oral orders, if any)

Copy ___ of ___ copies
Issuing headquarters
Place of issue (may be in code)
Date-time group of signature
Message reference no. _____

ANNEX__ (PUBLIC AFFAIRS) TO OPERATIONAL ORDER _______

References: Maps, charts, and other relevant documents

Time zone used throughout order:

1. SITUATION

A brief general description of the situation, information affecting public affairs support which paragraph 1 of the OPORD does not cover, and intended purpose of this annex.

a. Friendly Forces. Outline the higher headquarters' plan (and public affairs annex) and adjacent unit public affairs plans. Provide information on friendly forces which may impact the public affairs mission.

b. Attachments and detachments. Identify all augmenting public affairs units supporting this command and all attached/assigned subordinate units. Include effective dates, if applicable.

c. Enemy Forces. List information not included in the OPLAN/OPORD which may impact the public affairs mission.

d. Media. Identify media in the area. Indicate if it is print, radio or TV.

e. Assumptions. List any additional assumptions or information not included in the general situation, which will impact the public affairs mission.

2. MISSION

Clearly, concisely state the public affairs mission.

3. EXECUTION
Commander’s Intent. State clearly the intent of the commander.

a. Concept of Operation. Briefly summarize the public affairs operation plan. Include PA priorities. (Intent --access, information, welfare, morale, will to win) (Concept--who, where, what, why, when) (Specifics--task to a subordinate; who is to do what, where, when, actions with media: credential, transport)

b. Outline of PA Tasks. Identify and assign supporting public affairs 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 public affairs augmentation.

c. Coordinating Instructions. Give details on coordination, task organization and groupings. List instructions, which apply to two or more subordinate elements or units. Refer to supporting annexes.

4. SERVICE SUPPORT

a. A statement of the administrative arrangements applicable to this operation. If they are lengthy or are not ready for inclusion in the OPORD, these arrangements may be issued separately and referenced here.

b. A statement of the logistical arrangements applicable to this operation. Specific coordination should be included if possible, but arrangements may be issued separately and referenced here, if they are too lengthy. (Class I-IX and water), (Services: billets, medical, laundry and mortuary), (Transport: ground, air, rented/leased, contracted).

5. COMMAND AND SIGNAL

List signal, visual imaging and other communications policies, headquarters and media center locations or movements, code words, and code names. (Public Affairs Officer location, media center, phones, faxes, e-mail and web page, if any).

ACKNOWLEDGE:

NAME (Commander's last name)

RANK (Commander's rank)

OFFICIAL:

ANNEXES: (List PA assessment ANNEX)

DISTRIBUTION:

Classification
ANNEX E

SAMPLE PUBLIC AFFAIRS GUIDANCE

1. **Introduction.** Public Affairs Guidance (PAG) is the operational tool that guides commanders and their public affairs officers in the application of doctrine and policy during major military operations, exercises, and contingencies. The information below is intended to assist local commanders in preparing and obtaining approved guidance.

   Upon receipt of the warning order, the commander, through his Public Affairs Officer, should request PAG from high headquarters. PAG may be included in operational orders. Commanders of major units/commands will direct their Public Affairs Officer to prepare PAG to forward the proposal through higher headquarters.

   Commanders should ensure that the PAG has been coordinated with appropriate organizations within the area of operations whenever possible (e.g., LGUs, subordinate commands).

2. **Format.** The format for Proposed PAG (PPAG) is as follows:

   **SUBJECT:** The subject line of the PPAG should state "PROPOSED PUBLIC AFFAIRS GUIDANCE-Exercise/Operations/Event name (U)."

   **REFERENCES:** List the essential documents, messages, or policies on which the PPAG is based.

   **INFORMATION:** The information in this paragraph is not for release and will remain classified after the PAG is approved for dissemination. This paragraph should describe significant or anticipated problems associated with the operation.

   **COORDINATION:** This paragraph explains the purpose of the message, identified it as being fully coordinated and approved, requests higher headquarters’ approval, and specified the date it is required for use. If the PAG is transmitted before it is fully coordinated, the submitting command is responsible for ensuring that higher headquarters is promptly informed of the results of remaining coordination. The submitting command should always follow up the PPAG message by telephone to let the primary addressee(s) know that the message is enroute.

   **PUBLIC AFFAIRS APPROACH:** This paragraph discusses the PA approach – either passive or active.

      a. **Active Approach.** This involves efforts made to stimulate public or press interest, such as distributing press releases and advisories. This paragraph also states who will make the initial announcement of the
operation, the preferred method, and the preferred time and date. The active
approach is recommended whenever media coverage of units is desired (e.g.,
major training exercises).

b. Passive Approach. No action is taken to generate media and/or
public interest in an issue or activity, except in response to specific inquiries. If
a passive approach is desired, the PPAG will specify that the PAG is for
response to query (RTQ) only. The PPAG also specifies who is authorized to
respond. To de-emphasize an event, it is best to authorize release or RTQ at
the lowest possible level.

PUBLIC STATEMENT: This paragraph contains a statement that explains the
operation, exercise, or event. The statement should be appropriate to the
desired Public Affairs approach - passive or active.

QUESTIONS AND ANSWERS: This paragraph contains a list of probable Q &
As that enable the user to respond to the majority of anticipated questions.
The Q & As should be in one paragraph and numbered sequentially (Q 1, A 1;
Q 1, A 2; etc.). This format allows for ease of revision, addition, or
substitution. Q & As are suitable for use in both active and passive
approaches, but - in Q&A format - are strictly for RTQ, and should not be
given to media as handouts in their entirety.

CONTINGENCY STATEMENT: This paragraph contains a statement to be
used before the release of the final PAG. For example, "As a matter of policy,
we do not discuss troop movements or operations until they have been
formally announced."

MISCELLANEOUS INFORMATION: This paragraph shall contain other
pertinent information to include:

a. Media centers (JIBs, Public Affairs cells, etc.)

b. Command relationships. Designation of the approval authority
for operation-related public affairs materials, releases and clearance
procedures, etc.

c. Media Coverage. POCs for transportation requests by the
media, media escort information, and other support services provided the
media.
ANNEX F

SAMPLE WAIVER OF LIABILITY STATEMENT

In allowing the media access to combat operations, it is necessary to have the volunteer media agree to and sign a liability waiver that frees the military of responsibility if the media volunteer is killed or injured as a result of covering the operation. Below is a sample of waiver:

Waiver of Liability Statement

Whereby, I __________________________ (Name) __________________________, of (Media Organization ______________, with passport no:______________, am about to travel with ____(Unit)__, and whereas I am doing so entirely upon my own initiative, risk and responsibility; now therefore in consideration of the permission extended to me; I do hereby for myself, my heirs, executors and administrators, remiss, release and forever discharge ____(Unit)__ and its member officers, agents and employees acting officially or otherwise, from any and all claims, demands actions or causes of action, on account of my death or on account of any injury to me or my property which may occur from any cause during my stay, travel as well as all ground, flight or sea operations incidents thereto.

I also agree to withhold any classified information, which may be accidentally disclosed to me, and to respect embargo restrictions, which may be imposed on information which, if disclosed, may jeopardize operational security. During my stay with ____(Unit)__ forces, I will not interfere with operations. I understand that failure to comply with these security restrictions will result in the loss of authorization to accompany ____(Unit)__ and may result in cancellation of my press registration.

__________________________   __________________________
Signature             Witness

__________________________   ____________________________
Printed Name                     Nationality

Address: ____________________________________________________

Please provide the following information for a person to be notified in an emergency (preferably next immediate relative)
ANNEX G

GUIDE FOR MEDIA INTERVIEWS

1. **Guidelines.** This could serve as general guides for commanders and personnel involved in public affairs activities.
   
a. When human safety or other serious concerns are involved, deal with those considerations first.
   
b. Communicate only information that is approved for external distribution. Always tell the truth.
   
c. Know to whom you are speaking. Get the person's name and telephone number if necessary.
   
d. Do not be intimidated. You may tell a reporter that you need to clarify an important matter before you can answer questions.
   
e. Talk from the public's viewpoint. Avoid jargon. Speak within the audience's frame or reference.
   
f. If the questions do not lie within the framework of approved statements or within your area of expertise, find the appropriate technical advisor or spokesperson.
   
g. State the most important fact at the beginning. Place your own headline on the answer.
   
h. Attack problems in your answers, not people.
   
i. Do not repeat offensive or negative language. Do not let other people put words in your mouth.
   
j. Direct questions deserve equally direct and forthright answers.
   
k. Do not exaggerate the facts. Listen to how your answer "sounds" when spoken.
   
l. Ignore cameras and microphones. Talk to the reporter.
   
m. During videotape interviews, it is all right to stop your statement and start over.
   
n. Do not say "no comment." Explain why you do not have an immediate answer.
   
o. Keep your composure, even if a news reporter gets snappy.
p. Be prepared to provide sufficient evidence for statements you make.

q. Be especially alert about photos. You have little control over photos taken off military reservation property, but you have every right to control photos taken on the military reservation. Be aware of your surroundings and follow local OPSEC rules when determining interview location.

2. **Frequently Asked Questions.** (Situational)
   
a. What happened and where? When did this occur?

b. Are there injuries or deaths as a result? How many and to whom?

c. What actions is the unit taking to control the situation?

d. Have chemicals or other hazardous substances been released into the environment? What kinds? How much?

e. What types of hazards are presented to persons off-site?

f. Have emergency response personnel been notified? Which ones?

g. Are unit operations shut down?

h. Has the site or facility been evacuated?

i. How old is the facility? Does it meet current regulations?

j. Why did this situation occur? (DO NOT SPECULATE.)

k. Are there safety rules covering the situation? Were they violated?

l. Will this situation have nation-wide ramifications, or will its effect likely be limited to a single site or region?

m. How much money is this going to cost the taxpayers?

n. Is there insurance coverage for the loss or damage? How much?

o. Are commanders handling the situation locally or is a higher headquarters taking control?
p. Has this occurred anywhere within the unit before? Why weren't you ready?

q. What do your soldiers think about this situation?

r. For accidents and incidents, don't speculate causes. Use "ongoing investigation" statements.
ANNEX H

SAMPLE NEWS MEDIA INQUIRY FORMAT

This format is intended as an example only and should be adapted to local needs and SOPs. In addition to query forms, PAOs should maintain a separate log of all inquiries.

MEDIA QUERY SHEET

Query Number:_____________
Deadline:_____________

CALLER’S NAME:____________________________________________________

CALLER’S NEWS ORGANIZATION:____________________________________

CALL TAKEN BY:______________ TIME:____________ DATE:__________

QUESTION (use reporter’s precise wording):
______________________________________________________________
______________________________________________________________
______________________________________________________________

RESPONSE (if written release is made, attach a copy):
______________________________________________________________
______________________________________________________________
______________________________________________________________
______________________________________________________________

SOURCE OF INFORMATION/COORDINATION (e.g., G-3, surgeon):___________

RELEASED TO:_________________________________________________
TIME/DATE: ___________________________________________________

RELEASE METHOD: In person________ Phone__________ News Release_______

RELEASED BY:______________ RELEASE NUMBER:___________________
# ANNEX I

**MANNING DOCUMENT**

**OFFICE OF THE ARMY CHIEF PUBLIC AFFAIRS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Grade/Rank</th>
<th>MOS</th>
<th>Personnel Fill-up</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMAND SECTION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Army Chief Public Affairs</td>
<td>O6</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Deputy</td>
<td>O5</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Chief Clerk</td>
<td>E7</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Secretary</td>
<td>E3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Driver</td>
<td>E2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>ADMIN / INFO MNGT BRANCH</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief, Admin/ Info Management Br</td>
<td>O4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Personnel / Finance NCO</td>
<td>E6</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Supply NCO</td>
<td>E4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Info System Operator</td>
<td>E2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Driver / Utility (2)</td>
<td>E2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Encoder Messenger</td>
<td>CE</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Illustrator / Draftsman</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MEDIA AFFAIRS &amp; PROD BRANCH</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief, Media Affairs &amp; Production Br</td>
<td>O4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Personnel / Finance NCO</td>
<td>E6</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Supply NCO</td>
<td>E4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Research and Analysis NCO</td>
<td>CE</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Asst Research and Analysis NCO</td>
<td>E6</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Researcher and Analyst</td>
<td>CE</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>News Production NCO</td>
<td>O3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Asst News Production NCO</td>
<td>CE</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>News Production Writer / Editor</td>
<td>E6</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Radio Program Manager</td>
<td>E6</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Asst Radio Program Manager</td>
<td>E4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Radio Program NCO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Monitoring NCO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asst Media Monitoring NCO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PUBLIC INFORMATION BRANCH</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief, Public Information Br</td>
<td>O4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Personnel Fill-up</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Officers</td>
<td>EP</td>
<td>CE</td>
<td></td>
</tr>
<tr>
<td>Position</td>
<td>Rank</td>
<td>Quantity</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>Public Information NCO</td>
<td>E4</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Community Relations NCO</td>
<td>E4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Civilian Liaison</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Photographer</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Videographer / Video Editor</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>22</strong></td>
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</table>

9
# ANNEX J

## TABLE OF EQUIPMENT

**OFFICE OF THE ARMY CHIEF PUBLIC AFFAIRS**

<table>
<thead>
<tr>
<th>STOCK NUMBER</th>
<th>DESCRIPTION</th>
<th>QUANTITY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>MOBILITY</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Car Staff Sedan 4 Door</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Truck ¼ Ton</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Van</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Motorcycle</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>COMMUNICATION</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Set telephone (Local- 4: PLDT 2)</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Fax machine</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>TV Sets</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Cell phone</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Handheld radio</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Portable cassette w/ AM/FM</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Computer</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Computer printer</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Laptop</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>QUARTERMASTER</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Camera (Still)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Battery Charger</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Video Camera</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Audio recorder</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Audio-Video player/recorder</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>DVD player</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>VHS Recorder &amp; Player</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Aircon</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Steel Cabinet (Filing) w/ 4 drawers</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Machine plain paper copier</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Set, Lounging for media</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Table, Jr Exec w/ 5 drawers</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Table, Sr Exec w/ 5 drawers</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Table, typing w/ 3 open shelves</td>
<td>15</td>
</tr>
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</table>
# ANNEX K

## MANNING DOCUMENT

DIVISION PUBLIC AFFAIRS OFFICE

<table>
<thead>
<tr>
<th>Description</th>
<th>Grade/Rank</th>
<th>MOS</th>
<th>Personnel Fill-up</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Officers</td>
</tr>
<tr>
<td>DIVISION PUBLIC AFFAIRS OFFICE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief, DPAO</td>
<td>O5</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Asst. DPAO</td>
<td>04</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Admin and Budget NCO</td>
<td>E7</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Operations NCO</td>
<td>E5</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Production/Achives NCO</td>
<td>E5</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Com/Media Specialist</td>
<td>E4</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Public Information Specialist</td>
<td>E4</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Photographer/Video Operator</td>
<td>E4</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Driver/Supply Sgt</td>
<td>E4</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Researcher/Writer</td>
<td>CE</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>2</td>
</tr>
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</table>
## ANNEX L

### TABLE OF EQUIPMENT
DIVISION PUBLIC AFFAIRS OFFICE

<table>
<thead>
<tr>
<th>STOCK NUMBER</th>
<th>DESCRIPTIONS</th>
<th>QUANTITY</th>
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</thead>
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<tr>
<td></td>
<td><strong>MOBILITY</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>¼ ton Utility Vehicle</td>
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</tr>
<tr>
<td></td>
<td>Motorcycle</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>IT EQUIPMENT</strong></td>
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</tr>
<tr>
<td></td>
<td>Laptop</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>PC Computer set w/ printer</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>CDRW</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Flash Disk</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Scanner</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Camera (Still, 35mm)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Digital Camera</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Video Camera</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>QUARTERMASTER</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fire Extinguisher</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>File Cabinet</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Air Conditioning unit 2.5 HP</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Steel Cabinet</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Table, Wood</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Computer Table and Chair</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Chair, Office</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Sala set with accessories</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Water Dispenser</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>COMMUNICATION</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Audio recorder</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Audio-Video recorder/player</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Telephone set</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Fax Machine</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Radio Set (AM/FM)</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Television Set</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>CD/CD/DVD player/recorder</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Photocopying Machine</td>
<td>1</td>
</tr>
</tbody>
</table>
C2W—command and control warfare The integrated use of operations security (OPSEC), military deception, psychological operations (PSYOP), electronic warfare (EW), and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities, while protecting friendly command and control capabilities against such actions. Command and control warfare applies across the operational continuum and all levels of conflict. Also called C2W. C2W is both offensive and defensive: a. counter-C2—To prevent effective C2 of adversary forces by denying information to, influencing, degrading, or destroying the adversary C2 system.

C2-protection—To maintain effective command and control of own forces by turning to friendly advantage or negating adversary efforts to deny information to, influence, degrade, or destroy the friendly C2 system.

civil affairs—the activities of a commander that establish, maintain, influence, or exploit relations between military forces and civil authorities, both governmental and nongovernmental, and the civilian populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives. Civil affairs activities (1) embrace the relationship between military forces and civil authorities and population in areas where military forces are present; and (2) involve application of civil affairs functional specialty skills, in areas normally the responsibility of civilian government, which enhance conduct of civil-military operations. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations.

civil military operations — activities conducted independent of, or in coordination with civilian entities that strengthens soldiers will to fight, gain popular support, and weakens enemies’ will to resist in support to military mission. Also know as CMO.

combined operation— an operation conducted by forces of two or more allied nations acting together for the accomplishment of a single mission.

command information—see internal information

community relations— establishing and maintaining effective relationships between military and civilian communities through planning and active participation in events and processes which provide benefits to both communities.
community relations program—that command function which evaluates public attitudes, identifies the mission of a military organization with the public interest, and executes a program of action to earn public understanding and acceptance. Community relations programs are conducted at all levels of command by military organizations having a community relations area of responsibility. Community relations programs include, but are not limited to, such activities as liaison and cooperation with associations and organizations and their local affiliates at all levels; armed forces participation in international, national, regional, state, and local public events; installation open houses and tours; embarkation in naval ships; orientation tours for distinguished civilians; people-to-people and humanitarian acts; cooperation with government officials and community leaders; and encouragement of armed forces personnel and their dependents to participate in activities of local schools, churches, fraternal, social, and civic organizations, sports, and recreation programs, and other aspects of community life to the extent feasible and appropriate, regardless of where they are located.

global information environment—all individuals, organizations, or systems, most of which are outside the control of the military that collect, process, and disseminate information to national and international audiences.

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.

information age—the future time period when social, cultural, and economic patterns will reflect the decentralized, non-hierarchical flow of information.

information architecture—Description and specifications of information systems to include identification of communicators, information transmitted, equipment specifications and network designs. Includes operational, system and technical architectures.

information operations—continuous military operations within the military information environment 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; information operations include interacting with the global information environment and exploiting or denying an adversary’s information and decision capabilities.

information strategy—a synchronized plan for using all available and appropriate methods of communication to achieve specific goals of informing target audiences.

internal information—communication by a military organization with service members, civilian employees 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 satisfies their desire to
be kept informed about what is going on in the organization and operation (also known as command information).

**Joint information bureau**—facilities established by the joint force commander to serve as the focal point for the interface between the military and the media during the conduct of joint operations. When operated in support of multinational operations, a joint information bureau is called a Combined Information Bureau (CIB).

**Joint force**—a general term applied to a force composed of significant elements, assigned or attached, of two or more military services, operating under a single joint force commander.

**Joint operations**—a general term to describe military actions conducted by joint forces, or by service forces in relationships (e.g., support, coordinating authority), which, of themselves, do not create joint forces.

**Joint task force**—a joint force that is constituted and so designated by the Secretary of National Defense, a combatant commander, a sub-unified commander, or an existing joint task force commander. Also called JTF.

**Media facilitation**—the range of activities such as providing access and interviews that assist news media representatives covering military operations.

**Media operations center**—facility that serves as the focal point for the interface between the military and the media covering an event or operation.

**Media pool**—a limited number of news media who represent a larger number of news media organizations for news gathering and sharing of material during a specified activity. Pooling is typically used when news media support resources cannot accommodate a large number of journalists. The Defense Press Corps 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.

**Military information environment**—the environment contained within the global information environment, consisting of the information systems and organizations—friendly and adversary, military and nonmilitary—that support, enable, or significantly influence a specific military operation.

**Multinational operations**—a collective term to describe military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance.

**News media representative**—an individual employed by a civilian radio or television station, newspaper, newsmagazine, periodical, or news agency to gather information and report on a newsworthy event.
Non-governmental organizations – transnational organizations of private citizens that maintain a consultative status. Non-governmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief). Also called NGO. See also private voluntary organizations.

Public Affairs Detachment – The smallest of the Public Affairs units.

private voluntary organizations—private, non-profit humanitarian assistance organizations involved in development and relief activities. “Private voluntary organization” is often used synonymously with the term “nongovernmental organization.” Also called PVO. See also non-governmental organizations.

psychological operations—operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator’s objectives. Also called PsyOps.

public affairs assessment—an analysis of the news media and public environments to evaluate the degree of understanding about strategic and operations 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.

public affairs estimate – as assessment of a specific mission from a public affairs perspective.

public affairs guidance—normally, a package of information to support the public discussion of defense issues and operations. Such guidance can range from a telephonic response to a specific question to a more comprehensive package. Included could be an approved public affairs policy, news statements, answers to anticipated media questions, and community relations guidance. Public affairs guidance also addresses the method(s), timing, location and other details governing the release of information to the public.

public information—A general term describing processes used to provide information to external audiences through public media.

sustaining base—the home station or permanent location of active duty units and Reserve Component units (e.g., location of armory or reserve center) that provides personnel, logistic and other support required to maintain and prolong operations or combat.
ABBREVIATIONS

CMO – civil military operations
C2 – command and control
C2P – command and control-protect
C2W – command and control warfare
GIE – global information environment
IO – information operations
JIB – joint information bureau
JTF – joint task force
METT-TC – mission, enemy, terrain, troops, time available and civilians
MIE – military information environment
MOC – media operations center
NGO – non-governmental organization
PA – Public Affairs
PAD – Public Affairs Detachment
PAE – Public Affairs Estimate
PAG – Public Affairs Guidance
PsyOps – psychological operations
PVO – private voluntary organizations
# RECORD OF CHANGES

<table>
<thead>
<tr>
<th>Identification of change or Correction and Reg. No. (if any)</th>
<th>Date Entered</th>
<th>By Whom entered (Signature, Rank, Grade, Name or Rate, Name of Command)</th>
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<tbody>
<tr>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
RECOMMENDATION FOR CHANGES

____________________________________
____________________________________
____________________________________
(Originating Agency)

____________________________________
(Date)

SUBJECT: Recommendation for Changes

TO: Commanding Officer
    Doctrine Center, TRADOC
    Fort Bonifacio, Makati City

The following recommendation is submitted for improvement of
_____________________________________________________________
(Short Title)

________________________________     __________________________
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Figure No.

Comment:

Recommendation:

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(Signature of CO)