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SECRETARY OF THE AIR FORCE**

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Public Affairs

INTERNAL INFORMATION



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 35-1, *Public Affairs Management*. It provides guidance pertaining to Internal Information used to communicate with Airmen and their families. It also implements Department of Defense Instruction (DODI) 5120.4, *Department of Defense Newspapers, Magazines, and Civilian Enterprise Publications*; Department of Defense Directive (DODD) 5120.20, *Armed Forces Radio and Television Service (AFRTS)*; DOD Regulation 5120.20-R, *Management and Operation of American Forces Radio and Television Services*; DODD 5160.48, *DOD Public Affairs and Visual Information (PA & VI) Education and Training (E&T)*; DODI 5400.14, *Procedures for Joint Public Affairs Operations*; and DODD 5410.1, *Release of Information Concerning Accidental Casualties Involving Military Personnel or Equipment*. Read this instruction with Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*, and Air Force Instruction (AFI) 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. This publication requires the collection and/or maintenance of information protected by the Privacy Act (PA) of 1974. The authorities to collect and/or maintain the records prescribed in this publication are referenced in the following Privacy Act System Notices, available online at <http://www.defenselink.mil/privacy/notices/usaf>: F035 AF SAFPA B (Hometown News Release Background Data File), F035 AF SAFPA C (Official Biographies), and F035 SAFPA A (Mobilization Augmentee Training Folders). Records Disposition. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at https://afrims.amc.af.mil/rds_series.cfm. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847,

Recommendation for Change of Publication, and route AF Form 847s from the field through the appropriate functional chain of command. This instruction applies to the Air Force Reserve (AFR) and the Air National Guard (ANG) unless otherwise noted.

1. Purpose of Internal Information. Conducting internal information programs is the primary means Air Force leaders use to communicate with Airmen and their families. As used in this instruction, Airmen are active duty and retired, officer and enlisted, Air National Guard and Air Force Reserve, civilian, and contract employees. The main purpose of conducting internal information programs is to link Airmen and their leaders. Timely, accurate, and relevant information is a force multiplier that enhances Airman morale and readiness. Public Affairs (PA) must have the knowledge and skills to conduct internal information programs at home and while deployed as an expeditionary PA force.

2. Objectives of the Internal Information Program.

- 2.1. Link Airmen and their leaders through a free flow of news and information.
- 2.2. Help Airmen understand their roles in the Air Force.
- 2.3. Explain how policies, programs, and operations affect Airmen.
- 2.4. Promote good citizenship and build pride as members of the civilian community at home and in foreign countries.
- 2.5. Recognize individual and team achievements.
- 2.6. Provide avenues for feedback.

3. HQ USAF Responsibilities. At HQ USAF level, the Director of the Secretary of the Air Force Office of Public Affairs (SAF/PA) is the functional manager of the internal information program, who has delegated the responsibility for executing the program to the Air Force Public Affairs Agency (AFPAA.)

4. Major Command (MAJCOM), Field Operating Agency (FOA) and Direct Reporting Unit (DRU) Responsibilities. Directors and chiefs of PA conduct internal information programs to help their commanders keep Airmen informed about missions and issues. They provide command-specific communication guidance and products.

5. Unit Commander Responsibilities. The installation commander's internal information program serves the entire Air Force base audience, including tenant units and Air Force retirees and their families. PA provides leaders with an arsenal of effective and efficient communication tools to build, maintain, and strengthen morale and readiness.

6. Courtesy Titles. Courtesy titles or conversational ranks, as appropriate, will be used in second and later references to people in all internal information products. For example, Lt. Gen. William J. Johnson on first reference would be referred to as General Johnson throughout the remainder of the product or, in subsequent references, individuals can be referred to by their job title (e.g. the maintainer) or by generic rank alone: the general, the sergeant, the senior airman, the colonel, etc. For Airmen with specialized titles, the specialized titles will be used in subsequent references. For example, Maj. (Dr.) John Smith will be referred to as Dr. Smith in second and later references, and Chaplain (Maj.) Jim Smith will be referred to as Chaplain Smith in second and later references. For civilian men, use Mr. with their last name in second and

subsequent references. For civilian women, later references are to Ms. Jones, unless the woman asks to be known as Miss or Mrs. -- the choice is hers, interviewers should seek her preference. First names are acceptable on second and subsequent references for children (ages 17 and younger). Courtesy titles will be omitted in sports articles, unless the individual is acting in an official capacity in the story and in all headlines. This policy applies to references to all military and civilian personnel, in all internal information products, including biographies, broadcast products and web sites. The Associated Press (AP) *Stylebook and Briefing on Media Law* and the Air Force Style Guide remain the standard references for maintaining consistency and quality in Air Force newspaper and print news production and broadcast products. Some publications may choose to abbreviate ranks, rather than spelling them out, on second and subsequent references. Local style is permissible as long it meets the intent of using courtesy titles and ranks on second and subsequent references. See Figure 1 for suggested courtesy title use with last names on second and later references. The Air Force Style Guide is available for download on the PA Community of Practice (CoP).

Figure 1. Sample Courtesy Title Style

<u>Rank/Courtesy or Specialized Title</u>	<u>Use on subsequent reference with last name</u>
Secretary of Defense	Secretary*
Secretary of the Air Force	Secretary*
General	General
Lieutenant general	General
Major general	General
Brigadier general	General
Colonel	Colonel
Lieutenant colonel	Colonel
Major	Major
Captain	Captain
First lieutenant	Lieutenant
Second lieutenant	Lieutenant
Chief master sergeant of the Air Force	Chief
Chief master sergeant	Chief
Senior master sergeant	Sergeant
Master sergeant	Sergeant
Technical sergeant	Sergeant
Staff sergeant	Sergeant
Senior airman	Airman
Airman first class	Airman
Airman basic	Airman
Mr.	Mr.**
Miss, Ms. or Mrs.	Miss, Ms. or Mrs.**
Doctor	Dr. or rank as above
Chaplain	Chaplain

* For under- and assistant-secretaries, use Mr., Mrs., Ms., Miss, or Dr., as appropriate with last name

** Do not use civilian pay grades (i.e., SES-1 or GS-12)

7. Capitalization of Airman. Capitalize Airman and Airmen when referring to individuals in the Air Force: *He is an Airman*. If a generic term is needed, use the term Airmen: *The Airmen returned to their base*. This applies to all Public Affairs communication products. An exception is when "airman" is part of a compound lower-case noun: *A staff sergeant and a senior airman received awards*.

8. Assistance to Public Affairs specialists. Air Force Public Affairs specialists have many resources outside their office to turn to for help. Air Force Print News Service (AFPN), MAJCOMs, and the Defense Information School (DINFOS) offer guidance and assistance. To aid in the gathering of news, Air Force Public Affairs specialists should, as needed, use the unit Public Affairs representative (UPAR) program.

8.1. MAJCOMs should consider scheduling annual Public Affairs communicator workshops or conferences to assist editors in communicating commanders' messages. AFPAA is available to assist MAJCOMs upon request.

8.2. Public Affairs specialists are encouraged to network with fellow editors for ideas, suggestions, and recommendations to improve story quality, photography, production schedule, and commander's involvement.

8.3. Public Affairs specialists are encouraged to attend the annual Air Force PA Communicator Workshop, formerly known as the Air Force Journalists' Workshop.

9. Public Affairs Specialist Responsibilities.

9.1. Content of Electronic and Printed Publications. For the purposes of this instruction, publications refer to all types of communications provided by a public affairs office for the dissemination of information to the internal audiences and not the official definition of publications as described in AFI 33-360, *Publications and Forms Management*.

9.1.1. News, feature, and editorial material will conform to the *Associated Press Stylebook and Briefing on Media Law* and the supplemental *Air Force Style Guide*. Courtesy titles will be used in accordance with paragraph 6. Creation of a local stylebook, which may contain entries that vary from the *AP Stylebook*, is warranted based upon local conditions.

9.1.2. News content is based on local articles developed by the Public Affairs staff and releases by AFPN, MAJCOM news services, American Forces Press Service, and other agencies of the DOD and federal government. For guidance on printed publications, refer to DOD Instruction 5120.4, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*.

9.1.3. 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.

9.1.4. News, feature, and editorial material will conform to policies of the Air Force and the installation commander. Coverage will be factual and objective and avoid morbid, sensational, or alarming details not essential to factual reporting. Accuracy is paramount.

9.1.5. Air Force products will distinguish between facts and opinion, both of which may be part of a news, feature, or sports story. When an opinion is expressed, identify the person or source.

9.1.6. 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.

9.1.7. Credit sources of all material. This includes, but is not limited to, installation Airmen, civilians, and their families, AFPN, American Forces Press Service, and other DOD component and MAJCOM news services.

9.1.8. 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.

9.1.9. Adhere to guidelines in AFI 35-104, *Media Operations*, on release of information and photography.

9.1.10. Conform to applicable policies, regulations, and laws involving the collection, processing, storage, use, publication, and distribution of information by DOD components (e.g., libel, photographic imaging alteration, copyright, sexually explicit materials, classified information) and U.S. Government postal and printing regulations.

9.2. Inspection ratings.

9.2.1. Operational Readiness Inspection (ORI). ORIs are conducted to evaluate the ability of units with a wartime or contingency mission to perform assigned operational missions. A five-tier rating system (consisting of outstanding, excellent, satisfactory, marginal, and unsatisfactory) is used for major graded areas (consisting of initial response, employment, mission support, and ability to survive and operate), and overall wing performance. Summary inspection results may be published on the base's Web site and released to external media. Installation-level PA offices must consult with their respective MAJCOM PA for specific publication criteria as release of ORI reports is at the discretion of the respective MAJCOM/IG. When in doubt, AFI 90-201, *Inspector General Activities*, takes precedence. Commanders will ensure all personnel safeguard the privileged nature of inspection reports.

9.2.2. Compliance Inspection (CI). CIs are conducted to assess areas mandated by law as well as mission areas identified by senior Air Force and MAJCOM leadership as critical or important to assess the health and performance of the organization. A three-tier grading system (consisting of in compliance, in compliance with comments, and not

in compliance) is typically used. Installation-level PA offices must consult with their respective MAJCOM PA office for release guidelines of CI reports which is at the discretion of the respective MAJCOM/IG. Commanders will ensure all personnel safeguard the privileged nature of inspection reports.

9.2.3. Nuclear Inspections. For Nuclear Surety Inspections and Defense Agency Inspections, no public or non-public release of scores or data is authorized beyond that required in AFI 90-201.

10. Base Guides or Maps. These are optional authorized publications containing advertising prepared and published under contract with civilian publishers. PA should consider the availability of information on web sites and other sources when considering the necessity of producing an optional publication. As with civilian enterprise (CE) newspapers, the right to circulate this advertising to the Air Force readership constitutes contractual consideration instead of money to pay for the publications. They become the property of the command, installation or intended recipient upon delivery according to contract terms. (The Air Force Public Affairs Community of Practice has a sample Statement of Work for a Guide or Map contract.) These publications are limited to:

10.1. Installation guides, which provide Air Force people with information about the mission of their command; command, installation, or community services available; local geography and history; and related information.

10.2. Installation maps, which are designed to help orient new arrivals or visitors. As a force protection measure, specific addresses should not be included.

10.3. Required Statements. Each installation guide or map will carry a masthead. The masthead should not be placed on the front cover of the publication.

11. Air Force Products. Defense Media Activity (DMA)-San Antonio produces a variety of internal products and services that commanders and Public Affairs offices at all levels may use to establish and implement a comprehensive internal information program.

11.1. DMA-San Antonio provides guidance on the following products' distribution methods, production cycles, submission requirements, and subscription information: AFPN, electronic and print newspapers, other news services, Airman magazine, television and radio products, senior PA staff directory, biography program, fact sheet program, commander's call topics, speech packages, town hall meetings, lithographs, graphics/art, and the Army and Air Force Hometown News Service. AFPAA provides guidance on emerging technology use.

12. Commander's Call Program. The Air Force considers no leadership function more important than keeping people informed through direct personal contact. A commander's call--a meeting of unit personnel with their commander--provides this contact in a face-to-face forum.

12.1. Conducting Commander's Call Programs. Sound leadership, morale, and retention all require consistent communication between leaders and their subordinates. Commanders must help "carry the mail to the lowest levels of the Air Force" on a regular basis. The commander of every unit will personally conduct commander's calls at least quarterly. PA representatives will help commanders develop effective programs and topics of general interest to unit personnel. Overall program content and format will vary according to unit requirements.

12.1.1. Suitable areas to cover in commander's call include unit activities, achievements, and goals; recognition of newcomers and persons receiving awards or other honors; and discussion of current issues affecting the Air Force and the unit.

12.1.2. The program should be used for two-way communication between commanders and their people. Question-and-answer sessions, group discussions, and other similar methods help establish two-way communication.

12.1.3. Attendance is highly recommended for all military personnel assigned to the unit and present for duty. Members should not be required to attend during their off-duty hours, and programs should be tailored to accommodate personnel schedules. Encourage civilian employees to attend. Attendance by family members is at the commander's discretion for parts or all of some commander's calls but can be especially effective during individual or unit award presentations.

12.1.4. Commander's Call Topics. Commander's Call Topics is produced by DMA-San Antonio, for use in commander's call. The publication provides current information on key Air Force-wide items of interest or importance to Air Force military personnel, civilian employees, and their family members. The product is available electronically. To subscribe to the service, visit Air Force Link at <http://www.af.mil> and click on "subscribe."

13. Commander's Access Channel (CAC). Public Affairs offices are discouraged from using CAC as an avenue to reach internal information audiences. Surveys of Airmen continually indicate that CAC is not a useful tool to reach the intended internal audiences.

14. Air Force Link. AF Link, www.af.mil, is the Air Force's official Web site. It is one of the primary distribution channels for Air Force print, radio, and television news. The site is updated daily and features news, fact sheets, biographies, images and artwork, and contains a listing of official resources that give information about Air Force sites and missions around the world. The Director of SAF/PA maintains editorial control of Air Force Link and may delegate that control to the Director of the AFPAA, but no lower. The Director of AFPAA is responsible for the day-to-day operation of the Web site.

15. Social Media. Includes, but is not limited to, weblogs, message boards, video sharing, and other media sharing websites.

15.1. In general, the Air Force views personal Web sites and weblogs 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)*.

15.2. When Airmen, including PA specialists and officers, see misrepresentations made about the Air Force in the media, by analysts or by other bloggers, they may use their blogs or someone else's to point out the error. Always do so with respect and with the facts. When speaking to someone with an adversarial position, they should make sure that what is said is factual and is not disparaging. Avoid arguments.

15.3. Airmen should be the first to respond to their mistakes. If someone makes an error, they should be up front about the mistake and correct it quickly. If choosing to modify an earlier post, they should make it clear that they have done so.

15.4. Airmen should use their best judgment, remembering that there are always consequences to what is written. If they're about to post something that is questionable and may reflect negatively on the Air Force, they should review this and other relevant guidance thoroughly. If still unsure, and the post is about the Air Force, they should discuss the proposed post with their supervisor or the PA office. Ultimately, however, Airmen have the sole responsibility for what they post.

15.5. Do not post any defamatory, libelous, vulgar, obscene, abusive, profane, threatening, hateful, racially, ethnically, or otherwise offensive or illegal information or material.

15.6. Do not post any information or other material protected by copyright without the permission of the copyright owner.

15.7. Do not use any words, logos or other marks that would infringe upon the trademark, service mark, certification mark, or other intellectual property rights of the owners of such marks without the permission of such owners.

15.8. Do not post classified or sensitive information.

15.9. Do not post any information that would infringe upon the proprietary, privacy, or personal rights of others.

15.10. Do not forge or otherwise manipulate identifiers in posts in an attempt to disguise, impersonate, or otherwise misrepresent their identity or affiliation with any other person or entity.

15.11. Identify to readers of a personal social media site or post that the views expressed are yours alone and that they do not necessarily reflect the views of the Air Force. Use a disclaimer such as: "The postings on this site are my own and don't necessarily represent Air Force positions, strategies, or opinions."

15.12. Airmen discussing issues related to their career field or personal experiences is acceptable, but they should not discuss areas of expertise for which they have no first-hand, direct background or knowledge.

15.13. A link from an Airman's personal/social site to an Air Force website such as Air Force Link at <http://www.af.mil> is acceptable.

16. Information Collection, Records, and Forms.

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

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

16.3. Forms (Adopted and Prescribed).

16.3.1. Adopted Forms. AF Form 847, *Recommendation for Change of Publication*.

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

LES A KODLICK, Colonel, USAF
Director of Public Affairs

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

Title 10, *United States Code - Armed Forces*

DOD Regulation 5120.20-R, *Management and Operation of American Forces Radio and Television Services*, 9 Nov 1998

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DODI 5120.04, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*, 16 Jun 97

DODI 5400.14, *Procedures for Joint Public Affairs Operations*, 22 Jan 1996

Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 12 Apr 2001, as amended through 17 Oct 2008

Joint Publication 3-61, *Doctrine for Joint Public Affairs*, 9 May 2005 AFDD 1-2, *Air Force Glossary*, 11 Jan 2007

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 Jan 1997

AFI 33-332, *Privacy Act Program*, 29 Jan 2004

AFI 35-104, *Media Operations*, 22 Jan 2010

AFI 35-109, *Visual Information*, 12 Mar 2010

AFI 36-2632, *Official Photographs of Air Force General Officers*, 1 Aug 1995

AFI 36-2803, *The Air Force Awards and Decorations Program*, 15 Jun 2001

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, 2 Aug 2006

AFI 90-201, *Inspector General Activities*, 22 Nov 2004

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AFPD 35-1, *Public Affairs Management*, 17 Sep 1999

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Uniform Code of Military Justice, latest edition, 2008

Abbreviations and Acronyms

AF— Air Force
AFI—Air Force instruction
AFPAA— Air Force Public Affairs Agency
AFPD— Air Force Policy Directive
AFPN—Air Force Print News
AFPS—American Forces Press Service
AFR— Air Force Reserve
AFRC— Air Force Reserve Command
ANG— Air National Guard
AP— Associated Press
CAC—Commander’s Access Channel
CE—civilian enterprise
CI—Compliance Inspection
CMSAF—Chief Master Sergeant of the Air Force
CoP— Community of Practice
CSAF—Chief of Staff of the United States Air Force
DINFOS— Defense Information School
DMA— Defense Media Activity
DOD—Department of Defense
DODD— Department of Defense Directive
DODI— Department of Defense Instruction
DRU—direct reporting unit
DSN—Defense Switched Network
FOA—field operating agency
FOUO—For Official Use Only
HQ— Headquarters
IG— Inspector General
JPEG—Joint Photographic Experts Group
MAJCOM—major command
NCO— non-commissioned officer
ORI—Operational Readiness Inspection

PA—Public Affairs

PAO—Public Affairs officer

SAF—Secretary of the Air Force

UPAR—unit Public Affairs representative

USAF— United States Air Force

VI— Visual Information