



OCTOBER 2000

FM 3-61.1

Public Affairs Tactics, Techniques and Procedures

DISTRIBUTION RESTRICTION:

Approved for public release; distribution is unlimited

**HEADQUARTERS,
DEPARTMENT OF THE ARMY**



Public Affairs Tactics, Techniques and Procedures

Contents

	Page
	iv
	v
Chapter 1	PUBLIC AFFAIRS FUNDAMENTALS 1-1
	PA Mission 1-1
	PA Force 1-2
	PA Units 1-3
Chapter 2	PA FUNCTIONS AND RESPONSIBILITIES 2-1
	Responsibilities 2-2
	Communications 2-4
	Logistics and Support..... 2-5
Chapter 3	PLANNING 3-1
	Types of Plans 3-2
	PA Estimate of Situation 3-9
	PA Guidance 3-9
	Annex 3-10
Chapter 4	MEDIA FACILITATION 4-1
	Media Center Responsibilities..... 4-2
	MOC Operations 4-4
	Media Pools 4-8

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

	Page
Chapter 5	INFORMATION STRATEGIES5-1
	Responsibilities 5-3
	Information Strategy Process..... 5-4
	Information Program Evaluation 5-8
Chapter 6	TRAINING6-1
	Training Objectives 6-1
	PA training for non-PA personnel..... 6-4
	Staff Section and Unit Training 6-5
Chapter 7	COMMUNITY RELATIONS 7-1
	Community Relations Activities..... 7-2
	Community Assistance 7-9
	Readiness Enhancement..... 7-10
Chapter 8	PA ORGANIZATIONS8-1
	Brigade PAO 8-1
	Division..... 8-3
	Tactical Command Post PA Section..... 8-5
Chapter 9	PA AND INFORMATION OPERATIONS9-1
	IO Staff Organization..... 9-2
	PA Estimate and IO Planning..... 9-3
	IO Campaign Cycle..... 9-4
Appendix A	DOD PRINCIPLES OF INFORMATIONA-1
Appendix B	DOD POLICY FOR COVERAGE OF COMBAT OPERATIONS B-1
Appendix C	SAMPLE PA ESTIMATE C-1
Appendix D	SAMPLE PA ANNEXD-1
Appendix E	SAMPLE PA GUIDANCE E-1
Appendix F	FORMAT FOR PA OPERATIONS BRIEFING F-1
Appendix G	PA AREA STUDY FORMATG-1
Appendix H	NEWS BRIEFING AND PRESS CONFERENCES H-1
Appendix I	WAIVER OF LIABILITY STATEMENT I-1
Appendix J	PREDEPLOYMENT CHECKLIST J-1
Appendix K	SAMPLE PUBLIC AFFAIRS SECTION SOP K-1
Appendix L	MEDIA OPERATIONS CENTER ORGANIZATION L-1

Appendix M	MEDIA QUERY	M-1
Appendix N	GUIDE FOR MEDIA INTERVIEWS	N-1
Appendix O	MEDIA RESEARCH AND ANALYSIS	O-1
Appendix P	INFORMATION PROGRAM EVALUATION	P-1
Appendix Q	PRINCIPLES OF PA SERVICE AND STANDARDS	Q-1
Appendix R	PRIVACY ACT/FREEDOM OF INFORMATION ACT	R-1
Appendix S	SAMPLE PA GUIDANCE FOR TERRORISM COUNTERACTION	S-1
Appendix T	AFRTS BROADCAST OPERATIONS PLANNING CONSIDERATIONS	T-1
Appendix U	COMMUNITY SURVEY	U-1
Appendix V	AUDIENCE SURVEY	V-1
Appendix W	PA LESSONS LEARNED	W-1
Appendix X	MEDIA GROUND RULES	X-1
	GLOSSARY	Glossary-1
	BIBLIOGRAPHY	Bibliography-1
	INDEX	Index-1

Preface

The mission of Army Public Affairs (PA) is to fulfill the Army's obligation to keep the American people and the Army informed, and to help establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war. PA is a critical battlefield function in today's global information environment since every aspect of an Army operation is subject to instantaneous scrutiny.

This field manual (FM) sets forth tactics, techniques and procedures (TTPs) for conducting PA operations in accordance with the doctrinal principles contained in FM 3-0 (100-5), *Operations* and FM 3-61 (46-1), *Public Affairs Operations*. Although this manual is primarily designed to be used by public affairs officers, noncommissioned officers and civilians, it presents TTPs that all leaders conducting operations in the information age should be familiar with.

FM 3-61-1 (46-1-1) is applicable to units and individuals in both the active and reserve components. It serves as a foundation for integrating PA into Army doctrine, training, leader development, organization, materiel and soldier initiatives. In conjunction with the Army Training and Evaluation Program (ARTEP) and other training guidance, it should also be used to plan, integrate and execute individual and collective PA training in units throughout the Army.

The proponent for this manual is the Office of the Chief of Public Affairs. Send comments and recommendations on DA Form 2028 to Director, Army Public Affairs Center, ATTN: SAPA-PA, Fort Meade, MD 20755-5650.

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

This document is approved for public release; distribution is unlimited.

Introduction

With the extremely sophisticated communication technologies of the global information environment (GIE), the nature of media coverage has a significant impact on the conduct of war and stability and support operations at the strategic, operational and tactical levels. Civilian and military news media coverage influences the perceptions of soldiers, family members, the public and political leaders, and affects the direction, range and duration of operations. It has a direct relation to the confidence these key audiences have in the Army and its execution of operations.

Effective PA operations are critical to successful Army operations in the information age. They assist the commander in monitoring and understanding public opinion, explaining the situational context of events and communicating the Army's perspective clearly and without filters. They enable the commander to interpret the perceptions of external and internal audiences and influence the way in which discussion of the operation is framed.

Synchronized, well-planned and actively executed PA tactics, techniques and procedures significantly clear the fog of war and impact the morale and effectiveness of the force. They reduce distractions, misinformation, uncertainty, confusion and other factors that cause stress and undermine efficient operations. They enhance understanding, acceptance and support. Effective PA operations contribute to soldier confidence, discipline, will to win, and unit cohesion.

FM 3-61-1 (46-1-1), *Public Affairs Tactics, Techniques and Procedures*, builds on the doctrinal foundation of FM 46-1. It translates the PA fundamentals and principles into detailed guidance for the planning, coordination and execution of PA operations. It provides what is required for the information age -- a sophisticated approach to conducting PA operations. It is the TTP that brings Army Public Affairs into the "information age."

FM 3-61 (46-1), *Public Affairs Operations*, addresses fundamental PA concepts in depth, and provides the linkage between PA and the Army's keystone doctrine, FM 3-0 (100-5), *Operations*. It recognizes that a refocused, restructured military will conduct operations in an information environment in which detailed, graphic, and live coverage of events are transmitted around the world. It builds from the understanding that information availability will influence strategic decisions and the direction, range and duration of operations.

FM 3-61 (46-1) also examines PA operations at the different levels of war and across the range of operations. It discusses PA operations with respect to the Principles of War and the Tenets of Army Operations. It analyzes the PA contributions to build and sustain combat power, defines the PA mission, and establishes strategic PA goals, fundamental PA principles, and underlying considerations for planning integrated information strategies.

Public affairs frequently deals in intangibles -- perceptions and implications -- that are not easily quantifiable or qualifiable, but are essential to commanders. The PA objectives, processes and methods presented in FM 3-61-1 (46-1-1) will assist Army leaders and PA professionals to develop solutions to the complex PA issues they will confront.

Chapter 1

Public Affairs Fundamentals

Public Affairs fulfills the Army's obligation to keep the American people and the Army informed and helps establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war.

FM 3-61 (46-1), Public Affairs Operations

THE PA MISSION

1-1. The American public, internal Army audiences, allies, adversaries and other critical audiences have access to an ever expanding array of public and military media. Newspapers, magazines, radio, television and electronic media are independent conduits of information. They provide news, analysis, interpretation and commentary and serve as a forum for ideas, opinions and public debate. What appears in the media, both civilian and military, shapes perceptions, attitudes and opinions, and can have a direct impact on mission success.

1-2. The vast majority of both civilian and military media representatives are committed to providing responsible, accurate, balanced coverage. Although there are exceptions, most media representatives, even when editorializing, are focused on achieving a credible presentation. To accomplish this, media representatives investigate issues, ask tough, challenging questions, and pursue verifiable answers. They seek information, interpretation and perspective. Army leaders at all levels need to educate media representatives and facilitate their efforts to provide an accurate, balanced and credible presentation of timely information.

1-3. Army leaders do this by integrating public affairs into the planning process and synchronizing PA operations with other facets of the operation. Integrating and synchronizing public affairs issues allows commanders to communicate their perspective and achieve a balanced, accurate, credible information presentation.

1-4. The PA mission identifies the essential contribution that PA makes to America's Army. The mission and the strategic goals derived from it provide the foundation on which public affairs operations are built. Strategies, which are developed from the perspective that every aspect of every operation could become an issue of interest in the global information environment, are the most successful. Developing such strategies requires that PA personnel access, analyze and anticipate potential issues by conducting a thorough mission analysis.

1-5. The challenge for commanders, and personnel supporting them, is to plan and execute operations, which accomplish this mission and support