# BY ORDER OF THE SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 35-101

12 JANUARY 2016

**Public** Affairs



# PUBLIC AFFAIRS RESPONSIBILITIES AND MANAGEMENT

# COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 35-1, Public Affairs Management, and provides guidance pertaining to general Public Affairs duties, responsibilities, and organization. It also implements Department of Defense Instruction (DODI) 5400.13, Public Affairs Operations, and DODI 5400.14, Procedures for Joint Public Affairs Operations. Read this instruction with Joint Publication 3-61, Public Affairs; Air Force Instruction (AFI) 23-111, Management of Government Property in Possession of the Air Force; and AFI 65-601, Budget Guidance and Procedures. This instruction applies to all PA Airmen, including the Air Force Reserve (AFR) and the Air National Guard (ANG) except where otherwise noted. This publication may be supplemented at any level, but all direct supplements are routed to SAF/PAR for coordination prior to certification and approval. When a requirement is mandated for compliance at the wing level throughout this instruction, the requirement is tiered following the sentence/paragraph that drives the requirement. The authorities to waive wing/unit level requirements are identified with a tier number ("T-0, T-1, T-2, T-3") following the compliance statement. See AFI 33-360, Publications and Forms Management, for a description of the authorities associated with tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority or to SAF/PAR for non-tiered compliance items. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW the Air Force Records Disposition Schedule (RDS) in the Air Force Refer recommended changes and Records Information Management System (AFRIMS). questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command.

### SUMMARY OF CHANGES

This instruction has been substantially revised and should be completely reviewed. This revision identifies tiered waiver authorities for wing level, Direct Reporting Unit (DRU), and Field Operating Agency (FOA) compliance requirements IAW AFI 33-360; adds requirements to standardize organization structure, duty titles, and office symbol codes; removes references to the term "strategic communication" and incorporates PA's role in Commander's Communication Synchronization; and adds a chapter on manpower management. The activities not included in this instruction are discussed in AFI 35-102, *Security and Policy Review Process;* AFI 35-104, *Media Operations;* AFI 35-105, *Community Relations;* AFI 35-107, *Public Web Communications;* AFI 35-108, *Environmental Public Affairs;* AFI 35-109, *Visual Information;* AFI 35-110, *U.S. Air Force Band Program;* AFI 35-111, *Public Affairs Contingency Operations and Wartime Readiness;* AFI 35-113, *Internal Information; and* AFI 35-114, *Air Force Branding and Trademark Licensing Program.* 

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#### Chapter 1

## **GENERAL GUIDELINES AND BACKGROUND**

**1.1. Purpose.** This instruction conveys guidance regarding Public Affairs (PA) capabilities used to accomplish diverse communication objectives in garrison and expeditionary settings. It requires commanders and PA professionals to deliver truthful, credible, accurate, and timely information to various audiences to enhance awareness and understanding of the Air Force mission and contributions to national security, while maintaining due regard for privacy and operations security. Supporting Department of Defense (DOD) and joint publications, this document describes Air Force PA, its functional organization, and its capabilities at all levels. It provides PA guidelines for all Air Force military and civilian personnel, including the Air National Guard and Air Force Reserve. This publication may be supplemented at any level, but all organizations must route their supplements to SAF/PAR for coordination prior to certification and approval. **(T-1)** 

1.1.1. In joint and combined operations, guidance from the combatant command takes precedence over this instruction. If conflicts arise between the content of this publication and those of DOD PA directives, the DOD directives take precedence for the activities of joint forces unless the Secretary of Defense has provided more current and specific guidance.

1.1.2. Communication is a leadership and command responsibility at all levels. All Airmen, regardless of specialty, should understand and be able to explain how they contribute to accomplishing the Air Force mission. Whether representing their installation at a community function or representing the U.S. in a crisis or contingency operation, all Airmen are front-line ambassadors for the Air Force and DOD. Telling the Air Force story contributes to mission accomplishment, aids in public understanding, and contributes to American national security through demonstrations of restraint, resolve, and capability.

**1.2. Mission.** Air Force PA advances Air Force priorities and achieves mission objectives through integrated planning, execution, and assessment of communication capabilities. Through strategic and responsive release of accurate and useful information, imagery, and musical products to Air Force, domestic, and international audiences, PA puts operational actions into context; facilitates the development of informed perceptions about Air Force operations; helps undermine adversarial propaganda efforts; and contributes to the achievement of national, strategic, and operational objectives.

**1.3.** Public Affairs Core Competencies. PA's four core competencies describe the primary ways PA contributes to overall mission accomplishment.

1.3.1. Trusted Counsel to Leaders. PA delivers candid communication counsel and guidance to commanders and other leaders.

1.3.1.1. PA analyzes command activities from the perspective of the general public, providing objective counsel to leaders regarding proposed courses of action, policy decisions, and potential impacts on stakeholders.

1.3.1.2. PA participates in communication and operational planning, identifies and analyzes key issues, develops messages, conducts media training, reaches specific publics, ensures legally mandated public involvement requirements are met, recommends

methods of delivery, and measures and evaluates results. PA enables leaders to communicate factual and timely information so the Air Force, Congress, media, and public understand how Air Force people and programs contribute to national security.

1.3.2. Airman Morale and Readiness. PA activities contribute to Airman morale and readiness—the foundation of all Air Force core competencies—by enabling Airmen and their family members to better understand their roles and how policies, programs, and operations affect them.

1.3.2.1. The Air Force cannot accomplish its mission without well-trained, wellinformed, and highly motivated people. Timely, relevant, and accurate information is a force multiplier that enhances Airman morale and readiness, and increases Airmen's effectiveness as ambassadors of the organization.

1.3.2.2. PA provides leaders with effective and efficient two-way communication tools to build, maintain, and strengthen morale and readiness.

1.3.3. Public Trust and Support. PA strengthens the bonds between the Air Force and the public through open and honest dialogue and programs that communicate with communities, opinion leaders, decision makers, and the media.

1.3.3.1. Public trust and support are essential to ensuring a highly trained and wellequipped air, space, and cyberspace force. PA assists leaders in developing themes and messages, identifying stakeholders, selecting methods of delivery, and establishing effective two-way communication to promote public understanding and support of the Air Force.

1.3.3.2. PA builds trust and support through engagements that showcase the Air Force as a community partner and responsible steward of public resources. Community engagement provides firsthand opportunities for local public audiences to learn about the quality and capability of our Airmen, weapons systems, and the important missions they carry out. PA Airmen and initiatives have a key role in the development of mutually beneficial relationships with community members and the media.

1.3.4. Global Influence and Deterrence. PA directly affects adversary operational environments by engaging on the information front while defending our own informational centers of gravity.

1.3.4.1. PA develops and implements communication strategies to inform local, regional, national, and international audiences about air, space, and cyberspace to enhance support from allies as well as deter and/or advantageously influence enemy actions. Public opinion and reactions from world leaders to news coverage, specifically during contingencies and crises, demonstrate how media coverage influences military operations.

1.3.4.2. PA helps achieve operational objectives through global influence and deterrence, and by engaging directly with all relevant publics through the information environment. It also helps Air Force leaders implement the national strategy of worldwide engagement.

1.3.4.3. PA consistently communicates how the Air Force core missions are indispensable to our nation's ability to conduct successful military operations. The Air Force core missions are:

1.3.4.3.1. Air and space superiority.

1.3.4.3.2. Intelligence, surveillance, and reconnaissance.

1.3.4.3.3. Rapid global mobility.

1.3.4.3.4. Global strike.

1.3.4.3.5. Command and control.

**1.4. Public Affairs Core Processes.** The PA core competencies are supported by 10 core processes that comprise an effective PA program and yield measurable impacts in the achievement of the Air Force's goals and objectives. These core processes apply at all levels and should be implemented to the maximum extent possible.

1.4.1. Provide commanders feedback regarding the public information environment and the means to use it as part of air, space, and cyberspace operations.

1.4.2. Provide expert advice to assist leaders in making and communicating decisions affecting mission accomplishment.

1.4.3. Research, plan, execute, and assess toward a desired objective, adjusting efforts as necessary.

1.4.4. Synchronize, align, integrate, and coordinate communication activities to ensure consistency of themes, messages, images, actions, and operations.

1.4.5. Participate in all phases of installation, operational, and exercise planning and execution to ensure PA requirements are considered.

1.4.6. Employ communication tools to link Airmen and their leaders, educate and inform, and recognize excellence.

1.4.7. Promote public understanding and support by linking the Air Force to communities, opinion leaders, decision makers, and the news media.

1.4.8. Inform publics worldwide about global air, space, and cyberspace requirements, capabilities, actions, and achievements.

1.4.9. Ensure readiness of PA Airmen.

1.4.10. Provide PA training to PA personnel and to non-PA personnel, as needed.

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

1.5.1. In accordance with the DOD Principles of Information (Attachment 2), it is Air Force policy that commanders at all levels ensure a free flow of information in a timely, responsive manner, consistent with security and privacy statutes. PA practitioners will not engage in disinformation, activities to misinform, mislead, cover up, or deny otherwise releasable information. (T-0)

1.5.2. PA programs are designed to increase public awareness and understanding concerning:

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

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

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

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

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

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

**1.6. Public Affairs Activities.** PA activities include functional management, communication planning and analysis, security and policy review, media operations, community engagement, environmental, visual information, band operations, contingency operations and wartime readiness, and command information.

1.6.1. Public Affairs Functional Management. PA functional management ensures the PA office and assigned personnel are resourced, trained, equipped, and ready to accomplish the mission in garrison or deployed. See Chapters 2-5 for more information.

1.6.2. Communication Planning. Communication planning is important to the creation of strategic, operational, and tactical effects in PA operations. For more information on communication planning and analysis, see Chapter 6, Communication Planning.

1.6.3. Security and Policy Review. While adhering to the policy of "maximum disclosure, minimum delay," PA ensures information intended for public release neither adversely affects national security nor threatens the safety, security, or privacy of Air Force personnel. In accordance with DOD and Air Force policies, information is not withheld from release merely to protect the Air Force from criticism or embarrassment. Refer to AFI 35-102, *Security and Policy Review Process*, for additional information.

1.6.4. Media Operations. Working proactively with the media increases trust and two-way communication, and is often one of the most rapid and credible means of delivering the commander's message. Remaining open, honest, and accessible to the maximum extent possible normally results in greater accuracy, context, and timeliness in communicating with internal and external audiences. PAs notify and coordinate with higher headquarter PA offices when local issues generate national or international media interest. Refer to AFI 35-104, *Media Operations*, for more information.

1.6.5. Community Engagement. Community engagement encompasses activities of interest to the general public, businesses, academia, veterans, service organizations, military-related associations, and other community entities. Working collaboratively with and through these various groups enhances mutual understanding, cooperation, and support necessary for effective Air Force operations and recruitment and retention opportunities. See AFI 35-105, *Community Relations*, for more information.

1.6.6. Environmental. PA supports environmental program objectives and requirements by facilitating public notification and involvement and communicating the Air Force's commitment to environmental excellence. Refer to AFI 35-108, *Environmental Public Affairs*, for additional information.

1.6.7. Visual Information (VI). Visual products, such as photo, video, and graphics, are catalysts for effective communication and document the Air Force's visual history, through the accessioning process, for future generations. Visual products communicate strategic, operational, and tactical mission requirements, goals, and objectives. See AFI 35-109, *Visual Information*, for more information.

1.6.8. Band Operations. Air Force bands provide a wide spectrum of musical support for events that enhance the morale, motivation, and esprit de corps of our Airmen, foster public trust and support, aid recruiting initiatives, and promote our national interests at home and abroad. See AFI 35-110, U.S. Air Force Band Program, for additional information.

1.6.9. Contingency Operations and Wartime Readiness. Information in the public domain impacts the operational environment (JP 3-61, *Public Affairs*). PA forces are foremost a deployable combat capability, fully trained and prepared to meet the needs of the joint warfighter inside and outside the wire. The mission of PA is to plan, coordinate, and synchronize U.S. military public information activities and resources in support of the commander's intent and concept of operations. PA enhances Airman morale and readiness to accomplish the mission; gains and maintains public trust and support for military operations; provides trusted counsel to leaders; communicates U.S. resolve in a manner that directly affects the operational environment through global influence and deterrence; and ensures visual documentation of joint and Air Force operations on the ground and in the air. See AFI 35-111, *Public Affairs Contingency Operations and Wartime Readiness*, for more information.

1.6.10. Command Information. PA provides effective and efficient communication tools to link Airmen with their leaders. Command information helps Airmen and their families understand their purpose, role, and value to the Air Force. A free flow of information to Airmen and their families creates awareness of and support for the mission, increases their effectiveness as Air Force ambassadors, reduces the spread of rumors and misinformation, and provides avenues for feedback. See AFI 35-113, *Internal Information*, for more information.

**1.7. Spokesperson Requirements.** Formulation and promulgation of Air Force policy is an official responsibility and may be performed only by military or civilian officials of the Air Force. In accordance with Department of Defense Directive (DODD) 5122.05, *Assistant Secretary of Defense for Public Affairs*, PA is the sole release authority to the media for official information and serves as the principal spokesperson on behalf of the commander.

1.7.1. Contract PA and non-government employees are not authorized to:

1.7.1.1. Act as official Air Force spokespersons, including being interviewed as subject matter experts; or

1.7.1.2. Serve as approval authorities for the release of information such as press releases, articles, imagery, or any content published to a publicly available website. Only a government employee can be the approval authority for public release of information.

**1.8.** Public Affairs Role in Commander's Communication Synchronization (CCS). CCS is a planning process that implements higher-level communication guidance by facilitating coordination and synchronization of themes, messages, images, actions, and operations.

1.8.1. PA enables operational planners to understand potential public perceptions of Air Force operations and actions, and synchronizes those operations with supporting words and images. Inconsistencies between what Airmen say and what they do damage the Air Force's credibility and negatively affect current and future missions.

1.8.2. PA helps to create, strengthen, or preserve conditions favorable to accomplishing desired objectives by providing the public timely, factual, and accurate information, while mitigating unofficial information, misinformation, and propaganda.

1.8.3. PA analyzes and assesses communication effects and progress toward mission accomplishment. This assists commanders with decision making and adjusting their communication strategy when necessary. See Joint Doctrine Note 2-13, *Commander's Communication Synchronization*, for more information.

**1.9. Coordination Within and Outside of the DOD.** PA planning may require intra- and interagency coordination to ensure communication efforts are synchronized and consistent within Air Force and DOD channels, as well as with other involved agencies, to include nongovernmental organizations (NGOs).

1.9.1. Air Force units assigned as component forces to a combatant command are under operational control of the combatant commander. These units may receive operational tasks and guidance from the combatant command PA office in coordination with the Office of the Assistant to the Secretary of Defense for Public Affairs (OSD/PA).

1.9.2. Overseas PA activities are carried out in coordination with the applicable combatant command PA office and the Department of State. Typically, DOD PA representatives work with the State Department PA office. Local DOD PA activities should support the strategic plans developed by the State Department and combatant commands.

1.9.3. OSD/PA can provide general guidance. When appropriate, PA ensures OSD/PA is aware of any U.S. government interagency coordination.

**1.10. Legal and Ethical Considerations.** PA activities must be conducted within the bounds established by law and government ethics. (**T-0**) For more information on legal considerations, such as Privacy Act, Freedom of Information Act, Section 508 compliance, VI life-cycle management, and environmental PA requirements, refer to the other PA 35-series AFIs. For more information on ethical considerations, such as gifts, conflicts of interest, fundraising, and use of federal government resources, refer to DOD Publication 5500.07-R, *Joint Ethics Regulation*.

**1.11. Public Affairs Awards.** The Secretary of the Air Force Office of Public Affairs (SAF/PA) oversees three major functional awards programs: the Air Force Public Affairs Awards for Communication Excellence; the Air Force Media Contest; and the Air Force Visual Information Production Awards. Submission guidelines, timelines, and categories are announced annually through PA channels.

1.11.1. Air Force Public Affairs Awards for Communication Excellence. This program fosters an environment of continual innovation, leading to more effective and efficient

benchmark communication programs. There are two main categories of awards: the Air Force Public Affairs Director's Excellence Awards, which recognize Air Force communication programs and efforts; and the Individual Awards for Communication Excellence, which recognize Air Force individuals for professional excellence as Air Force or joint organization communicators. Military and DOD civilian members recognized as first-place recipients (individually named or significant contributors/small team members) of an Air Force Public Affairs Award for Communication Excellence are authorized to wear the Air Force Recognition Ribbon (military), or the Air Force Recognition lapel pin (civilian), IAW AFI 36-2805, *Special Trophies and Awards*.

1.11.2. Air Force Media Contest. This program rewards excellence and professionalism in journalism, to include web and social media products, photography, graphic arts, radio and television broadcasting, video production, and music. Individuals and units receive awards for outstanding achievements in furthering Air Force and DOD communication objectives. First-place winners from select categories compete in the DOD Thomas Jefferson Awards. Military members recognized as first-place recipients in any of the following Air Force Media Contest categories are authorized to wear the Air Force Recognition Ribbon: Outstanding New Writer; Outstanding New Photographer; Outstanding New Broadcaster; Outstanding New Air Force Musician; Air Force Print Journalist of the Year; Air Force Photographer of the Year; Air Force Broadcast Journalist of the Year; and Air Force Musician of the Year. Air Force civilians named as first-place recipients of any of the aforementioned media contest categories and Air Force Graphic Artist of the Year are authorized to wear the Air Force Recognition fiber.

1.11.3. Air Force Visual Information Production Awards. This program recognizes outstanding video productions created by Air Force and installation-level support production activities. Video productions are entered into categories such as training, recruitment, internal/public information, and documentary. First-place winners compete in the DOD Visual Information Production Awards.

1.11.4. Other Awards. PA professionals and units are encouraged to compete for other professional communication awards and may contact sponsoring organizations for details. Some examples include:

1.11.4.1. DOD Visual Information Awards Program (VIAP). This program, unrelated to the Air Force Visual Information Production Awards described in Paragraph 1.11.3, is sponsored by OSD/PA and administered by the Commandant of the Defense Information School (DINFOS). It is designed to recognize, reward, and promote excellence among military communicators for their achievements in furthering the objectives of military photography, videography, and graphic arts as a command information and documentation media. Entries are submitted directly to the DINFOS VIAP website at https://viap.dinfos.dma.mil/.

1.11.4.2. Public Relations Society of America (PRSA) Silver Anvil Awards. The Silver Anvil Awards competition recognizes the best public relations programs of the year and the highest standards of performance in the profession. Membership in PRSA is not required, but entry does require a fee. Units do not have to win at the Air Force level to submit to the Silver Anvil Awards. Entries are submitted directly to the PRSA website at **www.PRSA.org**. Payment of award entry fees is permissible per Decision (B-172556,

29 December 1971) of the Comptroller General of the United States Decision when the commander determines the entry fee is a necessary expense to carry out the PA program such as by participating in comparative evaluation by a national organization from which no personal award or tangible benefit to government employees is obtained. PA offices should confirm local policies and propriety with their servicing legal and financial management offices.

1.11.4.3. Air Force Association (AFA) National Aerospace Awards. AFA's annual National Aerospace Awards include the Gill Robb Wilson Award for the most outstanding contribution to national defense in the field of arts and letters by an individual or organization. The award covers a wide range of activities including writing, speaking, media relations, sculpting, or painting by an Airman, Air Force civilian, unit, or group of individuals. Nominations are sent through the Major Command (MAJCOM), FOA, DRU, or MAJCOM equivalent to the Air Force Personnel Center. See AFI 36-2805 for information.

### Chapter 2

# **ROLES AND RESPONSIBILITIES**

**2.1. Commanders.** The PA program starts at the top and is the responsibility of the commander, who sets the tone for PA operations. In accordance with AFI 1-2, *Commander's Responsibilities*, commanders transmit goals, priorities, values, and expectations, while encouraging feedback, in order to develop understanding, intent, and trust within the unit. Commanders should employ a coordinated PA strategy to help build unit cohesion; increase mission effectiveness, morale, and retention; and enhance confidence, while reducing distractions, rumors, and uncertainty. Commanders and PA personnel are the primary spokespersons for their units. Commanders will:

2.1.1. Conduct a PA program, delegating duties to the chief of PA, if assigned. (T-0)

2.1.2. Ensure PA has direct, unimpeded access to the commander and staff members. (T-1)

2.1.3. Provide PA with sufficient resources to ensure mission accomplishment. (T-0)

2.1.4. Integrate PA into all phases of installation, operational, and exercise planning, execution, and assessment. (T-1)

2.1.5. Ensure PA personnel are not given collateral duties such as honor guard, protocol, historian, investigating officer, or special event project officer. Such duties interfere with PA responsibilities, which often require immediate response to fast-breaking events. (**T-3**)

2.1.6. Advise PA of anticipated or actual incidents or situations that could cause adverse or unfavorable media coverage or community reaction to the unit or Air Force. (T-1)

2.1.7. Ensure communication activities are synchronized and integrated across unit functions and connected to higher headquarters communication plans and activities. **(T-0)** 

2.1.8. Maximize opportunities for interaction between Airmen and their surrounding communities through active community engagement programs. (T-0)

2.1.9. Maximize media engagement opportunities to educate audiences about the Air Force mission and the role Airmen play in national security. (T-0)

2.1.10. Support a command information program that keeps Airmen, their family members, and civilian employees well informed and motivated. (T-0)

**2.2. Host Unit Commander (or Equivalent).** In addition to the responsibilities listed above, host unit commanders will:

2.2.1. Set clearly defined local guidance and management controls for PA activities, products, and processes on the installation. (T-3)

2.2.2. Ensure VI activities and requirements are met on the installation, IAW DODI 5040.02, *Visual Information*. (**T-0**)

2.2.3. Consolidate and collocate all VI activities and assets under the host unit PA office, except activities engaged in or supporting research, development, test, and evaluation (RDT&E) IAW DODI 5040.02. (T-0) Visual information facilities assigned to major command (MAJCOM) PA offices are exempt from consolidation and are considered

dedicated activities (Defense Visual Information Activity Number (DVIAN) Type Code B) providing sole support to the MAJCOM. **Note**: ANG/AFRC organizations residing on active-duty Air Force installations manage their own VI assets unless otherwise stipulated in host-tenant support agreements (HTSAs). See AFI 35-109 for more information on VI activities.

# 2.3. Higher Headquarters Responsibilities.

2.3.1. Director, Secretary of the Air Force Office of Public Affairs (SAF/PA). Advises the Secretary of the Air Force (SecAF), Chief of Staff of the Air Force (CSAF), and other Department of the Air Force leaders on all matters relating to Air Force communication strategies, programs, activities, and resources. As the Air Force functional authority for PA, establishes policy and guidance to organize, train, and equip PA capabilities to satisfy Air Force expeditionary and home station requirements, establishing and overseeing processes to assess and enhance the readiness and availability of PA Airmen. The Director is responsible for policy, resource advocacy, and oversight of Air Force PA programs and activities at all levels and issues Air Force PA guidance supporting national and international issues and events. The Director will:

2.3.1.1. Plan, supervise, organize, conduct, evaluate, and assess the impact of PA operations to communicate timely, truthful, accurate, and credible information about Air Force activities to internal and external military and civilian domestic and international audiences.

2.3.1.2. Develop and implement SecAF and CSAF long-range communication strategies and integrated communication plans.

2.3.1.3. Implement processes and procedures that synchronize, integrate, and assess the communication efforts of Air Force organizations and personnel to ensure that information from official sources is accurate and consistent with Air Force policy.

2.3.1.4. Deliver candid, timely, and trusted counsel and guidance to Air Force leaders on the communication implications of key decisions and projected effects on the ability of the Air Force to carry out its vision, mission, and priorities.

2.3.1.5. Provide direction, guidance, and oversight for PA operations across the Air Force.

2.3.1.6. Organize, train, and equip PA forces.

2.3.1.7. Work with journalists, academia, opinion leaders, business leaders, and state and local government officials to continually maintain and enhance public trust and support of the Air Force.

2.3.1.8. Evaluate communication efforts and assess the communication effects of Air Force activities.

2.3.1.9. Plan, budget, advocate, and defend PA program requirements to the Air Force Corporate Structure.

2.3.1.10. Develop and implement policy and training programs to grow the Air Force's future PA force.

2.3.1.11. Organize, train, and equip combat camera Airmen and units to provide highly responsive imagery acquisition, processing, and transmission capabilities in support of Air Force and DOD operational and planning requirements during wartime operations, worldwide crises, contingencies, and joint exercises.

2.3.1.12. Plan, program, authorize, and maintain resources and capabilities sufficient to create, acquire, and manage visual information productions to support Air Force and DOD requirements.

2.3.1.13. Manage and operate Air Force social media sites and develop social media outreach tools for Air Force senior leaders.

2.3.1.14. Manage the Air Force's corporate communication planning process via the Communication Integration Group (CIG) and supporting working bodies.

2.3.1.15. Supervise the SAF/PA staff. Refer to Headquarters Air Force Mission Directive (HAF MD) 1-28, *Director of Public Affairs*, for more information on SAF/PA responsibilities, authorities, and organization.

2.3.1.16. Supervise field offices.

2.3.1.16.1. New York City office. This focal point for regional, national, and international media outreach is the Air Force liaison office for corporate, community, and government officials in the region. Coordinates Air Force band performances in the area.

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

2.3.1.17. Supervise its field operating agency, the Air Force Public Affairs Agency (AFPAA).

2.3.2. Director, National Guard Bureau Office of Public Affairs (NGB-PA). Serves as the PA advisor to the Chief, National Guard Bureau (a member of the Joint Chiefs of Staff) and, as such, the official channel of communication among DOD, the Departments of the Army and Air Force, and the Army and Air National Guard of the 50 states, District of Columbia, Guam, Puerto Rico, and the Virgin Islands. Serves as the spokesperson for the National Guard organizations in cooperation with Air Force (SAF/PA), Army (OCPA) and DOD PA offices. Enhances public trust and support of the National Guard to conduct its state and federal missions.

2.3.3. Director, Air Force Reserve Command Office of Public Affairs (AFRC/PA). Serves as the principal communication advisor to Air Force Reserve senior leaders and staff, providing functional oversight of PA activities and personnel within their area of responsibility. In addition to responsibilities in Paragraph 2.3.4, the AFRC/PA Director will:

2.3.3.1. Serve as the Career Field Manager for all Air Force Reserve PA personnel.

2.3.3.2. Provide planning and analysis support to Air Force Reserve mobilizations, operations, and exercises.

2.3.3.3. Coordinate formal and informal training requirements for all Air Force Reserve PA personnel as appropriate.

2.3.4. Director, MAJCOM Office of Public Affairs. Serves as the principal communication advisor to MAJCOM senior leaders and staff, providing functional oversight of PA activities and personnel within their area of responsibility. The MAJCOM PA Director will:

2.3.4.1. Plan, coordinate, integrate, synchronize, execute, and assess PA programs and activities to achieve mission objectives.

2.3.4.2. Assist in preparing MAJCOM senior leaders for Congressional testimonies and engagements.

2.3.4.3. Develop, coordinate, and implement PA Guidance (PAG).

2.3.4.4. Provide planning, assistance, and analysis support to operations, exercises, contingencies, and crises.

2.3.4.5. Establish and oversee processes to assess, enhance, and monitor the availability of forces and equipment within their commands to satisfy Air Force expeditionary and home station requirements. Plan, execute, and assess theater engagements and communication strategies, as necessary, in support of Commander Air Force Forces (COMAFFOR) intent and concept of operations (CONOPS). See AFI 13-103, *AFFOR Staff Operations, Readiness and Structures*, for more information on AFFOR duties.

2.3.4.6. Manage the command's communication planning process.

2.3.4.7. Lead a cross-functional approach to identify and lead-turn emerging opportunities affecting command communication objectives.

2.3.4.8. Organize, train, and equip PA forces to achieve global influence and deterrence by executing PA operations for Air Force and combatant commanders and other DOD organizations.

2.3.4.9. Provide security and policy review of the headquarters' information and imagery proposed for public release.

2.3.4.10. Coordinate formal and informal training requirements for PA personnel.

2.3.4.11. Where they exist, oversee Air Force band operations, to include providing direction, oversight, guidance and, in some cases, administration for Airmen assigned.

2.3.4.12. Where they exist, provide and coordinate Defense Media Activity communication opportunities.

2.3.4.13. Where they exist, provide strategic direction and guidance to Air Force demonstration teams.

2.3.4.14. Manage assigned individual mobilization augmentees (IMAs). See AFI 36-2629, *Individual Reservist (IR) Management*, for more information on IMA management duties.

2.3.4.15. Plan, budget, advocate, and defend PA program requirements to the MAJCOM Corporate Structure.

2.3.5. Director, AFPAA. Leads Air Force level PA missions supporting Air Force senior leaders, SAF/PA, and the PA functional community. The Director will:

2.3.5.1. Exercise administrative, logistics, and operational control over active-duty combat camera squadrons and one operating location. (T-1)

2.3.5.2. Provide administrative and logistics control over four operating locations under the operational control of SAF/PA. (T-1)

2.3.5.3. Employ video production capability to support Air Force strategic themes and messages. (T-1)

2.3.5.4. Oversee Air Force public website operations and management. (T-1)

2.3.5.5. Oversee Air Force imagery acquisition for distribution/release and records management. (T-1)

2.3.5.6. Protect and manage Air Force symbols and marks through the Air Force trademark and licensing program. (T-1)

2.3.5.7. Develop PA Career Development Courses (CDCs) and execute supplemental PA training programs. (**T-1**)

2.3.5.8. Manage the Air Force Video Production program and the Defense VI Activity Number programs. (T-1)

2.3.5.9. Manage the PA production and equipment database program and the investment equipment budget. (T-1)

2.3.6. Chief, Air Force Installation and Mission Support Center Public Affairs Division (AFIMSC/PA). Serves as the principal communication advisor to AFIMSC senior leaders and staff, integrating PA functions for AFIMSC and its primary subordinate units. Provides support to the PA functional community. The Chief will:

2.3.6.1. Plan, coordinate, integrate, synchronize, execute, and assess PA programs and activities to achieve mission objectives. (T-1)

2.3.6.2. Oversee the centralized security and policy review and coordination of information originating at the installation level (active duty units only) that requires higher-level review. **(T-1)** 

2.3.6.3. Monitor and assess Air Force Common Output Level Standards performance and effectiveness and provide feedback to SAF/PAR and MAJCOM PA offices, as required. **(T-1)** 

2.3.6.4. Provide AF Inspection System program management in close coordination with MAJCOM PA offices. (**T-1**)

2.3.6.5. Provide expertise and reach-back support to PA offices for all issues concerning AFIMSC-centralized and primary subordinate unit-executed programs in these mission areas: base communications, civil engineering, financial management, installation ministry programs, logistics readiness, operational contracting, security forces, and services. **(T-1)** 

2.3.7. Director, FOA and DRU Offices of Public Affairs. Directors of Public Affairs at a DRU and/or FOA will conduct comprehensive, active PA programs to provide Airmen, the public, and media timely, accurate, and official DOD and Air Force information contributing to awareness and understanding of the organization's mission. (**T-0**)

2.3.8. Director, Component Numbered Air Force Office of Public Affairs (C-NAF/PA). Serves first as PA contingency planner supporting theater operations plans and is integrated within the C-NAF to support global influence and deterrence through proactive theater engagement. Ensures Combatant Commanders (CCDRs), Joint Task Force (JTF) commanders, and Joint Forces Air Component Commanders (JFACCs) have identified requirements for their supporting commands that include PA functions and activities. The Director and PA staff generally act as the JFACC's core PA support for initial C-NAF deployments, but are augmented for contingencies, as necessary; refer to AFI 35-111 for more information. Additionally, the C-NAF PA Director will:

2.3.8.1. Establish Combatant Command requirements for PA support.

2.3.8.2. Plan VI documentation of wartime, contingency, and humanitarian operations for the purpose of PA use and operational documentation.

2.3.8.3. Review and update, if necessary, PA annexes to component operational plans. Apply joint and Air Force mission task lists when establishing requirements.

2.3.8.4. Provide SAF/PA with relevant PA lessons learned from components.

# 2.4. Wing-level Responsibilities.

2.4.1. Chief of Public Affairs. Organizes, leads, and operates the wing's PA program in accordance with guidance and references. The PA chief reports directly to the wing commander IAW AFI 38-101, *Air Force Organization*, Paragraph 3.3.2, and must have direct access to commanders and staff members. (T-1) Direct access enables proper coordination of communication activities, timely release of information, and successful execution of the command strategy. The PA chief will:

2.4.1.1. Provide trusted counsel and communication advice and support to commanders and staff. (**T-0**) This includes educating wing leaders on the communication environment, developing and evaluating courses of action, aligning local and higher headquarters messages, and foreseeing the impact of proposed actions on internal and external publics.

2.4.1.2. Research, plan, execute, and assess the effectiveness of PA programs and activities, and align them with the commander's priorities and communication objectives. **(T-1)** 

2.4.1.3. Develop an employment/prioritization plan to prioritize office communication activities and workflow focusing on the commander's priorities, operational core tasks, urgency, mission impact, agencies supported, and resources available. (**T-1**) The plan should be signed by the commander within 90 days following a change in organizational leadership (i.e., change of command), as well as when factors such as manning or mission requirements drive a change in activity prioritization. See Attachment 3 for a sample employment/prioritization plan.

2.4.1.4. Prepare Airmen to be credible, informed, and articulate spokespersons for the Air Force and joint operations. (**T-0**) This includes providing information to Air Force members; preparing Airmen for engagements with the media and the community; and pre-briefing deploying service members on guidelines for interacting with the media, proper use of social media, and personal collection and use of imagery (photo and video).

2.4.1.5. Develop and manage mutually beneficial relationships between the Air Force and its publics. (**T-0**) This includes providing information about the Air Force to the public, establishing effective two-way communication, promoting positive relations with the media and community, and providing security and policy review of the installation's information and imagery proposed for public release.

2.4.1.6. Ensure PA office organization structure and duty titles adhere to Chapter 3, Organization and Duty Titles. (T-1)

2.4.1.7. Ensure civilian duty descriptions and performance plans are defined in Standard Core Personnel Documents (SCPDs). The use of SCPDs is required for all PA civilian positions unless waived by the PA career field team (PACFT) at the Air Force Personnel Center. (**T-1**) See Chapter 5, Manpower Management, for more information.

2.4.1.8. Ensure the office provides on-call coverage after hours for emerging issues, mishaps, and incidents requiring alert/documentation and/or other support; the qualified PA representative(s) must be available 24 hours a day through the command post. (**T-1**)

2.4.1.9. Oversee the overall readiness, training, and equipping of assigned Airmen for both in-garrison and deployed operations. (T-1)

2.4.1.9.1. Ensure officers, enlisted, and civilian PALACE Acquire PA Airmen use the approved system to record, track, and monitor Career Field Education and Training Plan (CFETP) progress. **(T-1)** 

2.4.1.10. Oversee the office's self-assessment program IAW AFI 90-201, *The Air Force Inspection System*. (**T-1**)

2.4.1.11. Provide legislative liaison support and/or coordination, as required, for visits, notifications, inquiries, and requests for information by members of Congress, their staffs, and other elected officials. **(T-3)** 

2.4.1.12. Manage collection, evaluation, and reporting of workload and production metrics IAW higher headquarters guidance. (**T-1**) Refer to AFI 35-109 for information on monthly production report requirements.

2.4.1.13. Communicate with other PA personnel and military organizations at any level for coordination or mutual assistance, as needed. (**T-2**) If direct communication is required, PA personnel should ensure all appropriate intermediate headquarters are briefed after the fact. Direct communication cannot interfere with the responsibility and authority of commanders.

2.4.1.14. Manage VI activities, resources, and equipment on the installation, except for those specifically exempted by Air Force instruction, IAW DODI 5040.02, Enclosure 4. **(T-0)** Refer to AFI 35-109 for information on additional requirements.

2.4.1.15. Manage and establish accountability for PA equipment and supplies, according to AFI 23-111, *Management of Government Property in Possession of the Air Force*. (**T-1**) This includes maintaining a list of highly pilferable equipment such as camera bodies, lenses, accessories, storage material (compact flash cards), lighting kits, flash units, tripods, etc.

## 2.5. Air Force Member and Employee Responsibilities.

2.5.1. All Air Force members and employees of the Air Force, Air National Guard, and Air Force Reserve have responsibility for the success of the Air Force PA program. As representatives of the AF in official and unofficial contact with the public, they contribute to public opinions of the service and should strive to demonstrate the highest standards of conduct and reflect the Air Force's core values of integrity first, service before self, and excellence in all we do.

2.5.1.1. Airmen are encouraged to use social media, interpersonal communication, community engagements, and other methods to share experiences with the public and tell the Air Force story while maintaining operational security. See AFI 1-1, *Air Force Standards*, for more information on social media considerations. Airmen must obtain necessary security and policy review before releasing official imagery, documents, information, or proposed statements outside the Air Force. (**T-0**) See AFI 35-102 for detailed information on the Air Force security and policy review program. Government employees must obtain PA coordination prior to engaging with the media in an official capacity or solely based on their government affiliation (i.e., the media wants an Airman's perspective). (**T-1**)

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

2.5.2.1. Use their Air Force association, official title, or position to promote, endorse, or benefit any profit-making group or agency, IAW DOD Publication 5500.07-R, Joint *Ethics Regulation*, and AFI 1-1. (**T-0**) This includes appearing in or preparing statements for inclusion in advertisements designed for use by electronic or print media. This does not prohibit Air Force members from assuming character or modeling roles in commercial advertisements during non-duty hours. Air Force members are prohibited from wearing uniforms or permitting Air Force titles or positions to be used in advertisement in any manner; nor may members permit the implication of Air Force endorsement of products or services, including fundraising for any charitable purpose (limited exceptions include the Combined Federal Campaign, the Air Force Assistance Fund, and other organizations composed primarily of DOD employees or their family members when fundraising among their own members for the benefit of welfare funds for their own members or family members). Nor may they use their title, position, or Air Force organization in a way that might suggest Air Force endorsement of private nonprofit and professional organizations.

2.5.2.2. Make any commitment to provide official Air Force information to any non-DOD member or agency, including news media, prior to obtaining approval through command PA channels. (**T-0**)

2.5.2.3. Cast discredit on the Air Force or DOD in violation of the Uniform Code of Military Justice, or improperly imply, and without proper authority, that the Air Force or DOD sponsors, sanctions or endorses a person, thing, or policy. (**T-0**)

#### Chapter 3

# ORGANIZATION AND DUTY TITLES

### 3.1. Organization.

3.1.1. Host Units. As an operating principle, unless specifically exempted by SAF/PA, installations will have a consolidated PA office that services all mission areas on the installation (i.e., one base, one PA office), including tenant units. (**T-1**) A single, consolidated PA office synchronizes communication efforts and maximizes PA resources. PA offices with host unit responsibility will provide support and guidance to tenant and subordinate organizations according to host-tenant support agreements. (**T-2**) See AFI 25-201, *Intra-Service, Intra-Agency, And Inter-Agency Support Agreements Procedures*, for more information on support agreements.

3.1.1.1. Reserve Component tenant PA offices will not consolidate into active-duty host wing PA offices. (**T-1**)

3.1.1.2. Installations in close proximity to one another may be supported by a consolidated PA office. These host-tenant or community partnership arrangements require special integration efforts to ensure proper PA support. Tenant units or community partner installations should coordinate with the host unit PA office to ensure adequate support and prevent duplication or conflict.

3.1.1.3. In instances where a second PA office exists on an installation (e.g., FOA, DRU, MAJCOM, C-NAF, etc.), the host unit PA is the lead for activities of overlapping or mutual interest, including those with local or regional media or community leaders.

3.1.1.4. Airmen assigned to the host wing PA office will not be permanently reassigned (i.e. permanent change of assignment (PCA)) to another organization on the installation without concurrence from the MAJCOM PA Director. **(T-1)** 

3.1.2. Organization Structure. Standardized structures with simple and straightforward designs facilitate communication integration and organization effectiveness.

3.1.2.1. Host wing PA offices. Host wing PA offices, except where forward deployed, will use the standard organization structure depicted in Figure 3.1. (T-1) AF-led joint installation and host wing PA offices that provide full-time support to large tenant units (group level or above) will use the standard organization structure depicted in Figure 3.2. (T-1) The host wing PA office shall be prohibited from using all other organization structures. (T-1)

3.1.2.1.1. Host wing PA offices at Guard bases and all wing PA offices at Reserve units will organize under the same organizational structure as active duty wing PA offices, IAW AFI 38-101. (**T-1**)

3.1.2.1.2. Although not considered host wings, installation PA offices at Andersen, Hanscom, and Los Angeles Air Force Bases will also use the standardized organization structure. **(T-1)** 

3.1.2.1.3. Distribution of manning among the sections is determined by mission needs. Rotational assignment of personnel among sections is encouraged and enhances training and development.

#### Figure 3.1. Wing PA Organization Chart.



Figure 3.2. Wing PA Organization Chart (Mission Partner Support version).



**3.2. Standardized Duty Titles.** Standardization of duty titles supports career progression, communication integration, and assimilation when moving from installation to installation. PA members at the wing level will use only the following duty titles. (T-1)

3.2.1. Chief, Public Affairs. An officer or civilian responsible for all PA operations, personnel, and resources supporting the host wing mission and/or installation. "Director" duty titles are not authorized for PA offices at wing level or below.

3.2.2. Public Affairs Officer (PAO). An officer not assigned to lead a section. All second lieutenants and cross flows use this title until fully qualified as 35P3s.

3.2.2.1. Officers may be awarded the 35P3 primary Air Force Specialty Code (AFSC) upon completion of the following:

3.2.2.1.1. All core tasks in the 35P Career Field Education and Training Plan (CFETP); and

3.2.2.1.2. The Defense Information School Public Affairs Qualification Course (Reserve Component officers may complete via distance learning); and

3.2.2.1.3. 18 months of on-the-job experience in a PA office.

3.2.2.2. Refer to the 35P CFETP (AF E-pubs) and Air Force Officer Classification Directory (myPers) for more information on PA officer qualifications.

3.2.3. Chief Enlisted Manager. A chief master sergeant responsible for managing PA programs. This title is authorized only at installations with an E-9 authorization.

3.2.4. Superintendent or Operations Chief. A SNCO (superintendent) or civilian (operations chief) responsible for managing PA programs. In offices where a SNCO is authorized and assigned, the SNCO serves as the superintendent. Offices will not have a superintendent and operations chief at the same time. **(T-1)** 

3.2.5. NCOIC, Public Affairs. An NCO responsible for managing PA programs. This temporary title is reserved for offices without a SNCO assigned to the superintendent position or a civilian assigned to the operations chief position. If a superintendent or operations chief is assigned, the NCOIC, Public Affairs title is not used.

3.2.6. Command Information Section Chief. An officer, SNCO, or civilian responsible for the command information program and supervising one or more military or civilian subordinates.

3.2.7. NCOIC, Command Information. An NCO subordinate to the command information section chief who performs assigned functions within the PA program. This title is also used when an NCO serves as the section chief (if there is no officer, SNCO, or civilian with the section chief title).

3.2.8. Community Engagement Section Chief. An officer, SNCO, or civilian responsible for the community engagement program and supervising one or more military or civilian subordinates.

3.2.9. NCOIC, Community Engagement. An NCO subordinate to the community engagement section chief who performs assigned functions within the PA program. This title is also used when an NCO serves as the section chief (if there is no officer, SNCO, or civilian with the section chief title).

3.2.10. Media Operations Section Chief. An officer, SNCO, or civilian responsible for the media operations program and supervising one or more military or civilian subordinates.

3.2.11. NCOIC, Media Operations. An NCO subordinate to the media operations section chief who performs assigned functions within the PA program. This title is also used when a

NCO serves as the section chief (if there is no officer, SNCO, or civilian with the section chief title).

3.2.12. Mission Partner Support Section Chief. An officer, SNCO, or civilian responsible for supporting one or more mission partners and supervising one or more military or civilian subordinates.

3.2.13. NCOIC, Mission Partner Support. An NCO subordinate to the mission partner support section chief who performs assigned functions within the PA program. This title is also used when an NCO serves as the section chief (if there is no officer, SNCO, or civilian with the section chief title).

3.2.14. Public Affairs Advisor. An officer, SNCO, or civilian responsible for supporting one or more mission partners without supervision duties.

3.2.15. Photojournalist Helper (for 1 skill level), Photojournalist Apprentice (for 3 skill level), Photojournalist Journeyman (for 5 skill level), or Photojournalist Craftsman (for 7 skill level). An Airman or NCO with expertise in photography and journalism, who plans, organizes, coordinates, and conducts documentation, command information, community engagement, and media operations activities.

3.2.16. Broadcast Journalist Helper (for 1 skill level), Broadcast Journalist Apprentice (for 3 skill level), Broadcast Journalist Journeyman (for 5 skill level), or Broadcast Journalist Craftsman (for 7 skill level). An Airman or NCO with expertise in broadcasting and video production, who plans, organizes, coordinates, and conducts documentation, command information, community engagement, and media operations activities.

3.2.17. Duty titles for GS-1001 civilians are determined locally. Use of the 1001 occupational classification code (OCC) is discouraged as the Office of Personnel Management has not designated a specific title for GS-1001s since it is a miscellaneous occupational classification with no defined developmental path.

3.2.18. Illustrator (GS-1020). A civilian with artistic knowledge and ability to create original art and illustrations by hand and with computer graphics systems.

3.2.19. Public Affairs Specialist (GS-1035). A civilian with skills in written and oral communication, interpersonal relations, and analytics, responsible for carrying out a wide range of communication assignments to protect and project the image of the U.S. Air Force.

3.2.20. Photographer (GS-1060). A civilian knowledgeable of still and video camera equipment, computer software, accessories, lighting, and composition, responsible for capturing accurate and comprehensive imagery of events and individuals for documentation and information use.

3.2.21. Audiovisual Production Specialist (GS-1071). A civilian skilled in audiovisual technology, production, direction and editing, responsible for providing a full range of technical and administrative expertise to audiovisual products and productions and broadcasts.

3.2.22. Visual Information Specialist (GS-1084). A civilian skilled in visual design, responsible for planning, organizing, and developing visual material on a variety of projects for print, exhibits, and briefings. These capabilities relate to product content, not the technical support for presentation services such as video teleconferences.

3.2.23. Duty titles for host nation/local national employees at overseas bases are determined locally in accordance with local or host nation agreements.

### 3.3. Standardized Duty Descriptions.

3.3.1. Civilian duty descriptions and performance plans are defined in Standard Core Personnel Documents (SCPDs) IAW AFI 36-1401, *Position Classification*. Also see Chapter 5, Manpower Management, for more information.

3.3.2. The following descriptions are not comprehensive, but are intended to give an understanding of wing-level activities and responsibilities assigned to the individual serving in the position. Refer to the officer and enlisted classification directories located on the myPers website for a full description of each AFSC.

3.3.2.1. Chief, Public Affairs. Serves as the principal PA advisor to the commander and senior staff on all matters relating to communication, including policy formulation and the potential public reaction to proposed policies, activities, and operations. Develops communication strategies to support wing and HHQ priorities. Plans, organizes, directs, and assesses the execution of a comprehensive PA program integrating all PA activities and PA resource management elements in support of commanders' priorities, unit mission, and organizational objectives. Plans, directs, organizes, develops, and exercises control over assigned personnel. Supervises the execution of the office's self-assessment program. Advocates for funds, manpower, training, and equipment to effectively execute PA operations to support the mission. Ensures activities and operations comply with directives and legal requirements and meet customer needs.

3.3.2.2. Superintendent (SNCO). Assists the PA chief in managing PA programs and provides oversight of functions within PA. Advises commanders and their staffs on the communication implications of plans, policies, and programs. Provides PA inputs to operational plans. Inspects and evaluates PA activities and programs. Oversees procedures used in collecting, evaluating, and disseminating news and information. Monitors and ensures compliance with applicable DOD, Air Force, MAJCOM, and local policy. Ensures compliance with law, established policies, directives, and practices. Serves as the quality assurance representative for PA contracts. Manages security and policy review and ensures proper coordination and clearance procedures. Identifies personnel developmental needs and provides or arranges for training (formal and/or onthe-job) to maintain and improve job performance and readiness. Ensures personnel adhere to standards. Maintains emergency response and deployment kits. Manages funds, manpower, training, and equipment to effectively execute PA operations to Writes, coordinates, and maintains PA plans, annexes, and support the mission. operating instructions. Manages host-tenant support agreements.

3.3.2.3. Operations Chief (civilian). Duty description is identical to superintendent described in Paragraph 3.3.2.2.

3.3.2.4. NCOIC, Public Affairs. Duty description is identical to superintendent described in Paragraph 3.3.2.2.

3.3.2.5. Command Information Section Chief. Plans and executes the commander's command information activities serving the installation, including host and tenant units, Air Force retirees, and families. Advises the PA chief and wing leadership of command

issues affecting members of the base community. Researches, drafts, coordinates, produces, and reviews PA products such as talking points, fact sheets, news and feature articles, web-based content, briefings, speeches and scripts, newsletters, photographs, videos, and other materials to link Airmen and their leaders. Advises about content, propriety, timing, and relative importance of information for internal release through available means. Plans for and manages visual documentation requirements and directs the centralized collection, management, accession, and distribution of imagery for planning, operational, documentation, PA, and historical use. Manages studio operations. Performs other duties as required.

3.3.2.6. Community Engagement Section Chief. Plans and executes the commander's community engagement activities and events. Advises the PA chief and wing leaders on community issues. Manages environmental PA issues and events and ensures legal compliance. Develops effective working relationships with community leaders and fosters coordination, cooperation, and mutual appreciation between the Air Force, communities, state and federal agencies, and DOD/interagency components. Collects and analyzes public feedback about the installation and its activities and develops recommendations for program changes. Evaluates requests for Air Force support to public events and coordinates appropriate participation to achieve the commander's communication objectives. Responds to public requests for information and materials to promote public knowledge and understanding of Air Force missions, organizations, and capabilities. Performs other duties as required.

3.3.2.7. Media Operations Section Chief. Plans and executes the commander's media operations activities and engagements. Advises the PA chief and wing leaders on news media issues. Establishes and maintains effective and cooperative working relationships with news media representatives, facilitates access, responds to queries, prepares Air Force subject matter experts and installation leadership for interviews, and evaluates coverage. Serves as installation spokesperson, as needed. Advises about content, propriety, timing, and relative importance of information for public release through available means. Researches, drafts, coordinates, and reviews plans and talking points. Develops written materials conveying complex information for dissemination through the media. Performs other duties as required.

3.3.2.8. Mission Partner Support Section Chief. Serves as the principal PA advisor to tenant unit commanders and senior staff on matters relating to communication, including policy formulation and the potential public reaction to proposed policy, activities, and operations. Plans, organizes, directs, and evaluates the execution of PA activities in support of the tenant unit's mission, command priorities, and organizational objectives. Ensures activities and operations comply with directives, legal requirements, Osupport agreements, and meet customer needs. Coordinates plans and activities with the host wing PA. Requests support from the host wing PA and tenant unit's higher headquarters PA office, as needed. Performs other duties as required and is responsible for supervising one or more military or civilian subordinates.

3.3.2.9. Public Affairs Advisor. Duty description is nearly identical to the mission partner support section chief described in Paragraph 3.3.2.8.; the distinction is that a 'Public Affairs Advisor' does not have responsibilities to supervise one or more military or civilian subordinates.

**3.4. Standardized Terminology.** All PA offices will use consistent terminology when advertising or describing PA capabilities. (T-1)

3.4.1. Activities. PA offices will use only "Public Affairs" on unit websites, business cards, memoranda, etc., when referring to services and activities provided or performed by the PA office. **(T-1)** For example, signs, flyers, etc., cannot refer to offices as the "strategic communication office," "base photo lab" or "base multimedia center." PA office signs will read "Public Affairs Studio" or similar. **(T-1)** 

3.4.2. Office Symbol Code (OSC). An OSC identifies the internal organization structure and functional responsibilities of a unit. The only approved office symbol for PA offices below MAJCOM level is the two-letter PA. With the exception of the Air Force Academy and Air Force Public Affairs Agency, only MAJCOM-level and higher PA offices are authorized to add a third letter, such as PAO, PAR, PAX, or PAY, to denote a specific sub-section. See Chapter 5, Manpower Management, for more information.

#### Chapter 4

# **RESOURCE MANAGEMENT**

**4.1.** Overview. Title 10, Subtitle D, of the *United States Code* prescribes the roles and missions of the Air Force as well as its organizing, training, and equipping responsibilities. The responsibility includes the organizing, training, and equipping of the service. The President of the United States, Congress, Office of Management and Budget (OMB), Treasury Department, and DOD must take certain actions before the Air Force can legally obligate and expend appropriated funds.

4.1.1. Planning, Programming, Budgeting, and Execution (PPBE). The PPBE is DOD's annual strategic planning, program development, resource determination, and budgeting process used to define the plans and programs that satisfy the demands of the National Security Strategy within resource constraints.

4.1.1.1. Planning. Air Force planners identify long-range requirements and assess them against the current force and resourcing. This ensures requirements are aligned with DOD strategic guidance. Planners predict what capabilities the Air Force needs from the next budget year to decades into the future.

4.1.1.2. Programming. The Air Force Corporate Structure balances service needs with projected resources. Requirements, including forces, manpower, and funding for the next five years, are refined and prioritized. The final approved plan is delivered to OSD as the Air Force Program Objective Memorandum (POM).

4.1.1.3. Budgeting. The Air Force submits a separate detailed budget estimate to DOD concurrently with the POM. The OMB consolidates DOD's budget with those of other federal agencies and delivers them to Congress as part of the President's Budget request for the next fiscal year (FY). Congress appropriates funding and may modify the budget based on information obtained from hearings and additional details.

4.1.1.4. Execution. At the beginning of each FY, if the budget has been passed, the funding is released to the MAJCOMs, and Air Force units are then responsible for using the funding as approved by Congress.

4.1.2. At any given time, multiple budgets are in the planning or execution phases. These include funds still being executed from previous FY obligations; the current FY (execution year); the upcoming FY (budget year); and FY several years into the future (Future Years Defense Program).

4.1.3. AFI 65-601, *Budget Guidance and Procedures*, contains information on types, purposes, time limitations, and amount limitations of appropriations.

**4.2. Purpose.** PA requires funding, manpower, training, supplies, and equipment to effectively support the Air Force mission. Resource management is the process of determining requirements and obtaining and allocating resources to meet the direct mission and support duties.

**4.3. Budget.** PA at all levels must play an active role in managing and advocating with the unit resource advisor (RA), if applicable, for funding of PA activities in execution and budgeting

planning years. (**T-1**) Responsibilities include monitoring execution year expenditures, planning for known requirements in the next FY, and projecting requirements for the future years (see Attachment 4 for sample execution plan development cycle and Attachment 5 for a sample budget). Working closely with the unit resource advisor throughout the year ensures PA understands the resource request and allocation process, and helps the resource advisor understand PA's resource requirements.

4.3.1. Planning. Planning the next FY's budget includes reviewing past expenditures (equipment, training, travel, subscriptions, supplies, etc.) and forecasting future expenses. Research expected changes in PA programs, identify cost of those changes, annotate them, and justify projections. Include any new activities and annual cost increases. Plan for both peacetime and wartime requirements, with wartime requirements the highest priority. The local logistics plans office can identify forward-area wartime taskings and associated equipment requirements that are to be included. Wing PA execution plans are typically forwarded to the unit RA or comptroller for consolidation and approval at the wing prior to being submitted to the MAJCOM. MAJCOM PA offices may ask wing PA offices to forecast equipment needs, which MAJCOMs may be able to help purchase.

4.3.2. Execution. Funding allocation is compared against the execution plan to identify any unfunded requirements. Any identified shortfalls should be submitted to the unit RA during initial funds distribution (October-December) and budget reviews. By July 30, offices should have spent at least 80 percent of the budget. By law, no more than 20 percent of the budget may be spent in the final two months of the FY. PA resource managers must provide input to the wing comptroller for periodic budget reviews and any calls for end-of-year requirements. (T-1) End-of-year requirement calls inform the wing commander's priority execution list, if funding becomes available, and are an excellent opportunity for PA offices to refresh supplies and equipment.

4.3.3. Operations and Maintenance (O&M) Funds. The majority of PA activities are O&M funded and the PA resource manager should work with the unit RA to become familiar with PA-specific program elements, responsibility center/cost center codes, and budget program activity codes (BPAC).

4.3.4. Environmental Funds. Resourcing related to environmental management is distributed through the civil engineer and supports strategic and tactical planning of environmental issues and community involvement. PA should be part of the ongoing environmental planning process and responsible for community involvement in coordination with the civil engineer.

4.3.5. Budget Training. The PA chief will have the responsibility to manage and control the resources allocated to the PA office by the unit commander. (**T-1**) Required skills include effectively identifying and justifying requirements, obtaining timely obligation records from the unit RA, analyzing expenditures, and projecting excess or shortages. The wing comptroller can provide resource management training.

## Chapter 5

# MANPOWER MANAGEMENT

**5.1.** Overview. Manpower and personnel are related, but the terms are not interchangeable. Joint Publication 1-02 defines manpower requirements as the human resources needed to accomplish a specified job, workload, mission, or program, and personnel are the people who fill those positions. Manpower influences the amount and type of people assigned to an office to accomplish its mission; therefore, understanding and monitoring manpower is a primary management responsibility and should be done IAW AFI 38-201, *Management of Manpower Requirements and Authorizations*.

**5.2. Positions.** An office's positions are largely determined by independent processes. Periodically, manpower offices conduct studies to determine the number and grade of people required to perform the mission. The study results are published in a manpower standard. Separately, Congress determines annually the maximum number of officer and enlisted authorizations for each military service. Requirements and authorizations do not always match, resulting in some requirements that remain unfunded. Funded positions are called authorizations and are the positions that Air Force Personnel Center assignment teams attempt to fill. For civilian positions, the budget and civilian work years determine which authorizations are funded and filled, and a position's core document determines its occupational series and grade.

**5.3. Military Grades.** Air Force headquarters allocates grades via a programming model to determine a fair share grades distribution. Career field managers review their respective career field's "required grade" positions prior to grades allocation and throughout the grades allocation process. MAJCOMs distribute grades to their units, and the units, in turn, distribute them accordingly to their offices. A shortage of available grades sometimes occurs, so the required grade is not always the authorized grade. Assignment teams attempt to fill positions at the authorized grade, not the required grade.

**5.4. Unit Manpower Document (UMD).** The UMD, a computer-generated report from the Manpower Programming and Execution System (MPES), lists the unit's positions, as well as the characteristics associated with each position such as grade and AFSC. Installation manpower points of contact provide UMDs to units periodically and can adjust the information in and format of the reports, as well as arrange automated delivery to suit a PA office's needs. UMD key terms include:

5.4.1. Air Force Specialty Code (AFSC). Represents a specific military occupational specialty, skill, or qualification. Civilian positions list the occupational series and the corresponding military AFSC on the UMD. Refer to the *Air Force Enlisted Classification Directory* and *Air Force Officer Classification Directory* available through myPers for further information to include specialty summaries, duties and responsibilities, and specialty qualifications. See Table 5.1 for a list of Public Affairs and Band AFSCs.

AFSC	Utilization/Career Field	
35BX	Band Officer	
35PX	Public Affairs Officer	

Table 5.1. Public Affairs and Band AFSCs.

3N000	Public Affairs Chief Enlisted Manager		
3N090	Public Affairs Superintendent		
3N0X2	Broadcast Journalist		
3N0X5	Photojournalist		
3N100	IN100 Regional Band Chief Enlisted Manager		
3N1X1	Regional Band		
3N200	Premier Band Chief Enlisted Manager		
3N2X1	Premier Band		

5.4.2. Authorized Grade (GRD). The grade personnel systems use to assign personnel. The GRD may be different from the required grade described in Paragraph 5.4.8. Civilian grades are determined by the grade classification assigned to a position's core personnel document, and it is this grade that is reflected on the UMD. If the position description changes and is classified at a different grade, the grade on the UMD changes accordingly. If a civilian grade has not yet been determined, it appears as to be determined (TBD).

5.4.3. Effective and Through Dates. These indicate when a change takes effect. The standard through date is 31 Dec 4712. Positions with pending changes are listed twice—once denoting the position's current elements and once denoting elements after the change takes effect.

5.4.4. Functional Account Codes (FAC). This six-digit alphanumeric code identifies each function and facilitates the analysis and accounting of manpower requirements. It identifies the functions or activities performed by the position. Only PA manpower or PA offices will be associated with PA FACs. (**T-1**) Contact the installation manpower office or MAJCOM PA for current PA FACs and guidance on their use.

5.4.5. Personnel Accounting Symbol (PAS). A unique eight-digit alphanumeric code that identifies a specific unit, owning command and servicing military personnel office.

5.4.6. Position Number (POS). The ten-digit number (also called the Manpower Position Control Number (MPCN) in personnel data systems) that identifies a particular position. A two-digit MAJCOM code is included at the end of each position number; therefore, all position numbers from the same unit ends with the same alphanumeric code.

5.4.7. Program Element Code (PEC). Represents the budget source for the position. The PECs for most PA positions are either 91214 or aligned under a command support program element (XX534F); however, other PECs may be used. Contact the MAJCOM PA office if there are any questions.

5.4.8. Required Grade (RGR). The grade for a particular position as earned by a manpower standard. Differences between the required grade and the authorized grade may be due to funding constraints, career progression grades, or grade ceiling limitations.

5.4.9. Security Access Requirement (SAR). Identifies the security clearance level required for the position. Refer to AFI 31-501, *Personnel Security Program Management*, for a complete list of SAR codes.

**5.5. Office Symbol Code (OSC).** This code indicates command structure of the unit. The fewer characters there are in an OSC, the higher the echelon placement in the unit (e.g., SAF/PAR is subordinate to SAF/PA). Table 5.2 provides a list of approved PA OSCs. The only

approved office symbol for PA offices below MAJCOM level is the two-letter PA. With the exception of the Air Force Academy and Air Force Public Affairs Agency, only MAJCOM-level and higher PA offices are authorized to add a third letter, such as PAO, PAR, PAX, or PAY, to denote a specific sub-section. BA is the traditional OSC for Air Force Bands (e.g., band units) while PAB is used to denote a Bands division on a headquarters staff (e.g., SAF/PAB is the Bands division subordinate to SAF/PA). MAJCOM-level and higher PA offices may use command-unique OSCs IAW AFI 38-101.

OSC	OSC Title	Notes
PA	Public Affairs	Available at all echelons
PAB	Bands	
PAI	Command Information	Restricted to MAJCOM-level and
PAO	Media Operations	above, with the exception of the Air
PAR	Requirements and Development	Force Academy and Air Force
PAX	Strategy and Assessments	Public Affairs Agency
PAY	Engagement	

Table 5.2. Public Affairs OSCs.

**5.6.** Authorization Change Request (ACR). An Authorization Change Request (ACR) is a tool used to propose adjustments to a UMD. It is used to request an addition, change, realignment, or deletion of an authorization on the UMD. PA offices requesting changes to manpower authorizations, such as AFSC, civilian occupational series, or grade or skill level adjustments, must coordinate with the local manpower and higher headquarters PA offices. (T-2) Format of an ACR varies by base. The installation manpower point(s) of contact can provide examples.

5.6.1. Wing PA will coordinate manpower changes with the installation manpower point(s) of contact and MAJCOM PA. (**T-2**)

5.6.2. MAJCOM/FOA/DRU PA will coordinate manpower changes with the MAJCOM A1 and SAF/PAR. (**T-2**)

**5.7. Types of Manpower.** The Air Force uses three types of manpower to perform required work: military (i.e., active duty, Air Force Reserve, and National Guard); civilian; and contractors.

5.7.1. Military Manpower. In accordance with DOD guidance, the services assign military personnel only to positions that:

5.7.1.1. Directly contribute to the prosecution of war (combat, combat support, or combat service support).

5.7.1.2. Are military by law.

5.7.1.3. Are military by custom or tradition.

5.7.1.4. Are needed for overseas rotation, operational deployment augmentation, and/or career field sustainment.

5.7.2. Civilian Manpower. Civilian employees are hired to perform work in an occupational series at a specific level of expertise and responsibility. Civilian personnel is responsible for

the accurate classification of positions, including the establishment of title, series, and grade. PA should contact the PA career field team (PACFT) at the Air Force Personnel Center (AFPC) for information and guidance regarding hiring actions, developmental opportunities, and other civilian personnel actions.

5.7.2.1. Standard Core Personnel Document (SCPD). SCPDs are a combination of what were once known as position descriptions and performance management plans. The use of SCPDs is mandatory for civilian positions unless a waiver is obtained from the PACFT chief.

5.7.2.1.1. To request a waiver, managers must submit a request through their chain of command to the PACFT for approval. (**T-1**) The waiver request includes: career field, SCPD number, classification/title, servicing classifier, and justification for not using an SCPD.

5.7.2.1.2. Most PA SCPDs do not include specific duty titles, giving PA greater flexibility to realign qualified civilians while maintaining the same SCPD. The SCPD Library is located on the myPers website (<u>https://gum-crm.csd.disa.mil/app/answers/detail/a\_id/21187</u>).

5.7.2.2. Core Personnel Document (CPD). If an SCPD waiver has been granted, a CPD is used. CPDs are identical to SCPDs except they are used for one position only. Therefore, managers have less flexibility on project assignments, and periodic career field requirements and updates are not automatic.

5.7.2.3. Connection to AFSC. Assigned duties generally conform to a corresponding AFSC on manpower documents. Civilian occupational series and AFSCs are assigned based on position duties and responsibilities. PA offices should avoid using OCC series from other career fields, such as the 0300 group (general administrative, clerical, and office services), if the position has a PA AFSC and performs PA duties. If a position is earned through a PA manpower standard, the position must use one of the PA OCC series listed in Table 5.3. (**T-1**)

OCC Series	Description	AFSC	Note
1001	General Arts and Information	Various	A general OCC series, sometimes used when combining functions from other PA OCC. Use of this occupational series is discouraged and should only be used as a last resort as there is no classification standard for 1001s.
1020	Illustrator	3N090	For GS-09 and below
		35PX	For GS-11 and above
1035	Public Affairs	35PX	For all grades
1060	Photographer	3N090	For GS-09 and below
		35PX	For GS-11 and above
1071	Audiovisual Production	3N090	For GS-09 and below
		35PX	For GS-11 and above

 Table 5.3. Civilian OCC Series Relation to PA AFSCs.

1084	Visual Information	3N090	For GS-09 and below
		35PX	For GS-11 and above

(Note: Contact NGB/PA for questions about OCC series details under the federal technician program.)

5.7.2.4. Centrally Managed Positions. The Air Force deliberately develops employees for positions of increased responsibility through central management, IAW AFMAN 36-606, *Civilian Career Field Management and Development*. Generally, centrally managed positions are eligible to receive centrally funded moves (i.e., permanent change of station) and other developmental opportunities to include short-term management and leadership training, Civilian Developmental Education (CDE), and tuition assistance, when available. In addition to the civilian positions described in the Public Affairs chapter of AFMAN 36-606, the Air Force, through the PACFT at AFPC, centrally manages:

5.7.2.4.1. Career Broadening (CB) positions. The CB program provides structured developmental opportunities that broaden and enhance the leadership skills of high-potential employees. CB assignments require geographic mobility agreements and typically range from 24 to 30 months.

5.7.2.4.2. PALACE Acquire (PAQ) training positions. The PA PAQ program is a vital element civilian workforce renewal. PAQ trainees are hired at the GS-07 level. If the employee meets training requirements, he/she is promoted to the GS-09 level after one year, where he/she stays until outplacement (generally after no more than two years as a GS-09) to a permanent GS-11 level position.

5.7.3. Contracted Services. At some locations, the office manpower mix includes contracted services which are referred to as contract full time equivalents (CFTEs). These earned manpower authorizations have been outsourced to accomplish specified workload associated with a manpower standard. CFTE positions, tracked through the Enterprise-wide Contracting Manpower Reporting Application, are expressions of in-house manpower requirements at the same level of service specified in the contract.

### Chapter 6

## COMMUNICATION PLANNING

**6.1. Purpose.** Communication planning is important to the creation of strategic, operational, and tactical effects in PA operations. This chapter explains how PA uses the complete communication planning process, including the four phases of research, plan, execute, and assess.

6.1.1. Air Force communication planning is designed to maintain the narrowest possible gap between what the Air Force says and what it does. This ensures policies and programs are designed well and are effectively implemented and executed. PA must take the initiative to plan and execute for communication effects. (T-1)

6.1.2. Level of effort. This involves ensuring the right level of effort is applied to achieve the desired end state. Some issues can be effectively planned using a schedule of events, a single-event plan, PAG, or talking points with questions and answers. Other issues may require more in-depth communication planning. The format of a communication document is not as important as its content.

6.1.3. Relationships. PA must build and maintain relationships with decision-makers to be involved in issues from the beginning stages as opinions are formed, decisions are made, and details are developed. (T-1) PA gains support from the chain of command and ensures information is updated and integrated with involved organizations by keeping all stakeholders involved in the communication planning process. Solid relationships, cooperation, and integration help ensure successful execution of communication plans.

6.1.4. Team effort. Communication planning is most successful when it is a team effort that actively seeks input and feedback from functional areas with a stake in the organization's communication.

**6.2. Types of Communication Plans.** Communication plans may be developed for a wide range of issues where integration and synchronization of communication activities is required.

6.2.1. Deliberate communication plans are typically developed to support long-term, enterprise level, enduring efforts that cross functions and involve multiple stakeholders and communicators over a significant time period. Examples include plans for the nuclear enterprise, diversity, and major acquisitions.

6.2.2. Campaign communication plans support discrete objectives (typically in support of, or aligned with, broader priorities) and are often associated with well-defined, limited duration periods or specific activities or events. Examples include plans for the Air Force birthday, an air show or open house, or change/addition to a wing's mission.

6.2.3. Contingency communication plans address fairly narrow or specific issues and may be developed in advance of, or in conjunction with, crisis events or emerging opportunities. Examples include aircraft mishaps, nuclear-related incidents, on-base disturbances, and high-profile courts-martial.

6.2.4. While the basic format and design process for all communication plans is similar, the level of detail and background analysis may vary across planning efforts and should be tailored to fit the organization and circumstances.

**6.3. Research.** The first phase of effective communication is research. The goal of this phase is a comprehensive list of variables and findings that informs and impacts communication efforts. A strategic and analytic mindset is essential in this phase.

6.3.1. Intent. The first step of research is to identify the strategic intent of the supported program or initiative and the intended effect of the communication effort. PA communicates to achieve a desired effect and seeks to identify potential intended and unintended consequences. In some cases, the overall goal or desired effect is to create awareness that can be translated into support for the Air Force. In other situations, the desired effect is to encourage a specific action. Based on commander priorities and guidance, PA develops a statement of intent to describe what goal or end state a communication activity seeks to achieve.

6.3.2. There are two types of research: primary and secondary.

6.3.2.1. Primary research involves gathering new information firsthand for a specifically identified purpose. There are two broad categories of primary research: quantitative and qualitative.

6.3.2.1.1. Quantitative measures, such as scientific surveys, produce data that are usually applicable to some larger population. Quantitative research relies on numerical assessment of hard data and requires specialized skills to perform and analyze correctly. The Air Force Survey Office is the point of contact for all attitude and opinion surveys, polls, questionnaires, and telephone interviews to Air Force members, according to AFI 38-501, *Air Force Survey Program*. A list of surveys currently approved by the Air Force Survey Office is on the AF Portal. Review AFI 38-501 and coordinate with the Air Force Survey Office (<u>af.surveys@us.af.mil</u>) before conducting surveys. SAF/PA also sponsors periodic Air Force surveys, which may be helpful in communication planning. SAF/PA survey and communication products are posted on the AF Portal. Search for "Telling the Air Force Story" under "News & Announcements."

6.3.2.1.2. Qualitative measures, such as personal interviews, focus groups, and field observations, yield less statistical data but can provide a deeper understanding of a topic. Information gathered from qualitative research can help explain what stakeholders think. PA can conduct qualitative research by talking with commanders, first sergeants, equal opportunity officials, the inspector general, and other Airmen. Qualitative research of community members can be conducted using a content analysis of media coverage and discussions with a diverse group of key civic leaders. Qualitative measures also can be applied to the survey development process to improve the quantitative measures described above.

6.3.2.2. Secondary research uses outside information previously as sembled by other organizations such as government agencies, industry and trade associations, educational institutions, and media sources. Typically it is cheaper and faster to use secondary research. For example, the local chamber of commerce may already have completed
demographic, economic, or attitude surveys that may be helpful in communication planning. Online databases also maintain a large amount of research information.

6.3.3. When developing a general communication plan, the research phase should focus on the commander's intent and unit mission accomplishment, then on key publics and/or stakeholders, key themes and messages, spokespersons, and desired effects.

6.3.4. Next, determine communication challenges, scoping the communication environment. This is called environmental scanning. Identifying hot issues, alternative viewpoints, and positive communication opportunities helps define the plan's focus over a period of time. Consider the strengths, weaknesses, opportunities, and threats that ensure or inhibit the success of the effort. Environmental scanning is an on-going process, requiring some effort every day to stay up to date.

6.3.5. A measure of success for a communication plan is whether the key publics and/or stakeholders' knowledge, attitudes, or behaviors have changed over time. Therefore, during the research phase, it is important to learn what potential stakeholders currently know, what they believe, and how they behave. Types of audiences are described in more detail in Paragraph 6.4.

6.3.6. An important role of PA is to provide the commander periodic assessments of what people are thinking about the organization and the Air Force. This is PA's responsibility as the commander's trusted counsel.

**6.4. Plan.** In the planning phase, the goal is to identify a way ahead to provide information, knowledge, and awareness to stakeholders and key publics to close the gap between their current and desired knowledge level, attitude, and behavior with relation to a given subject. At the end of this phase, the communication plan includes an engagement strategy that bridges the gap from a strategic focus to a tactical product. Planning is not new to PA. PA professionals study planning and comprehend its importance to successful activities, but often fail to commit the plan in writing. The following steps contribute to effective planning.

6.4.1. Determine the purpose and goals of the communication plan. Goals are general, summative statements that spell out the overall outcomes based on a command initiative. Goals establish what will be accomplished if the objectives are achieved. The communication plan purpose or intent describes why the communication plan is being developed and, broadly, the goals the communication activities are designed to achieve.

6.4.2. Define specific audiences, publics, and/or stakeholders. A list of specific key audiences, publics, and stakeholders evolves by answering the questions, "Who needs to be informed?", "Who has the power to influence this issue?", and "Who is a process owner?" Definitions for audience, public, and stakeholder from Joint Doctrine Note 2-13 are provided for clarity:

6.4.2.1. Audience. A broad, roughly-defined group that gives a general concept of a population. An audience is not a group on which to formulate a communication approach. Defining audiences is simply the beginning of the planning process for determining stakeholders and recognizing publics. Examples include internal and external audiences, American domestic audience, international audience, and adversaries.

6.4.2.2. Public. A clearly defined group of people that the Air Force has an interest in listening to and communicating with. Publics can be segmented from the population a variety of ways, to include geography, demographics, psychographics, position, membership, role in decision making, etc. The more defined the public, the better PA can tailor the communication strategy and products. Examples include first sergeants, squadron commanders, Air Force spouses, base residents, local retirees, civilian employees, local media, and local business owners.

6.4.2.3. Stakeholder. Individuals or groups that are directly impacted by, and have an interest in, Air Force operations, actions, or outcomes. Stakeholders are naturally motivated toward action if their interests are involved, and they can affect mission execution. Depending on the situation, stakeholders may be the same as publics. Examples include employees, civic leaders (e.g. government officials, business leaders, community leaders), newspaper editors, TV station managers, journalists, bloggers, Air Force supporters (e.g. retirees, defense/aerospace industry, associations), and Congress.

6.4.3. Identify desired effects of communication efforts for each public and/or stakeholder. Desired effects are described in broad terms and usually refer to the knowledge, attitude, and/or behavior changes PA activities intend to achieve. For example, if attempting to reduce the number of people who drive after consuming alcohol, a desired effect could be, "Increase use of designated drivers among base personnel who drink alcoholic beverages."

6.4.4. Define objectives. Objectives articulate what knowledge, attitude, and/or behavior outcomes are desired from a specific public; how much change; and by what deadline. Objectives support the overall mission but do not describe the means to achieving the end state.

6.4.4.1. Well-written objectives are specific, measurable, attainable, relevant, and timebound (SMART). An example of an objective is, "Within six months, decrease by 30% the number of DUIs received by base personnel."

6.4.4.2. If the objectives and tactics do not achieve the desired effects, adjust the communication plan, identifying new objectives and/or tactics until the desired effects are achieved. Objectives help shape assessment tools later in the communication planning process.

6.4.5. Identify spokespersons. To whom does the public listen? Who has the right knowledge, authority, and delivery style to effectively carry the message? Answers to these questions can provide PA with potential spokespersons. There can be more than one effective spokesperson per message, based on the public. For example, the Air Force may choose to send a senior leader to testify to Congress to discuss an Air Force program, while first sergeants deliver the message to Airmen.

6.4.6. Define themes and messages. The next step is to develop themes and messages. Identify the logical, convincing, truthful arguments or messages to increase the publics' knowledge or further their understanding so that they want to take action toward the desired end state. Write themes and messages in clear and concise English. Avoid technical jargon or complicated wording.

6.4.6.1. A theme is a unifying and enduring idea or intention that supports the narrative and is designed to provide guidance and continuity for messaging and related products.

The theme generally is memorable and is shorter and less detailed than a message. An example of a theme is, "Diversity is a military necessity."

6.4.6.2. Messages support themes and communication objectives by delivering tailored information to a specific public. Messages can also be tailored for delivery at a specific time, place, and communication method. An example of a message is, "Diversity is the key to creative solutions for complex problems and provides our Air Force a competitive edge in air, space, and cyberspace."

6.4.7. Establish engagement strategies. A strategy represents the game plan and describes how to achieve the communication objectives. For example, a strategy designed to reach local civic leaders can be expressed in general terms such as, "Employ a community engagement campaign," or the strategy can be more specific such as, "Expose local civic leaders to messages about the new mission requirements at installation X."

6.4.8. Develop tactics. Tactics are specific actions taken in support of a strategy. Tactics are flexible and can be adjusted as opportunities arise. Each input should have specific information to answer the following questions: who is the public, how do they get their information/how can they be reached, who will they listen to, and when is the best time to approach them with this message. Tactics should pair spokesperson/channel/message in order to achieve a specific desired effect. This pairing exercise gets the right voice with the right message through the right channel or venue at the right time. For example, "15 January, wing commander—speech to the Military Affairs Committee to discuss the new mission requirements at installation X."

6.4.8.1. To determine the best channel for delivery of messages and information, consider where or from whom publics currently get their information. How can commanders best reach stakeholders and provide information to increase knowledge and/or influence attitudes and behaviors?

6.4.8.1.1. Some common command (internal) communication channels include commander's calls, installation/unit leadership speeches and briefings, installation/unit websites, email, Air Force Portal, AF Link, local media, and social media.

6.4.8.1.2. Some common external channels include installation/unit websites, AF Link, social media, newspaper/TV/radio/Internet (e.g., interviews, media roundtables, press releases, press conferences), individual meetings/conversations (e.g., Military Affairs Committee meetings, meetings with the local mayor), and public appearances.

6.4.8.1.3. After Action Input. Gathering information for an after-action report may be difficult after the plan is executed, especially when multiple staffs are involved. Therefore, after action input should be a consideration during initial planning. One approach is to provide POCs with a template they can use to capture thoughts, recommendations, and lessons learned as the plan is executed and/or events occur.

**6.5. Execute.** The execution or implementation phase of communication planning involves completing the tasks in the plan. The communication plan is a dynamic document. Individual elements, such as publics, tactics, or messages, may be updated as needed. Communication documents should be distributed to all supporting PA units and used to prepare senior leaders and spokespersons to ensure unity of message.

**6.6.** Assess. Proper assessment considers the preparation, execution, and impact of communication efforts, and requires monitoring, measuring, and analyzing relevant information to evaluate the success of PA activities.

6.6.1. Evaluating the preparation of the plan consists of assessing the quality and adequacy of the information used to develop the audience matrix, messages, strategy, and tactics.

6.6.2. During execution, monitoring progress of communication efforts assists commanders with decision making and adjusting operations, if necessary, to achieve the desired end state.

6.6.3. Analyzing the impact of communication efforts provides insights on how the communication plan was executed and on whether or not desired effects were achieved.

6.6.4. Assessment methods and tools are similar to those used during initial research and help to provide before and after measurements. Assessment results can also serve as new a baseline and feed into environmental scanning for the next round of planning. Commanders, process owners, planners, and communicators all benefit from timely and relevant evaluation, measurement, and assessment. Sharing communication research data with other organizations is an important part of maintaining strong working relationships and closing the loop on the research-plan-execute-assess planning process.

**6.7.** Advantages. A carefully developed communication plan can help PA contribute to overall unit mission accomplishment.

6.7.1. Integration. A fully integrated communication plan can help a functional program achieve specific goals.

6.7.2. Support. A fully supported communication plan adds credibility and authority to communication efforts.

6.7.3. Posture. A correctly postured communication plan anticipates conceivable developments and contributes to an overall positive, proactive command.

6.7.4. Timing. A well-timed communication plan can help commanders and senior leaders efficiently and effectively deliver multiple messages.

**6.8. Plan Format.** Attachment 6 provides a sample detailed planning worksheet and communication plan executive summary. Not every plan has all the elements in the example, but communication plans feature most of them. Air Force Public Affairs Awards for Communication Excellence program award nominations address all four major planning elements (research, plan, execute, and assess). Recent award-winning submissions posted on the PA SharePoint site in the "Resources-Awards" area provide excellent benchmarking ideas for each phase of a plan.

KATHLEEN A. COOK, Brigadier General, USAF Director of Public Affairs

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#### Abbreviations and Acronyms

ACR—Authorization Change Request

**AFI**—Air Force Instruction

AFMAN—Air Force Manual

AFPAA—Air Force Public Affairs Agency

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFSC—Air Force Specialty Code

AIM2—Automated Information Multimedia

ANG—Air National Guard

BPAC—Budget Program Activity Code

**CB**—Career Broadening

CCS-Commander's Communication Synchronization

CDE-Civilian Developmental Education

CFETP-Career Field Education and Training Plan

CIG-Communication Integration Group

**CFTE**—Contract Full Time Equivalent

C-NAF-Component Numbered Air Force

**CONOPS**—Concept of Operations

- CPD—Core Personnel Document
- CSAF—Chief of Staff of the Air Force
- DINFOS—Defense Information School
- DOD-Department of Defense
- DODD—Department of Defense Directive
- **DODI**—Department of Defense Instruction
- DRU—Direct Reporting Unit
- DVIAN—Defense Visual Information Activity Number
- **EEIC**—Elements Of Expense Investment Codes
- FAC—Functional Account Code
- FMB—Financial Management Board
- FOA—Field Operating Agency
- FOIA—Freedom of Information Act
- FWG—Financial Working Group
- FY—Fiscal Year
- GRD—Authorized Grade
- HTSA—Host-Tenant Support Agreement
- IAW-In Accordance With
- IMA-Individual Mobilization Augmentee
- JFACC—Joint Force Air Component Commander
- MAJCOM—Major Command
- MD—Mission Directive
- MPES—Manpower Programming and Execution System
- NAF-Numbered Air Force
- NGB-PA-National Guard Bureau Office Of Public Affairs
- **O&M**—Operations and Maintenance
- OMB-Office of Management and Budget
- OCC-Occupational Classification Code
- OSC—Office Symbol Code
- OSD—Office of the Secretary of Defense
- PA-Public Affairs
- PACFT—Public Affairs Career Field Team

PAG—Public Affairs Guidance

PAO-Public Affairs Officer

**PAR**—Public Affairs Requirements and Development Division, Secretary of the Air Force Office of Public Affairs

PAS—Personnel Accounting Symbol

PAQ—PALACE Acquire

PEC—Program Element Code

POM-Program Objective Memorandum

**POS**—Position Number

PPBE—Planning, Programming, Budgeting, and Execution

RA-Resource Advisor

**RDS**—Records Disposition Schedule

RGR—Required Grade

SAF—Secretary of the Air Force

SAF/PA-Secretary of the Air Force Office of Public Affairs

SAR—Security Access Requirement

SCPD-Standard Core Personnel Document

SecAF—Secretary of the Air Force

TBA—Training Business Area

UMD—Unit Manpower Document

USAF-United States Air Force

VI-Visual Information

#### Terms

Air Force Corporate Structure—Embodies the corporate review process for HQ USAF. This structure increases management effectiveness and improves cross-functional decision-making by providing a forum in which senior leaders can apply their collective judgment and experience to major programs, objectives, and issues. This process balances programs among mission areas, between force structure and support, and between readiness and modernization.

Audience—A broad, roughly-defined group that gives a general concept of a population. An audience is not a group on which to formulate a communication approach. Defining audiences is simply the beginning of the planning process for determining stakeholders and recognizing publics. Examples include internal and external audiences, American domestic audience, international audience, and adversaries.

**Budget Program Activity Code (BPAC)**—AF six-digit budget code with the first two-digits identifying the budget program. The last four identify the project number.

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Budget Year-Next fiscal year beyond the current fiscal year, i.e., upcoming fiscal year.

**Career Field Education and Training Plan (CFETP)**—A CFETP is a comprehensive core training document that identifies life-cycle education and training requirements, training support resources, and minimum core task requirements for a specialty. The CFETP establishes a clear career field training path.

**Commander's Communication Synchronization (CCS)**—A commander's planning process that implements higher-level communication guidance by facilitating coordination and synchronization of themes, messages, images, actions, and operations. The process ensures communication integrity and consistency to the lowest tactical level across relevant communication activities. It is described in Joint Doctrine Note 2-13, *Commander's Communication Synchronization*.

**Contract Manpower Equivalent (CME)**—Expressions of in-house manpower requirements at the same level of service specified in the contract. CME data is maintained in the manpower programming and execution system (MPES).

**Elements of Expense/Investment Code (EEIC)**—The lowest breakout within the budget structure. It identifies the type of expense incurred (e.g., EEIC 409 indicates TDY expenses).

**Emergency and Special Program Code (ESP)**—Identifies and captures costs incurred during emergencies or in support of a special programs to obtain reimbursement of AF costs, when appropriate. Locally used to track various activities such as open houses, snow removals, storm damage, etc.

Execution Year—The current fiscal year.

**Future Years Defense Program (FYDP)**—Program and financial plan for the DOD as approved by the Secretary of Defense. The FYDP arrays cost data, manpower, and force structure over a five-year period (force structure for an additional 3 years), portraying this data by major force program for DOD internal review for the program and budget review submission. It is also provided to Congress annually in conjunction with the President's Budget.

**Inherently Governmental Activities**—An activity that is so intimately related to the public interest as to mandate performance by government personnel. These activities require the exercise of discretion in applying government authority, the use of value judgment in making decisions on behalf of the government, or obligation of funds/entitlements.

**Manpower Authorization**—A funded manpower requirement with detail that defines the position in terms of its function, organization, location, skill, grade, and other appropriate characteristics, which commands use to extend end strength resources to units.

**Manpower Programming and Execution System (MPES)**—Online management information system designed to collect and disseminate Total Force execution of programmed end strength. MPES executes the Program Objective Memorandum (POM) and the President's Budget (PB) allocated end strength by command (usually projected over seven years and reflects the manpower officer/enlisted/civilian requirements constrained by the manpower budget). MPES provides commands the capability to organize Air Force end strength into units required to execute Air Force programs and accomplish unit missions.

**Manpower Requirement**—Human resources needed to accomplish a job, mission, or program. There are two types: funded and unfunded. Funded manpower authorizations are positions that have been validated by A1 and allocated funding; meaning, a person can be assigned to it and the position is funded. Unfunded requirements are positions that have been validated by A1 but have not been allocated funding; meaning, a person cannot be assigned to it because the manpower needs have been deferred due to budgetary constraints. Manpower requirements generally are determined by an Air Force manpower standard or other management decision and are listed on the office's unit manpower document (UMD).

**Manpower Standard**—The basic tool used to determine the most effective and efficient level of manpower required to support a function. It is a quantitative expression that represents a work center's man-hour requirements in response to varying levels of workload. Manpower requirements are based only on MAJCOM or higher headquarters direction.

**Occupational Classification Code (OCC)**—Established by the Office of Personnel Management to identify specific qualifications required of the civilian employee occupying the related authorization.

**Performance—based Work Statement (PWS)**—A statement in the solicitation that identifies the technical, functional, and performance characteristics of the agency's requirements. The PWS is performance-based and describes the agency's needs (the "what"), not specific methods for meeting those needs (the "how"). The PWS identifies essential services (outcomes) to be achieved and specifies the agency's required performance standards, and the location, units, quality and timeliness of the work.

**Planning, Programming, Budgeting, and Execution (PPBE)**—Secretary of Defense's resource management system that is the primary means to control allocation of resources. Identifies mission needs (planning), matches them with resource requirements (programming), and translates them into budget proposals (budgeting). Programs and budgets are formulated annually. The budget covers one year, and the program encompasses an additional four years.

**Program Element Code (PEC)**—A combination of forces, manpower, equipment, and facilities related to a mission capability or activity. The PEC is the basic building block of the FYDP. The first five digits relate to an associated DOD code, while the sixth digit is coded with an "F" for Air Force funds.

**Program Objective Memorandum (POM)**—OSD directed, service developed document identifying money, people, and equipment requirements and allocations over a specified period of time, covering a five year period (e.g., FY16-20). POM funding baselines are used to develop budget level detail for distribution of resources during budget execution years. The POM is developed by individual services to set objectives for their forces, weapon systems, and logistical support within the fiscal limits assigned to them by the Secretary of Defense.

**Public**—A clearly defined group of people that the Air Force has an interest in listening to and communicating with. Publics can be segmented from the population a variety of ways, to include geography, demographics, psychographics, position, membership, role in decision making, etc. The more defined the public, the better PA can tailor the communication strategy and products. Examples include first sergeants, squadron commanders, Air Force spouses, base residents, retirees, civilian employees, local media, and local business owners.

**Resource Management Decision (RMD)**—A budget decision document issued during the joint review of Service budget submissions by OSD and OMB analysts. RMDs reflect the decisions

**Responsibility Center/Cost Center Code (RC/CC)**—The RC is the specific organization or agency responsible for resource management decisions and actions within a functional area. A Cost Center is a subordinate area within a RC, such as an organization subsection, that represents the level in which costs are incurred.

Stakeholder—Individuals or groups that are directly impacted by, and have an interest in, Air Force operations, actions or outcomes. Stakeholders are naturally motivated toward action if their interests are involved and can affect mission execution. Depending on the situation, stakeholders may be the same as publics. Examples include employees, civic leaders (e.g. government officials, business leaders, community leaders), newspaper editors, TV station managers, journalists, bloggers, AF supporters (e.g. retirees, defense/aerospace industry, associations), and Congress.

#### **DOD PRINCIPLES OF INFORMATION**

**A2.1. Department of Defense Principles of Information.** DOD makes available timely and accurate information so that the public, Congress, and the media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered in a timely manner. In responding to requests, the following guidelines apply:

A2.1.1. Information will be fully and readily available, consistent with statutory and regulatory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act (FOIA) and the Privacy Act will be supported in both letter and spirit.

A2.1.2. A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.

A2.1.3. Information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment.

A2.1.4. Information will be withheld only when disclosure would adversely affect national security, threaten the safety or privacy of the men and women of the Armed Forces, or if otherwise authorized by statute or regulation.

A2.1.5. DOD's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within DOD and with other Government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda has no place in DOD public affairs programs.

#### SAMPLE WING PUBLIC AFFAIRS EMPLOYMENT/PRIORITIZATION PLAN

**A3.1. Overview.** This attachment provides an example of the wing Public Affairs employment/prioritization plan. PA offices should modify and/or expand the plan and attachments as necessary to meet local needs and priorities. There are four parts to the sample plan beginning with the commander's memo (see figure A3.1), followed by three supporting attachments including an outline of PA services and employment guidelines (see figure A3.2), a sample PA prioritization matrix (see figure A3.3), and a sample editorial policy (see figure A3.4).

# Figure A3.1. Sample Wing Public Affairs Employment/Prioritization Plan – Commander's Memo.

MEMORANDUM FOR [INSTALLATION] AIRMEN

FROM: [XX] WG/CC

SUBJECT: Installation Public Affairs (PA) Employment Plan

1. PA resources are critical to enhance Airmen morale and readiness, develop public trust and support, and support global influence and deterrence. It is imperative that these finite resources be applied toward activities which most directly support [XX unit (wing abbreviation)], [XX MAJCOM (MAJCOM abbreviation)] and Air Force priorities. Inappropriate use detracts from the ability to support these priorities.

2. This memorandum and associated attachments detail the [XX unit]/PA employment plan as required in Air Force Instruction (AFI) 35-101, *Public Affairs Responsibilities and Management*. The products and services detailed in the enclosed guidance are provided for official purposes consistent with AFIs governing PA activities; unofficial functions that are not related to military missions or activities will not be supported.

3. This memorandum and attachments supersedes all previous guidance on the same subject and will be reviewed annually by the [XX unit]/PA chief. Please contact the PA staff with questions at DSN 867-5309.

JOHN A. DOE, Col, USAF Commander

3 Attachments:

1. [XX unit]/PA Services and Employment Guidelines

2. [XX unit]/PA Prioritization Matrix

3. [XX unit]/PA Editorial Policy

### DISTRIBUTION: [INSERT UNITS]

Figure A3.2. Sample Wing Public Affairs Employment/Prioritization Plan – PA Services and Employment Guidelines.

#### [XX unit]/PA Services And Employment Guidelines

1. **Scope.** The following procedures govern the [XX unit]/PA office as the lead for hostinstallation PA activities and resources in support of units assigned to [INSTALLATION]. Individuals in units with organic PA capabilities should first coordinate requests through their unit PA office prior to contacting [XX unit]/PA.

2. **PA Mission.** Air Force PA advances Air Force priorities and achieves mission objectives through integrated planning, execution, and assessment of communication capabilities. Through strategic and responsive release of accurate and useful information and imagery to Air Force, domestic, and international audiences, PA puts operational actions into context; facilitates the development of informed perceptions about Air Force operations; helps undermine adversarial propaganda efforts; and contributes to the achievement of national, strategic, and operational objectives.

3. **[XX unit]/PA Services.** Services available from the [XX unit]/PA office are grouped into four categories consistent with Air Force Common Output Level Standards (AF COLS):

a. Communication Planning. Provides trusted counsel and communication advice to the commander and other staff members to enhance mission success. Communication planning is important to the creation of strategic, operational, and tactical effects in PA operations.

b. PA Engagement. Provides community engagement programs that aim to increase public awareness and understanding of the mission, policies, operations and programs of the AF; support AF recruiting; and maintain a reputation as a good neighbor. This includes receiving requests for base services from the community such as flyover support, public speakers, and base tours. Units who are asked for their services or personnel, or who receive offers of support from the community directly, must coordinate these with PA (and JA when applicable) prior to committing or accepting resources.

c. PA Operations. Provides programs that support Airman morale and readiness, public trust and support, and global influence and deterrence through the release of timely and accurate information to Airmen, their families, the public and the media.

(1) Command Information. Provides effective and efficient communication tools to link Airmen with their leaders. Command information helps Airmen and their families understand their purpose, role, and value to the Air Force. A free flow of information to Airmen and their families creates awareness of and support for the mission, increases their effectiveness as Air Force ambassadors, reduces the spread of rumors and misinformation, and provides avenues for feedback.

(2) Environmental. Supports environmental program objectives and requirements by facilitating public notification and involvement and communicating the Air Force's commitment to environmental excellence.

(3) Media Operations. Facilitates engagement and two-way communication with the media, which is often one of the most rapid and credible means of delivering the commander's message. Remaining open, honest, and accessible to the maximum extent possible normally results in greater accuracy, context, and timeliness in communicating with internal and external audiences. Personnel assigned to [installation and/or specific units] will coordinate all official media requests and queries through the [XX unit]/PA office.

(4) Security and Policy Review. Ensures information intended for public release will neither adversely affect national security nor threaten the safety, security, or privacy of Air Force personnel, while adhering to the policy of "maximum disclosure, minimum delay." Personnel must obtain necessary security and policy review before releasing official imagery, documents, information, or proposed statements outside the Air Force.

d. Visual Information (VI). Provides programs that collect, preserve and accession VI products to meet operational, informational, training, research, legal, historical and administrative needs. Visual products, such as photo, video, and graphics, are catalysts for effective communication and document the Air Force's visual history, through the accessioning process, for future generations.

5. Availability. The PA office will be manned during normal duty hours. A PA representative will be on-call 24 hours a day, 7 days a week (including holidays), and will accomplish emergency services as required by security forces, the Air Force Office of Special Investigations, the safety office and/or wing leadership. During non-duty hours, the on-call PA representative can be contacted through the command post.

6. **Requesting Support.** Submit PA support requests to the [XX unit]/PA email account at [XX]@us.af.mil as far in advance as possible; requests for VI support should be submitted with a completed Air Force Form 833 attached. Advance notice provides PA the ability to ensure the necessary equipment and personnel are available. Failure to coordinate in advance will reduce the likelihood that the event can receive PA support. Consumer-grade still and video equipment is available for self-help use on a first-come, first-served basis when the PA staff is already scheduled to support higher or equal priority tasks.

7. **Prioritized Employment Plan.** The [XX unit]/PA office provides support according to the following system focused on the commander's priorities, operational core tasks, urgency, mission impact, agencies supported, and resources available. This system helps control the flow of work and ensures all mission-critical needs are met. A detailed list of services and their associated priority level can be found at the enclosed prioritization/employment matrix (attachment 2):

a. Core services are services that directly support emergent or operational mission requirements.

(1) Priority one requests include support for time-critical official investigations, crisis response, and other requests directly impacting the ability of the installation to perform its operational mission. This includes alert documentation for evidentiary and decisional purposes, and assisting senior leaders with public and media interaction during emergencies and contingencies.

(2) Priority two requests include support for non-time-sensitive official investigations, combat readiness, critical items in direct support of priorities and initiatives of commanders at wing level or higher, operational test and evaluation missions, and MAJCOM-directed support. This priority also entails communication to stakeholders and key publics in support of official goals and objectives.

b. Non-core services are defined as services that do not directly affect an operational mission requirement.

(1) Priority three requests include routine support for education and training, unit-level command information, wing-level official recognition programs, and installation support. This generally includes routine communication with internal and external audiences.

(2) Priority four requests include all other production services not outlined above. It is possible requests in this priority level may need to be fulfilled through self-help services.

(3) Priority five requests are items that have been specifically designated as self-help services only.

## 8. Restrictions.

a. IAW AFI 35-109, government-funded PA and VI resources will not be used to:

(1) Provide souvenirs, personal gifts, mementos, or farewell gifts. Examples include "hero" shots in front of aircraft cockpits (unless provided as part of a Distinguished Visitor (DV) orientation flight), booster club promotional items, group photos intended to commemorate events such as golf tournaments or recreational gatherings, and sports team photos.

(2) Support or document farewell parties or social events unless certified as newsworthy or having historical significance by the base historian or chief of PA. When an event is determined to be historically significant, PA resources may be provided to meet official news and documentation requirements only.

(3) Create products used primarily for entertainment during farewell parties or social events.

(4) Support MWR- or services-sponsored recognition programs.

b. Altering imagery. Air Force PA offices are trusted agents. Because PA professionals create products that can be used in legal proceedings and for critical decision-making, absolute trust and confidence in the truthfulness of products they create is essential. Official imagery may not be altered, unless it is specifically exempted by Department of Defense Instruction (DODI) 5040.02, *Visual Information*. Examples of requests that will not be supported include changes to personal appearance in an official portrait and digitally adding or removing content to a photo or changing the photo in a way that misrepresented the facts or circumstances of the event captured.

c. Use of Copyrighted Materials. Using copyrighted media requires a separate license or explicit permission. Generally, both music and programs recorded from broadcasts are copyrighted. Having the source recording or music score does not confer any right to reproduce, transfer, or otherwise use or perform the recorded material, either as a whole or in part. Refer to AFI 51-303, *Intellectual Property--Patents, Patent Related Matters, Trademarks and Copyrights*, for guidance.

d. Morale, Welfare and Recreation (MWR) Support. MWR and Services activities are authorized support for Category A (Mission Sustaining) and Category B (Basic Community Support Activities). Category A programs are essential to the military mission and are authorized all support. Category B activities are closely related to Category A activities and are essentially community support programs. The PA office can furnish support to these activities as long as the MWR activity does not generate revenue. For additional clarification of MWR activities, refer to AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation and Nonappropriated Fund Instrumentalities*.

## 9. Additional Considerations.

a. Studio Photography. Studio photography is by appointment only and available for official portraits as required by AFI as well as applications for special duty assignments, official passports, and citizenship applications. Chain-of-command studio photography will be provided for leadership at the squadron-level and above (commander, deputy/vice commander, senior enlisted leader, and first sergeant) as well as quarterly and annual award winners at the group-level and above. Electronic copies and one hard copy up to size 8x10 will be provided to the requestor.

b. Group Photos. Units at the squadron-level and above are authorized one group photo [timeframe] (e.g. annually).

c. VI Equipment Purchase Review. IAW AFI 35-109, *Visual Information*, units wishing to purchase video or still cameras and photographic printers must receive approval from [XX unit]/PA to preclude duplication of effort and to ensure equipment, system, and data compatibility.

XX unit]/PA Prioritization Matrix		
1. Communication Planning		
Activity	35-series AFI Reference	<u>Priority</u>
1.1. Communication Planning	AFI 35-101 Chapter 6	П
1.2. PAG/Talking Point Development	AFI 35-101 Chapter 6	 II
1.3. Operational/Wing Plan Coordination	AFI 35-101 Chapter 2, AFI 35-104 Chapter 2	III
2. Public Affairs Engagement	-	
<u>Activity</u>	35-series AFI Reference	<u>Priority</u>
2.1. Air Force Tour Program / Base Tours	AFI 35-105 Section H & I	IV
2.2. Aviation Support (flyovers, statics)	AFI 35-105 Sections C & E	IV
2.3. Civic Leader Activity	AFI 35-105 Section K	III
2.4. Community Complaint Response	AFI 35-105 Section J, AFI 35-108	III
2.5. Honorary Commander Program	AFI 35-105 Section K	III
2.6. Legislative Liaison Support	AFI 35-101 Chapter 2	I
2.7. Military Participation in Off-base Events	AFI 35-105 Sections C & K	
2.8. PA Representation (off-base)	AFI 35-105 Section K	IV
2.9. Request for Information (non-media)	AFI 35-105 Section I	
2.10. Speeches / Speaker's Bureau	AFI 35-105 Section G	IV
2.10. Specifics / Speaker's Buleau 2.11. Unit Public Affairs Representative Program	AFI 35-103 Section G	IV
	AFI 55-115	1 V
3. Public Affairs Operations		<b>D</b> • • •
<u>Activity</u>	<u>35-series AFI Reference</u>	<u>Priority</u>
3.1. Crisis Communication	AFI 35-104 Chapter 2	Ι
3.2. Command Information	AFI 35-113	-
3.3.1. Base Marquee	No specific reference	IV
3.3.2. Commander's Access Channel	AFI 35-113	IV
3.2.3. Official Web	AFI 35-107	II
3.2.3.1. Content Generation/Posting	AFI 35-113	Π
3.2.3.2. Official Bios and Factsheets	AFI 35-107, AFI 35-113	III
3.2.3.3. Social Media Posting/Engagement	AFI 35-113, AFI 1-1	III
3.2.3.4. Web/Social Media Analysis	No specific reference	IV
3.3. Environmental PA	AFI 35-108	III
3.4. Joint Hometown News Service	AFI 35-113	IV
3.5. Media Operations	AFI 35-104	-
3.5.1. Media Analysis (news clips)	AFI 35-101 Chapter 1, 2	Π
3.5.2. Media Engagement (pro-active)	AFI 35-104 Chapter 1	II
3.5.3. Media Escort (non-crisis)	AFI 35-104 Chapter 1	Π
3.5.4. Media Training (non-crisis)	AFI 35-101 Chapter 1, AFI 35-104 Chapter 1	III
3.5.5. News Conference (non-crisis)	AFI 35-104 Chapter 1	III
3.5.6. News Release (non-crisis)	AFI 35-104 Chapter 1	III
3.5.7. Response-to-Query (non-crisis)	AFI 35-104 Chapter 1	I
3.6. PA Travel	AFI 35-103 Chapter 1, AFI 35-104 Chapter	III
3.7. Security and Policy Review	AFI 35-102	III
4. Visual Information		
Activity	35-series AFI Reference	<b>Priority</b>
4.1. Accessioning Activity	AFI 35-109 Chapter 2, 4, 8 & attachments 2,	III

Figure A3.3. Sample Wing Public Affairs Employment/Prioritization Plan – Prioritization Matrix.

4.2. Graphics (if manned)	AFI 35-109 Chapter 4 & attachment 2	-
4.2.1. Animations	AFI 35-109 Chapter 4 & attachment 2	IV
4.2.2. Command Support	AFI 35-109 Chapter 4 & attachment 2	П
4.2.3. Illustrations (incl photo illustration)	AFI 35-109 Chapter 4 & attachment 2	IV
4.2.4. Info Graphics / Pamphlets / Posters	AFI 35-109 Chapter 4 & attachment 2	III
4.3. Equipment Approval Requests	AFI 35-109 Chapter 5	IV
4.4. Photography	AFI 35-109 Chapter 3, 4 & attachment 2	-
4.4.1. Alert Photo (accidents, crises, etc.)	AFI 35-109 Chapter 4 & attachment 2	Ι
4.4.2. Awards (Wg/up)	AFI 35-109 Chapter 4 & attachment 2	IV
4.4.3. Awards (Gp/down)	AFI 35-109 Chapter 4 & attachment 2	V
4.4.4. Ceremonies (O-6 and up, E-9)	No specific AFI reference	IV
4.4.5. Ceremonies (O-5 and below)	No specific AFI reference	V
4.4.6. Change of Command (Gp/up)	No specific AFI reference	IV
4.4.7. Change of Command (Sq/below)	No specific AFI reference	V
4.4.8. Documentation (mission)	AFI 35-109 Chapter 3, 4 & 7	III
4.4.9. Historical Significance (e.g. VIP visit)	AFI 35-109 Chapter 4 & attachment 2	IV
4.4.10. Official Passport Photos	AFI 35-109 Chapter 4 & attachment 2	II
4.4.11. Studio (bio, award package photos)	AFI 35-109 Chapter 4 & attachment 2	IV
4.5. Self-help facilitation	AFI 35-109 Chapter 4	IV
4.6. Video & Audio Production	AFI 35-109 Chapter 3, 4 & attachment 2	-
4.6.1. Alert Video (accidents, crises, etc.)	AFI 35-109 Chapter 4 & attachment 2	Ι
4.6.2. Awards (Wg/up)	AFI 35-109 Chapter 4 & attachment 2	IV
4.6.3. Awards (Gp/down)	AFI 35-109 Chapter 4 & attachment 2	V
4.6.4. Ceremonies (O-6 and up, E-9)	AFI 35-109 Chapter 4	IV
4.6.5. Ceremonies (O-5 and below)	AFI 35-109 Chapter 4	V
4.6.6. Change of Command (Wg/CC and up)	AFI 35-109 Chapter 4	IV
4.6.7. Change of Command (Below Wg/CC)	AFI 35-109 Chapter 4	V
4.6.8. Documentation (mission, b-roll)	AFI 35-109 Chapter 3, 4 & 7	III
4.6.9. Historical Significance (e.g. VIP visit)	AFI 35-109 Chapter 4 & attachment 2	IV
4.6.10. Media Duplication	No specific AFI reference	V
4.6.11. Video/Audio Production (training, sr ldr)	AFI 35-109 Chapter 4 & attachment 2	III
4.6.12. Video/Audio Production (pod cast, news)	AFI 35-109 Chapter 4 & attachment 2	IV

#### Notes:

1) This prioritization matrix is based on services delivered at AF COLS level three, and will be modified as necessary when changes occur to the AF COLS program for Public Affairs.

2) This matrix serves as a guide for [XX unit]/PA's day-to-day activities. In some cases, an item that falls into one priority level (for example, priority level three) may receive support at a higher priority level (for example, priority level two) if deemed necessary by the [XX unit]/PA chief.

3) Items that fall into a category not listed in this matrix will be prioritized at the discretion of the [XX unit]/PA chief.

PA NOTES (not for inclusion in finalized prioritization/employment plans):
1) This matrix and priority levels should be adjusted based on the local mission and commander's intent. As a result, an item that is assigned priority level three at one organization may be assigned a different priority level at different organization.

2) The AFI references above include helpful portions of the 35-series AFIs and applicable

chapter(s) or section(s), when able. Some AFIs, for example AFI 35-107, are not divided into chapters or sections and the chart refers to the full AFI in those cases. Additionally, the list of AFIs may not be all-inclusive to each reference of the listed capabilities and PA offices are encouraged to supplement the matrix with other AFIs and local operating instructions, as needed.

# Figure A3.4. Sample Wing Public Affairs Employment/Prioritization Plan – Editorial Policy.

### [XX unit]/PA Editorial Policy for Official Print, Web and Social Media Publications

1. **Delegation of Editorial Review.** The [XX unit]/CC exercises editorial control over official print, web, and social media publications for [INSTALLATION]. Day-to-day oversight and responsibility for these activities is delegated to the [XX unit]/PA chief. The determination on of an event's newsworthy value is at the discretion of the [XX unit]/PA chief based on an assessment of how well the proposed coverage supports the commander's communication priorities.

2. **Base Newspaper.** The [INSERT] newspaper is produced by an off-base civilian publisher at no cost to the government. While the publisher pulls coverage from the [INSTALLATION] website as well as other Air Force and DOD sources, the [XX unit] does not have authority over the publication, its layout, or advertising content.

3. **Base Website.** The official website for [INSTALLATION] is operated by the [XX unit]/PA staff and is located at www.[INSERT].af.mil. Only information cleared for public release in accordance with AFI 35-107, *Public Web Communications*, and other associated policies and instructions can be posted to the site.

a. Section 508 Compliance. In 1998, Congress amended the U.S. Rehabilitation Act of 1973 to require that federal agencies make their electronic and information technology accessible to people with disabilities. Section 508, 1194.22, Web-based Intranet and Internet Information and Applications, is of particular importance with regard to website management. This section outlines the requirements for federal websites, both Internet and intranet. It states that federal websites must meet the needs of disabled employees and members of the public and allow them access to Internet technology in a format understood by software readers/viewers.

4. **Content.** News, feature, and editorial material will conform to policies of the Air Force and the [XX unit]/CC. Coverage will be factual and objective and avoid morbid, sensational, or alarming details not essential to factual reporting. Accuracy is paramount. Individuals to be interviewed and photographed must meet all requirements of AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, and must comply with current safety, security, and technical order requirements.

a. News Content. News content is based on local articles developed by the PA staff and releases by the Air Force News Service, MAJCOM news services, American Forces Press Service, and other agencies of the DOD and federal government.

b. Editorial and Opinion. Locally originated editorials (command position) and commentaries (personal opinions) will reflect the policies of the commander and will be in the interest of the Air Force. Editorials should help readers understand Air Force policies and programs. They must not imply criticism of other governmental agencies, nor advocate or dispute specific political, diplomatic, or legislative matters.

c. Articles of local interest to base people produced outside official channels (e.g. stringers, local organizations) may be used provided permission has been obtained, the source is credited, and they do not otherwise violate this instruction. Articles for off-base, non-profit organizations, including non-profit military-affiliated organizations (e.g., Air Force Association, Air Force Sergeants Association, NCO Association, etc.) must be consistent in length and placement to avoid the appearance of favoritism or implied endorsement.

5. Editing for Publication. All materials submitted to the [XX unit]/PA office for publication will be reviewed and edited to conform to DOD news writing guidelines. This includes conforming to the guidelines in the *Associated Press Stylebook and Briefing on Media Law* and *Air Force Journalistic Style Guide*.

6. Awards Recognition. Due to limited resources, PA coverage of award winners is generally limited to wing and higher-level echelons. However, customers are highly encouraged to use the Hometown News Release Program to obtain civilian coverage of any significant personal accomplishments such as awards, graduations and promotions. PA will help customers issue a hometown release upon request.

#### 7. Social Media.

a. Official Use. The official social media sites for [INSTALLATION] are [INSERT]. These sites are operated by the [XX unit]/PA office using the same guidelines as the official website and print publications. Subordinate and tenant organizations, with the exception of units with their own PA office, are not authorized to operate official social media pages without the approval of the [XX unit]/PA chief. Unofficial pages (e.g. booster club pages, alumni pages, etc.) are not official Air Force social media sites and are encouraged to display a disclaimer that the page is not an official representation of the Air Force.

b. Personal Use. In general, the Air Force views personal websites, blogs, and social media sites positively, and it respects the right of Airmen to use them as a medium of self-expression. However, as members of the Air Force, Airmen must abide by certain restrictions to ensure good order and discipline. All Airmen are on duty 24 hours a day, 365 days a year, and their actions on and off duty are subject to the Uniform Code of Military Justice (UCMJ). See AFI 1-1, *Air Force Standards*, and AFI 35-113, *Internal Information*, for more guidelines regarding personal social media use.

# SAMPLE WING LEVEL PUBLIC AFFAIRS EXECUTION PLAN DEVELOPMENT CYCLE.

**A4.1.** Overview. Figure A4.1 provides a simplified overview of a traditional execution plan development cycle. Dates shown in the figure are subject to change.

Figure A4.	. Sample	Wing Level Publi	c Affairs	<b>Execution Pla</b>	n Development Cycle.
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October	November	December	January	February	March
1 Oct – Start of FY Identify and prioritize equipment needs in AIM2	Identify unfunded requirements to RA		Wing receives MAJCOM execution plan call	Develop PA execution plan	Wing execution plan due to MAJCOM
NLT 1 Nov Provide MAJCOMs with			PA chief/superir	FWG/FMB c execution plan	(includes PA
production stats and total cost of operations for previous FY				President's Budget submitted for next FY (from	
Wing receiv	ves initial distributio	n of funds		previous POM)	

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April	May	June	July	August	September
Identify and prioritize equipment needs in AIM2 NLT 1 May Conduct midyear review of budget execution		Prepare for year-end close out	Establish spending plan for fall-out money	Obligate funds for next several months to pay reoccurring expenses	1 Sep – Comptroller takes control of funds for close out 30 Sep – End of FY/close out
	PA	chief/superintender	t/RA monitor execut	tion	
MAJCOM develops POM from PA inputs				AF POM delivered to OSD	

## SAMPLE WING LEVEL PUBLIC AFFAIRS BUDGET

**A5.1.** Overview. Figures A5.1. and A5.2. provide example budget and expenditure tracker formats wing PA offices can use to manage office expenditures.

BA	PE	RCCC	EEIC	Expense	Details	Cost per	How Many	Total Cost
				TDYs	Meetings/conferences			
				Quarterly supplies	Office supplies			
				Training	Unit funded training			
				Equipment	Computers,			
				refresh	photo/video, studio			
					equipment, etc.			
				Reference	AP Style Guides			
				Software update	Creative Suite			
				Org membership	PRSA, Chamber of			
				dues	Commerce, etc.			
				Commercial ISP	Internet account			
				Commercial cable	Cable TV account			
				Copier machine	Monthly bill			

Figure A5.1. Sample Wing Level Public Affairs Budget.

Figure A	15.2.	Sample	Wing	Level Public	Affairs	Expenditure	Tracker

Month	PA Travel	GPC	Other	Total for	Cumulative
		Expenses	Expenses	Month	Total
Oct-FY					
Nov-FY					
Dec-FY					
Jan-FY					
Feb-FY					
Mar-FY					
Apr-FY					
May-FY					
Jun-FY					
Jul-FY					
Aug-FY					
Sep-FY					
Year Total					

## COMMUNICATION PLAN DEVELOPMENT WORKSHEET/TEMPLATE

A6.1. Overview. This attachment provides example executive summary and worksheet templates to assist with developing communication plans.

Figure A6.1. Sample Communication Plan Executive Summar	у.
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	[EVENT NAME]					
Сом	COMMUNICATION PLAN EXECUTIVE SUMMARY					
	LAST UPDATED [DATE]					
PROGRAM/EVENT/ETC.	What is the strategic intent of the program/event/initiative?					
STRATEGIC INTENT						
COMMUNICATION PLAN	Why is this plan being developed? What goals do the planners					
<b>PURPOSE/STATEMENT OF</b>	hope to attain through synchronized communication activities? (A					
INTENT	statement of what is to be accomplished.)					
BACKGROUND	What is the situation? What led to the need to develop this plan?					
	(May include, but is not limited to, summaries of baseline metrics,					
	statistics, focus group results, and research literature results. Both					
	quantitative and qualitative research enhances the communication					
	effort.) What is the current information space? What news stories					
	or related actions could affect the effort?					
<b>PUBLICS/STAKEHOLDERS</b>	Key groups and individuals to reach and process owners who can					
AND DESIRED EFFECTS	help reach these publics. Briefly identify the knowledge, attitude,					
	and/or behavior changes PA activities intend to achieve for each					
	public/stakeholder.					
SPECIFIC OBJECTIVES	Well-written objectives are specific, measurable, attainable,					
	relevant, and time-bound (SMART).					
ASSUMPTIONS	What are the events or opinions that can shape the information					
	space and the initial response?					
LIMITING FACTORS	What are the limitations such as budget, hostilities, security issues,					
	and limited audiences?					
THEMES /	Themes provide structure and grouping in forming the overall					
TOP LINE MESSAGES /	narrative. Top-line messages within each theme should be concise,					
SUPPORTING POINTS	memorable, and in plain language appropriate for all identified					
	audiences. Supporting points can further refine top-line messages					
	with additional detail.					
<b>PROPOSED ENGAGEMENT</b>	Briefly describe the plan to achieve the objectives. Consider					
STRATEGY	timing, phases, lines of effort, spokespersons, channels, etc.					
RESOURCES REQUIRED	How will this event/action affect mission resources?					
DISTRIBUTION	Who needs the communication plan?					
ASSESSMENT	What are the measures of performance and measures of					
	effectiveness? How will they be collected?					
POCS	Who has stake in this product? Who are the collaborating partners?					
	ENGAGEMENT MATRIX					

(May be organized by phases, consistent with Engagement Strategy) (Should also include Key Milestones and "Atmospheric" Events that will affect synchronization and timing of communication activities)

### P = Proposed T = Tentative S = Scheduled C= Complete

						-
DATE	TYPE	CHANNEL	EVENT / ACTIVITY	OPR/OCR	AUDIENCE	STATUS

#### Figure A6.2. Sample Communication Plan Development Worksheet.

## 1. IDENTIFY THE PROBLEM/OPPORTUNITY.

Briefly identify the problem or opportunity and how it impacts the mission.

## 2. HIGHER-LEVEL PA GUIDANCE.

Articulate the PA guidance surrounding this issue. What is the PA posture? How does this topic support higher-level strategies (national, defense, Air Force) and organizational priorities? Who are the release authorities?

#### 3. BACKGROUND/RESEARCH/CURRENT SITUATION.

Provide a useful analysis of the situational understanding, communication environment, media trends, prevailing opinions and narratives, and audiences. PA should be able to articulate the issue and its relationship to the broader environment.

a. Situation. May include, but is not limited to, summaries of baseline metrics, statistics, focus group results, and research literature results. Both primary and secondary research will enhance the communication effort.

b. Communication environment. Scanning and analyzing the current communication environment, such as recent media reports and social media interest on the subject, for factors that can impede or enhance the communication effort.

c. Supporting interests. Which people or organizations will support this communication effort?

d. Alternative viewpoints. What are potential opposing opinions to this communication effort? Why? Is the reason time, money, resources, or a difference in opinion?

Consider the strengths, weaknesses, opportunities, and threats that will ensure or inhibit the effort's success.

#### SWOT Analysis:

<ul> <li>Strengths:</li> <li>What are the elements/capabilities within the organization that are beneficial for this effort?</li> </ul>	<ul> <li>Weaknesses:</li> <li>What are gaps/issues within the organization that should be considered?</li> </ul>
<ul> <li>Opportunities:</li> <li>What are the opportunities that can be leveraged in this situation?</li> </ul>	<ul> <li>Threats:</li> <li>What else is going on around the world/local area that may prevent success?</li> </ul>

The goal of the SWOT analysis is to align strengths and opportunities to offset weaknesses and threats.

#### Strengths

Highlight a couple of communication strengths to discuss/explain.

#### Weaknesses

Highlight a couple of communication weaknesses to discuss/explain.

#### **Opportunities**

Highlight a couple of communication opportunities to discuss/explain.

#### Threats

Highlight a couple of communication threats to discuss/explain.

Include a list of governing directives, legal considerations, and current PA guidance that apply to this program or communication effort.

## 4. GOAL.

What is the commander's goal or strategic intent for the program/event/initiative? What is the purpose or goal of the communication plan? What effects do the planners hope to achieve through synchronized communication activities?

## 5. PUBLICS/STAKEHOLDERS AND DESIRED EFFECTS.

Identify and prioritize key groups and individuals to reach. Desired effects are described in broad terms and usually refer to the knowledge, attitude, and/or behavior changes PA activities intend to achieve for each public/stakeholder. Whose knowledge, attitudes or behavior must be changed to meet the communication goal (primary stakeholders)? Who else needs to be reached or is affected by the program/issue or communication efforts (secondary publics)? Are there others who can help reach or influence the primary and secondary groups?

### Audience Matrix:

Primary Stakeholders	Desired Effects	
Secondary Publics	Desired Effects	

## 6. OBJECTIVES.

What are the communication-specific objectives that support the commander's objectives, if applicable. Objectives are outcomes that (taken together) enable the achievement of strategic intent and desired end state. Objectives should be written in a manner that links the specific desired effects of the communication activity with the overall program/initiative/event strategic intent and desired end state. Objectives should be measurable against time so that assessment is tied directly to the objectives.

# 7. ASSUMPTIONS.

What are the events or opinions that could shape the information space and the initial response? How much media interest is expected? What other organizations are expected to provide support to this communication effort?

# 8. LIMITING FACTORS.

What elements will affect the plan (e.g., budget, resources, hostilities, security issues, limited audiences, time, etc.)?

## 9. SPOKESPERSONS.

Who has the right knowledge, authority, and delivery style to effectively carry the message to each public? This may be localized depending on the execution level of the plan.

## 10. THEMES AND MESSAGES.

Themes provide structure and grouping in forming the overall narrative. Top-line messages

within each theme should be concise, memorable, and in plain language appropriate for all identified publics (2-4 messages per theme). Supporting points can further refine top-line messages with additional detail.

#### Themes and Messages Matrix:

Theme, Messages and Supporting Points		
Theme	Messages and Supporting Points	
Theme	Messages and Supporting Points	
Theme	Messages and Supporting Points	
L		

## 11. COMMUNICATION CHANNELS.

Where do the individuals and groups identified in step 5 get their information? **12. ENGAGEMENT STRATEGY.** 

How can PA best reach those publics/stakeholders? What communication capabilities are most relevant for this effort? Describe how to achieve the communication objectives.

# 13. TACTICS.

What methods will be used to execute the strategy? Expand the engagement strategy to answer who, what, when, where, and how. A detailed work plan that outlines the tasks, resources, team lead, and timeline for each tactic is also recommended and can be included as an annex.

## 14. RESOURCES REQUIRED.

What resources are needed to implement the plan?

## **15. DISTRIBUTION.**

Who needs the communication plan?

## 16. ASSESSMENT.

What are the measures of performance and measures of effectiveness? How will they be collected? What other evaluation methods will be used to measure the effectiveness of this plan, and when will they be used?

## 17. POCs/SMEs.

Identify the points of contact associated with the development and execution of the plan. Who can answer questions about the program/event when PA needs information? Who is the primary POC to collect all after-action input?

## **18. ATTACHMENTS.**

Prepare and/or include the essential supporting documents. Examples include news releases, fact sheets, PA Guidance, responses to queries, communication cards, etc.

#### Annexes may include:

Annex 1 - Comprehensive List of Tactics/Work Plan

Annex 2 – Social Media Information/Plan

Annex 3 – Video Production Plan

Annex 4 – Graphics/Logos and Instructions for Use