



NONRESIDENT TRAINING COURSE



Mass Communication Specialist (MC)



Advanced

NAVEDTRA 15011A

S/N 0504LP1132232

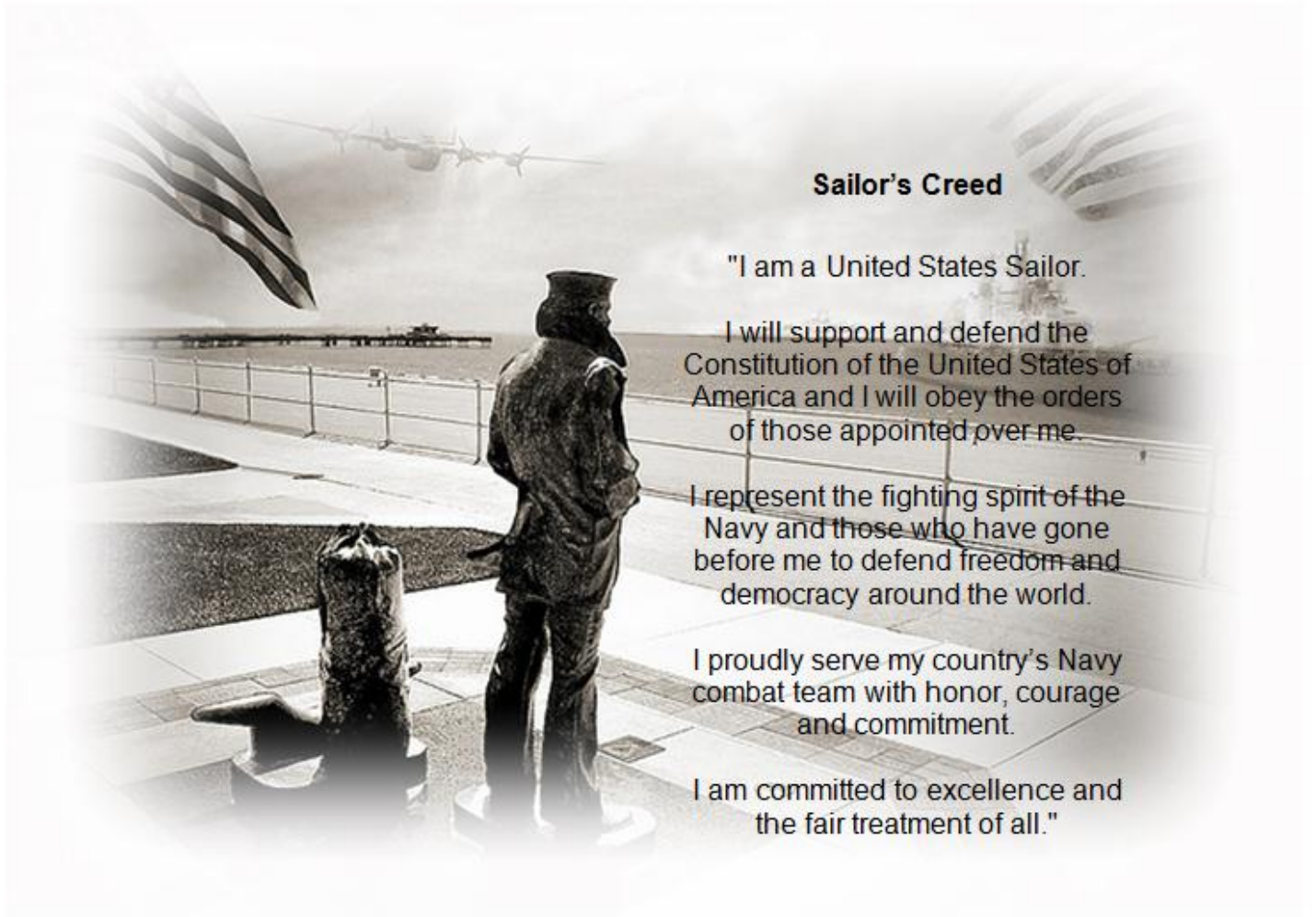
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Although the words "he," "him," and "his" are used sparingly in this course to enhance communication, they are not intended to be gender driven or to affront or discriminate against anyone.



Sailor's Creed

"I am a United States Sailor.

I will support and defend the Constitution of the United States of America and I will obey the orders of those appointed over me.

I represent the fighting spirit of the Navy and those who have gone before me to defend freedom and democracy around the world.

I proudly serve my country's Navy combat team with honor, courage and commitment.

I am committed to excellence and the fair treatment of all."

THE UNITED STATES NAVY

GUARDIAN OF OUR COUNTRY

The United States Navy is responsible for maintaining control of the sea and is a ready force on watch at home and overseas, capable of strong action to preserve the peace or of instant offensive action to win in war.

It is upon the maintenance of this control that our country's glorious future depends; the United States Navy exists to make it so.

WE SERVE WITH HONOR, COURAGE, AND COMMITMENT

Tradition, valor, and victory are the Navy's heritage from the past. To these may be added dedication, discipline, and vigilance as the watchwords of the present and the future.

At home or on distant stations, we serve with pride, confident in the respect of our country, our shipmates, and our families.

Our responsibilities sober us; our adversities strengthen us.

Service to God and Country is our special privilege. We serve with honor.

THE FUTURE OF THE NAVY

The Navy will always employ new weapons, new techniques, and greater power to protect and defend the United States on the sea, under the sea, and in the air.

Now and in the future, control of the sea gives the United States her greatest advantage for the maintenance of peace and for victory in war.

Mobility, surprise, dispersal, and offensive power are the keynotes of the new Navy. The roots of the Navy lie in a strong belief in the future, in continued dedication to our tasks, and in reflection on our heritage from the past.

Never have our opportunities and our responsibilities been greater.

Center for Service Support

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Copyright Owner	Date	Chapter	Pages	Remarks

PREFACE

ABOUT THIS COURSE:

This is a self-study course. By studying this course, you can improve your professional/military knowledge, as well as prepare for the Navy-wide advancement-in-rate examination. It contains subject matter about day-to-day occupational knowledge and skill requirements and includes text, tables, and illustrations to help you understand the information. An additional important feature of this course is its reference to useful information in other publications. The well-prepared Sailor will take the time to look up the additional information.

By enrolling in this self-study course, you have demonstrated a desire to improve yourself and the Navy. Remember, however, this self-study course is only one part of the Navy training program. Practical experience, schools, selected reading, and your desire to succeed are also necessary to successfully round out a fully meaningful training program.

COURSE OVERVIEW: In completing this non-resident training course, you will demonstrate knowledge of the subject matter by correctly answering questions on the following subjects: legal, ethical and security issues, public affairs, community outreach, shipboard Mass Communication Specialist (MC) operations, broadcast management, combat camera, and reprographics.

THE COURSE: This self-study course is organized into subject matter areas, each containing learning objectives to help you determine what you should learn along with text and illustrations to help you understand the information. The subject matter reflects day-to-day requirements and experiences of personnel in the rating or skill area. Also, it reflects guidance provided by Enlisted Community Managers (ECMs) and other senior personnel, technical references, instruction, etc., and either the occupational or Naval standards, which are listed in *Manual of Navy Enlisted Manpower and Personnel Classifications and Occupations Standards*, NAVPERS 18068.

THE ASSIGNMENTS: The assignments that appear in this course are designed to help you understand the material in the text.

COURSE OBJECTIVE

The objective of this course is to provide Mass Communication Specialist (MC) with Visual Information (VI).

INSTRUCTIONS FOR TAKING THE COURSE ASSIGNMENTS

The links and material that you are to study are included in each chapter. Study the material and links carefully before attempting to answer the questions. Pay close attention to tables and illustrations, and read the information in the links.

SELECTING YOUR ANSWERS

Read each question carefully, and then select the BEST answer. You may refer freely to the text. The answers must be the result of your own work and decisions. You are prohibited from referring to or copying the answers of others and from giving answers to anyone else taking the course.

SUBMITTING YOUR ASSIGNMENTS

To have your assignments graded, you must be enrolled in the course with the Non-Resident Training Course Administration Branch. Following enrollment, there are two ways of having your assignments graded:

- Use the Internet to submit your assignments as you complete them.
- Send all the assignments at one time by mail to CPPD, NRTC.

Grading on the Internet: Advantages to Internet grading are as follows:

- You may submit your answers as soon as you complete an assignment.
- You get your results faster.
- In addition to receiving grade results for each assignment, you will receive course completion confirmation once you have completed all the assignments.

To submit your assignment answers via the Internet, go to the following site:

<https://www.courses.netc.navy.mil>

Grading by Mail: When you submit answer sheets by mail, send all of your assignments at one time. Do NOT submit individual answer sheets for grading. Mail all of your assignments in an envelope, which you either provide yourself or obtain from your nearest Educational Services Officer (ESO). Submit answer sheets to the following:

*Commanding Officer
Center for Personal and Professional Development
ATTN: VOLED Det. (NRTC)
6490 Saufley Field Road
Pensacola, FL 32509*

Answer Sheets: Each course includes an answer sheet for your assignments. If you are going to mail in your answer sheets, please make copies of the included answer sheets. Explanations for completing the answer sheets are on the answer sheet.

Follow the instructions for marking your answer on the answer sheet. Be sure that blocks 1, 2, and 3 are filled in correctly. This information is necessary for your course to be properly processed and for you to receive credit for your work.

COMPLETION TIME

Courses must be completed within 12 months from the date of enrollment. This includes time required to resubmit failed assignments.

PASS/FAIL ASSIGNMENT PROCEDURES

You will be given the opportunity to resubmit failed assignments. You may resubmit failed assignments only once. Internet students will receive notification when they have failed an assignment; they may then resubmit failed assignments on the Web site. Internet students may view and print results for failed assignments from the Web site. Students who submit by mail will receive a failing result letter and a new answer sheet for resubmission of each failed assignment.

COMPLETION CONFIRMATION

After successfully completing this course, you can download a copy of your letter of completion on the NRTC Web site:

<https://www.courses.netc.navy.mil>

STUDENT FEEDBACK QUESTIONS

We value your suggestions, questions, and criticisms on our courses. If you would like to communicate with us regarding this course, we encourage you, if possible, to use e-mail. If you write or fax, please use a copy of the Student Comment form that follows this page.

For subject matter questions:

Contact the Center for Service Support, Newport, RI

Email: NWPT_CSS_RTM@navy.mil

Phone: 401-841-1583 or DSN 841-1583

For enrollment, shipping, grading, or completion letter questions:

Email: NRTC@navy.mil

Phone: Toll Free 1-877-264-8583

Comm: 850-452-1511

DSN: 922-1511

FAX: 850-452-1370

(Do NOT fax answer sheets.)

ADDRESS:

*Commanding Officer
Center for Personal and Professional Development
ATTN: VOLED Det. (NRTC)
6490 Saufley Field Road
Pensacola, FL 32509*

Privacy Act Statement: Under authority of Title 5, USC 301, information regarding your military status is requested in processing your comments and in preparing a reply. This information will not be divulged without written authorization to anyone other than those within DOD for official use in determining performance.

Students' Comments

Course Title: Mass Communication Specialist (MC) Advanced

NAVEDTRA: 15011A Date: _____

We need some information about you:

Rate/Rank and Name: _____

Command/Unit: _____

Street Address: _____

City: _____

State/FPO: _____

Zip: _____

Email Address: _____ DSN: _____

Your comments, suggestions, etc.: _____

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CHAPTER 1

LEGAL, ETHICAL AND SECURITY ISSUES

This chapter discusses legal, security and ethical issues pertinent to your job as a Mass Communication Specialist. The legal issues covered here include the Privacy Act of 1974 and how it pertains to the release of information, the Freedom of Information Act and U.S. Copyright law. In addition to legal obligations, Navy communicators must adhere to the highest standards of ethical conduct and this chapter will discuss DoD's Joint Ethics Regulations and certain provisions of that regulation that are most applicable to our rating. The last section of this chapter will discuss the physical and information programs the Navy has put in place to help protect classified and sensitive information.

LEARNING OBJECTIVES

After completing this chapter, you should be able to do the following:

1. Identify the four basic policy objections of the Privacy Act
2. Understand information normally protected by the Privacy Act
3. Identify the nine Freedom of Information Act (FOIA) exemptions
4. Understand copyright protections and duration
5. Understand copyright policy for works created for the government
6. Understand the concept of fair use as it applies to copyright
7. Identify Department of Defense (DoD) ethical values and how they apply to public affairs
8. Familiarize yourself with the Navy's Physical and Information Security programs

THE PRIVACY ACT OF 1974

Military communicators are expected to protect the privacy rights of service members while providing the public with information. At times, this concept of "maximum disclosure" can collide with the rights of individual privacy.

The Privacy Act, which limits the information released concerning personnel, including stories published in base papers or intended for public release, must comply with this policy. Everyone, including military personnel and government employees, has a constitutional right to privacy. Navy adherence to the Privacy Act is governed by [SECNAVINST 5211.5E](#).

In 1974, Congress was concerned with curbing the illegal surveillance and investigation of individuals by federal agencies that had been exposed during the Watergate scandal; it was also concerned with potential abuses presented by the government's increasing use of computers to store and retrieve personal data by means of a universal identifier — such as an individual's social security number.

The purpose of the [Privacy Act of 1974](#) is to balance the government's need to maintain information about individuals with the individuals' right to be protected against unwarranted invasions of their privacy stemming from federal agencies' collection, maintenance, use and disclosure of personal information about them.

The Act focuses on four basic policy objectives:

- To restrict disclosure of personally identifiable records maintained by agencies.
- To grant individuals increased rights of access to agency records maintained on them.

- To grant individuals the right to seek amendment of agency records maintained on them upon evidence that the records are not accurate, relevant, timely or complete.
- To establish a code of 'fair information practices,' which requires agencies to comply with statutory norms for collection, maintenance and dissemination of records.

Congress later enacted the Computer Matching and Privacy Protection Amendments of 1990 (Pub. L. No. 101-508), which further clarified the due process provisions found in subsection (p). Dept. of Justice, Overview of the Privacy Act of 1974, 2010 Edition.

The Privacy Act was designed to:

- Prevent government agencies from excessive disclosure of personal information to agencies that do not have a need to know.
- Allow citizens to review records kept about them by the government. The purpose is to ensure citizens access, so that they can correct any errors or discrepancies.

In deciding what information to release, you will want to work closely with your local legal advisor or Judge Advocate General (JAG) for assistance in these decisions. Service regulations vary in some instances on the release of information. Sometimes this is challenging, especially in joint or multi-service environments.

PRIVACY ACT - RESTRICTIONS

Information normally protected by the Privacy Act includes:

- Medical records
- Pay records
- Age
- Race
- Sex and family background

Note: age, sex and race can be released depending on the situation.

In some cases the media will persistently try to obtain personnel information protected by the Privacy Act. In such cases, MCs should consult with a staff JAG and seek their commanders' guidance.

Another important factor to consider is the Health Insurance Portability and Accountability Act (HIPAA), referenced when considering what personal health information can or cannot be released. [HIPAA](#) is regulated by the [Department of Health and Human Services](#).

THE FREEDOM OF INFORMATION ACT

The Freedom of Information Act (FOIA) ensures the public's right to access federal government records. Navy policy on disclosure of records is defined in [SECNAVINST 5720.42F](#) (series). Issues are complex and definitions change, so always consult a FOIA or legal expert when faced with a FOIA question. Media representatives do not always use FOIA when requesting information. Nevertheless, release any information as if it were a FOIA request. "Maximum disclosure under the law" is the best policy.

The Department of the Navy's (DON) policy is to promote the public trust by making the maximum amount of information available to the public on the operation and activities of DON. This release of information, including information subject to proprietary considerations, must be consistent with DON responsibilities to ensure national security and personal privacy.

Releasing information without a FOIA request will often save both labor and cost for the requestor

and the DON activity. However, a timely reply may be difficult due to the location and/or volume of information requested. These factors should be considered when determining whether the information should be requested under the [U.S. Department of State FOIA](#).

FOIA is a law that provides public access to records, documents or reports in the possession or control of the Executive Branch of the federal government. Passed in 1966, it was the first law to establish legal right of access by citizens to government information. In other words, it protects the public's right to know and prevents excessive government secrecy.

Under FOIA, the DoD and all service component commands must provide information requested by anyone citing FOIA in a written request, unless the information is exempted by one of nine categories of information protected from disclosure.

FOIA Exemptions

Generally speaking, MCs do not usually handle FOIA requests. They typically do not have the time or the personnel. FOIA requests are usually handled through a separate office, often in the legal department of the command. As far as the exemptions to FOIA are concerned, MCs do not decide whether exempted information will be released, but we should understand that the spirit of this guidance is to release, not to withhold.

MCs must be familiar enough with FOIA to understand the basics of this law. Simply stated, the spirit of FOIA is to release, rather than withhold, information. It is the equivalent of the PA rule "Maximum Disclosure, Minimum Delay." Ultimately the decision to release or not release information resides with your commander.

The Nine FOIA Exemptions

- National security: Documents classified top secret, secret, or confidential are not releasable. "For Official Use Only" (FOUO) is not a national security classification.
- Internal agency rules: This exemption refers to reports related solely to the internal personnel rules and practices of an agency. This provision is designed to relieve the government of the burden of maintaining for public inspection routine material that is more or less trivial, such as employee parking rules or agency criteria regulations. The agency does not have to release this information, but it may.
- Exempt by other statute: Examples are the charter for the CIA or the Census Act, both of which protect information that is fundamental to the way these agencies conduct business.
- Trade secrets: This exemption is designed to protect private businesses' trade secrets, such as customer lists, proprietary formulas and sensitive internal financial information.
- Inter-agency or intra-agency memoranda or letters: This exemption is designed to protect working papers, studies and reports within an agency or circulated among government personnel. These documents are not available by law or to a third party other than an agency involved in litigation.
- Personnel and medical files: This exemption overlaps with the Privacy Act. Information that clearly constitutes unwarranted invasion of personal privacy is protected. For instance, medical information, the release of which is regulated under HIPAA.
- Law enforcement information: This exemption protects information that would jeopardize ongoing investigations or other sources of information.
- Bank reports: Reports prepared by federal agencies about the condition of banks and other federally regulated institutions are protected.

- Oil and gas well data: This exemption is designed to prohibit speculators from obtaining information about the location of oil and gas wells of private companies.

FOIA Policy Updates

In 1996, the Act was updated to include information in any format—to accommodate digitization and new electronic technologies—and other changes. All federal agencies, including military bases, have electronic reading rooms available for public access on the worldwide web for repeatedly requested documents and items of public interest.

In September 1998, the DoD updated its FOIA Program Regulation 5400.7-R to include all the electronic FOIA changes. It is available on the [Defense Link Publications Page](#).

Basic Personal Information Releasable When Requested

Public Affairs personnel usually take a measured response to the release of personal information, in an attempt to provide the required information without sacrificing a service member's right to privacy. We are primarily talking about accidents or incidents where we will not have access to the military member to find out what their preferences are in releasing the information.

The following information is NORMALLY releasable to help properly identify service members who are killed or injured in accidents or incidents.

- Name: Releasable 24 hours after next of kin have been notified, in case of an accident. Use full names and middle initials to clearly identify service members.
- Rank and unit: Releasable to help properly identify the individual service member.
- Home of Record: There is no general rule across the services. However, in most cases hometown and state are releasable. The Privacy Act protects street address and home telephone number.

The following information may be released if specifically requested or if it would be beneficial to the service member and the service:

- Paygrade/Monthly salary: Releasable. However, other pay-related information such as allotments, court-ordered payments, or letters of indebtedness is protected under the Privacy Act.
- Military background: Releasable. Information on military training, occupational specialty, time-in-service, time-on-station, billet, duty status and awards is releasable. Civilian education is normally releasable; however, the Air Force requires the member's consent to release civilian schools. When dealing with multi-service environments, check the services' regulations and guidelines on specific release of information.

When gathering information about people in your unit who were involved in accidents or incidents, it is good to rapidly gather this information, so as not to hold up media requests when they inevitably come in. It is a sound practice to prepare (with media training) unit members and even family members for potential interviews about the people who were involved with accidents and/or incidents.

Personal Information Releasable When Relevant to a Story

In some circumstances, normally because it is relevant to the story, it is permissible to release personal information. In such situations, Public Affairs personnel should consult the staff JAG. In fact, it is a good idea to maintain a good relationship with your JAG. You may not always agree with them on what and when to release, but the relationship you maintain with JAG can keep you out of trouble.

- Age/Date of Birth: Normally not releasable, unless relevant to the story. An example of this is when a retired 70-year-old Reservist was called back to active duty during the Iraq War. He

was a physician and his specialized skills were deemed needed. Age played a factor in the newsworthiness of his story.

- **Gender:** Although we normally try to downplay the gender of service members, there are times when the information is relevant to the story, as, for instance, in “the first female to,” or “the first male to,” stories. Stories about men and women who break stereotypes are newsworthy. But gender usually comes out in stories by virtue of the use of personal pronouns anyway. **MAKE GENERIC VICE GENDER**
- **Race:** Race is not releasable unless it is relevant to providing essential facts to the story, i.e. “the first African American male to,” or “the first Asian American female to,” etc.
- **Marital status:** The fact that a person is married or not is a matter of public record and is able to be disclosed under FOIA; however, the Privacy Act considers this information non-releasable unless the balancing test weighs in favor of public interest and relevance to the story. Of course, in many cases information may come out anyway, although it is best if the family is involved in the release decision.

In all such cases, MCs and their commanders must apply the balancing test to determine whether the release of information constitutes an unwarranted invasion of a service member's privacy. In addition to discussing unique issues related to certain types of information with the commander, the MC is in close contact with the JAG, especially in legal and administrative matters. This will be covered in greater detail in the next section, Security.

FOIA Requests for the Secretary of the Navy and Chief of Naval Operations: Chief of Naval Operations (DNS-36) 2000 Navy Pentagon Washington, DC 20350-2000 POC: FOIA Requester Service Center Comm: (202) 685-0412 FAX: (202) 685-6580

COPYRIGHT

Under United States law, copyright protection exists in original works of authorship (published or unpublished) when fixed in any tangible medium of expression. "Original" means that the author made more than a trivial creative contribution to the work. Novelty is not required.

Copyright protection is not available for works prepared by employees of the United States government as part of their official duties.

Works of authorship which are subject to copyright include literary works (works expressed in words or numbers including computer programs, computer program documentation, e-mail messages, discussion group postings and simple websites and web pages); musical works; dramatic works; pantomimes and choreographic works; pictorial, graphic and sculptural works; motion pictures and other audiovisual works (including multimedia presentations and many websites and web pages); and sound recordings. The requirement that a work be "fixed in any tangible medium of expression" means that the work must be stored in a reasonably permanent medium.

Duration of Copyright

Once conferred, copyright protection in works created in 1978 or later normally endures for the life of the author plus 70 years. If the author cannot be identified, the duration of copyright is 95 years from first publication or 120 years from the year of its creation, whichever expires first. For works published and copyrighted before January 1, 1978, the duration of copyright is 95 years from the date the copyright was originally secured. For works created before January 1, 1978, but published on or after January 1, 1978, the duration of the copyright is the same as for works created on or after January 1, 1978, except that the copyright in the work cannot expire before December 31, 2002 and, if the work was published on or after December 31, 2002, the copyright cannot expire before December 31, 2047. All copyrights run to the end of the calendar year in which they expire.

Copyright Notice

Publicly distributed copies of published, copyrighted works should bear a copyright notice consisting of three elements: the letter "C" in a circle ("P" in a circle if a phonorecord of a copyrighted sound recording), or the word "Copyright," or the abbreviation "Copr."; the year of first publication in some instances; and an identification of the owner.

It is a criminal offense to remove or alter with fraudulent intent any notice of copyright appearing on a work subject to copyright. Although the presence or absence of a copyright notice does not conclusively establish whether a work is copyrighted, its presence suggests that a prospective user should inquire further before using such work, without permission, in a way that might infringe the copyright owner's rights.

A notice of copyright should not be placed on a work prepared as part of the official duties of a DON employee.

Duplication and Performance of Copyrighted Sound and Video

Department of the Navy appropriated or non-appropriated funded audio and video duplicating and playback equipment and facilities may not be used for the reproduction of copyrighted sound or video recordings without permission of the copyright owner, without a written legal determination that the reproduction is outside the exclusive rights granted to the copyright owner by the law, or covered by one of the limitations on the exclusive rights. United States copyright law, 17 U.S.C. 101, provides the following definition for determining whether a performance is "public," for which permission from copyright owners is required: "To perform or display a work 'publicly' means to perform or display it at a place open to the public or at any place where a substantial number of persons outside of a normal circle of a family and its social acquaintances is gathered."

According to SECNAVINST 5870.4A (series), within the DON, displays or performances on-board ship, in bachelor officer or bachelor enlisted quarters, day room, barracks, general mess, in an isolated area, or deployed area are not considered "public" provided the performances or displays are made without any purpose of direct or indirect commercial advantage and without charge to the recipients. Within the DON, displays or performances in open messes and clubs are considered "public" and will not be conducted without the permission of the copyright owner, except for in isolated areas or deployed units, as provided in paragraph 5c.

Copyright in Works of Authorship Prepared by DON Personnel

Official Duty Determinations

Copyright protection in the United States is not available for a "work of the United States government." This includes work prepared by an employee of the United States government as part of that person's official duties per 17 U.S.C. Sections 101 and 105. Accordingly, before asserting a copyright in a work, a DON employee should consult with his or her supervisor to determine whether the work was prepared as part of the employee's official duties.

Criteria for Official Duty Determinations

In making a determination of whether a work was prepared as a part of official duties, the employee and supervisor may be guided by these criteria:

1. A work prepared under the following circumstances is a work prepared as part of official duties:

- a. Preparation of the work was within the employee's position, job, or billet description. This includes a work properly self-assigned by the employee who was in a position to do so; or
 - b. Preparation of the work was properly assigned by the employee's superiors.
2. The presence or absence of a government contribution in the preparation of the work does not, by itself, determine whether the work was prepared as part of official duties. (Examples of "government contributions" are use of government time, facilities, equipment, materials, funds, or the services of other government employees on official duty.)
 3. An employee may successfully assert a copyright in a work prepared at that person's own volition and clearly outside his or her official duties, even though the work includes knowledge or information derived from the employee's official duties or relates to the professional field of the employee.

Fair Use

One of the rights accorded to the owner of copyright is the right to reproduce or to authorize others to reproduce the work in copies or phonorecords. This right is subject to certain limitations found in sections 107 through 118 of the copyright law (title 17, U. S. Code). One of the more important limitations is the doctrine of "fair use." The doctrine of fair use has developed through a substantial number of court decisions over the years and has been codified in section 107 of the copyright law.

Section 107 contains a list of the various purposes for which the reproduction of a particular work may be considered fair, such as criticism, comment, news reporting, teaching, scholarship and research. Section 107 also sets out four factors to be considered in determining whether or not a particular use is fair:

- The purpose and character of the use, including whether such use is of commercial nature or is for nonprofit educational purposes.
- The nature of the copyrighted work.
- The amount and substantiality of the portion used in relation to the copyrighted work as a whole.
- The effect of the use upon the potential market for, or value of, the copyrighted work.

The distinction between fair use and infringement may be unclear and not easily defined. There is no specific number of words, lines, or notes that may safely be taken without permission. Acknowledging the source of the copyrighted material does not substitute for obtaining permission.

The 1961 Report of the Register of Copyrights on the General Revision of the U.S. Copyright Law cites examples of activities that courts have regarded as fair use: "quotation of excerpts in a review or criticism for purposes of illustration or comment; quotation of short passages in a scholarly or technical work, for illustration or clarification of the author's observations; use in a parody of some of the content of the work parodied; summary of an address or article, with brief quotations, in a news report; reproduction by a library of a portion of a work to replace part of a damaged copy; reproduction by a teacher or student of a small part of a work to illustrate a lesson; reproduction of a work in legislative or judicial proceedings or reports; incidental and fortuitous reproduction, in a newsreel or broadcast, of a work located in the scene of an event being reported."

Copyright protects the particular way authors have expressed themselves. It does not extend to any ideas, systems, or factual information conveyed in a work.

The safest course is always to get permission from the copyright owner before using copyrighted material. The Copyright Office cannot give this permission.

When it is impractical to obtain permission, use of copyrighted material should be avoided unless the doctrine of fair use would clearly apply to the situation. The Copyright Office can neither determine if a certain use may be considered fair nor advise on possible copyright violations.

ETHICS

Ethics are standards by which one should act based on values. Values are core beliefs such as duty, honor and integrity that motivate attitudes and actions. Not all values are ethical values (integrity is; happiness is not). Ethical values relate to what is right and wrong and thus take precedence over non-ethical values when making ethical decisions. DoD employees should carefully consider ethical values when making decisions as part of official duties.

Primary ethical values according to DoD Directive 5500.07-R:

1. **Honesty.** Being truthful, straightforward and candid are aspects of honesty.
2. **Integrity.** Being faithful to one's convictions is part of integrity. Following principles, acting with honor, maintaining independent judgment and performing duties with impartiality help to maintain integrity and avoid conflicts of interest and hypocrisy.
3. **Loyalty.** There are many synonyms for loyalty: fidelity, faithfulness, allegiance, devotion and fealty. Loyalty is the bond that holds the nation and the Federal Government together and the balm against dissension and conflict. It is not blind obedience or unquestioning acceptance of the status quo. Loyalty requires careful balancing among various interests, values and institutions in the interest of harmony and cohesion.
4. **Accountability.** DoD employees are required to accept responsibility for their decisions and the resulting consequences. This includes avoiding even the appearance of impropriety because appearances affect public confidence. Accountability promotes careful, well thought-out decision-making and limits thoughtless action.
5. **Fairness.** Open-mindedness and impartiality are important aspects of fairness. DoD employees must be committed to justice in the performance of their official duties. Decisions must not be arbitrary, capricious or biased. Individuals must be treated equally and with tolerance.
6. **Caring.** Compassion is an essential element of good government. Courtesy and kindness, both to those we serve and to those we work with, help to ensure that individuals are not treated solely as a means to an end. Caring for others is the counterbalance against the temptation to pursue the mission at any cost.
7. **Respect.** To treat people with dignity, to honor privacy and to allow self-determination are critical in a government of diverse people. Lack of respect leads to a breakdown of loyalty and honesty within a government and brings chaos to the international community.
8. **Promise Keeping.** No government can function for long if its commitments are not kept. DoD employees are obligated to keep their promises in order to promote trust and cooperation. Because of the importance of promise keeping, it is critical that DoD employees only make commitments that are within their authority.
9. **Responsible Citizenship.** It is the civic duty of every citizen and especially DoD employees, to exercise discretion. Public servants are expected to engage personal judgment in the performance of official duties within the limits of their authority so that the will of the people is respected in accordance with democratic principles. Justice must be pursued and injustice must be challenged through accepted means.

10. Pursuit of Excellence. In public service, competence is only the starting point. DoD employees are expected to set an example of superior diligence and commitment. They are expected to be all they can be and to strive beyond mediocrity.

ETHICAL CONSIDERATIONS

Gifts

It is important for MCs to understand DoD ethical guidelines on giving and receiving gifts because more than likely, you will encounter gift exchanges, be offered some form of gift, or be asked to provide a gift from your command to a visitor or organization. MCs should consult legal counsel regarding specific issues relating to proposed gifts.

Events Sponsored by States, Local Governments, or Civic Organizations

Senior MCs will routinely be invited to attend state, local government or civic organization events and will be sometimes be offered free admission and/or meals. According to the Joint Ethics Regulation, a DoD employee may accept a sponsor's unsolicited gift of free attendance for himself and an accompanying spouse at an event sponsored by a state or local government or by a civic organization exempt from taxation when the DON has determined that the community relations interests of the Navy will be served by the DoD employee's attendance and if the cost and gift meet further guidelines as outlined in 5 C.F.R. 2635.204.

Fundraising and Membership Drives

Joint ethics guidelines prohibit DoD employees from officially endorsing or appearing to endorse membership drives or fundraising for any non-Federal entity except the following organizations:

- The Combined Federal Campaign (CFC);
- Emergency and disaster appeals approved by the Office of Personnel Management (OPM);
- Army Emergency Relief;
- Navy-Marine Corps Relief Society;
- Air Force Assistance Fund,
- Other organizations composed primarily of DoD employees or their dependents when fundraising among their own members for the benefit of welfare funds for their own members or their dependents when approved by the head of the DoD Component command or organization. (This includes most morale, welfare and recreation programs, regardless of funding sources).

These guidelines do not necessarily prohibit MCs from covering DoD employee participation in other fundraising events or activities in local internal information publications. MCs do need to be aware that endorsing or appearing to endorse other fundraising events is not authorized. To ensure planned coverage meets DoD ethical guidelines, MCs should involve local legal personnel and/or Judge Advocate Generals to provide guidance.

ETHICAL DECISION-MAKING

The following plan for decision-making ensures careful review of ethical consequences when there are alternative solutions that seem proper under existing laws and regulations.

- Define the Problem. Proceed from a general statement of the problem to specific statements of the decisions to be made. As you take the following steps, such as identifying goals and naming stakeholders, new problems or needed decisions may become apparent. Be willing to add these to your problem list as you go.

- Identify the Goal(s). Proceed from a general statement of an end result, both long term and short term. Be prepared to add to this list as you take the following steps. Goals are something to strive toward. They are statements of the best possible results. The very best is not always achieved for everyone. Many problems do not allow for "win/win" outcomes. Be prepared to fall somewhat short of some goals for the sake of ethics and other considerations.
- List Applicable Laws or Regulations. Laws and regulations are basic constraints within which official decisions are made. Until all relevant laws and regulations are considered, ethical decision-making is impossible. Although it is conceivable that an ethical decision could violate a law or regulation, such circumstances are rare.
- List the Ethical Values at Stake. Listing the ethical values at stake can awaken you to problems and goals that you may not have otherwise considered. It may alert you to stakeholders you may not have recognized. Listing the values reminds you of your commitment to them at a time when the stress of the problem may cause you to forget.
- Name All the Stakeholders. A stakeholder is anyone who is likely to be affected by a decision. Many stakeholders will be apparent because of the previous steps you already followed. More will occur to you as you give the matter a few minutes of thought. Do not forget to include yourself and the people who may depend on you for support, both at work and at home. As you list the stakeholders, try to note the way your decision could affect them. In other words, name what is at stake for the stakeholder.
- Gather Additional Information. This step is frequently overlooked. The stress from the problem urges speedy solutions. However, hasty decisions usually create problems of their own. Take the time to gather all necessary information. Ask questions, demand proof when appropriate, check your assumptions.
- State All Feasible Solutions. By this time, some feasible solutions will have presented themselves. Others may be found by sharing the lists and information you have pulled together and "brain storming." As you state the feasible solutions, note which stakeholders could be affected and what might be gained or lost.
- Eliminate Unethical Options. There may be solutions that seem to resolve the problem and reach the goal but which are clearly unethical. Remember that short-term solutions are not worth sacrificing our commitment to ethics. The long-term problems of unethical solutions will not be worth the short-term advantages. Eliminate the unethical solutions.
- Rank Remaining Solutions. Other solutions may not be clearly unethical but may be questionable. You may have to rely on intuition or "gut feelings" to weed out these solutions. Put these possible solutions at the bottom of your list. Rank the remaining solutions, which are all ethical ones, in order of how close they bring you to your goal and solve the problem.
- Commit to and Implement the Best Ethical Solution. Commitment and implementation are vital to the ethical decision-making process. Determining which solution is the best ethical one is a meaningless exercise unless implementation of the ethical solution follows. If the right decision is not implemented, the door is left wide open for others to implement unethical solutions.

SECURITY

Physical Security

Department of Defense Publication [DoD 5200.8](#) outlines the policies and minimum standards for the physical protection of DoD personnel, installations, operations and assets of DoD components. Command physical security programs are designed to safeguard personnel; to prevent unauthorized access to equipment, installations, material and documents; and to safeguard them against

espionage, sabotage, damage and theft.

Building/Space Security

Areas where MCs work should have defined work areas to allow for customer service, storage of equipment and classified work and storage areas.

Customer Service Area

The job order desk or reception area is the only place within the facility/space where visitors or people outside the work force should be allowed to visit unescorted. This area should be a definite, well-defined area with a limiting barrier, either a warning sign, locked gate, or door (depending on the degree of security required), beyond which unauthorized people should not enter.

Equipment Storage

Photo and video equipment to include cameras, lenses, flashes and lighting units are extremely pilferable and must be stored in a secure area. Gear should be properly accounted for using local procedures or the Controlled-Equipage Custody Record (4442), NAVSUP Form 306.

Classified Work and Storage Areas

Areas where classified materials are stored or used will be designated RESTRICTED AREA. An effective and efficient method will be used to restrict access and control movement within these areas. Only those persons whose duties actually require access and who have been granted appropriate security clearance will be allowed freedom of movement within the area. Persons without appropriate security clearance may gain access into the area, with appropriate approval, but must be controlled by escort, attendant, or some other security procedure to prevent access to the classified information.

Access

Access is the ability or opportunity to obtain knowledge of classified information. No person may have access to classified information unless that person has the appropriate security clearance and a demonstrated need-to-know. If you have authorized possession, knowledge and/or control of information, YOU are the person responsible to determine if another person's official duties require access to that classified information.

No one, regardless of rank or position or mere possession of a badge, has a right to have access to classified information. Do not assume anything. Check identity, clearance, need-to-know and ability to protect (or store) the information before passing classified information to anyone. You must strictly limit distribution of papers and other media containing classified information. When in doubt, do not route. Avoid routine dissemination of classified material.

Storage

Unauthorized persons shall secure classified information under conditions adequate to prevent

access. Classified information will be protected at all times either by storage in a Government Services Administration (GSA) approved container or having it under the personal observation and control of an authorized individual. Classified information that is not under the personal control and observation of an authorized person is to be guarded or stored in a locked security container, vault, room, or area in accordance with regulations.

Key Control

Key control will limit the number of people having access while maintaining an absolute minimum number of keys for efficient operation. All keys should be numbered and controlled by inventory. Never mark a key with a building or door number. If a lost key has data identifying what it may access, the finder will know exactly where to use the key.

OPERATIONS SECURITY (OPSEC)

OPSEC is an overall security program that supports mission accomplishment. OPSEC is concerned with keeping the tactical and strategic surprise on our side by protecting information and activities affecting this principle. It is everyone's job to protect classified information and Essential Elements of Friendly Information (EEFI). EEFI is defined by DoD as specific pieces of information regarding friendly (i.e., our) intentions, capabilities and activities, which are likely to be sought by our foes (i.e., our enemies/competitors).

Classified Material

As an MC, you may be assigned to a unit that works with or produces classified material. A basic understanding of security and how it applies to your specific technical specialty is important to successfully accomplishing your unit's mission.

Basic Policy

It is DoD policy ([DoD Reg 5200.1-R](#)) to make available to the public as much information concerning its activities as possible, while still conforming to the need to protect national security. Therefore, information is classified only to protect the national security.

Access to classified material is limited to personnel with a need to know, provided they have the required security clearance level. Access is only given for the specific information needed to do the job. Access to classified material will be denied to newly assigned personnel until their security clearance has been verified.

Classified information requires protection against unauthorized disclosure in the interest of national security. Classified material is marked in such a manner that there is no doubt as to the classification level assigned to the material.

Classification Designations

One of only three designations may be used to classify information requiring protection against unauthorized disclosure in the interest of national security: Top Secret, Secret, or Confidential. Markings such as FOUO and Limited Official Use are restrictions, not classifications. See the [DoD Guide to Marking Classified Documents](#) for further information.

Control of Visual Information Products

Supervisors are responsible for controlling photography, official and unofficial, within their jurisdiction, regardless of whether photographers are attached to the DoD or are private citizens. Additional directives will be issued as necessary to control photography within their commands. Those in authority in the location where photographs are being taken will supervise the photography.

To protect classified material from compromise when unclassified photography is authorized, determine if any of the material within range of the camera is classified and if it is, remove or cover it first.

CHAPTER 2

PUBLIC AFFAIRS

As a senior MC, you may find yourself in a variety of public affairs billets throughout the fleet, whether in an independent-duty role or as part of a base, shipboard, fleet or force public affairs office. You will be responsible for managing resources—manpower, budget, supplies and equipment used for completing the public affairs mission. You must be ready to step in and effectively manage the office, either as the lone administrator or as the PAO's assistant.

Managing a public affairs office entails several things, such as administration and file maintenance, personnel training, and even developing standard procedures for communicating with staff personnel, media and the general public. It is a subject so broad that this manual cannot adequately cover it all in one or two chapters. However, the following pages provide tools and knowledge to help you to grow as a public affairs specialist.

Your primary foundation for doing MC work is Department of the Navy Public Affairs Policy and Regulations, [SECNAVINST 5720.44C](#). (This publication will subsequently be referred to by its short title, PA Regs.) PA Regs has been issued as an instruction from the Secretary of the Navy (SECNAV) who, by law and regulation, is responsible for relationships with the Navy's publics, as defined in the MC Basic manual. It not only provides policy guidance, but also outlines regulations and recommends general practices and procedures for the conduct of a public affairs program. It contains much of the authority you need to perform your duties and provides a wealth of information and practical guidance.

Furthermore, there are usually communication plans and instructions issued by area, fleet, or force commanders, which supplement the basic provisions in PA Regs.

LEARNING OBJECTIVES

After completing this chapter, you should be able to do the following:

1. Define the roles, responsibilities and functions of a senior MC performing public affairs duties
2. Identify the public affairs process and how it is used
3. Detail the importance of sound military/media relations
4. Discuss the guidelines for releasing information
5. Identify the various types of media actions that lead to distorted messages and detail the concept of credibility when dealing with the media
6. Discuss the restrictions security accuracy propriety and policy (SAPP) has on information release
7. Discuss the impact the role social media has on the effectiveness of your communications plan

ROLES, RESPONSIBILITIES AND ORGANIZATION

Effective staff procedures assist a commander by decreasing the number of items requiring command decisions, speeding up the processing of information into material useful to the commander in making decisions, and improving the quality of the product presented to him.

It is important for personnel assigned to the public affairs staff to not only know the detailed procedures and techniques of their own office, but also those commonly used by all staff divisions.

The broad functions performed by all sections of the staff, including public affairs, in their daily activities are as follows:

- Provide advice and information
- Develop plans
- Organize resources
- Achieve coordination
- Make recommendations and decisions
- Prepare and transmit directives
- Maintain control through supervision

Advise and Provide Information

The public affairs officer, or PAO, is a special advisor to the commander and is relied upon to provide candid, solid advice on how command operations, exercises, and incidents could be affected and viewed by the command's many publics. To provide that candid advice and to understand how communicating with the various publics impacts the mission, public affairs offices must monitor the continuous flow of information into the headquarters. That information comes in through e-mail, message traffic and word of mouth. It comes from higher and lower echelons, from intelligence reports, routine reports, and personal observation and conversations.

The public affairs staff must stay current on situations within the command so it can assess the incoming information and determine whether what the commander, other staff sections or subordinates need to know. Public affairs offices must judge the significance, reliability and completeness of the information. The commander should not be burdened with a mass of indecipherable information, irrelevant facts or unfounded rumors. Above all, public affairs efforts must be objective. Facts must be prepared as they are—not as the commander would like them to be.

Products

No matter the size, every public affairs office generates several print, video, and web products, including welcome aboard brochures, command presentations, CO, XO, and CMC biographies and official photographs, fact sheets, briefings, family-grams, cruise books, etc., to support community relations, internal and external information products.

Regardless of the product or communication environment, you will use the basic public affairs process of research, planning, implementation, and evaluation (RPIE).

PUBLIC AFFAIRS PROCESS

The public affairs process is applicable across all MC paygrades but becomes more detailed as your job scope and responsibilities increase.

RESEARCH

Research is the key to any successful public affairs, communications, and/or community engagement efforts, not only in the Navy, but also in the business world, non-profit field, and other government sectors. Without research, those who administer public affairs, promotions, and related communications programs and activities would be operating in the dark without any guidance or clear sense of direction. The goal of research is to focus the entire public affairs process and examine the communications relationships that exist among and between the Navy and its key target audience groups.

By gathering data points, assessing attitudes and exploring communication strategies, PAOs can determine what potential audiences know and believe. PAOs should look comprehensively at all variables using two types of research: quantitative and qualitative.

- Quantitative analysis occurs both in the research and evaluation stages of the process. The analysis produces hard data and generally requires specialized skills and specialized funds to hire a civilian research agency to perform the analysis. PAOs and senior MCs will usually focus on qualitative assessments of the diverse, multifaceted communities in which they operate.
- Qualitative analysis will likely include a spectrum of viewpoints, preconceptions, opinions, and experiences. Even among pro-military segments of the population, some may be critical of certain Navy decisions or actions. Qualitative analysis can be quickly and economically conducted through the use of focus groups and personal, one-on-one interviews.

Considerations:

- Media relations – PAOs and senior MCs should meet local media leadership soon after assuming duties. Ask for their observations on public opinion toward the local command. (See SECNAVINST 5720.44(Series) for more media guidance)
- Media analysis – Clippings, letters to the editor, broadcast segments, and other material help gauge and document public opinion
- Civic organizations – Consult the leadership of civic groups for views on specific issues of Navy or Marine Corps concern
- Internal assessment – Since Sailors frequently join such groups in an off-duty capacity, take the pulse of the internal community
- Military organizations – Military organizations that support the Navy can be a good source of candid analysis of any challenges
- Ask for recruiters' insights into youth attitudes. They may also provide feedback from centers of influence such as teachers and school counselors
- Reserve and National Guard members may be life-long residents of the community. They can often have intimate corporate knowledge concerning historical attitudes and issues surrounding Navy presence in the area

PLANNING

Determine communication goals and objectives. There should be an objective that states the desired outcome of all events and activities. Goals are the benchmarks under which the objectives should be accomplished. Accomplishing goals helps ensure the objective is met. Goals are more specific in nature than objectives. An objective may be to create and maintain a positive public affairs environment within the community. The goal is the action to take; the objective is the desired outcome when that action is completed.

Possible goals (objectives or success indicators) include:

- Increase community interaction with influential opinion leaders
- Improve relations with local schools
- Assist recruiting efforts in surrounding communities
- Reduce anxiety about a hazardous environmental situation
- Conduct a 'reality check'

A communication plan should:

- Support your organization's mission and people
- Be understood by both leaders and subordinates
- Be measurable - by stating specifically what will happen and how it will be measured
- Ensure enthusiasm and commitment by those who must carry out the plan
- Follow all applicable directives

Tactical planning within the command's communication plan involves selecting specific milestones in support of the overall communication objectives. Resist the temptation to devise tactics as a first step; all steps outlined above must be completed first. Tactics integrate key messages and identify spokespersons and communications channels. A tactical plan lists each step to be taken, shows which objective it supports, and pinpoints when each step will occur within a timeline or plan of action and milestones.

Tactics may include:

- Working with area leaders and citizens to create a base community council or to energize a local chamber of commerce
- Join forces with protocol to revamp the command guest list for an upcoming change of command in order to reach a more diverse audience
- Invite civilian groups to attend POW/MIA day on the base
- Schedule base speakers at five events each month
- Schedule the commander to attend weekly civic meetings
- Arrange for military representatives to serve on local committees
- Partner with the local community on an Armed Forces Day or Women's History Month event
- Remain flexible. While the plan is a starting point for the PAO's community outreach strategy and should be viewed as a "living document," be aware of how changes may impact the larger communication plan and its objectives

IMPLEMENTING

While implementation may sound like the easiest step, many public affairs specialists and officers find themselves trying to execute the perfect plan as opposed to the most effective. Changing your plan midstream and overanalyzing can have a detrimental effect.

EVALUATING

During the evaluating process, be sure to pay close attention to your public affairs programs. Check to see if they are performing as advertised, are as complete as possible, and conform to guidance provided in PA Regs.

Some of the programs and projects you should closely monitor include: community relations (Adopt-A-School, speakers bureau, etc.), internal information/ communications (command website, awards ceremonies, special events, etc.), command tours, static displays, and guest cruises. Do not forget to scrutinize your training program closely, because better-trained MCs result in a more efficient and professional operation.

Evaluating, measuring success, and, to a degree, communicating that success to military and civilian leaders, is essential in gauging how well the public affairs team communicates with its various

audiences. Use the success indicators (objectives) identified in the planning stage to measure effectiveness.

Success indicators may include:

- Attendance figures
- Participation and engagement
- Direct feedback
- Media coverage
- Speaker requests

MEDIA RELATIONS

Media relations is an important component to a successful communication strategy. The media are key in telling the Navy story and you must be cognizant of the various outlets, organizations, and audiences each respective media organization reaches. Whether it is the local outlet in Small Town, U.S.A., or a major international news organization viewed by millions around the globe, as a public affairs professional you must be a good steward of information and not succumb to the temptation of simply rapidly releasing information but expeditiously and more importantly, accurately releasing necessary information to targeted media which will support your overall communication strategy while adhering to established guidelines.

PUBLIC INFORMATION

Timely and accurate information will be made available to the public, Congress, and the news media so they may assess and understand the facts about national security, defense strategy, and ongoing joint and unilateral operations. Requests for information from organizations and private citizens will be answered in a timely manner. In carrying out this policy, the following principles of information release apply:

1. Full disclosure. Information will be made fully available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act and the Privacy Act will be complied with in both letter and spirit.
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 family members.
3. Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.
4. Information will be withheld only when disclosure would adversely affect national and operations security or threaten the safety or privacy of the men and women of the Armed Forces.
5. The Department's obligation to provide the public with information on its major programs and operations may require detailed Public Affairs planning and coordination within the Department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda or publicity designed to sway or direct public opinion will not be included in Department of Defense Public Affairs programs.

Information Release

In deciding how, when, and to whom information should be released requires determining what information can be released based on:

- Whether release of given information/imagery is required by the Freedom of Information Act
- The nine Freedom of Information Act release exemptions
- If release of given information/imagery is/is not prohibited by the Privacy Act, violates security, propriety, or any Department of Defense (DoD) service policy
- If the Public Affairs Officer does/does not have the authority/competency/ability to release information regarding a given topic

The Public's Right to Know vs. Need to Know

A critical aspect of the military public affairs mission is to provide American citizens with information concerning military plans, policies, and operations. According to [Joint Publication 3-61](#), "It is the responsibility of the DoD to make available timely and accurate information so that the public, Congress and the news media may assess and understand facts about national security and defense strategy."

The public's "right to know" is a legal concept supported by both the Constitution and an act of Congress. Laws like the Sunshine Act (5 U.S.C. 552b) allow the public to gain full disclosure on what the U.S. government is doing. It is also a concept promoted by officials in all branches of our government as a correct and proper approach. The United States is a government "of the people" and should be open and without secrecy except in special circumstances. In fact, this concept is widely recognized as fundamental to democracy.

The public's "need to know," conversely, is the concept often used to protect certain information from potential enemies of the United States. Our democracy has determined that it is necessary to keep some information from the general public. Some information is critically important to the operation and defense of government. Potential enemies could benefit from disclosure of this kind of information. This "need to know" concept has risen out of the democratic process and has been around for a while.

The need for some means of governmental classification in the interest of national defense and security has long been recognized. We have already established the public has a right to know some things. But making decisions on what information the public does or does not have a need to know can become a delicate balancing act. This is where the "gray area" of our job comes into play as you decide what information to release.

Release authority may be delegated but ultimate responsibility always lies with your commander or a higher command. Your job is to advise, but they are the leaders who ultimately say what is or is not released. In the balancing act of the public's right versus the public's need to know, we must realize that increased public interest leads to a greater need to provide information.

The Department of Defense website devotes a page to [DoD Issuances](#) which links to directives, issuances, publications, and instructions set forth to govern the release of information. A portion of this directive has been pulled out and used as the DoD Principles of Information, which can be summarized and is perhaps best known as the "maximum disclosure, minimum delay" policy. It states that the DoD is committed to providing the public with rapid access to any information that would not jeopardize security or a service member's right of privacy. It also specifically states that information may not be withheld from the public simply because its release would be embarrassing to the commander or service involved.

The maximum disclosure, minimum delay policy is the foundation for DoD's military-media relations program. PAOs must ensure that information provided to media is completely releasable. The determination of what is releasable must be included in operations planning.

Operational security (OPSEC): "Security at the source" is the best way to ensure that no released information jeopardizes operational security or the safety and privacy of military forces.

Media Training

As you interact with media members, you will undoubtedly have a number of requests to provide subject-matter experts to support external media products. Sailors you make available to the media should be familiar with the interview process and how they should respond to questions.

The office of the Chief of Information (CHINFO) or its designees provides media training to senior officials – Flag officers, Senior Executive Service, subject-matter experts and other relevant personnel — on an ongoing basis. Command PAOs provide on-site guidance and refresher training as needed.

- Operational training must include preparations for news media coverage of the operation. This media training involves both PAOs and leaders of operational units that can expect media coverage during an operation. Commanders, both of combatant commands and operational units, should avail themselves of this training. It should also be provided to others when possible.
- The three basic objectives of media training are to prepare commanders and staff to understand media requirements, to articulate command messages, and to avoid the usual pitfalls of news media interaction.
- Examples of training include learning how to respond to difficult questions with a talking point (turning a difficult question to the commander's advantage), avoiding speculation, avoiding sensitive wording, and refocusing discussions with media. For information on CHINFO media training, contact the CHINFO news desk.

When mutually arranged and consistently followed, attribution arrangements and other ground rules help safeguard good media relationships and can reduce or eliminate misunderstandings and disputes. These arrangements must be made and understood before any information is provided. When statements concern policy that pertains to several commands, the PAO may choose to request attribution to "a Navy spokesperson" or similarly broad category, rather than attribution by name and title. However, reporters normally attribute comments to a spokesperson by name and title. Attribution options include:

- For attribution. The source is considered an official spokesperson and will be identified by name and title (e.g., "Lt. Joe Jones, Navy spokesperson"). When someone speaks for the Navy with the proper authority on a particular subject, topic, or event and provides the official Navy position or response, that person is considered an official spokesperson for purposes of Navy information.
- Not for attribution. The specific (personal) source of information is not to be identified. Reporters may attribute the information to a "military source," "a Navy official," or another nonspecific term acceptable to the reporter and spokesperson. This should be mutually agreed upon in advance.

Before news conferences, interviews, or any other media interactions, PAOs will establish ground rules ensuring both the source and journalist understand them. These include the means of attribution, time limit, and logistical considerations. PAOs should ensure that all command members who are likely to encounter media understand these basic ground rules and the role of the PAO in establishing and maintaining them. Ground rule options include:

- On the record. Remarks are for attribution by name and title. They should be quoted verbatim and attributed directly to the information source. All remarks are assumed to be in this category unless otherwise stated and agreed to in advance.
- Background. Remarks are not for direct attribution. The reporter may use them in any fashion desired, provided there is no attribution to a specific source by name or title. The source may

be identified as “a Navy” or another general title as mutually agreed to beforehand. “Background” is mostly used to explain the context of the story.

- Off the record. Statements made under this ground rule are usually meant to provide in-depth information or perspective to reporters who may be pursuing a topic to a wrong conclusion, or to orient them to future events that will eventually be reported but currently require special handling. Reporters are not obliged to place a statement “off the record” after that statement has been made, so this rule must be clearly communicated and understood in advance. ALWAYS ASSUME ATTRIBUTION and do not be surprised when “off-the-record” remarks appear as on-the-record comments.

Media Availability

Sometimes referred to as press conferences, media availabilities allow commanders to interact with media quickly to promote an event or respond to a crisis. Press releases are sent in advance, and media escorts are provided to ensure media representatives get to the location of the media availability. In addition, press kits are distributed which include biographies of the leadership, ship/unit facts and information, along with assets assigned. Questions and topics of discussion should be relevant to the media availability and not used as a platform to discuss other current events or non-related issues to the event.

Releasing Information to the Media

A request for an “exclusive” can involve any news story that no other reporter has requested. Requests for exclusive information on major stories of obvious news value are generally not honored, and are generally discouraged. The public’s right to know generally calls for widest possible dissemination, and that principle transcends the proprietary rights of a single reporter. When following up on a story of clear news value, a reporter may ask for additional information to support a subsequent in-depth news feature or a different perspective on the story. Such requests may be honored. If similar inquiries are received from other reporters, the information should be released simultaneously to all interested media.

- The Rule of First Inquiry. This rule is intended to facilitate the basic policy of fair and equitable treatment. It normally applies to a minor news story of limited interest. It must be applied consistently.
- This rule applies only when one news media representative has requested information of obviously limited news interest. The fact that such information has been provided to a reporter is not to be volunteered to other reporters.
- If, prior to answering the first inquiry, substantially similar inquiries are received from other reporters, the first reporter will be so informed. Subsequent inquirers will be advised that a prior request has been received. None of the inquirers will be told the identity of the individuals or organizations that have placed similar inquiries.
- If not more than three similar requests are received, the information will be provided simultaneously, if possible, to all inquirers. If not possible, inquirers will be answered in the order requests were received.
- If more than three requests for substantially similar information have been received before any are answered, inquirers will be advised that the information cannot be given on an exclusive or limited basis. Due to the number of inquiries, the information warrants wide dissemination and original inquirers should be advised that a general release covering the subject might be issued to all news media.

You should strive to provide as much information that is available and releasable to the media, ensuring they understand that as soon as more information becomes available it will be released. Remember “maximum disclosure, minimum delay.”

Initiate when possible. Help the reporter achieve balanced news coverage by initiating the release of information. Commanders should provide the maximum possible amount of information to ensure news media fully understand an issue.

When unfavorable or embarrassing events occur, commanders may be tempted to delay or reduce disclosure. However, both ethical and practical considerations call for expeditious release of adverse news. Ethically, the public has a right to know. Practically, delayed disclosure may lead to either erroneous or long-term news coverage of the issue, and possibly both. Bad news does not get better with time. However, some instances may necessitate a delay in release. An example might be delaying an announcement of an aircraft mishap so next of kin can be notified first (a requirement). Even with less than favorable news, the American public is, in general, understandable and forgiving in instances like these.



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GROTON, Conn. (May 2, 2012) Chief of Naval Operations (CNO) Adm. Jonathan Greenert and U.S. Rep. Joe Courtney from Connecticut hold a press conference at the General Dynamics Electric Boat shipyard to announce the Navy's acceptance of the Virginia-class attack submarine Pre-Commissioning Unit (PCU) Mississippi (SSN 782) and answer questions from national and local media. (U.S. Navy photo by Mass Communication Specialist 1st Class Peter D. Lawlor/Released)

Always consult applicable public affairs guidance and appropriate public affairs officer(s) in the chain of command before providing information to the media.

Classified information must always be protected. PAOs escorting media into spaces with classified equipment and/or classified material must ensure that all appropriate steps are taken to safeguard classified equipment and classified information prior to entry into the space.

In addition to classified material, sensitive unclassified information should also be protected.

If a reporter or photographer has been given wrongful access to classified or sensitive information, the PAO shall immediately contact the command Security Manager to report the unauthorized disclosure. Do not make any statements or comments concerning the classified information. The Security Manager will notify Chief of Naval Operations (N09N2). If corrective action is warranted, corrective action may include retrieving the information from the reporter or photographer.

Review all internal information generated for public release to ensure it does not contain classified information or sensitive, unclassified information. This review will also ensure that it conforms to command policy. It is always better to be safe than sorry. Review information if it falls into one of these categories:

- Test and evaluation information
- Proprietary information
- Information that might endanger personnel (names, addresses)
- Contract negotiation
- Military justice matters
- Investigations
- Hospitalized and wounded
- Matters of propriety and special circumstances (base closures, claims against the government, etc.)

MCs should always have appropriate security clearances for access to operational and administrative matters that affect the command. The expanding presence of the Navy on the Internet has created a new security issue for PAOs: no command information server connected to the Internet should contain classified, unclassified sensitive, private, or any other information that would allow the recipient to infer any of the above. Security safeguards such as firewalls should always be used in electronic servers connected to publicly available networks.

Limitations of Release

The DoD has established standard limitations to its maximum disclosure, minimum delay policy to ensure consistency of information released by the many commands, activities and military bases that make up the DoD. The restrictions are security, accuracy, propriety, and policy, also referred to as SAPP -- an internal acronym used by the public affairs community.

Security is the need to safeguard physical, classified, and operationally sensitive information. It is the first and most important limitation. It refers to information that is formally classified or information that falls under operational security (OPSEC) or Essential Elements of Friendly Information (EEFI).

Examples of secure information would be operational planning, troop movements, investigations, or unit strength in a theater of operation.

Accuracy is the second most important limitation. This limitation demands that public affairs sources provide only factual information, not speculation. What does this mean? Do not answer questions or

release information unless you are sure you have accurate information. Do not be pressured into providing an inaccurate release.

An example would be during the TWA Flight 800 crash over Long Island, N.Y., in 1996. Within the first few hours of the downed aircraft, New York media descended upon Coast Guard Station Moriches as they began search and rescue operations. The Coast Guard Group Moriches Commander was responding to media queries when reporters asked him what he needed the most. He responded, "Lots of body bags." This was a violation of accuracy by the commander because search and rescue operations had just got under way. There had been no indication of whether or not there were survivors, or if next of kin had been notified. He violated accuracy.

Propriety (and often policy) pertains to the advertising of commercial products. It is inappropriate to release information that gives the perception of the DoD endorsing a product; release information that places organizations in an unnecessary negative light; release information that shows bias toward commercial products or agencies, etc.

Also out of respect for service members and their families, public affairs personnel will not help gather or publish inappropriate descriptions or images. You must ensure all your releases are in good taste. For example, do not release grotesque accident photographs or make statements that may cause family members distress.

Policy dictates the procedure for release of topical information at various levels of authority, which can become challenging in a joint environment, when every commander's policy matters greatly. Other examples of specific policy include the Freedom of Information Act and the Privacy Act, which also give release guidance for certain types of information. PAOs should understand and be able to explain public affairs, as well as operational policies regarding the release or non-release of information.

Limitations of Release – Other Considerations

In addition to SAPP limitations on the release of information, there are other limitations you must consider: ability, competency, and authority or ACA guidelines. ACA guidelines refer to a particular person's or command's ability, competency and authority to release the information. These three additional lesser-known, but not less important, considerations may limit public affairs professionals from providing information on a given subject.

Ability refers to actually having the information. For example, a public affairs officer or other individual dealing with the media simply may not possess any information on the issues and therefore, at that point at least, will not have the ability to comment on or release any information.

Competency refers to having expertise on the subject. In a given situation, the PAO or other individual might, in fact, have the information, but not be qualified or have the competency to discuss it with news media. In other words, the PAO may not be the subject matter expert (SME) on the topic. In these cases, a PAO can locate an SME with the competency to talk on the subject or refer the requester of the information to another agency's public affairs office.

Reporters do not necessarily want to talk with a public affairs specialist; they want to talk with the men and women who are doing the work. They want to talk with the pilot who flew the plane, the tank driver who advanced through a hostile zone, the Marine who was involved in the shootout, the engineer who can speak specifically about a weapons system, etc. They are the individuals with first-hand knowledge and a human-interest story to tell the public.

Authority means that information is released at the appropriate level of command. A good rule of thumb is that the release authority of a commander is the same level of authority in other military matters. For example, a base-level PAO is normally authorized to speak for anything involving his or her base, but usually will not have the authority to speak on behalf of a higher headquarters.

Your level of command will have authority to talk about what they are responsible for. You should never comment on another command's activities. In addition, policies or actions that happen at higher levels of command are never your responsibility unless you are given authorization to talk about them as they pertain to your command.

We use the terms “usually” and “normally” because that is where this gray area really shows its color. Much of this ambiguity is based on what type of information is being considered for release.

All activities will identify their target audiences to help focus communication efforts. Audiences are generally divided into two categories: internal and external. Channels to these audiences often overlap; for example, Sailors receive information from external media in addition to internal media.

Decisions about when to release information externally or internally depend on the situation. Commands should understand there could be negative consequences of holding onto information. Here are some reasons to release information as early as possible:

- The U.S. public, Congress and the media are entitled to “truthful, timely, and accurate” information about the military, per the DOD Principles of Information.
- Early release of information sets the pace and tone for resolution of a problem.
- If you wait, the story will often leak anyway. When it does, you jeopardize trust and your (personal, command, and Navy) credibility.
- You can better control the accuracy of the information if you are the first to present it. If the story gets out incorrectly, it will remain incorrect.
- There is more likely to be time for meaningful public involvement in decision-making if the information is released promptly.
- Prompt release of information, including visual information, about one situation may prevent similar situations elsewhere.
- Less work is required to release information early than to respond to inquiries, attacks, misinformation, etc., which might result from a delayed response.
- If you wait, the public may feel angry and resentful about not learning of the information earlier.
- People are more likely to overestimate the risk if you hold onto information.

All releases have worldwide potential. Information flow in the global information environment is faster, farther reaching, and has greater impact than ever before. Current information technology ensures information in the public domain is available worldwide; therefore, information released to an internal audience or to a specific target audience has the potential to reach an international audience. Once this information is released, it is beyond control.

Information reliability has decreased in today’s communications environment. Information, either correct or incorrect, can be placed in the communications stream at a near real-time rate. This can increase the risk that a DON activity may be reported on inaccurately or with information taken out of context. When a command or PA activity finds an instance where the media has used inaccurate information or used information out of context, that PA activity must practice procedures and techniques that mirror the sophistication of the media and take immediate action to correct the record. DON PA must have reliable, accurate, current, and credible information available to address inaccurate and out-of-context information. Care should also be taken to ensure information has been communicated clearly and is understood by those receiving it. Where possible, the media product should be reviewed for accuracy before and after it has been published or aired.

Today’s media, fueled by the connected public, have a voracious appetite for visual information (VI) in the form of still photography and video. It is imperative for the Navy’s PA community to acquire and

disseminate all forms of VI as rapidly as possible and in accordance with operational guidelines and requirements.

Prior to distributing your release, try this mental checklist:

- Is the event newsworthy?
- Does the release make sense and follow a logical order?
- Does it reflect Navy policy?
- Does it include facts only and no opinions (unless attributed)?
- Is the most important information in the first two paragraphs?
- Is the information unclassified, accurate, and in good taste?
- Is the information as timely as possible? (One hour or less is recommended for serious accident or injury.)
- Have you used common simple words?
- Have you eliminated military jargon?
- Did you add relevant quotes in the release?
- If the release is in response to injury or death, has the next of kin been notified and have 24 hours passed?
- If the event is an accident or incident, did you mention that an investigation is under way?
- Does the release appropriately protect the privacy of family members?
- Did you include a contact name and phone number for media follow-up?
- Did you mention the availability of imagery and/or include a link to a website where it could be found?
- Did you include as much information as possible without delaying the release?
- Has the information been approved for release?
- Have you targeted your release for the appropriate audience(s)?
- Have you sent it to Navy.mil?
- Was the Defense Video and Imagery Distribution System, or DVIDS, included in your release?
- Is your local media list up-to-date?

Inaccurate Reporting

Inaccurate reporting may result from a human error in the reporting process or be an intentionally reported piece of information from an adversary. The definitions of these are:

- Misinformation - to give false or misleading information.
- Disinformation - Deliberately misleading information announced publicly or leaked by a government or especially by an intelligence agency in order to influence public opinion or the government in another nation.

In the case of inaccurate reporting, you must weigh the consequences of various responses. Seeking a retraction or correction may increase the potential for repeating inaccurate or distorted information. In addition, the severity of the inaccuracy, minor or major, should be considered. In general, avoid corrections and retractions if unnecessary to correct factual inaccuracies.

Response options include:

- No response.
- An email or phone call to editor, news director or reporter. This is often the wisest choice, because it gives the publication the opportunity to correct information on its website, which is often fodder for subsequent news stories and educates the reporter/editor/news director so the mistake will not be made again. This approach is better than ignoring an error.
- Correction or retraction.
- Letter to the editor.
- Opinion-editorial (Op-Ed) submission.

Media Embeds

A media embed is defined as an occasion when a credentialed media representative remains with a unit for an extended period of weeks or perhaps even months. An embarkation of a few days in support of a short exercise or to simply become familiar with operations is not considered an embed.

Media can be embedded with air, ground, and afloat forces to ensure a full understanding of all operations.

Embedded media operate as part of their assigned unit.

DOD assigns embed opportunities to news organizations, not to reporters. The media organization assigns individual reporters to fill those embed slots.

Media will be given access to operational combat missions, including mission preparation and debriefing, whenever possible. Commanders will ensure the media are given every opportunity to observe actual combat operations. The personal safety of reporters is not a reason to exclude them from combat areas.

When media is embedding with your command, it is important to go over and have media members sign a set of ground rules specific to your unit.

Media embeds are controlled by your Fleet and Force commanders. More information can be found in PA Regs.

Internet-Based Capabilities (Websites/Social Media)

Information technology continues to be a front-burner issue for public affairs professionals. Relevant policy is found in [SECNAVINST 5720.47B](#). Information contained in a publicly available website is a public affairs matter. The public affairs officer must be the content manager, which, at minimum, means that the PAO reviews and approves all information being released. PAOs must balance the need for timely and complete release of information with safety and security concerns. The Internet and the web offer valuable opportunities to quickly research any topic through a nearly endless database, and to communicate with millions of people on a one-to-one basis.

Social Media

Social media describes the different means by which people, enabled by digital communication technologies, connect with one another to share information and engage in conversations on topics of mutual interest. Social media is an umbrella term describing a variety of communication media and platforms, social networking being the most well-known of them. While specific media, platforms, and technologies may change over time, the overall trend of people connecting with other people using technology only increases. The way people get information has changed and their desire to have real

conversations with individuals, businesses, organizations, and government has increased. This presents a tremendous opportunity for all commands to more effectively communicate with Sailors, Navy families, and the public.

Social media, as part of your overall command communications strategy, helps fulfill the obligation to communicate with all stakeholders. It also provides another, often richer, means of sharing information with internal and external audiences. Stakeholders are increasingly using social media, and PA professionals are better off reaching them there than not at all.

Today's media is no longer confined to 24-hour cable news and news websites. The Navy now looks beyond the traditional media, and recognizes that social media, such as YouTube, blogs, and Facebook, influences mass media and has helped reshape the information environment.

Using social media to communicate with stakeholders during a crisis has already proven to be an especially effective use of the medium due to its speed, reach, and direct access. In recent crises, social media has facilitated the distribution of command information to key audiences and media while providing a means for dialogue among the affected and interested publics.

Generally, PA professionals should regularly monitor incoming content posted by users on the unit's interactive social sites so you can understand what information they need and what is happening to them. Staff appropriately to answer questions as best as possible and ensure that your audience knows you are listening to them and actively engaged in the crisis. Experience shows this will be your single greatest source of requests for information in a crisis.

Post releasable information as it becomes available; there is no need to wait for a formal press release. When you have solid information that your audience want to know, post it. If you need to put out updated information later, do so, but do not let "perfect" be the enemy of "good enough."

Monitor external conversations regularly and correct inaccuracies. This is the best way to stop rumors before they run rampant. Use search engines and other monitoring tools to track discussion on the topic.

Share and cross-promote critical information with your network of trusted social media sites, such as other Navy command sites, government sites, and official non-governmental organization sites like the American Red Cross. You never know who may be reached through the extended network of the social web.

Analyze success of crisis communication via social media by looking at click-throughs, conversation, replies and reactions to postings, etc.

Blogs

Throughout American history our service members have been the most credible, influential, and authentic spokespersons for the U.S. military way of life. Their diaries, letters, and handwritten journals have provided some of the clearest accounts and most authentic historic documentation of America's battles and warfare. But the age of handwritten diaries, journals, and letters is all but gone. They are being replaced by instantaneous worldwide communication. Rather than diminishing the personal record of events and military life, this new form of interaction has greatly advanced the service member's ability to communicate.

Internet home pages, message boards, web logs (blogs), web-based video diaries/blogs (vlogs) and other Internet video products, standard email, wireless text messaging, and other evolving forms of electronic media have become increasingly popular as a convenient means for service members to communicate in real and near-real time with families, friends and the general public — nationally and internationally.

Military and civilian personnel, especially when deployed overseas or in situations where usual civilian communication channels are limited, are using blogs to communicate with family and friends.

However, blogs and other personal diaries, including video products, are open to review by anyone with Internet access. Uninformed users often think of these mediums as tools for conversation amongst peers, but, because of the public nature of blogs, they are open to unlimited view and dissemination.

Before posting or transmitting information, ask yourself if you are about to transmit information that could be helpful to the enemy. Be responsible when describing daily activities, experiences, locations, or places. Comply explicitly with the protection and operational security policies of the Department of Defense. In this case, PAOs and senior MCs may initiate posts or may respond to blogs/web postings that misrepresent the facts on Navy issues or policies. If so:

- All personnel will identify themselves as an official representative of the United States Navy, using name, rank, title and command.
- All personnel shall reply using proper etiquette and decorum. Remember, everything you write is on the record.
- All personnel will respond using previously approved CHINFO talking points and public affairs guidance.
- No personal opinions will be expressed in the response.
- No persuasive remarks, such as “write your congressman,” “write Navy Recruiting District Command,” etc., will be used by personnel responding to a blog.
- All personnel shall report their postings to their Immediate Superior in Command (ISIC).
- In your engagements, be sure to use the words "Navy" and the issue name for easy search of your activities.
- Be careful about commenting on any current litigation.
- Be aggressive, but be smart and non-emotional.

The following is a summary of some types of information that must not be displayed on any public accessible website including personal blogs or other electronic media operated by individual service members or DOD civilian or contract employees:

- Pre-decisional information, proprietary information, business sensitive information, or information designated as For Official Use Only (FOUO).
- Information about the military that is not based on personal experience or not in the scope of personal duties.
- Information protected by the Privacy Act of 1974 or the Health Insurance Portability and Accountability Act (HIPAA) of 1996.
- Information—other than authorized press releases—about casualties prior to official confirmation that next of kin have been notified and some competent authority authorizes publication of specific casualty information. Commanders are reminded that casualty information is to be tightly controlled and heavily scrutinized.
- Information—other than authorized press releases—regarding events or incidents currently under investigation.
- Information that is under copyright or trademark without permission of the holder.
- Unit or other personnel lists/rosters, charts or directories, or the names, addresses and telephone numbers of unit members.

- Any image, still or motion of any military operation or activity unless that image has been cleared by the proper authority.
- Finally, remember, once you post information, it cannot be “removed.” Whatever you say will be forever ascribed to you.

The Navy encourages use of interactive social media sites. These tools can be used as a force-multiplier, but should not be considered as a replacement to the websites, etc., of the individual Navy entity. Social media efforts should be used to complement your communication strategy.

Current regulations cover many areas, including, but not limited to, accessibility, records management, privacy, security, information quality, and personal decorum. Web capabilities are simply evolutionary enhancements to the Internet and remain subject to policies currently in place.

In accordance with SECNAVINST 5720.47B, Navy commands are permitted to operate publicly accessible, public-facing websites only within the .mil domain. This translates to mean that a Navy command may not operate a command website in any other domain than navy.mil. However, the use of web tools such as an interactive social media site is not considered the establishment of a website since the website is that tool and the Navy entity is, for the want of a better word, a "tenant." Additionally, access to most of these is controlled by a user ID and password scheme, rendering it public-facing but not publicly accessible.

A command, therefore, may use one of these web tools. Since all content is the responsibility of the command, the individual responsible for maintaining the social media site constantly monitors postings to that site to ensure there is no inappropriate content. This responsibility falls with the PA staff.

All Navy personnel must remember that any time they make a statement on public web media with any identifying information included, they are in effect making a public statement under the guise of their position. Even if the individual does not intend to make a binding or public statement by including identifying information in the post (such as name, position, or even Navy affiliation), the communication may be interpreted in this manner by other end users. All Navy personnel posting to any website must ensure they do not communicate anything they would not state publicly in a non-virtual context.

SECNAVINST 5720.47B provides the Department of the Navy policy governing content of publicly accessible Internet sites. The instruction is grounded in public law, directives from the Office of Management and Budget (tasked by the President as the Federal government’s lead agency for oversight for information technology), and directives from the Department of Defense. It also incorporates information technology policy from the Department of the Navy Chief Information Officer. The instruction discusses the necessity to balance dissemination of public information with information security; assigns responsibilities for the management of DON publicly accessible websites; and requires DON websites to be professional in appearance, current, accurate, and relevant in content.

Through various online media, individuals and groups spanning the universe of viewpoints are often on the leading edge of the public information landscape. Regardless of their quality or veracity, it is their ability to influence the public agenda and impact decision-making that makes them so powerful.

SUMMARY

Managing a public affairs office requires thorough planning, personnel training, and an in-depth knowledge of the public affairs field.

In this chapter you learned about the Navy public affairs team and their principle audiences, internal and external, and how to communicate with them. The importance of establishing a strong media relationship through media availabilities, embeds, embarks, interviews, and press conferences was also discussed. Social media is an ever-evolving tool and keeping your chain of command up to date on postings will assist in keeping it operationally secure and pertinent to your audiences.

Using proper communications tools and a large measure of common sense with the techniques discussed in this chapter, you should be able to lead a public affairs office in a professional manner. Every project and piece of correspondence that leaves the office must be professional in content and appearance. The media, your audience, and your chain of command will judge the professionalism of your office.

CHAPTER 3

COMMUNITY OUTREACH

Per Department of Defense (DoD) policy, under DoD Directive 5122.05, fostering and furthering good relations with communities at home and abroad is in the best interest of the DoD. Well-planned community relations programs help earn public support and understanding of operations, missions, and requirements of the military services.

Effective community outreach is the Navy's most direct, in-person outreach with the public. As a servant to the nation, and by extension the world, your role in community outreach enhances public awareness of the Navy's capability, importance, and value. Educating people about the Navy is the responsibility of all who serve. Effective outreach is also essential to creating positive awareness among influencers and youth, which not only translates into a greater understanding of the Navy, but also often to increased recruiting and retention success.

LEARNING OBJECTIVES

Upon completing this chapter, you should be able to discuss the following:

1. Management of Community Outreach Programs
2. Ways to effectively increase public awareness and understanding of the Navy and Marine Corps
3. Resources needed to execute effective community outreach
4. Support of recruiting goals, Navy bands, and other resources

AUDIENCES

The target audience for Navy community outreach includes the American general public (e.g., at fleet weeks and air shows); government officials (e.g., congressional leaders; local political leaders, such as council members and mayors; and local non-government organizations); the "Navy Public," which is our most commonly engaged market via web-based, print, broadcast, and other forms of media; allied foreign publics of both civilian masses and government leaders (through Overseas Navy Relations and other partnership efforts); and non-allied foreign publics.

INSTRUCTION

Navy community outreach activities are governed by DoD Directives 5410.18, Public Affairs Community Relations Policy and OPNAVINST 5726.8, Outreach: America's Navy. These activities increase awareness through a coordinated and focused demonstration of public speaking events, equipment capabilities, musical performances, and one-on-one outreach of media and civilian influencers by Navy personnel at every level of leadership.

Program Objectives

These efforts should be measurable and support the following objectives: create and sustain partnerships with various publics, both at home and abroad; support equal opportunity goals and non-discrimination policy of the Department of the Navy (DON); increase public awareness and understanding of the Navy support recruiting goals; and inspire patriotism through observance of Navy traditions and days of national significance and by personal example.

Command Participation

When considering command-initiated community outreach activities or reviewing external requests for Navy participation in community events, commanders shall determine the appropriateness of participation before granting approval. When planning and assessing proposals and internally driven plans, commanders shall review community needs, resources available, and the purposes to be served.

Participation in community events is limited to activities that conform to the letter and spirit of all current directives and that do not selectively benefit any entity by showing preferential treatment to any private individual, special interest group, business, religion, ideology, commercial venture, political candidate, or organization; or to those which are intended to increase sales and business traffic for a specific business or merchant association.

All events shall reflect positively on the Navy and not deviate from DoD and DON policies, Joint Ethics Regulations, or standards of conduct. Additionally, all community events shall comply with safety standards.

Commands should ensure all community partners are aware of the strict limitations on the usage of Navy funding for community outreach events. Community plans or expenditures do not guarantee Navy participation in any event or program. The most current directives are located on [CHINFO's instructions page](#).

Types of Community Outreach

- Volunteer opportunities
- Community/Navy partnerships
- Holiday events
- Overseas Navy Relations (ONR) Program
- Community, professional, and special interest groups
- Interaction with state and local governments
- Speakers programs

Overseas Navy Relations (ONR) Program

The instruction for ONR is OPNAV 5726.8, and under this program, the U.S. Fleet Forces Command allocates funds to type commanders (TYCOMs), regional commanders and numbered fleets to support community relations efforts targeted for foreign publics.

Goals of the ONR Program are:

- To encourage an understanding of the Navy's role in overseas missions, port visits and facilities
- To contribute to the preservation of peace through mutual understanding, respect and goodwill between the people of the United States and its allied and non-aligned nations
- To promote community outreach as cooperative ventures and not allow it to be portrayed as the United States taking over, which may inadvertently result in undermining the confidence of the host nation's citizens in their government

Other considerations when evaluating an overseas community outreach opportunity:

- Research similar funding programs and work with your chain of command to discuss options for obtaining additional funding.
- Be aware of local cultural and religious sensitivities.
- Outreach with local American Embassy (AMEMB), diplomatic or host-nation experts to determine the potential anti-U.S. sentiment and/or demonstrations.

Exercise caution to avoid the support of, or appearance of, being an influence in the internal political processes of an overseas community or foreign country. Also, avoid giving the appearance or impression that the United States is anything but neutral in any host nation's internal political situation.

COMMUNITY, PROFESSIONAL, AND SPECIAL INTEREST GROUPS

Interaction between key command officials and local civic leaders and groups should facilitate effective, positive, and professional community relations. Such interaction is officially conducted through authorized military participation in local civic programs, and unofficially when Navy personnel serve as private citizens in civic and professional organizations.

Interaction with Federal, State, and Local Governments

The Navy often interacts with members of Congress as well as state and local officials, which is done through direct interaction locally; however, contact becomes more formal and limited at the state and congressional levels.

Response requiring higher echelon coordination is needed in certain cases. Commands are to consult the Office of Legislative Affairs (OLA), CHINFO, or Director of Public Affairs (DIRPA) for guidance regarding requests from a state or local elected official if:

- The request is unusual or extraordinary.
- The request has the potential for impact beyond the local level.

Speaker Programs

The objective of public appearances and other community outreach programs is to build relationships with local communities throughout the United States. There are essential groups in any community, such as civic and business leaders, community- and military-oriented service organizations, and other community interest groups.

Commanders are not the only Sailors qualified to speak to community audiences. Numerous officers, enlisted members and civilians are capable of delivering excellent presentations.

The Navy Office of Community Outreach (NAVCO) maintains the Navy's Speakers Bureau. Commanders are authorized to use both operational and maintenance funds to support speaking events. Commands are encouraged to identify and program annual budgetary requirements associated with public speaking efforts.

However, there are times when a senior mass communication specialist (MC) or enlisted public affairs officer (PAO) may be expected to write speeches for events. The CHINFO website has a page dedicated to speeches and speech writing.

Below are some guidelines to assist a speechwriter.

Preparation Steps

Assume your office receives a request for the commander (or his/her representative) to speak to a civic group. What do you do to assure a successful talk and to make it worth the time of the audience and the skipper? You should analyze, recommend, outline, and polish the speech.

Analyze the Speech

Initially, you must analyze your audience, occasion and location to determine the purpose best served in the talk. Consider the speaker and his/her relationship to members of the group, prestige within the group, and previous contacts with them. Consider the aspect of the subject that would best suit the above factors.

Recommend the Speech

Now go in to see your commander (or the speaker) to determine his wishes and ideas for the particular speech. Be prepared to recommend a limited objective that most fits the requirements you determine from your analysis. If this objective is accepted, you should also prepare to discuss the tentative outline points to be covered. Be alert to references the commander or speaker makes to personal experiences that may be used as examples. If your speaker proposes a different topic, jot down the tentative outline points as you discuss them and check them with the speaker before you begin writing. This one step will save considerable rewriting time.

Community Outreach Planning

CHINFO is the single process owner responsible for the Navy's long-range community outreach planning process and for the coordination and promulgation of the annual "Calendar for America." The Calendar for America is a listing of the Navy's significant continental United States outreach events for the coming calendar year, to include Navy Weeks, Fleet Weeks, diversity events, the commissioning of ships, and other large-scale community outreach events.

By using the Calendar for America and input from local commanders, PAOs are able to determine how to communicate key messages using designated channels to the command's target audiences. Community outreach planning ensures the messages are communicated through both long-range and tactical planning.

General Public Visiting

Tours provide an excellent demonstration of Navy and Marine Corps professionalism to the community and the rewards in public support are significant. Visitors gain lasting impressions from going aboard an installation. In practice, most shore installations honor requests for tours from various groups throughout the year and reserve a specific day or number of days—Navy Birthday, Marine Corps Birthday, and almost always Armed Forces Day—for general visiting by members of the public. A command's availability for tours and visits depends on threat conditions, personnel available to conduct the tour, operational commitments of the command, and other circumstances.



120609-N-CL698-066

PORTLAND, Ore. (June 9, 2012) Quartermaster 1st Class Clarence Roach, assigned to the guided-missile destroyer USS William P. Lawrence (DDG 110), leads a public tour aboard the ship during Fleet Week in Portland, Ore., to celebrate the 105th annual Portland Rose Festival. (U.S. Navy photo by Mass Communication Specialist 2nd Class Scott A. McCall/Released)

Definitions and basic information, derived from SECNAVINST 5720.44(series) Public Affairs Policy and Regulations:

- Open house—no longer used as it implies unrestricted public access. All visitors are guests of the officer in command.
- Public visitation by invitation of the commanding officer—visitation of a Navy or Marine Corps command is extended to the public by invitation of the commanding officer. The public is invited to visit certain areas on guided tours or under escort.
- Command visit—a visit scheduled and supervised by a Marine Corps Recruiting District to provide educators and selected media an opportunity to visit a Marine Corps installation and observe operations first-hand.
- Educator orientation visit—a visit scheduled and supervised by a Navy Recruiting District (NRD) to provide educators an opportunity to visit Navy installations and observe operations first-hand. Representatives of local news media may participate on a limited basis. Details are promulgated by Commander, Navy Recruiting Command (COMNAVCRUITCOM).
- Congressional visit—a visit to a Navy or Marine Corps command by members of Congress, their staffs, or representatives of a congressional committee, including staff members. A congressional visit is scheduled and coordinated by the Office of the Chief of Legislative Affairs, who coordinates as necessary with CHINFO or DIRPA.
- Friends and family—visits by families and personal guests of the staff of a Navy installation.

The Joint Civilian Orientation Conference (JCOC) visit is convened by the Secretary of Defense (SECDEF) to promote understanding of the Armed Forces and Coast Guard on the part of distinguished citizens in a variety of fields. Guests are nominated by each service and have limited knowledge of national defense issues. PAOs should ensure that they nominate appropriate civilian government, civic, and corporate leaders for this program. Involvement by local leaders should be part of a strategic plan and can significantly advance accomplishment of goals and objectives. Participants also become long-term champions of the DON based on their substantial involvement and understanding of the military. The trip is usually five days of briefings, tours, static displays, and observations of military and Coast Guard units in exercises. The trip includes a visit to Washington,

D.C., with presentations by the civilian and military heads of the DoD and the military departments. CHINFO is designated by SECNAV to plan and coordinate the Navy phase of the conference and evaluate and process nominations for conference participants originating within the Navy.

Overseas Tours and Visits

Commands will typically have foreign visitors aboard when conducting port visits for ships overseas and at overseas duty stations. Command information pamphlets and brochures should be translated from English into the local language. Printing can also be supported by a local, on-base printing agency, such as the Defense Logistics Agency Document Services.

The Office of Naval Intelligence (Code ONI-22) provides translation services for welcome aboard pamphlets on a cost basis.

- Mail the following items to the address listed below:
- Three copies of the brochure for each language requested
- A completed DD-1149 form (Requisition and Invoice/Shipping Document), normally issued by the supply officer
- A letter requesting translation assistance, again specifying foreign languages required and desired due date(s)
- The letter must include the name and telephone number of the ship's point of contact and a return address; a local address (with a street listing, building number, etc.) is preferable for prompt delivery of the finished material because the Postal Service will not accept "priority" or "overnight" delivery to an Fleet Post Office (FPO) address.
- Additionally, if the pamphlet is to include photographs and/or illustrations (e.g., ship's crest or plan) not included in the original pamphlet, provide one set of original, print-quality copies of the new material.

Director, Office of Naval Intelligence

ATTN: ONI-22

4251 Suitland Road

Washington, D.C. 20395-5720

Coordination and Approval Authorities for Visits

Approval and coordination for visits to Navy and Marine Corps installations is always required. Senior media executives may be brought aboard as distinguished persons if their function is corporate management and the visit is for orientation purposes. Whether the guest participant or visitor is a distinguished executive associated with the communications industry or another commercial enterprise, the provisions of this instruction and other pertinent directives will be applied in all circumstances prior to the disclosure of information to members of the public. Proper security and policy review will be conducted at the appropriate level to assure the protection of classified and sensitive unclassified military technology and information.

The unified commander may approve non-media public affairs visits in that officer's area of responsibility and may delegate this authority.

Assistant Secretary of Defense for Public Affairs ASD(PA) coordinates, with the appropriate service, all non-news-media visits of distinguished persons approved or requested by the Chairman of the Joint Chiefs of Staff, unified commanders, or their subordinate commanders.

Visits associated with recruiting programs will be handled and coordinated in accordance with

instruction and applicable directives issued by the Commandant of the Marine Corps or COMNAVCRUITCOM.

Congressional visits, while subject to this instruction, must be accorded flexibility to enable the OLA to respond to extremely short-notice requests. OLA will promptly notify the appropriate command of an impending visit by a member of Congress, congressional committee, or staff assistant.

General policy governing civilian visits, for purposes other than public affairs, is contained in OPNAVINST 5720.2M.

Civilians and Distinguished Visitor (DV) Embarkation Information

Guests under this program embark on an aircraft carrier, surface ship, or submarine for daylight or overnight embarks. Because of the limited opportunities for embarkation, a guest's opportunity to communicate the embark experience to colleagues must be taken into account. Guests are responsible for providing their own transportation to and from their residences. Because the programs are conducted at no additional cost to the government, participants must reimburse the Navy for meals and incidental expenses such as souvenirs.

Aside from having a civilian status, another criterion in guest selection is the extent of involvement in civic, professional, and social organizations. These distinguished visitor (DV) candidates are usually individuals who have not had substantial previous exposure to the Navy. This includes top-level executives and leaders or school principals, guidance counselors, and teachers with a wide sphere of influence within their respective professions and communities.

Visits by senior DoD or DON personnel (civilian or military) are not necessarily public affairs events and must be coordinated through your command's protocol officer. However, on some platforms, you may also be the protocol officer. Therefore, it is imperative that you understand protocol and keep protocol guides and references close at hand. Information on protocol issues may be obtained, in part through:

- Ship's navigation officer
- OPNAVINST 1710.7A Navy Social Usage and Protocol Handbook
- Naval Telecommunications Manual NTP-3
- U.S. Navy Regulations, Chapter 12 Flags, Pennants, Honors, Ceremonies and Customs
- Naval History and Heritage Command – Traditions and Customs
- Naval Ceremonies, Customs, and Traditions (6th edition – civilian publication, but good book to have on hand)
- NTP-13 Flags, Pennants and Customs
- Army Regulation 600-25 Salutes, Honors, and Visits of Courtesies

Naval Aviation Events

DON aviation asset support of public events shall be in the best interests of the service and performed at no additional cost to the government. The benefits to the Navy are informing the public about Sailors, equipment, and technology; enhanced recruiting; and exposure to publics not located near naval facilities. Support includes flyovers, aerial demonstrations, static displays, air shows, and other similar participation, such as those outlined below.

NAVCO is responsible for determining eligibility of Navy support for requests for military aerial support. Off-base aerial events, if eligible, must be of mutual interest to the sponsor and the Navy and be supported at no additional cost to the government. Eligibility does not equate to confirmed support.

There must be available aviation assets in order to receive support. Flyovers or static displays that support small or by-invitation-only ceremonies aboard Naval or Marine Corps Air Stations with limited or no media exposure, such as changes of command, held on DoD installations or in international waters do not require NAVCO approval.



120330-N-BA418-044

TUSCALOOSA, Ala. (March 30, 2012) Capt. Greg McWherter, commanding officer and flight leader for the U.S. Navy flight demonstration squadron, the Blue Angels, leads a formation of F/A-18 Hornets during a looping maneuver at the Tuscaloosa Regional Air Show 2012. The Tuscaloosa Regional Air Show was the fourth show site of the squadron's 2012 season. (U.S. Navy photo by Mass Communication Specialist 2nd Class Andrew Johnson/Released)

Types of Support:

- Static displays—the stationary ground display of any naval aircraft. Static displays are the best educational and recruiting tools available for small events. Static displays can also be an exhibit showcasing and promoting a command's assets and capabilities often through a variety of photographs and a display of typical gear used.
- Flyovers—limited to a maximum of four aircraft from the same military service of the same type (e.g., tactical, transport, or rotary wing) making one non-maneuvering pass over a fixed point.
- Single aircraft Tactical Demonstrations (TACDEMO)—showcase specific capabilities and flight characteristics of DON aircraft. When scheduling TACDEMOS, priority is given to aviation events that have not been scheduled for a DoD jet demonstration team.
- Aerial review—a flyover of more than four aircraft, multiple types of aircraft, or aircraft representing more than one military service that is reserved for the most meaningful occasions and may be performed at Continental United States (CONUS) public events only with the prior approval of Office of the Assistant Secretary of Defense (Public Affairs) OASD(PA).
- The Naval Flight Demonstration Squadron—also known as The Blue Angels, formed in 1946, is based out of Pensacola, Fla., and conducts winter training in El Centro, Calif. The squadron's six F/A-18 Hornets fly high-performance aerobatic demonstrations lasting from 30 to 45 minutes. The primary mission of the Blue Angels is to enhance Navy recruiting by aiming to inspire men and women to serve their country in the Navy or Marine Corps and to act as ambassadors for the Navy. The secondary mission is public affairs and awareness.

- The Leap Frogs—the U.S. Navy Parachute Team is a 15-man team composed entirely of U.S. Navy SEAL and Special Warfare Combatant-craft Crewman (SWCC) personnel. It was commissioned in 1974 by the Chief of Naval Operations (CNO) and assigned the mission of supporting Navy recruiting, with emphasis in promoting Naval Special Warfare.
- Missing man formation—a flyover authorized for use at ceremonies commemorating Memorial Day, POW/MIA Recognition Day, Veterans Day, and at other suitable events when the theme is solemn and commemorative in nature and when the event is not held in conjunction with another event. Except for funeral services, the missing man formation shall not be performed at CONUS public events without prior approval by SECNAV.

Approved if the deceased is in one of the following categories:

- Active duty aeronautically designated aviation officers and personnel
- Active duty personnel taking courses of instruction leading to an aeronautical designation, when involved in an aviation-related accident
- Any active duty or retired flag officer

The following steps apply to all requests for aerial support (Navy):

- Requests are submitted to the NAVCO Aviation Support Program Manager. Requests are submitted by December 31 of the year prior to the year of the proposed demonstration
- Within 10 days, NAVCO prioritizes its list of eligible shows and submits the list to the operations departments at Naval Air Forces, Atlantic and Pacific. They have final scheduling authority for all single aircraft tactical demonstrations. CHINFO has final approval authority for the entire single aircraft demonstration schedule
- Sponsor must complete and sign the DD Form 2535. Local PA personnel, recruiters, or aviators may assist in completing the request, but do not submit the request on behalf of the sponsor
- Local commands, Recruiting, NAVCO, and aviation units that are most likely to consider supporting requests should analyze requests collaboratively to assess and prioritize aerial events
- All DD Form 2535 requests, other than for static displays, must be reviewed and approved by a safety inspector from the nearest Federal Aviation Administration (FAA) Flight Standards District Office (FSDO) before being submitted to NAVCO
- After the air show schedule is released, changes are discouraged but must be forwarded with full justification to the Secretary of the Navy (SECNAV) via the chain of command

The following steps apply to requests for Marine Corps aerial support:

- Submit requests to the DIRPA Aviation Coordinator by January 31 of the year of the demonstration
- AV-8B public flight demonstrations are scheduled by a committee, which convenes annually in February at Headquarters Marine Corps. The committee is composed of representatives from Public Affairs, Recruiting, Legislative Affairs, and Aviation
- The final schedule is submitted for approval to the Assistant Commandant of the Marine Corps. No changes will be made in the approved schedule without committee concurrence
- Demonstrations will be scheduled with due consideration of exercise, readiness training, and operational commitments

Specific guidance not covered above includes:

- Mass parachute drops, equipment drops, assault aircraft demonstrations, or tactical helicopter landings under simulated tactical conditions shall not be performed at CONUS public events without specific approval, in advance, by NAVCO. Marine Corps approval of such events will be forwarded through DIRPA to the ACMC for approval.
- Combatant commanders are the approval authority for participation in community outreach events occurring within their Area of Responsibility (AOR).
- Orientation flights for U.S. citizens who, because of position and contacts with various public organizations, can make positive contributions to public understanding of the roles and missions of the DON, may be authorized a public affairs orientation flight. All such flights are subject to scheduling and flight availability. Orientation flights that are likely to receive national or international distribution or interest require prior concurrence from NAVCO/DIRPA, except for orientation flights by the U.S. Navy Flight Demonstration Squadron; any news media personnel must be approved by the Chief of Naval Air Training.
- To schedule the Leap Frogs, submit a request to the Aviation Support Coordinator at NAVCO by October 1 the year prior. Although requests are considered throughout the year, those submitted by the deadline have first priority.
- Once an aerial event is complete, commanders shall inform the NAVCO Aviation Support Program manager or DIRPA of resulting benefits and of any negative conditions. Such feedback is vital to ensuring proper prioritization of future aerial events.

Naval aviation support of public events can benefit the DON in several ways, including through:

- Enhanced recruiting
- Navy exposure in communities with few other opportunities to interact with the DON
- Tangible displays of naval support to the five DoD-sanctioned national patriotic holidays
- The showcasing of naval technology, equipment, and people

Every effort should be made at the installation level to establish a permanent working group involving the PAO and flight operations staff. By working together, this ensures monthly flight mission requirements are matched with community outreach opportunities and promotes the efficient use of aviation resources in support of community outreach objectives.

Navy and Marine Corps Exhibits

Exhibit placement will not portray the DON as the central focus, i.e., the Navy involvement will be incidental to the event. Navy exhibits may be placed in areas where numerous merchants conduct business, e.g., shopping malls and shopping centers. The exhibits will not be displayed in a manner that suggests a close association or endorsement of any single business. PAOs will ensure the exhibit does not, in fact or appearance, become a prime attraction designed to draw the public to a commercial area, such as a shopping mall.



101013-N-7647G-036

WASHINGTON (Oct. 13, 2010) John Bigus, right, a naval chemical engineer, describes the Navy's progress and use of alternative fuels, and their application to future Navy combat platforms, during the Pentagon Energy Security Event. The Pentagon is hosting energy security exhibits Oct. 12-15, with the theme of "Empowering Defense through Energy Security." (U.S. Navy photo by Mass Communication Specialist 2nd Class Jason M. Graham/Released).

Situations in which exhibits are used effectively will:

- Inform the public in a graphic, visually interesting manner that portrays the role of the Navy or the Marine Corps and the local command.
- Disseminate general technical and scientific information.
- Stimulate recruiting for enlisted and officer programs and, when appropriate, for civilian employment.
- Portray the traditions or history of the DON and/or local commands and activities in a tasteful and accurate manner.

Commands considering exhibits should consult the NRD responsible for the area in which the exhibit will be placed. Requests for Marine Corps exhibits will be coordinated through the nearest local Marine Corps public affairs office.

These guidelines shall be followed:

- Coordinate with Commander, Naval Recruiting Command (CNRC) and other authorities regarding event duration and content decisions.
- CNRC has two recruiting exhibits for indoor use. Requests for use of these displays should be directed to the PAO of the appropriate NRD.

Exhibits in the national or international domain are approved by ASD(PA) for all DON exhibits to be displayed at events or those requiring major coordination among the military services or other federal agencies. For trade show requests, such as the Paris Air Show, the Defense Security Cooperation Agency is the approval authority.

Combatant commanders will be consulted for exhibits within their area of responsibility as follows:

- If participation is in question, naval commands will forward letters of request to CHINFO or DIRPA. They will further coordinate with ASD(PA).
- Subordinate commands of a combatant command will forward requests to the cognizant combatant commander via the chain of command.

Exhibits are authorized for display for a specified time, normally no longer than three days. The nature of the event and the type of exhibit may impact length of stay. Coordinate with CHINFO or DIRPA in making duration and content decisions.

Navy History, Art Collection, and Liaison with Museums

Naval history is the foundation on which the Navy story is shared. Dissemination of historical information enlightens the U.S. public about the Navy's role in national history. The preservation and use of Navy history is the responsibility of each organization and each Navy member.

Command operations reports must be submitted annually and are the only overall account of a command's activities and achievements that are normally preserved for future use. The command operations report replaces both the annual command history report and recently established war diary requirements for all fleet and shore commands. They are maintained in the Navy's permanent records, and are indexed and made accessible to authorized users.

Command operations reports are intended to provide the raw materials upon which a reliable future analysis or history of unit operations can be based. Submission procedures and content requirements are outlined in OPNAVINST 5750.12K Annual Command Operations Report.

In addition:

- The Director of Naval History and Heritage Command is responsible for administering the Navy's historical programs.
- The Director of Naval History and Heritage Command helps operational commands and shore installations to foster a sense of history at their commands. They are also responsible for several historical programs as detailed in OPNAVINST 5750.4E.
- The Director of Naval History and Heritage Command ensures operational, training, and educational commands have direct and continuing access to historical resources and advice.
- Operational commands and shore installations must ensure that historical records are preserved, that Command Operations Reports are submitted, and that an appreciation of Navy history is fostered at their commands.
- PAOs should help ensure their commands integrate command and Navy history into training and educational activities. The Naval History and Heritage Command is a useful place to staff queries involving historical data.

Navy museums and exhibits help to broadly disseminate Navy history:

- Museums - Navy museums are permanent institutions that are established to preserve and interpret Navy history and to educate Sailors and the public about Navy heritage and traditions.
- Exhibits - Command exhibits are informal displays that relate to the history of a command, its mission, and its people. Establishment of a command exhibit does not require authorization from higher authority.

The Navy Art Program portrays Navy history in a creative and tangible way. The objective of the Navy Art Program is to acquire, preserve, and display works of art depicting Sailors on active duty, at sea, on aircraft, and generally carrying out the Navy's day-to-day missions.

The Navy Art Collection Branch was formed in 1993, but the collection of Navy art began in 1800. It includes the Combat Art Collection, begun in 1941 and transferred from CHINFO to the Naval Historical Center in 1986. The Navy Art Collection now includes more than 15,000 paintings, prints, drawings, and pieces of related sculpture. It contains depictions of Navy ships, personnel, and action from all eras of Navy history.

Navy Music Program

The mission of the Navy Music Program is to provide music for ceremonies, official functions, and other occasions as directed by proper authority. Bands stimulate pride, esprit de corps, and retention and support recruiting efforts. They promote national and international public relations and enhance the prestige of the Navy and Marine Corps.

The program manager for the Navy bands below is Commander, Navy Personnel Command, Navy Music Program Management Division (PERS-674):

- The United States Navy Band, Washington, D.C.
- U.S. Naval Academy Band
- Bands attached to designated commanders

For further directives or instructions on bands, refer to the CHINFO instructions page.

PROHIBITED ACTIVITY

DON personnel are encouraged to participate in public events of an educational or patriotic nature, offering community-wide impact of benefit to personnel, families, and those likely to benefit military recruiting. There is strict policy underlying community outreach participation, sponsorship, site selection, or type of support.

Community outreach programs shall not:

- Have any involvement in partisan political activity
- Intend to provoke controversy or public confrontation
- Charge an admission fee for fundraising purposes
- Bar anyone from attending because of race, creed, sexual orientation, religion, color, or national origin
- Support events sponsored by commercial entities that appear to endorse or benefit the sponsor's commercial activity
- Happen in facilities barred to the general public
- Support ideological movements and organizations whose constitution, by-laws, membership qualifications, or rituals are not made public (e.g., secret societies)
- Be conducted in a building or facility used for religious purposes, if the program is sectarian in nature
- Be conducted at a shopping mall, unless the program is directly related to recruiting
- Constitute a restraint of trade in the employment of civilians in their trade or profession
- Use Navy and Marine Corps services, resources, or facilities that are reasonably available from commercial sources
- Use active duty, reserve, or Navy Reserve Officers Training Corps (NROTC) personnel in uniform outside military bases and ships as ushers, guards, parking lot attendants, runners,

messengers, baggage handlers, guards, crowd control, or any other inappropriate capacity

- Sponsor an organization that has a controversial agenda or advocates for policies contrary to the interest of the DON or the U.S. Government
- Charge for speeches produced and delivered entirely in an official capacity
- Use Navy and Marine Corps-supported bands, color guards, and similar units for political meetings, ceremonies, or similar events

SUMMARY

In this chapter, you learned about the various types of community outreach programs and their applications, to include volunteering, holidays, installation visits, aerial requests, Navy history and heritage, and bands. You should now have a firm understanding of the different elements of community outreach and the multiple ways to engage with the local public. Although community outreach is recommended, there may be some instances where it is not possible or probable.

Community outreach opportunities should leverage existing community events, in which the Navy may participate, to optimize Navy personnel outreach with media and civilian influencers. Participation shall include surface, air, subsurface, Navy installation and Naval special warfare equipment, facilities and personnel, including the Blue Angels, Leap Frogs, recruiting command assets and Navy bands.

Recruiting goals are a significant, but not exclusive, aspect of Navy outreach and should be integrated to the maximum extent possible with overall outreach efforts. Diversity events shall be a key consideration in determining what events to commit Navy outreach elements; however, activities shall consider all opportunities.

Navy Community outreach programs work to create a strong, positive public image. They are designed to help the public to understand background, mission and people serving in the Navy.

CHAPTER 4

SHIPBOARD MC OPERATIONS

The scope of media department/division duties for senior mass communication specialists (MCs) aboard a ship depends upon the type of ship. Your specific role is determined by the platform on which you are assigned. Most MCs will serve aboard aircraft carriers (department) or amphibious assault ships (division); however, in some circumstances you may be assigned to a smaller deployable unit, such as a cruiser, destroyer, hospital ship, combat squadron, or high-speed vessel.

Aboard a carrier, senior MCs may serve as the department leading chief, operations chief, or leading petty officer, while senior MCs assigned to amphibious assault ships may also serve as the ship's public affairs officer (PAO). No matter the role, senior MCs will be responsible for establishing and managing the command's public affairs programs. This responsibility includes internal information, media relations, and community outreach. To help you in this role, you will not only have your assigned shipboard team, but also public affairs/visual information professionals from the Navy Public Affairs Support Element (NPASE) as discussed later in this chapter.

While serving aboard a ship or with a deployable unit, the senior MC will likely be involved in all three major areas of public affairs (command information, public information, and community engagement) as well as managing augments, documentation, and archiving. In this chapter we will focus our attention on these functions as they are conducted with a deployable unit. We will also discuss pre-deployment preparations, including the integration of the NPASE sea operational detachments. When deployed with a carrier strike group (CSG), expeditionary strike group (ESG) or amphibious readiness group (ARG), the bulk of MCs will be stationed aboard the carrier or large-deck amphibious assault ship. However, MCs may also cross-deck to support other ships' public affairs and visual information efforts.

LEARNING OBJECTIVES

Upon completing this chapter, you will be able to develop successful operations and management of:

1. Command Information
2. Public Information
3. Community Engagement
4. MC Augmentation
5. General Documentation
6. Archiving and Indexing

COMMAND INFORMATION

Command information is a cornerstone to shipboard public affairs. As covered in the basic MC rate training manual, command information (previously referred to as internal information) fosters communication up and down the chain of command and is vital to keeping command personnel informed.

A successful internal command information program:

- Aims information toward a specialized audience, which is normally the crew and any embarked staff.

- Provides current, reliable information to inform Sailors of your ship's missions, policies, and plans.
- Instills a sense of dedication, pride, and interest in a Navy career.
- Opens channels for effective two-way communication between command leadership and the crew.
- Reflects current trends and interests, ranging from pending uniform changes to new and changing policies.
- Uses media to improve morale as much as to inform and entertain the crew.
- Relies on coordination and timeliness.

A number of tools are available to help you implement an effective and robust command information program. Among these tools are newspapers, familygrams, an ombudsman hotline, Shipboard Information Training and Entertainment television, cruise books, and a variety of social media. We will explore these in greater depth below.

Newspapers

Ship newspapers, like all Navy newspapers, provide a free flow of news and information while meeting the command's internal information objectives. The ship newspaper is one of the command's primary means of providing essential information to the internal audience. It also serves as a medium to publicize Department of Defense (DoD), Department of the Navy (DON), and community news, as well as an avenue for feedback to command leadership.

Unlike many shore-based newspapers, ship newspapers (See *Figure 1*) are command-funded and published without commercial advertisement. Additionally, responsibility for all editorial content and the layout and design of the paper falls on the shipboard media team.



Figure 4-1 — Shipboard newspaper

Some Things to Consider Regarding Your Ship Newspaper:

- Your primary audience is the crew; however, keep other audience members in mind. By posting your ship's newspaper online, you will reach a much larger audience. This is specifically important when using military jargon and acronyms. Operational security (OPSEC) is still important, especially in today's rapid information environment.
- The frequency of publication should reflect your resources and level of command activity. For example, a ship may produce a monthly while in port for an extensive period of time and a weekly or daily while underway.
- Take advantage of other sources, such as Navy.mil, Navy-specific Administrative Messages (NAVADMINs), Captain's Call kits, and Plan of the Day (POD) notes. Remember, however, that localizing borrowed information is important for keeping YOUR audience informed on the issues and events that pertain to them directly.

More information and guidance on the management and publication of command newspapers can be found in [SECNAVINST 5720.44\(series\)](#) Public Affairs Policy and Regulations and [DODINST 5120.4 \(series\)](#) Department of Defense Newspapers, Magazines, and Civilian Enterprise Publications.

Familygram/Newsletter

Today's familygram is as much a concept as a product. It can be produced and distributed in a variety of ways, ranging from articles printed and distributed on paper, to multimedia productions posted on social media websites. The basic purpose of the familygram, regardless of its format, is to inform families and friends about the command. The format of a familygram may vary according to the capability of the command's personnel and information technology, and in some cases, staff skills and time available to devote to the project. Familygrams often include a note from the commanding officer (CO), command master chief, and other command leaders. The document should also include ombudsman and family readiness group information, local Fleet and Family Support Center information and events, and happenings around the command. While a traditional newsletter is a common format, some commands develop alternatives, such as internally produced videos of special events, port visits, and holiday greetings.

Familygrams can be distributed by direct mail or e-mail.

Ombudsman Care Line

Each ship should have at least one ombudsman who, in conjunction with the CO's or executive officer's (XO's) spouses, provides liaison between the ship and family members. Even in this day of emails and social media, the ship should have a telephonic "care line" into which family members can call to hear the latest information. This is especially important to quell rumors and reduce anxiety.

For a hotline to be productive, information must be continuously updated, especially when the ship is deployed. The CO typically calls into the care line and records a message. See the Navy Family Ombudsman Program instruction (OPNAV 1750.1G) for more information.

Social Media

Social media outlets are another effective channel to communicate relevant, aligned, and targeted information to your internal audience.

Guidance, lessons learned, and best practices can be found on the [Navy's Social Media Blog and Navy Social Media Handbook](#).

Shipboard Information, Training, and Entertainment

Shipboard Information, Training, and Entertainment Closed-Circuit Television (SITE-CCTV) is a system designed to provide real-time programming of command events, news, and information that can directly impact the lives of Sailors and their families. This includes command-produced public service announcements (PSAs) and other multimedia productions developed by your MC team. Some platforms may also have local radio broadcasting capabilities. These systems allow for auto programming and/or live broadcasting throughout the ship. Your SITE system might include these additional tools: a character generator to scroll Navy, national, and international news items over video source and a SITE-installed powerpoint computer for use as command information slide show, sometimes known as a "roller," to broadcast during the workday and between movies and other programming, as necessary.

More information can be found in [DODINST 5120.20 \(series\) American Forces Radio and Television Service \(AFRTS\)](#).



110928-N-OE749-001 PACIFIC OCEAN (Sept. 28, 2011) Mass Communication Specialist Seaman Zachary Welch updates a training schedule from the site TV control room aboard the aircraft carrier USS Abraham Lincoln (CVN 72). (U.S. Navy photo by Mass Communication Specialist 2nd Class Barry A. Riley/Released)

Direct to Sailor (DTS)

The Television Direct to Sailor (TV-DTS) services consist of three Armed Forces Network (AFN) channels; AFN Prime, AFN News, and AFN Sports, three radio services, and a data channel. Defense Media Activity (DMA) operates a full-time DTS control room at the DMA/AFRTS Broadcast Center in Riverside, Calif. Through this facility, DMA inserts Navy-unique information programming in the DTS programming services.

The DTS radio services consist of two music channels with rotating blocks of U.S.-produced satellite programming in the Rock, Top 40, Oldies, Country, and Urban musical formats, along with hourly news and sports information. The third radio service is the AFRTS Interruptible Voice Channel, a full-time news and information service consisting of a representative mix of the most popular radio services from all of the major U.S. radio networks.

The DTS data channel provides Sailors and Marines aboard Navy ships with U.S., DoD, and Navy print products, to include the N.Y. Times Digest; daily Stars & Stripes LT (the eight-page version of daily Stars and Stripes newspaper); the Early Bird; CHINFO Clips; DTS weekly schedules, and other Navy internal information products.

More information on these products and AFRTS can be found on the [AFRTS website](#) as well as in the Broadcast Management chapter of this manual. Additional information is available [here](#).

Navy Motion Picture Service (NMPS)

In addition to DTS, MCs afloat manage the Navy Motion Picture Service (NMPS) program, which provides motion picture entertainment. NMPS is a Morale, Welfare, and Recreation (MWR) program under the auspices of Navy Personnel Command PERS-650. As the senior MC, you will serve as the on-site NMPS program manager or custodian. In this role, you must maintain security controls and accountability of the movie inventory and ensure your program operates in compliance with [NMPS Regulation, BUPERSINST 1710.15](#).

Cruise Books

For decades, ship and squadron crews have produced cruise books documenting their overseas deployments. These books have evolved into professional productions in larger units, and many ships also produce electronic cruise books. The books and electronic cruise books are compiled by the ship, unit, or station and are customarily published by a yearbook publisher. Funds to cover publication and distribution costs are normally raised through advance sales to crew members. However, you can coordinate subsidies from non-appropriated funding (MWR) to help offset publishing costs. However, negotiations with commercial printers or publishers should not be entered into without coordination and support from your supply department's contracting officer. You do not have the authority to allocate funds for your command. The media department will work to produce the book; however, the management of the book process, as well as the selling of the book, should be handled by an outside committee, to include MWR.

PUBLIC INFORMATION

When exciting or interesting things happen aboard, Sailors sometimes are interested in sending this information to their hometown media outlets, to include newspapers and websites. Ensuring your public affairs program allows the Sailor to accomplish this is crucial. Establishing a good working relationship with your local shore-based facility that handles hometown news will help to accomplish getting the news to their hometowns.

As you already are aware, no product will go off your ship unless cleared for release by the proper public affairs authority. However, you as the senior MC may be that authority, so the responsibility lies with you to ensure the product is properly released to the public. Refer to chapter 2 for more information on release authority, timeliness, and guidelines.

Your principal products for release will most likely include articles (news and feature), still images, video, and graphics/multimedia. Getting these products, especially video, off your ship in a timely manner may prove challenging. It is up to you to refine the best practices to get your transmissions out. Three typical methods of file transmission are Fast File Transfer (FFT), File Transfer Protocol (FTP), and email attachment. Of these three, FFT is the preferred method due to the speediness and stability of the process. FTP performs a similar function, but serves best as a backup method to FFT. Most ships place file-size limitations on email attachments, making this the least preferred option. However, segmenting large files (e.g., videos) into multiple attachments through compression software, such as Winzip, allows email to work as a method of transfer when used as a last resort option. Click [here](#) for more information on file transmission and upload.

COMMUNITY ENGAGEMENT

Whether it be routine operations or large-scale exercises, the media embark is an excellent way to let the actions and words of Sailors tell the Navy's story. The shipboard public affairs and visual

information (PA/VI) team must ensure that the embark is approved by the proper authority and that the media team and chain of command are adequately briefed before the embark begins. [OPNAVINST 5720.2\(series\) Embarkation in U.S. Naval Ships](#) is the governing instruction for all types of ship embarks.

Media Embarks

The approval authority for media embarks depends largely on the impact of the news medium and the nature of the embarkation. Submarine media embarks are approved by the Assistant Chief of Naval Operations (Undersea Warfare) after a recommendation from CHINFO. A well-orchestrated embark involving national media begins at the local command level, then ultimately reaches CHINFO for final approval. Media embark coordination should be done through your Immediate Superior in Charge (ISIC); command master chief and/or operational chain of command, such as the numbered fleet or Type Commander (TYCOM). Planning and coordination are the responsibility of the on-scene PAO. Other media embarks may be approved by the fleet commanders.

Although media embarks are coordinated through higher authorities, the shipboard PA/VI team is responsible for hosting and coordinating availability and command access while the media is aboard.

Overseas Tours and Visits

Ships will typically have foreign visitors aboard when conducting port visits overseas. Command information pamphlets and brochures should be translated from English into the local language. Printing can also be supported by a local, on-base printing agency, such as the Defense Logistics Agency Document Services. See Chapter 3 for more information.

Distinguished Visitor (DV) Embarks and Tours

Influential civilians in the worlds of education, business, and industry learn about the Navy through various distinguished visitor programs, which allow them to go to sea to observe Sailors performing their mission and observe naval operations. Distinguished Visitor (DV) programs are managed through TYCOMs and numbered fleet public affairs offices.



120421-N-GZ832-303 INDIAN OCEAN (April 21, 2012) Aircraft handling officer Lt. Cmdr. Tommy Edgeworth discusses flight deck operations with distinguished visitors from Australia in flight deck control aboard the Nimitz-class aircraft carrier USS Carl Vinson (CVN 70). (U.S. Navy photo by Mass Communication Specialist 2nd class Benjamin Stevens/Released)

Tiger Cruises

A Tiger Cruise is a special cruise that allows friends and family to get underway with the ship for two to three days. Relatives and civilian guests may also be authorized round-trip and port-to-port overnight embarkation within the Continental United States (CONUS), between CONUS and overseas ports, or between proximate overseas ports.

The instruction states:

- Relatives and civilian guests may embark to travel between ports in the United States and between the United States and Hawaii, or between Naval Forces Europe (NAVEUR) ports and CONUS when such cruises are scheduled in conjunction with a homeport change or a scheduled overhaul period, provided that sea trials or other testing is not going on.
- The duration of the cruise should not exceed direct transit time.

Friends and Family Cruises

Friends and Family Cruises are similar to Tiger Cruises; however, it is normally only for a one-day underway. Family Cruises are a great way to allow family and friends aboard to see what life is like for their Sailors. The ship will normally depart from its homeport and return to the same homeport within a 12-hour span. The minimum age is normally set by the CO, specifically because berthing requirements are not required.



120629-N-MD252-474 PACIFIC OCEAN (June 29, 2012) Guests look for aircraft during an air power demonstration from the flight deck of the Nimitz-class aircraft carrier USS Carl Vinson (CVN 70) as part of a friends and family day cruise. (U.S. Navy photo by Mass Communication Specialist 3rd Class Christopher K. Hwang/Released)

Ship Namesake Hometown/State Visits

Many ships have active namesake hometown/state visit programs. These visits provide a mutually beneficial exchange opportunity, allowing Sailors to learn more about the namesake while exposing the local community to their ship and the Navy.

MC AUGMENTATION

NPASE Integration

Deploying CSGs and ARGs regularly coordinate with their fleet and type commanders to obtain NPASE support in the form of sea operational detachments (SEAOPDET). SEAOPDETs are generally made up of one PAO and five MCs (E-6 and below). However, they can be tailored based on availability and the fleet or type commander's needs. Detachments are assigned to the staff and integrate across the CSG/ARG network of ships to create a cohesive team to support total group PAVI objectives.

CSG Integration

In the CSG environment, detachments will be assigned to the staff and receive tasking directly from the CSG/CVN PAO. CSG SEAOPDETs will generally consist of six personnel (See *Figure 4-2*). The SEAOPDET officer in charge (OIC) will be designated as the CSG assistant PAO, while MCs will be dispersed to disaggregated units or integrate into the existing shipboard public affairs chain of command aboard the flagship for routine daily operations, training, and professional development. *Figure 4-3* illustrates an example of what an ideal CSG integration might look like.

CSG SEAOPDET (CVN)					
Desig	Rank	PNEC	Qty	Job Description	Notes
1650	O-1–O-2	N/A	1	APAO	DET OIC
MC	E-6	8147	1	LPO	Public Affairs Qualifications Course (PAQC) Trained
MC	E-5	8143	1	Video	
MC	E-4	N/A	1	Still	
MC	E-4	N/A	1	Still	
MC	E-3 & below	N/A	1	Temporary Flight Orders (TFO) (video & still)	
Total			6		

Figure 4-3 — CSG SEAOPDET (CVN)

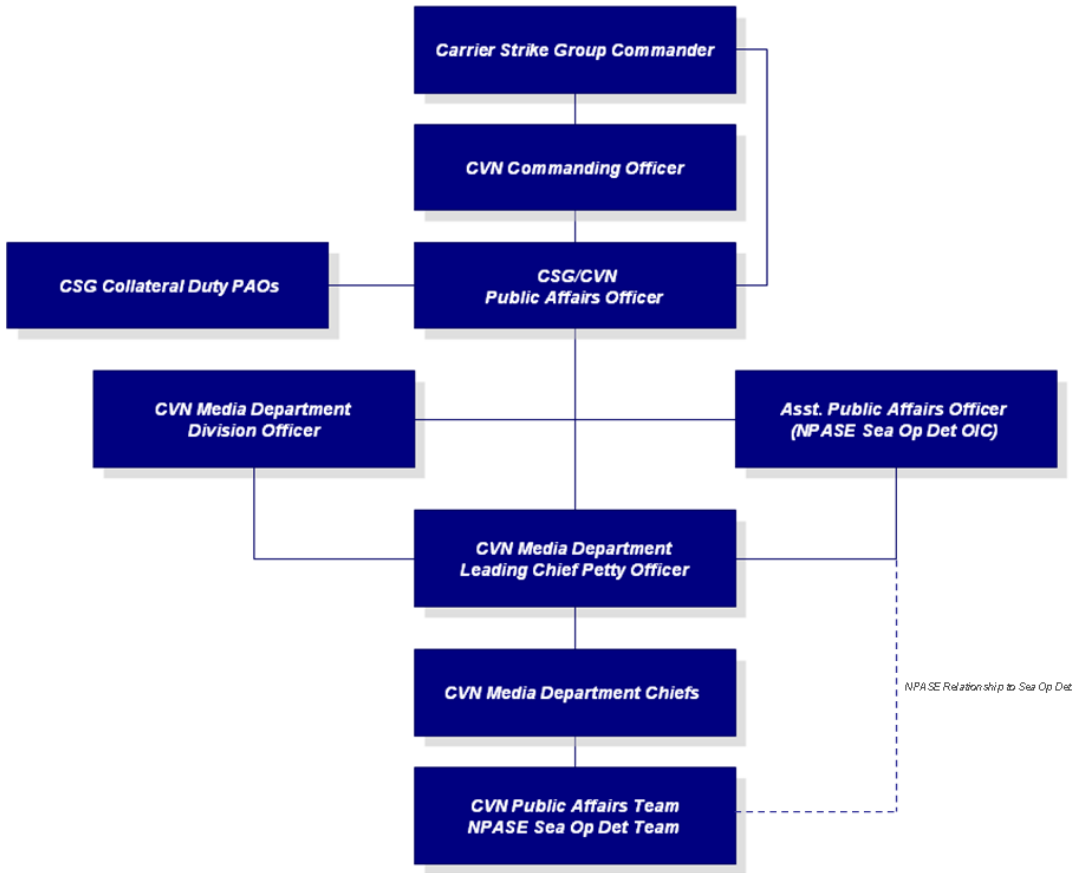


Figure 4-4

ARG Integration

Within an ARG construct, detachments of six personnel (Figure 4-5) will be assigned to the staff with the SEAOPDET OIC designated as the ARG PAO, while MCs integrate into the existing shipboard public affairs chain of command or may be assigned aboard disaggregated ships as with the CSG model. Figure 4-4 provides an illustrated example of the ideal integrated ARG team.

ARG SEAOPDET (LHA/D)					
Desig	Rank	PNEC	Qty	Job Description	Notes
1650	O-2–O-3	N/A	1	PAO	DET OIC
MC	E-6	8147/8148	1	LPO	PAQC Trained
MC	E-5	8143/8144	1	Video	
MC	E-4	8193	1	Still/EIS	
MC	E-4	N/A	1	Still	
MC	E-3 & below	8288	1	TFO (video & still)	
Total			6		

Figure 4-5 — ARG SEAOPDET (LHA/D)

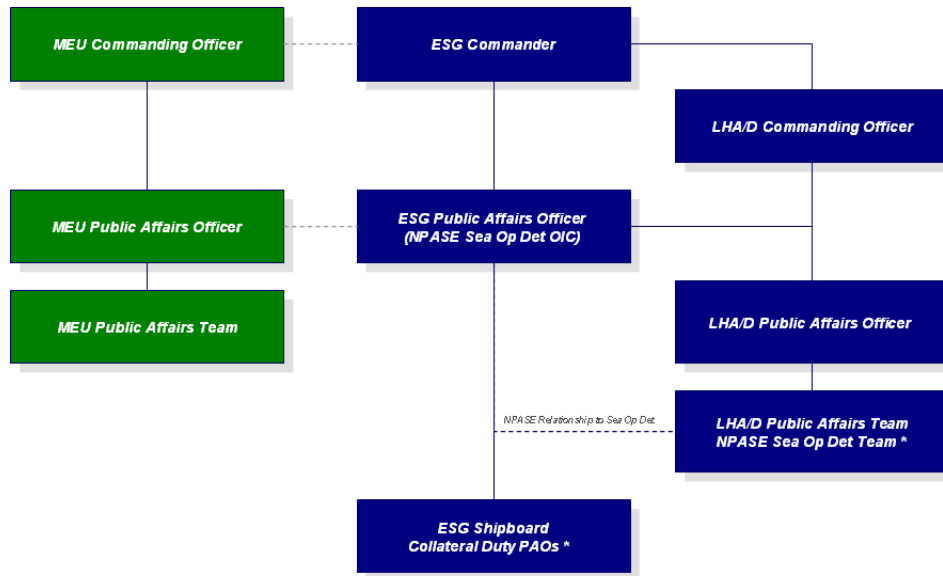


Figure 4-6 —

Successful Integration

Regardless of the type of battle group, SEAOPDETs will usually embark during the integrated phase of a Fleet Response Training Plan (FRTP) in preparation for deployment to build a strong team dynamic. It is important that you, as a senior MC, take charge of building that team focus in coordination with your PAO by integrating the SEAOPDET into your organization to support the overall mission. Part of this planning process will involve assigning personnel to various divisions and work centers. You will also have to assign personnel to other ships in your battle group to ensure that the full range of your overall organization's activities receive the appropriate level of PA/VI assistance. This process should not be rushed through or taken lightly. You should consider the skills, capabilities, and maturity of SEAOPDET personnel and those assigned to the ship to ensure mission success without sacrificing the professional and personal growth of your team members.

Combat Camera (COMCAM) personnel may deploy or embark aboard your platform. These personnel are not generally used as an asset to your media mission. COMCAM MCs usually will have already received their assignment prior to embarking aboard and are not there to support the CSG or ARG.

GENERAL VI DOCUMENTATION

Shipboard photography encompasses a large range of coverage—not all of it for public release. In many instances, the MC will be tasked to provide photographic support for documentation of various shipboard systems. These tasks usually fall into two categories: planned (or routine) and unplanned (casualties or incidents).

Planned

A well-organized photographic plan that is developed before the beginning an operation or deployment can ensure maximum coverage of all types of events, including day-to-day operations and historical documentation.

Unplanned

Unplanned documentation can include material damage to the ship (Material Deficiency Report [MDR] Documentation Photography Operational Documentation) and its systems (Casualty Report [CASREP], security- or medical-related incidents, aircraft accidents or a foreign threat to the ship, such as *define GQ here* [GQ], Ship's Nautical or Otherwise Photographic Interpretation and Examination [SNOOPIE], or strait transits). When an unplanned event occurs, a good rule of thumb is to ensure your division/department has a duty cameraman on standby at all times. MCs will belong to the SNOOPIE team or other intelligence-gathering teams. SNOOPIE teams are charged with reporting any visual changes that go on outside the ship, such as the presence of an unidentified ship or aircraft, or any other type of abnormal activity. MCs belonging to SNOOPIE teams are required to be qualified by completing personnel qualification standards (PQS) (NAVEDTRA 43548).



071210-N-8923M-048 FIFTH FLEET AREA OF RESPONSIBILITY (Dec. 10, 2007) Mass Communication Specialist Seaman Daron Street takes a photo from Vulture's Row above the flight deck aboard Nimitz-class aircraft carrier USS Harry S. Truman (CVN 75) during a Ship's Nautical or Otherwise Photographic Interpretation and Examination (SNOOPIE) team drill. (U.S. Navy photo by Seaman Kevin T. Murray Jr./Released)

Regardless of your position or assignment, every time you click the shutter you are capturing history. The responsibility to preserve the historical record begins with you. Thorough preparation and understanding will ensure successful capturing of planned and unplanned evolutions.

ARCHIVING AND INDEXING

Every job created aboard should be easily accessible. In many cases, these jobs serve as templates and examples for future products. It is crucial for the MC to index and manage these files accurately. To better manage these files, each Mass Communication Specialist is required to obtain a Vision ID which consists of two letters and three numbers in that order, a permanently assigned identification for service members in the visual and public affairs career fields.

Using a Vision ID to file and store photographs ensures your images are easily accessible through Defense Imagery and other outlets. Labeling your print products with a Vision ID number may help to ensure continuity throughout your storage system and allows any user to find a product easily and expeditiously. Items such as ceremonial pamphlets, certificates, and other ship-specific products should be saved in two formats: RAW (or native file structure) for future editing/modifying, and PDF (with specific Vision ID). Ultimately, the filing system aboard your platform should be organized and allow for timely retrieval of products by you, your media team, and any future MCs who come aboard.

SUMMARY

In this chapter you learned the six functional areas of shipboard MC operations. While each ship will perform day-to-day operations slightly differently, it is important to remain within the guidelines set forth by the above-mentioned governing instructions. The success of your afloat media program is rooted in the idea that the more involved, organized, and aware you are as a supervisor, the easier it will be to tell the command's story and support the mission.

CHAPTER 5

BROADCAST MANAGEMENT

As a senior Mass Communication Specialist (MC), you may have the opportunity to serve with a multi-service broadcasting command that falls under the Defense Media Activity (DMA) or on a large-deck ship equipped with a Shipboard Information, Training and Entertainment (SITE) closed-circuit television system with or without a radio station onboard. You should be aware of the policies and regulations concerning management of a broadcasting detachment, how to manage the detachment, the capabilities of American Forces Radio and Television Service in providing television and radio products, and how to submit local products to other DoD entities either for established programs or for documentation.

LEARNING OBJECTIVES

Upon completing this chapter, the student will be able to:

1. Understand and incorporate the policies and regulations regarding management of broadcast production ashore and afloat
2. Identify the elements of administering and managing a Defense Media Activity (DMA) broadcasting detachment
3. Recognize the programming services and satellite capabilities of the American Forces Radio and Television Service (AFRTS)
4. Apply standard procedures to submission of product to other DoD entities

POLICIES AND GUIDANCE

Broadcast management is covered in Department of Defense 'Management and Operation of Armed Forces Radio and Television,' [DoD Instruction 5120.20-R](#)/annexes.

DoD 5120.20-R includes the following areas of concern to station managers:

- Program material policies and procedures
- Cable and satellite service
- Internal Information
- Engineering support
- Station security
- Support agreements
- Logistics
- Manpower

This list is by no means a complete list of everything DoD 5120.20-R, its appendices and annexes cover. DoD 5120.20-R is the source of information on the rules and regulations of broadcasting in the Navy. Every senior MC should be familiar with this document.

The evolution of technology in the 21st Century enables near real-time dissemination of information. Understanding this concept and its potential consequences is essential to broadcast management in the MC world today. Never before have command messages been easier to broadcast to a wide-ranging audience encompassing all demographics, age groups, and nationalities; one click of the

mouse takes your product from desktop to worldwide distribution, so careful planning and coordination is essential when producing a product for release, regardless of the intended audience.



DEFENSE MEDIA ACTIVITY (DMA)

DMA is designed to modernize and streamline media operations by consolidating military service and DoD media components into a single, joint, integrated multimedia communications organization. DMA was established in October 2008 as a result of the Defense Base Realignment and Closure Act. The agency consolidates the Soldiers' Media Center, Naval Media Center, Marine Corps News, Air Force News Service, and American Forces Information Service into a single field activity. DMA also includes Stars and Stripes newspaper and the Defense Information School. In October 2011, DMA celebrated the grand opening of its state-of-the-art headquarters and production facility at Ft. Meade, Maryland.

American Forces Network (AFN) broadcasting detachments are found worldwide. They fall under two main components, AFN Europe (in such locations as Rota, Spain; Stuttgart, Germany; Sigonella, Italy and Souda Bay, Crete) and AFN Pacific (in such locations as Yokosuka, Japan; Diego Garcia and Kunsan, South Korea). Some AFN detachments are large and include multiple broadcasters, Interior Communications Electricians (IC) and civilians. Other stations may have fewer MCs, but they all have the mission of providing command information to their audiences. AFN detachments are broken into three types: Full Service, Radio and Radio Plus. Full service detachments produce TV Electronic News Gathering (ENG) stories, long form TV products like newscasts, travel shows and the like, TV spots, daily radio shows, radio spots and radio remotes. Radio detachments do just that: radio shows, spots and remotes. Radio Plus stations do all of what Radio only stations do, plus they do some TV ENG and spot production. Because DMA is a multi-service command, MCs may be assigned to broadcasting detachments that include other services' broadcasters and broadcast engineers.

Pacific	Europe
Yokota	Guantanamo
Yokosuka	Naples
Tokyo	Rota
Iwakuni	Sigonella
Misawa	Souda Bay
Diego Garcia	Bahrain
Pearl Harbor	Vicenza
Yongsan	Honduras
Osan	Bahrain
Kunsan	Aviano
Casey	Bavaria
Daegu	Benelux
	Kaiserslautern
	Spangdahlem
	Stuttgart
	United Kingdom
	Wiesbaden

OPERATIONS

In general, a DMA/AFN broadcasting detachment that has both a radio station and television capabilities may be aligned into the five divisions: Television, Radio, Command Information (CI), Traffic & Continuity (T&C or commonly referred to as just “Traffic”) and Engineering. Generally, Television handles ENG production and supports CI production. Radio handles radio shows, spot production, radio automation systems and radio remotes. CI handles producing and managing the detachment’s TV spot production, reader production and tracking of all CI products. Traffic & Continuity handles all internal and external requests for production and farms out taskers to the appropriate departments. Traffic also handles all television automation systems, ensuring that daily playlists are updated and correct. Engineering is responsible for the care and maintenance of all systems in the building including television and radio production equipment, automation equipment, satellite services, IT systems along with the infrastructure of the detachment itself. Again, these divisions are examples; not all detachments will have be set up like this. Some AFN broadcasting detachments have a supply clerk and a yeoman assigned to help with supply and administration. If no supply clerk or yeoman assigned, it is a good idea to detail an engineer IC to supply and an MC to administration to be responsible for station supply and administration duties. In Figure 5-1, note the broken lines connecting the chief engineer or senior IC to supply and the operations senior MC to administration. The supply and administration sections work directly for the station manager. As a station manager, you can organize your particular station any way you see fit as long as the lines of communications are established to ensure the staff is able to complete their particular mission.

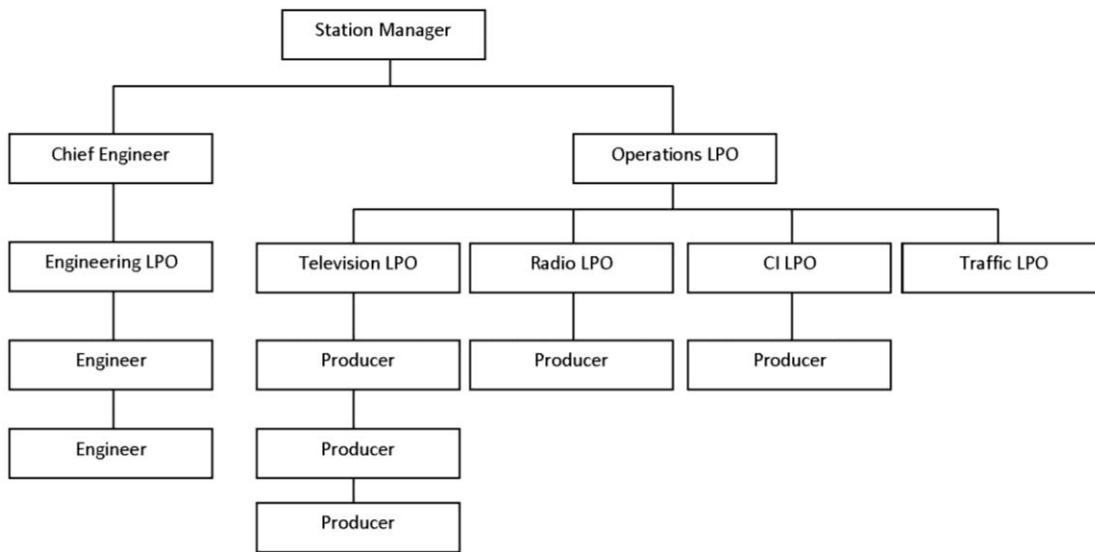


Figure 5-1 — Typical Full Service Detachment Organizational Chart.

SHIPBOARD BROADCASTING

Shipboard broadcasting varies from ship to ship depending on equipment available. Whether that equipment is simply a Shipboard Information Training and Entertainment (SITE) closed-circuit television system or a SITE and radio station, MCs should expect to produce training videos, port briefs, live Bingo programs, command information spots, news products and more. They may also need to document events for intelligence gathering or evidence, depending upon guidance from the ship’s Public Affairs Officer. For more information on Shipboard operations, refer to Chapter 4.



120610-N-PB383-114

PACIFIC OCEAN (June 10, 2012) Sailors and Marines play bingo in the Carlson Cafe aboard the multi-purpose amphibious assault ship USS Makin Island (LHD 8). Makin Island and embarked Marines assigned to the 11th Marine Expeditionary Unit (11th MEU) are deployed to the U.S. 3rd Fleet area of operations. (U.S. Navy photo by Mass Communication Specialist 2nd Class Dominique Pineiro/Released)

STANDARD OPERATING PROCEDURES (SOP)

What happens if there is an enemy attack? What do your people do if there is an earthquake? Who can call up and get something on the air immediately? What is the procedure for placing community notes in a disc jockey's (DJ's) show? These types of questions and many more are answered in the station SOP book. Recall rosters for the command should also be placed in the SOP book. All emergency action plans should be placed in the book and exact copies should be distributed to each workstation. DoD 5120.20-R contains information, on station identifications and emergency announcements, which will help you write an SOP for your station. A periodic review of the SOPs is highly recommended.

Traffic and Continuity

The Traffic and Continuity (T&C or Traffic) section uses the Command Information Management System (CIMS) to manage all internal and external publication requests, acting as the Assignments Editor. T&C takes in requests and pushes those requests to the appropriate section, be it TV, Radio or CI. Traffic also writes, receives, and checks all spot announcement copy, or "readers," before they are aired. This section makes sure the copy adheres to station SOP to include format, time, good taste, and so forth. The copy is kept in CIMS for printing for television or via the program for on-air Radio purposes, and an alibi file is maintained that holds the announcements for one year. It is a good idea to keep all news copy in an alibi file for one year also. The T&C section interacts with virtually everyone in the station concerning station policies, procedures, and spot programming and

with production personnel about any equipment, props, or graphics that might be needed. T&C must also interact with the on-air talent to make sure that locally produced spots convey their intended messages and meet all their objectives.

T&C also handles all television automation systems which include receiving automation files (STB files), adapting those files for local use and then uploading them into automation servers. These files tell automation systems what programming elements to play and when, i.e. network program for 15 minutes, then a 2-minute regional break with a 1-minute local break, then back to network programming. Automation is critical and directly impacts the professionalism of the detachment. Without automation, someone would have to operate a board to switch between sources 24/7.

T&C can be a single section at very large stations, but within smaller broadcasting detachments, it is more likely one of the functions of Radio. Again, this organizational decision is made by the station manager based upon available resources. However, there should always be someone specifically accountable for continuity at the station. Always remember: the primary objective of AFN broadcasting detachments is the timely dissemination of command information to military, DoD personnel, and their family members.

NEWSROOM ORGANIZATION

As always, the organization of any activity in broadcasting depends on the specific requirements and available manpower. A Radio Plus station may produce and air only news updates, but Full Service detachments may be required to put together a longer-format news program – however, this requirement has been eliminated in Europe and is marginal in the Pacific. The focus now is more on 2-minute, standalone news story that air in local breaks. Generally, if a Full Service detachment is tasked with a daily newscast, they should have approximately four personnel in TV News: a News Director and three producers. If the detachment is tasked with only ENG production, then the manning should be adjusted to meet whatever daily/weekly requirement is imposed, however, there should still be a News Director leading the effort. The News Director position can be a collateral for one of the producers or even be a collateral of the Traffic Manager, if manning requires so.

NEWS DIRECTOR/ASSIGNMENT EDITOR

The most critical facet in a successful newsroom is the News Director. This senior MC2 or higher if manning allows, will take story feeds from Traffic and manage the production of them, as well as develop their own story plans and manage that production too. Time management and constant, intrusive leadership is key to consistently producing a daily product and ensuring producers are being trained properly to be up to the job. Arranging production to ensure that at least several pre-produced, untimely (“evergreen”) stories are always available is critical when original plans don’t go as scheduled or technical issues take down equipment when there is a daily newscast requirement. The News Director of any type of news requirement should be the one assigning coverage of news events at the beginning of each day. Traffic may send requests to the News Director, but the News Director should be the one assigning specific tasks to specific MCs.

Finding News

Assignment editors are made for the grind of finding news. They must constantly think of how to fill that nightly news hole. The following are some good places to look for stories:

- **Beat calls.** First and foremost, use the beat call system to keep in touch with your audience and news sources. Make a list of every command and person that could possibly generate or inform you of news. Break this list into three tiers of clients: First, Second and Third. Call every First tier client once a week, every Second tier client every two weeks and every Third tier client once a month and inquire if they have any upcoming events or stories they would like coverage of. Base your tiers on the amount of news typically coming from each client and use

the base directory to ensure you don't miss anyone. In this way, you will cover your high profile customers but not forget about those that, while they may not often have news, the news they do generate is still important to get out to the command. Also, it's often the smaller commands that may not understand how to get out their message out. By including them in your beat system, you establish rapport and ensure that they know who to call when they have news. All successful newsrooms will do beat calls to keep the channels of communications open between the newsroom and the public.

As Station Manager, it is also your job to find news for your personnel to cover. To do this, ensure that you attend weekly Tenant Command meetings. These meetings are hosted by the Commanding Officer, Executive Officer and Command Master Chief of the base and all of the Directors, COs, OICs, CMCs of nearly every activity on the base will attend. Take notes on what's happening around the base and mark those that either clients remark they want coverage or that are significant enough to garner coverage. Bring the list back and share with your staff for tasking.

- Calendars with historical notations. A good newscast will have one or two things in history (Navy or otherwise) for each day of the year.
- Print publications. Read the paper and weekly news magazines. Localizing big Navy stories from military and civilian publications should be a weekly effort of any DMA detachment. For example, a story about cost of living allowance (COLA) cuts in Navy Times will provide the background for a story featuring a young Sailor and his family on your base to describe how the cuts will affect his family. Put a human face - or human voice - to every story.
- Base PAO. The overseas installation commander is a continuous source for news coverage ideas. The community wide audience is constantly changing and the opportunities to deliver command information are unending. Alignment of command messages by collaborating with the base PAO and his/her base newspaper editor will deliver an aligned message to the community.

DISASTER RESPONSE

There simply is no other time that an AFN detachment's professionalism and capability are so greatly tested than in disaster response. While most of your viewers, and commanders, will likely view your detachment as primarily an entertainment vessel with CI during normal times, during a disaster response, commanders will rely on AFN for immediate and wide-reaching influence over their entire area of control. Performing well during a disaster will cement your credibility with the host command for a very long time, while the opposite could all but destroy it. When disaster strikes, all efforts must be made by the station manager to provide whatever assistance the local commanders require, up to and including 24/7 operations for an extended period of time. Barring the immediate safety of AFN personnel being in jeopardy, the detachment should be fully stood up and in operation until such times as the base commander says to stand down. Recent events that AFN has responded to were the attacks of 9/11 where all overseas bases went to Force Protection Level DELTA, the flooding of a military residential area in Sigonella, a situation where a military family member at a base drastically needed blood in order to stay alive and AFN was called upon to notify the community for donors, and the Fukushima tsunami and nuclear tragedy in Japan. In all instances, AFN was called upon to immediately react and provide a conduit for base commanders to communicate with their communities. In some instances, AFN succeeded. In others, AFN could have done more. The responsibility of the station manager is to manage the effort at the deck plate level to accomplish the mission.

IMPORTANCE OF BASE COMMANDING OFFICER

The importance of having a good working relationship with the base commanding officer cannot be overstated. Ultimately, AFN is located on the base as one of the key communication tools of the

commanding officer. Station managers should make every effort within regulations and protocol to support the base commanding officer and their intents.

STAYING RELEVANT, CRUCIAL

Back in 1995, the AFN signal in many communities was a single terrestrial (over-the-air) signal. During this time, it was very easy for local affiliates to communicate with the audience as they really had no other venue. Today, AFN provides ten channels of satellite television, broadband Internet is easily available nearly everywhere and even smartphones and high-speed cellular networks are capable of streaming video and up-to-the-instant news. Staying relevant and crucial to our internal audience is increasingly difficult. It's imperative that station managers stay up-to-date on emerging technology, their audience's use of that technology and how AFN can leverage that technology to get the CI message out, within regulations. Station managers must also spend a great deal of effort on training their personnel so that the traditional methods of CI are done in the most professional and polished manner to obtain and keep their audience's attention.

ENGINEERING

Today's broadcast technicians are some of the best trained out there. A station manager should cultivate good working relationships between producers and engineers. While the two will always argue about whose job is more important, the bottom line is that no one would have a job without the other. A good station manager will ensure that engineers receive training on broadcast operations just as producers are taught rudimentary engineering. At a broadcast detachment, it is everyone's job to troubleshoot in order to fix a problem and with occasional manning issues, a broadcast technician can shoot a stand up while providing engineering support on location. Obviously, every individual needs to understand their limits and follow the guidance of the subject matter expert in the field, but the point is that every AFN detachment is a team and should take advantage of what each member brings to the table.

The station manager's relationship with their Chief Engineer (CHENG) is equally as important. Engineering not only handles maintaining production, automation, IT and other equipment, but also the infrastructure of the building, installations and modifications as well as supply, inventory and even contracting.

RADIO REMOTES

Radio remote broadcasts are one of the most effective tools you have as a station manager to promote your station and personnel in addition to making excellent contacts within your community.

Special events, celebrations, and ceremonies are excellent opportunities for radio remotes. These remotes can range from having an MC on the scene providing simple live call-in updates over the telephone during live shows to having a full-scale radio production with entertainment and interviews at a remote location. Always ensure that you have engineers both on location and back at the station during any live event involving any remote equipment more than a cell phone. If something goes awry, it is critical to have someone there with the technical knowledge to troubleshoot and correct the situation as soon as possible.

Some detachments are even equipped with mobile radio capabilities that may be moved from one location to another and is capable of broadcasting live over the air. Often this will include a cell phone-based remote call in device with microphones, onsite receiver, amplifier and speakers. This kind of broadcast is an excellent way to help celebrate the command's Fourth of July picnic or Winter Carnival or to promote base preparations for an upcoming tropical storm or hurricane.

CROSS-TRAINING

Cross-training at an AFN broadcast detachment, as in a Public Affairs Office, is extremely important for a number of reasons. First, all your people should have the benefit of experience at every position in the detachment. This will produce well-rounded future leadership in the Navy. Second, there should never be a single point of failure. You never know when tragedy, emergency transfers, TDYs, or combat casualties might occur that could leave a gap that is very hard to fill short notice. Third, cross-training for most MCs can be enriching and keep them engaged in learning all aspects of broadcasting.

Don't forget your base Public Affairs Officer when it comes time for cross-training. Besides building up skills amongst all the MCs, it also builds rapport, an understanding of how each other works and fosters communication, all key factors in ensuring that both professional communication activities are, in fact, communicating and understanding. There are few things worse than having PAO cover an event that AFN knew nothing about or vice versa.

TELEVISION PROGRAMMING

The American Forces Network Broadcast Center (AFN BC)

AFN BC is located just outside March Air Reserve Base in Riverside, Calif., and is the sole programming source for AFN radio and television outlets overseas. These outlets serve U.S. service men and women, DoD civilians, and their families stationed in U.S. territories around the world where English language broadcast service is unavailable or inadequate. The Broadcast Center provides programming that reflects a cross-section of the most popular programming widely available to stateside audiences. Programs are uplinked from the Broadcast Center to a series of satellites and delivered worldwide via a secure transmission path. In accordance with DoD Regulation 5120.20-R, AFRTS programs are provided without censorship, propagandizing, or manipulation. While program content is unchanged, AFN is commercial-free; therefore, all commercials are deleted and replaced with DoD internal information and other public service spot announcements targeted to DoD personnel and their family members.

The AFN BC acquires and distributes entertainment, news, sports, and information programming based on its scheduling needs, the popularity of programs within the specific DoD audience demographics, and the unique interests of military audiences. All religious programs are selected the AFN BC Director of Religious Programming and approved by the Armed Forces Chaplains Board.

The AFN vision is to provide "a touch of home" by presenting radio and television news, sports, information, and entertainment programming to DoD personnel wherever they are serving overseas.

This service is made possible by the generous cooperation and support of U.S. performing guilds, unions, and federations (dating back to World War II). AFN is not charged performance rights or residual fees for its programming. That support allows program owners and syndicators to make their products available to AFN free of charge or at a fraction of the cost that commercial radio and television stations pay.

Programming is distributed by satellite to the AFN audience through land-based outlets directly to homes, via base cable systems through head ends or a commercial provider, and deployed ships.

In 1978, the Armed Forces Radio and Television Service (AFRTS) was among the first organizations to use satellites as a means of transmitting television programming. Today, AFN provides radio and television services by satellite 24 hours a day around the world.

All AFRTS satellite transmissions use a digital compression system to allow the transmission of multiple channels of television and radio services over a single satellite transponder. This system also protects the programming from being received by unauthorized audiences.

AFRTS uses two state-of-the-art satellite distribution networks; one is the primary Satellite Network (SATNET), and the other is the Direct-to-Sailor (DTS). These satellite networks distribute live and tape-delayed television programming around the world.

AFN Satellite Television Services

AFN currently provides television services to overseas locations, all originating at the Broadcast Center. These services are programmed to each geographic location. The primary television service is known as AFN--the American Forces Network. The secondary television service is DTS.

American Forces Network (AFN)

AFN has the look of mainstream commercial stateside television but surpasses any single stateside network in terms of content. It reflects the best of American network television, in all day parts, with programs seen stateside on various channels and networks. Schedules are designed primarily to serve specific audiences during specific day parts. AFN is time-shifted for two specific geographic locations – Atlantic and Pacific (AFN Europe and AFN Pacific). Programming channels include AFN|prime Atlantic, AFN|prime Pacific, AFN|prime Freedom (likely to be repurposed after the Afghanistan mission wind down scheduled for 2014), AFN|news, AFN|sports, AFN|sports HD, AFN|spectrum, AFN|movie, AFN|family, AFN|xtra, AFN Program Guide and The Pentagon Channel, or TPC as it is currently referred to. All channels, with the exception of TPC, are programmed and originate from the AFN BC. TPC is programmed, managed and originates from DMA HQ at Fort Meade, MD. All AFN|primes showcase the same programming for the most part and are simply time-adjusted for the major time zones of Central European time, Japan Korea time and Afghanistan time.

All programming on AFN is decided based on objective data such as Nielson ratings, with the most consistently popular programs being showcased. News coverage is determined by giving news outlets the same percentage of coverage as the market share they receive in the US. Within that percentage of coverage on AFN, individual shows from each network are picked based on Nielson ratings. Generally, sport matches are determined by the team's ranking, the game's match up, and program availability.

It's important to understand that AFN does not seek to provide equal coverage of content or teams or networks. AFN provides "a touch of home" which means it uses objective data to bring the most popular choices from the States to those overseas, regardless of content. It is then left into the viewer's hands as to what they will decide to watch. As a station manager, you will field customer questions on programming choices, so it's important to know how they are made.

All live sports and news programming broadcast by the AFN BC involves a board operator in one of three live board rooms manually taking spots when the program goes to commercial break. Sometimes the board operator has the advantage of listening in on the programs master control, but more often than not, they simply must pay attention to the program to know when to switch to spots.

Television Direct to Sailor (DTS)

Navy ships equipped with satellite dishes receive AFN, AFN|news and AFN|sports via the Navy owned and operated Direct to Sailor (DTS) satellite system. AFN schedules are available online at www.myafn.net.



Figure 5-3 — Navy DTS Control Room.

Based upon a desire to better serve and improve the quality of life of Sailors and Marines serving aboard Navy ships, AFRTS initiated studies in 1995 to determine the feasibility of providing full-time worldwide satellite-delivered broadcast services directly to Navy ships at sea.

Full operational capability for Direct to Sailor DTS satellite system was reached Dec. 23, 1997, with the activation of the third and last transponder on international telecommunications satellites. Using global, premium transponders, these satellites provide DTS with almost complete coverage of all oceans and seas on which Navy ships are deployed.

DTS services consist of three television channels: AFN|news, AFN|sports, and AFN; three radio services, and a data channel. The AFN BC operates a full-time DTS control room at the AFN BC. Through this facility, AFN inserts Navy Department and service-unique information programming in the DTS programming services.

The AFN channel on DTS is a conglomeration of AFN|spectrum, AFN|prime, AFN|xtra, AFN|family and AFN|movie. Programmers at the AFN BC decide which program from each of the separate AFN services would best satisfy the unique demographic aboard deployed vessels and selects that for the DTS AFN channel. For this reason, a DTS AFN viewer will see the “bug” or channel identifier in the lower left corner of the screen change from program to program.

DTS radio services consist of two monaural music channels with rotating blocks of U.S. produced satellite programming in the Rock, Top-40, Oldies, Country, and Urban music formats with hourly newscasts and sports information. The third radio service is a full-time news, talk, information, and sports service consisting of the most popular radio services from all the major U.S. radio networks and syndicators.

AFRTS Direct-to-Home Service (DTH)

Since December 1998, the European Command (EUCOM), the Army and Air Force Exchange Service (AAFES), the Navy Exchange Command (NEXCOM), and AFRTS have jointly sponsored a

satellite direct-to-home (DTH) service for service members, DoD civilian employees, and their family members living off-base in the EUCOM area of operation (minus Central and Southern Africa).

Using a powerful European Telecommunications Satellite (EUTELSAT) Eurobird 9 signal, AFN delivers the full AFN line up in the European area with an 80-centimeter satellite dish and an integrated receiver/decoder (IRD). Both the dish and the IRD are available through most European AAFES and NEXCOM stores. The IRD can either be leased or purchased outright by the service member. Also, a similar service has been placed on line to serve DoD audiences in Japan (including Okinawa) and Korea.

AFN Satellite Radio Services

AFN Radio serves more than a million American service men and women; Department of Defense civilians and their families stationed at American bases, embassies, and consulates in more than 177 countries; and U.S. Navy, Coast Guard, and Navy Military Sealift Command ships at sea.

Since World War II, AFN has enjoyed generous support from all major broadcast networks, syndicates, public radio services, and individual stations and program producers throughout the U.S. There are 12 different full-time AFN Radio stations, including a primary information news/talk/information network. These national radio services are distributed by satellite to an overseas affiliate network of military broadcast stations, base cable TV systems, and AFN Direct-to-Home (DTH) satellite dish users. Additional shortwave AFN Radio transmissions reach U.S. Navy ships in areas not served by satellite with the primary information news/talk/information AFN Radio network. However, due to ships being able to receive DTS now, the shortwave program is no longer supported by the Navy. As systems degrade or are rendered obsolete, they will not be replaced.

AFN Radio Programming

News, Talk, Commentary, and Information on AFN Radio

American Forces Network's primary news, talk and information radio network delivers international and national news, commentary, talk radio, and military news.

This primary AFN Radio news/talk/information network also carries hourly newscasts; features; and major newsworthy events including Presidential Press Conferences, Pentagon and White House Press Briefings, live NASA shuttle launches, and other special event programs.

National Music Services on AFN Radio

AFN Radio airs seven around-the-clock music services.

Sports Talk on AFN Radio: Around-the-clock sports on AFN Radio consists of two national sports talk networks live on two 24/7 AFN Radio sports talk networks.

FANS on AFN Radio delivers the best national sports talk from Fox Sports Radio,

Sports Byline Network featuring Sports Byline w/ Ron Barr and Sports Overnight America.

CLUTCH on AFN Radio delivers the best national sports talk radio from ESPN Radio and Sporting News Radio.

National Public Radio (NPR) on AFN Radio

AFN Radio relays NPR (National Public Radio) live featuring jazz; classical music; and NPR news, commentary, and information.

DMA detachments are unique in that many military communities are often served by one radio station. The tastes and preferences within these communities are diverse. To better meet these needs, many DMA/AFN detachments are equipped with both AM and FM stations. Considering your

target audience is only available at certain times of the day and that there is a shortage of radio entertainment sources to suit their diverse tastes, counter programming the AM/FM schedule (simultaneously scheduling programs with different appeal) offers an innovative way to satisfy those special audience needs.

Counter programming is meant to afford listeners who like one particular type of music the opportunity to listen to a solid block of Top-40, album Rock, Country, Urban, Oldies or some other type of music.

If counter programming your AM/FM services, first consider two points:

- Do not abandon the talk radio format. It is becoming increasingly popular across the country and allows your listeners to stay current on the latest news and world events.
- Do not turn your FM facility into an album oriented rock (AOR) station. It is too valuable a medium to limit its appeal to only one audience segment.

EMBEDDING INFORMATION

As the station manager, you need to keep in mind the possible requirement of sending your media products back to the Defense Visual Information Distribution Center (DVIDS) or DMA's Defense Imagery Management Operations Center (DIMOC) for worldwide dissemination and for documentation purposes.

When submitting video or multimedia products, you must embed pertinent information about the image into the image's file information. This information is called information interchange model caption (IPTC), or metadata. The metadata contains identification, contact information, the caption, and keywords about the product. Embedded information makes the file searchable on the computer and/or the Internet. While some metadata is written by the camera, most is input by the MC after downloading. Not all commands or public affairs units use the same software programs to embed information. For detailed guidance on embedding caption and metadata information, consult your command's or unit's specific editing software manual.

Including caption and subject identification, such as lower thirds and command information in the form of an accompanying Word or text document ensures recipients can access the pertinent data even if they do not have the necessary tools or programs needed to access metadata or IPTC information.

DoD learning resources are found on the [Defense Imagery](#) website.

[DVIDS](#) – is a state-of-the-art, 24/7 operation that provides a timely, accurate, and reliable connection between the media around the world and the military serving in operational areas such as Iraq, Afghanistan, Kuwait, Qatar, and Bahrain or anywhere.

Through a network of portable Ku-band satellite transmitters located in-theater and a distribution hub in Atlanta, Georgia, DVIDS makes available real-time broadcast-quality video, still images, and print products as well as immediate interview opportunities with service members, commanders, and subject matter experts.

The DVIDS mission is to serve as a turnkey operation that facilitates requests for Public Affairs video, audio, still imagery and print products and coordinates interviews with service members serving around the world.

[DIMOC](#) – is the main hub for imagery DoD-wide. It serves as a central database for all visual information.

Defense Visual Information operates DIMOC to support worldwide Department of Defense and other U.S. government agency communication and operational missions with the right imagery in the right place at the right time by providing an enabling architecture to synchronize and integrate the various

DoD imagery capabilities and centrally manage current and historical visual information. The DIMOC is an evolving, transformational agency with constantly expanding capabilities.

To accomplish its mission, the DIMOC manages four distinct but interrelated programs. They are the Visual Information Operations and Coordination Program, Imagery Management and Distribution, Order Fulfillment, and Customer Service programs. It is imperative to always get acknowledgement and approval from your chain of command before releasing any content for public viewing.

SUMMARY

Television, video, radio, and all other broadcast media are some of the most powerful forms of communication in the world today. The professional Navy Mass Communication Specialist must stay in touch with their field by reading everything within reach about technology changes that affect news gathering and dissemination. We must embrace, acknowledge, and adhere to the “rules of the road,” realizing the power of information and its immediate impact on the mission and global opinion. Periodic literature, industry websites and other media will allow you to stay abreast of this fast moving field.

Although the basics of broadcast management will always apply as described in this chapter, understanding the tools of the trade is important to the broadcast supervisor. The supervisor must know the capabilities of the equipment available. When a new piece of equipment comes into your shop, read the owner’s manual and try the gear out yourself. You may not be the regular operator, but you must know what it takes to get the job done before you can critique the actions of your staff members.

Navy and DoD regulations and policy dictate the production and dissemination of all products for both internal and external usage. Understanding this fundamental allows you not only to succeed in your endeavors but to remain true to Navy core values and DoD standards of conduct.

CHAPTER 6

COMBAT CAMERA

Combat Camera (COMCAM) operations provide Navy, combined, and joint force commanders with a worldwide rapid response expeditionary unit capable of producing classified and unclassified video, still, and field production products. COMCAM's imagery provides tangible situational awareness information for use by military commanders and a valuable visual record of still and motion imagery used as historical evidence of military operations.

LEARNING OBJECTIVES:

Upon completing this chapter, you should be able to do the following:

1. Explain Combat Camera mission and capabilities.
2. Identify combatant commander relationships.
3. Explain the tasking matrix of Combat Camera in a joint environment.

MISSION

The mission of COMCAM forces is to provide the Office of the Secretary of Defense (OSD), Chairman of the Joint Chiefs of Staff (CJCS), military departments, combatant commands, and joint task forces (JTFs) with a directed imagery capability in support of operational and planning requirements during wartime operations, worldwide crises, contingencies, and joint exercises. COMCAM personnel maintain qualifications that enable them to operate in land based, shipboard, aviation, and sub-surface environments. COMCAM assets include Aerial Cameraman (NEC 8288) and Navy Diver (NEC 5345) specialties and may be employed to capture imagery for a variety of purposes including explosive ordnance disposal (EOD), special operations forces (SOF), underwater construction teams (UCT), and reconnaissance squadrons.

COMCAM visual information documentation (COMCAM VIDOC) enhances the Department of the Navy, combined, and joint operational commanders' situational awareness and establishes a historical operations record. When operationally deployed in a joint environment, COMCAM forces are under the direct control of the J-39 information operations (IO) staff officer. The efforts and products of COMCAM forces support Military Intelligence Support Operations (MISO, previously Psychological Operations); intelligence, civil affairs, Maritime Interdiction and Anti-piracy Operations (MIO); public affairs (PA) missions, and other assets. COMCAM forces exist as a distinct operational entity with a clearly defined documentation mission.

COMCAM forces perform unique and highly specialized missions with VIDOC capabilities supporting the full range of military expeditionary operations in the most hazardous environments. COMCAM personnel maintain qualifications that enable them to operate in land based, shipboard, or in support of air assets. COMCAM assets include Aerial Cameraman (NEC 8288) and Navy Diver (NEC 5345) specialized to capture imagery for explosive ordnance disposal (EOD), special operations forces (SOF), underwater construction teams (UCT), and reconnaissance squadrons.

When not deployed, COMCAM units are under the operational control of the Commander, U.S. Navy Expeditionary Combat Command (NECC) and Commander, U.S. Pacific Fleet, (COMPACFLT).

Impact

In an increasingly media-driven world and global information environment, the ability to exploit VIDOC has enabled the warfighter to gain a battle space advantage. COMCAM forces provide commanders

with visual information (VI) that directly supports their decision-making and operational assessments. During operations, daily imagery usage includes battle briefings, targeting, operational assessment, force protection, battle space orientation, airfield qualification, PA, operational awareness, IO, MISO, and battle damage assessment (BDA).

COMBAT CAMERA ASSETS AND CAPABILITIES

COMCAM forces perform a unique and highly specialized mission trained to operate in the most austere and hostile environments.

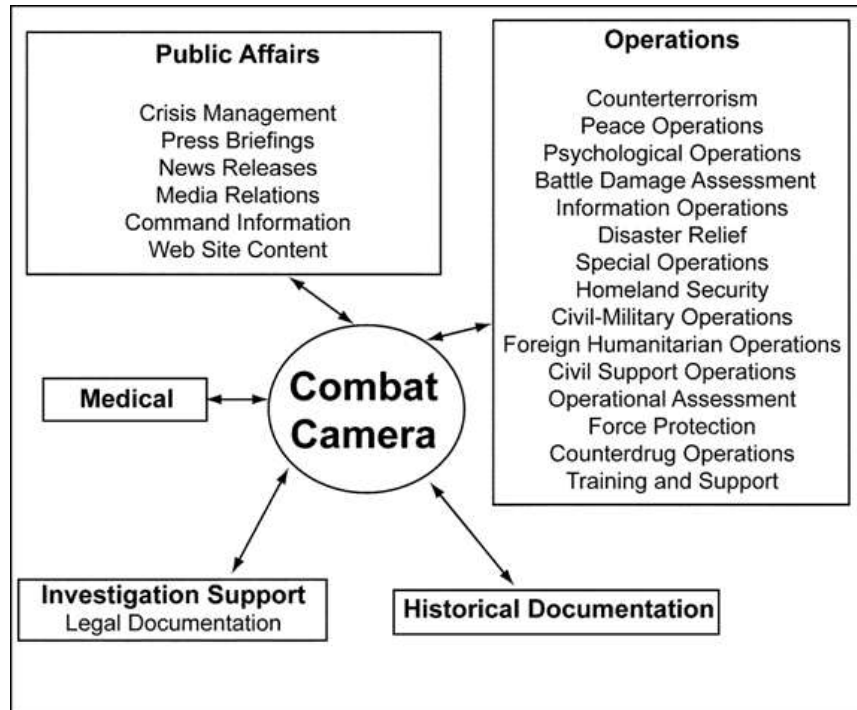


Figure 6-1 — COMCAM Mission Capabilities.

Capabilities of COMCAM units include:

- Professional:
 - Day/Night still/video imagery acquisition, including low light and infrared light imaging
 - Still/Video imagery transmission services
 - Aerial still/video imagery acquisition
 - Qualified Naval Aviation Observers(NAO) (fixed and rotary wing platforms)
 - Underwater still/video photography services. Qualified Navy SCUBA divers capable of integrating with military diving operations or as a self-sufficient, deployable SCUBA diving team
 - Full video editing services
- Combatant:
 - Advanced weapons training
 - Visit, board, search, and seizure (VBSS) boarding
 - Fast rope and rappelling
 - Close-quarters combat
 - Small unit tactics training

- Survival, Evasion, Resistance, Escape (SERE) training
- Land navigation

TASKING AND EMPLOYMENT IN THE JOINT ENVIRONMENT

COMCAM provides historical documentation of ongoing military operations and supports strategic communication objectives by integrating and synchronizing the acquisition and distribution of still and motion imagery. This integration is most effectively achieved through direct coordination with Joint Force Command (JFC) elements. It is critical that supported elements maintain cross-coordination with COMCAM planners, the Joint Combat Camera Team (JCCT) lead, and among themselves to ensure optimal utilization of COMCAM capabilities.

Joint operation planning is a coordinated process used by a commander to determine the best method of accomplishing the mission. In peacetime, the process is called deliberate planning. In crisis situations, it is called crisis action planning (See Chapter 5). Execution of a deliberate plan is accomplished using crisis action procedures. Joint planning is conducted under Joint Operation and Planning and Execution System (JOPES) ([JOPES policy and procedures](#)), with automated data processing (ADP) support. Joint planning has its origins in the development of operation plans (OPLANs). Commanders can use established request for forces (RFF) procedures when requesting COMCAM forces. Upon initiation of deliberate action or crisis action planning for the development of a joint force, commanders need to submit an RFF to the office of Global Force Management (GFM). GFM will contact the Navy COMCAM planner or the Joint COMCAM Program Manager (PM), dependent on mission requirements, to plan COMCAM integration into Navy, joint, or combined operations. Once the joint staff designates a supporting unified command, a COMCAM unit should be designated as the JCCT lead for planning the COMCAM mission and providing a representative to the Joint Planning Group (JPG) for that operation.

COMCAM forces are tasked, deployed, and employed as an integral part of joint and combined operations to ensure documentation of the entire scope of U.S. military activities during:

- Wartime Operations
- Wartime Crisis
- Contingencies
- Joint Exercises
- Humanitarian Assistance Disaster Relief (HADR)
- Other events involving DoD components or of significant national interest

Forming a Joint COMCAM Team (JCCT)

The keys to determining the makeup of a JCCT are mission requirements and the force structure of the joint force. The JCCT can be as small as a two-person acquisition team or as large as a team made up of an operations cell responsible for command and control of COMCAM forces. The JCCT coordinates activities of forward-deployed photographers and videographers and the Visual Information Imagery Management and Distribution Program to manage the flow and distribution of COMCAM imagery. See *Figure 6-2* for typical supporting COMCAM task development.

Lessons learned in Operation Iraqi Freedom have resulted in a JCCT force structure with an operations cell directing acquisition teams and a joint combat camera imagery management team and Visual Information Imagery Management and Distribution Program. Planners should ensure adequate COMCAM forces are requested to document each of the component's operations as well as provide support at the joint force's task force level. In accordance with the joint force's priorities and objectives, the JCCT lead directs the execution of the joint force's COMCAM plan for acquisition, reception, and distribution of imagery.

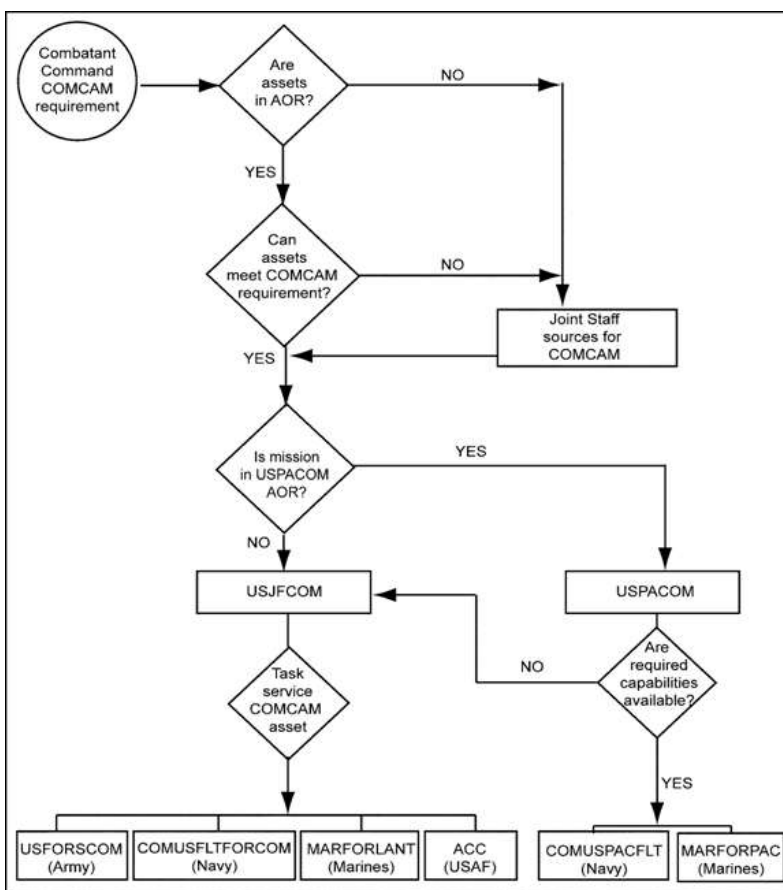


Figure 6-2 — COMCAM Task Development Matrix.

Command and Control Structure

COMCAM is an operational mission assigned to the joint force N-3/J-3 operations. *Figure 6-3* shows COMCAM mission assignment relationships. The joint force IO officer (J-39) is responsible for COMCAM activities. The J-39 generates COMCAM mission assignments and receives assignments from both higher authority and from within the joint force (civil affairs, MISO, and PA). The J-39 establishes priorities and coordinates support for COMCAM missions with requesting commanders within the joint force. These assignments not only require the support of commanders “in the field,” but can also generate mission assignments from the component J-39 (IO). The JCCT lead officer in charge (OIC) reports directly to the J-39 to integrate COMCAM into the joint force’s campaign plan and serves as the senior COMCAM advisor on the J-3 staff. COMCAM requirements outside the purview of the J-39 still need to be coordinated through the J-39. Under guidance of the J-39, the JCCT lead is responsible for receiving, prioritizing, directing, and coordinating operational assignments for the deployed COMCAM teams.

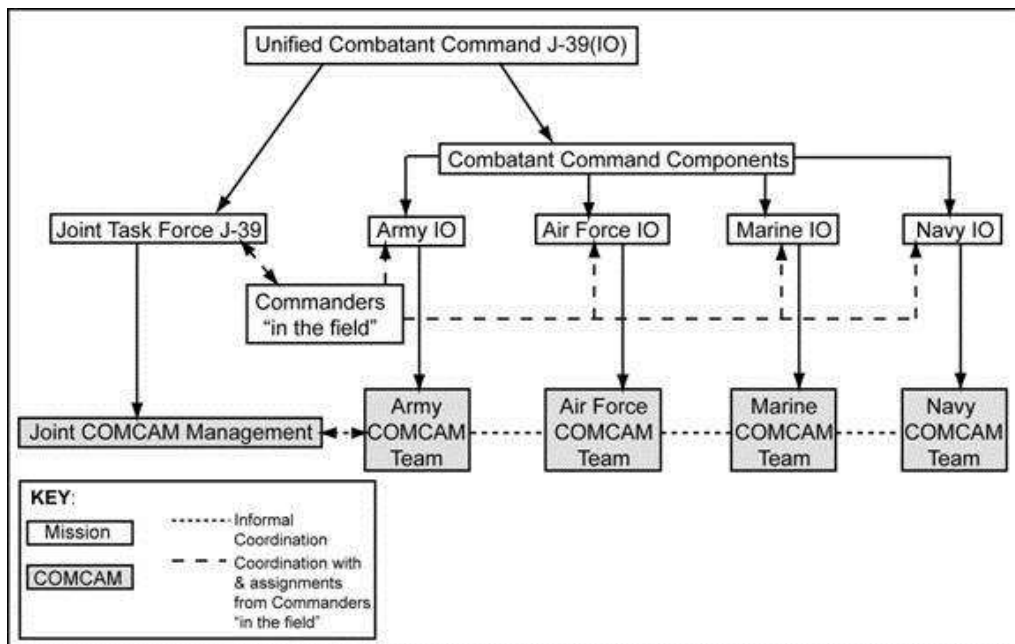


Figure 6-3 — COMCAM Mission Assignment Relationships.

Mission Tasking Relationship in a Joint Force

In coordination with the joint force J-3 and J-39, the JCCT lead develops a documentation plan for both the JCCT and service COMCAM assets. The JCCT lead can direct COMCAM team documentation tasking. Components retain administrative control (ADCON) for their COMCAM forces within the joint force (See *Figure 6-4*). COMCAM routinely receives documentation requests from other functional areas through the J-3 via the J-39. The JCCT lead advises the various staff elements on effective application of COMCAM assets and can be depended upon for aiding in developing requirements. The JCCT lead, in conjunction with the J-39, coordinates and prioritizes the use of COMCAM assets in theater.

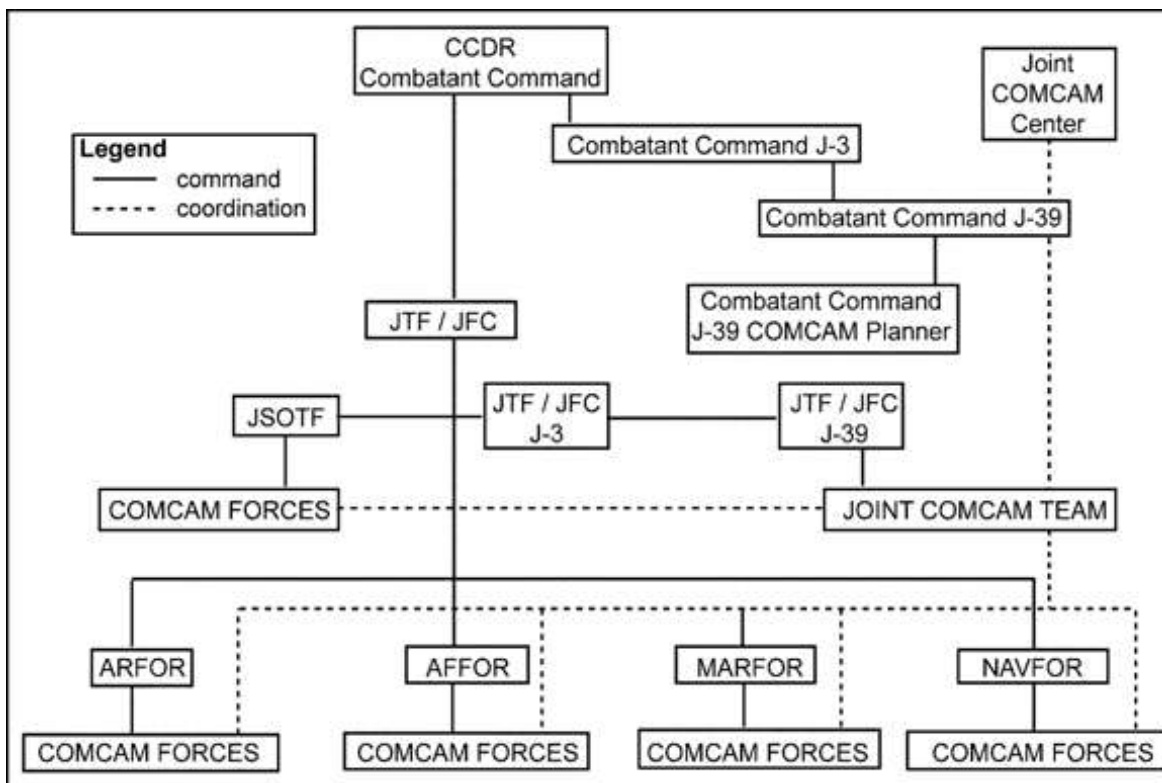


Figure 6-4 — COMCAM Utilization.

Utilization of COMCAM Assets

COMCAM imagery is used to assist battle-space decision-making and after-action reporting. Commanders can depend on COMCAM teams to help exploit the power of horizontal information flow, speed up the decision-making cycle, and facilitate execution at lower levels. When utilized as such, integrated COMCAM teams become internal assets. For COMCAM to be successful, access to vital operations and the ability to move imagery is essential. Lessons learned in multiple contingencies have shown that commanders educated about COMCAM operations have used that capability effectively to meet mission requirements.

COMCAM Team Concept of Operations

COMCAM teams can produce both still and motion imagery and, when given access to fixed communications, can transmit imagery to multiple locations (organic capability to move imagery via portable and fixed long-range transmission systems, such as satellite communication and local area network [LAN], is limited). Teams have the ability to document full-spectrum military operations. All COMCAM personnel are field trained and can operate in forward areas.

Acquisition

JCCTs acquire still and motion imagery via digital format. Based on the requirement, the number of teams and composition needed to document a specific mission will vary. The team is attached to the unit it will document and is logistically supported by that unit. Frequently, COMCAM teams will move to cover multiple units within a theater, and tactical control (TACON) may transfer multiple times at the discretion of the JCCT lead. Field commanders are encouraged to utilize COMCAM teams for operational imagery requirements. Emerging imagery requirements, documenting the capture of persons of interest, destruction of equipment, or events of high visibility require prioritization of mission tasking to ensure availability of COMCAM forces.

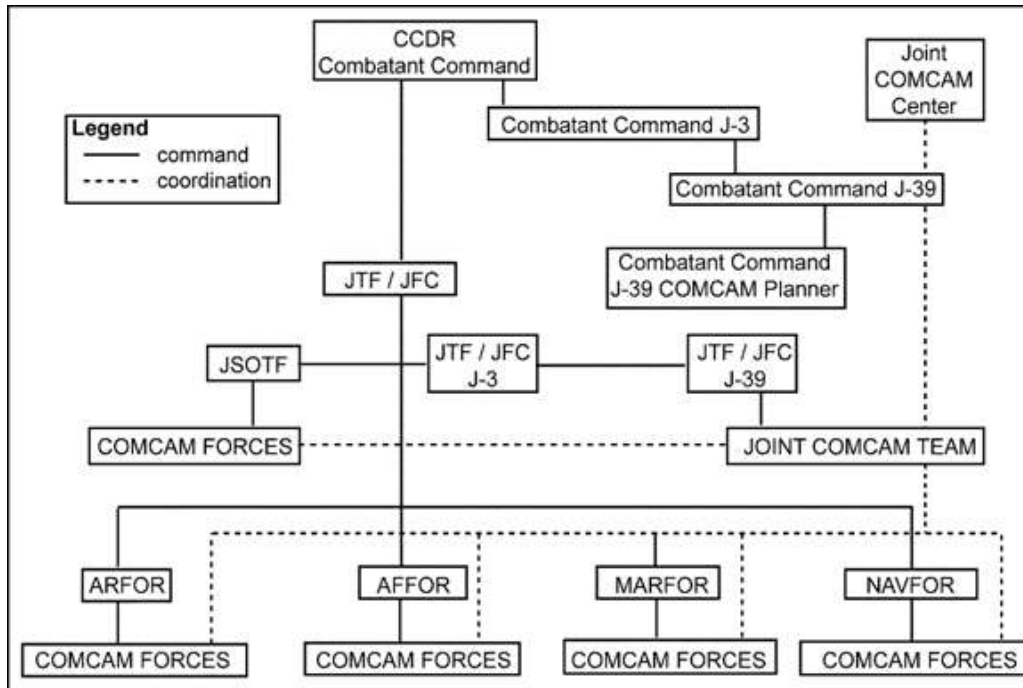


Figure 6-5 — Combatant Command COMCAM Organization.

Transmission and Distribution

It is imperative that COMCAM imagery is moved through the JCCT (in some cases, the Visual Information Imagery Management and Distribution Program) to the customer and ultimately to Defense Imagery Management Operation Center (DIMOC) as expeditiously as possible to meet the timely requirements established by the joint force commanders. *Figure 6-6* depicts COMCAM imagery flow from COMCAM teams to DIMOC. To support austere environments, COMCAM can deploy with a low data-rate satellite transmission capability. Most COMCAM imagery is transmitted using theater-deployed or fixed commercial communications.

DIMOC is not responsible for clearing imagery for public release; this function is the responsibility of the on-scene commander. DIMOC can receive released and unreleased imagery classified up to the SECRET level via electronic means on the Secure Internet Protocol Network (SIPRNET). Unreleased imagery should be forwarded to DIMOC, but will be “For Official Use Only” until cleared for public release by proper authority.

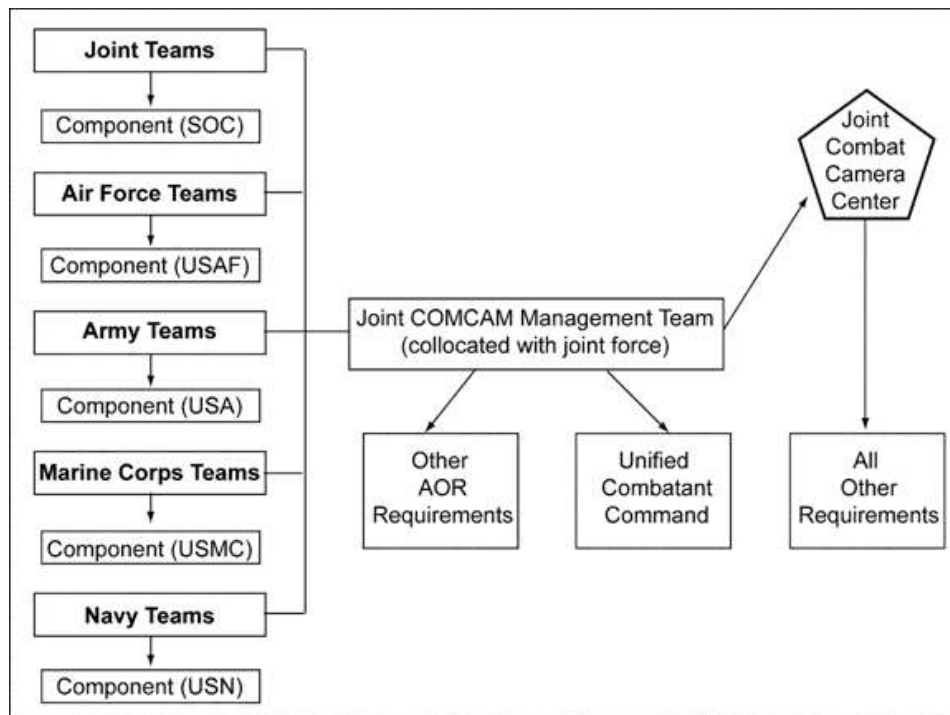


Figure 6-6 — COMCAM Imagery Flow.

Procedures within the Joint Operations Area

After classification determination by the on-scene commander, imagery from forward locations is transmitted via the fastest means possible to the JCCT Visual Information Imagery Management and Distribution Program at the joint force headquarters where it is processed and distributed to the operational staff. COMCAM units use secure transmission procedures to handle classified imagery.

Procedures External to Joint Operations Area

After classification determination, Visual Information Imagery Management and Distribution Program forwards imagery to DIMOC and, as requested, to other customers.

DIMOC serves as the DoD’s central reception and distribution point for joint-interest imagery. DIMOC has the primary mission of distributing operational imagery to the Joint Staff for the daily Joint Chiefs of Staff (JCS) briefing. In addition, unclassified imagery that has been cleared for public release by the appropriate PA authority is provided to Assistant Secretary of Defense for Public Affairs OASD(PA) for potential release to internal and external media. Furthermore, imagery is provided to

OSD, the State Department, service headquarters staffs, and other DoD organizations. All non-DoD access to imagery, aside from the limited release to the State Department as listed above, is through DoD PA offices.

Security Review

A designated representative, working under the authority of the on-scene commander, typically will accomplish a security review. The goal of the security review is to protect classified material and prevent inadvertent disclosure. Security review should be in accordance with [DOD 5200.01](#) (DoD Information Security Program: Marking of Classified Information), for classifying material. Unclassified imagery deemed sensitive in nature must be designated as “For Official Use Only, Not for Release.” This security review must be done very quickly to avoid imagery movement delays and should include review of photo and video captions and video run sheet data. If an image is deemed to contain classified information, the caption should specify what exactly is classified. In some cases, the text of a caption may be the only classified part of an image file. The authority that has classified an image must be listed in the caption, along with that person’s title, unit name, and contact information (in case of declassification review).

PA Review of Unclassified Imagery for Public Release

The local PA or other designated representative at the lowest possible level will review all unclassified imagery for possible public release unless otherwise directed by PA guidance (PAG) or higher authority. COMCAM imagery can be specifically identified as “not cleared for public release” at any level in the review process to prevent inadvertent release of unclassified, but sensitive, imagery to the public. This review process should be established in advance to ensure imagery movement is not delayed. Reviewing and clearing imagery at the lowest possible level will expedite the movement of imagery to customers who have an immediate need for “cleared” imagery. Public release procedures must be spelled out in the applicable OPLAN or operational order (OPORD) supporting COMCAM annexes and coordinated with the joint force PA. A Visual Information Record Identification Number (VIRIN) and captioning is still required for all operational products, but the local releasing for non-releasable imagery will contain “NOT RELEASED” in caption.

COMCAM Training for Joint Operations

Employment of COMCAM in joint exercises assists JFC and staff training. Joint exercises provide a valuable opportunity for joint service COMCAM teams to integrate and operate together. It offers commanders and their staffs the opportunity to train on the proper planning and employment of COMCAM operations in the joint exercise environment. Additionally, it gives the COMCAM teams and commanders experience on effective utilization and the benefit of COMCAM operations.

Commanders should incorporate COMCAM forces as part of the actual exercise in addition to providing dedicated documentation of the exercise. Exercise planners should write COMCAM operations into exercise mission essential task lists and master scenario events list because COMCAM forces must train as they will operate in a real-world environment.

External Roles to Combat Camera Operations

The Special Assistant for Public Affairs Support (N09C) provides policy oversight and management of the Navy COMCAM program and serves as the warfare sponsor. The Office of the Chief of Naval Operations (OPNAV N09C1) COMCAM officer liaisons with the Chief of Naval Operations (CNO) and Fleet Combatant Command N-3/N-5/N-7 staffs to ensure Secretary of Defense (SECDEF), Secretary of the Navy (SECNAV), and CNO COMCAM requirements are properly coordinated and met.

Commander, U.S. Fleet Forces Command (COMUSFLTFORCOM), Commander, U.S. Pacific Fleet (COMPACFLT), NECC, and Commander, Naval Reserve Force, develop, maintain, train, and equip

COMCAM resources to provide rapidly deployable COMCAM assets for documenting wartime and planning and executing force deployments and activities before, during, and after military engagements, operations, and emergency actions. Additionally, they integrate COMCAM into Navy-specific exercises and include them in appropriate operation orders and annexes.

Commander, Fleet Forces Command serves as the joint force provider because most unified commands do not have COMCAM assets assigned. The primary COMCAM force providers are:

- U.S. Pacific Command (USPACOM)
- Navy Expeditionary Combat Command (NECC)
- Secretary of the Air Force
- Secretary of the Army

Roles and responsibilities of Defense Visual Information (DVI)

The Defense Media Activity (DMA) develops policy and procedures regarding the management of VI in the DoD. The Joint Combat Camera Program Manager (JCCPM) is assigned to the Defense Visual Information (DVI) directorate of OASD/PA.

The JCCPM is responsible for the development of joint COMCAM policy and doctrine, serves as liaison between the Joint Staff J-39 and service COMCAM units to assist in COMCAM tasking, provides assistance to combatant commands in development of the COMCAM portion of deliberate plans, maintains the COMCAM contingency equipment pool, and chairs the Joint COMCAM Planning Group (JCCPG).

The role of the combatant commander (COCOM) COMCAM planner is to coordinate requirements with force providers, joint forces, and the joint staff.

The role of COMCAM in support of JTF is to provide rapid VI support to JTF commanders for military operations, emergencies, and field exercises; provide still and motion imagery coverage of force deployments and events before, during and after military engagements and report to the JTF J-3 through the J-39.

COMBAT CAMERA POLICY AND DOCTRINE

The 5040 series of DoD instructions are the guiding series of instructions for COMCAM personnel in support of the VI mission within the DoD.

5040.02 (series) Visual Information

Establishes:

- Roles of the Defense Visual Information Center and the Joint Visual Information Services Distribution Activity (JVISDA)
- Policy that imagery of joint interest shall be centrally managed
- Policy that DoD imagery shall conform to DoD-wide technical criteria, be fully captioned, and be assigned a DoD-standard identifying number
- Policy that VI with historical or long-term value shall be stored, managed, and preserved in a designated DoD VI records center

5040.6-M-1 (series) Decision Logic Table Instructions for Recording and Handling Visual Information (VI) Material

- Provides DoD camera operators with general instructions on the type of VI imagery they are to capture and what to do with that imagery afterwards

5040.07 (series) Visual Information (VI) Production Procedures

- Establishes JVISDA as the central organization for satisfying reorders for Defense Inventory Productions

5040.09 (series) DoD Productions

- Establishes policy and assigns responsibilities for creating, acquiring, and managing DoD productions throughout their life cycle; establishes the DoD Production Management Group

Multi-Service Tactics, Techniques, and Procedures (MTTP) for Joint COMCAM Operations

The purpose of the [Multi-Service Tactics, Techniques, and Procedures \(MTTP\) for Combat Camera \(COMCAM\) Operations](#) is to provide commanders and staffs at all echelons essential information to effectively employ COMCAM capabilities.

COMCAM is a supporting capability for [IO](#). COMCAM supports all of the capabilities of IO that use images of U.S. or friendly force operations. They provide images for MISO, military deception (MILDEC), PA, and civil-military operations (CMO) use, but can also be used for BDA measures of effectiveness (MOEs) analysis.

The Assistant Secretary of Defense for Public Affairs, in accordance with DoD Directive (DoDD) [5400.13](#), Public Affairs Operations, provides policy guidance for the employment of JCCTs and the distribution of their products, including follow-on use/release of still and motion pictures supporting internal information operations including PA operations, as established in DODI 5040.02 Visual Information.

As established in DODI 5040.02 (series) Visual Information, the commanders of the combatant commands are responsible to ensure COMCAM imagery requirements are addressed in operational planning; coordinate with PA to obtain imagery collection, editing, and transmission requirements; and integrate those requirements into COMCAM missions. Ensure that all imagery that supports joint operations, not only COMCAM imagery, is forwarded to the DIMOC.

COMCAM can be a resource to support PA, MISO, MILDEC, CMO, BDA, and MOE objectives. Representatives from the commander's other assets must utilize the J-39 in coordination with the COMCAM team lead to coordinate and de-conflict mission objectives.

Coordination with COMCAM includes the following:

- COMCAM is a J-3 asset, unless a separate team is formally assigned to a Media Operations Center (MOC), previously known as Joint Information Bureau (JIB).
- COMCAM products used by the MOC need to be quickly cleared and released to the media through the MOC to meet civilian media deadlines. The joint COMCAM documentation team may provide a liaison to the MOC. The MOC director should provide guidance on PA requirements to the COMCAM team.

Normally, public release authority for COMCAM material is delegated by the JFC to the MOC director.

SUMMARY

In this chapter, you were introduced to the guidelines for managing a COMCAM team. Through the information received here, you now should be able to identify the COMCAM mission, explain the proper tasking process for COMCAM, and be familiar with the instructions and policies that regulate the release authority of COMCAM imagery. You should have a thorough understanding of the relationship between the JCCT lead and reporting authorities, ADCON, OPCON, and TACON; and of the role among other Navy COMCAM teams in their mission.

CHAPTER 7

REPROGRAPHICS

LEARNING OBJECTIVES

Upon completing this chapter, you should be able to do the following:

1. Identify the four main pillars to an effective graphics communications campaign

WHAT IS REPROGRAPHICS?

Reprographics is defined as the creation or reproduction and duplication of documents, written materials, drawings, designs, etc., by any process using light rays or photographic means, including digital printing, scanning, photography, office duplicating and more.

An effective MC will always be on the lookout for communication opportunities. Few areas in the Navy allow for such a creative and diverse out-of-the-box method of approach.

The Four Main Pillars

A successful graphics campaign almost always includes the following four pillars: Plan, Design, Prepare and Present. Of these, the most important is to Plan—it's in this area that you can eliminate delays saving precious time and effort.

“Plan” Consultation: Focusing Vision

In reprographics, as with all areas of MC work, good customer service is critical to accomplishing the mission. Your program will almost always involve customer consultation. In this phase you will need to block out enough time to hear the idea and reach realistic, achievable solutions. Be prepared to take notes—ask plenty of questions and always strive to deliver as promised. If an idea won't work, say so. This is the opportunity to suggest a better solution.

- Artistic Vision vs. Commissioned Work
 - Famed Renaissance painter Michelangelo did not paint the ceiling of the Sistine Chapel because he felt compelled to – it was a commissioned job. In reprographics, creativity is king, however, when gathering creative inspiration, keep in mind you are producing work for the U.S. Navy.
- Define the Target
 - Most importantly, find out the desired end result of the product. Define the intended target audience and ask these type of questions: Who will be seeing what is produced? Where will it be showcased? When is it expected to go live? Set realistic deadlines. Covering these critical details early in the project will save you invaluable time and effort.

“Design” Effective Communication through Design

This is the area of your reprographics campaign that will challenge your creativity and that of your team.

As multimedia specialists, we cannot take color for granted. Color is one of the most important and evocative tools a graphic artist uses. We must understand it and organize it, so that we can use it properly and wisely in our layouts and designs. This section is all about understanding color and how

it works. You will learn the important properties of color, the color wheel, as well as the fundamentals of color mixing and color harmony—everything you need to know to make color work for you!

Color harmony can be defined as a pleasing arrangement of parts, whether it be music, poetry, color, or even an ice cream sundae. In visual experiences, harmony is something pleasing to the eye. It engages the viewer and creates an inner sense of order, a balance in the visual experience. When something is not harmonious, it's either boring or chaotic. At one extreme is a visual experience that is so bland that the viewer is not engaged. The human brain will reject under-stimulating information. At the other extreme is a visual experience that is so overdone and so chaotic that the viewer can't stand to look at it. The human brain rejects what it cannot organize, what it cannot understand. The visual task requires us to present a logical structure. Color harmony delivers visual interest and a sense of order.

Analogous -- This harmony uses adjacent hues; all the colors share a common hue. An analogous harmony is seen on the color wheel as neighboring hues; for example, yellow, yellow-orange, orange and red-orange. This harmony is most often used to achieve a soft, subdued effect.

Complementary – If two hues are directly opposite each other on the color wheel they are considered to be complementary (See Figure 7-1). Examples of complementary colors are red and green, orange and blue and yellow and violet. When used together in a design they make each other seem brighter and more intense (See Figure 7-2). When used together, complementary colors provide extreme contrast. Their harmonies provide dramatic and energetic effects.



Figure 7-1.



Figure 7-2.

Monochromatic – This color harmony uses different values and intensities of a single hue (See Figure 7-3).



Figure 7-3.

The Psychological Implications of Color

- Red stimulates people. It is the most powerful and dominating color of all. Use it carefully and sparingly.
- Yellow is the color of hope and activity.
- Dark blue has a tranquil, quieting effect.
- Blue relaxes people and is the most popular color. It has no adverse psychological effects.
- Violet suggests royalty, dignity and pomp.
- Brown is associated with wood, leather and fur. It has no adverse psychological effects.
- Green is also popular and has no adverse psychological effects.
- Certain colors have developed associations:
 - White—purity
 - Black—evil, death
 - Blue—honor, truth
 - Green—money, life
 - Yellow—cowardice

Medium of choice: Less is more

Understanding the message you wish to communicate is critical to identifying the means in which you wish to deliver that message. Fliers, tri-folds and posters are the most common products your shop will normally produce to support that message. Understanding the effect of each can drive the success of your campaign. Fliers and posters should convey the message quickly. Tri-folds offer an opportunity to further expand the message with paragraphs, additional photographs and bullet points. A poster would best serve your audience “in passing.” You should never add too many elements in a poster – you don’t want to lose your audience.

Stock photography and illustration

Stock photography is a powerful component of your design toolbox. Several commercial subscription services offer thousands of royalty-free photographs for use in a variety of graphics multimedia campaigns. You can also build your own collection with the images shot, gathered and released by your own MCs. Explore the possible functions of a good photograph beyond its immediate news value. Keep in mind not all imagery found on the Internet is “fair use.” Refer to Chapter 1 of this manual for more information.

“Prepare” Printing, Publishing and Finishing

Depending on your platform, your print facility may contain several high-capacity printers (color, black and white, or both). Know your machines. Keeping these machines maintained regularly and supplied properly will ensure you have the capabilities to produce on time. Additionally, always budget more time than you may need in the event of mechanical malfunctions or any other issues that arise. ALWAYS print one example first to show your customer. This proof will function as your final quality check before you go to mass print. Keeping this step as part of your shop’s practice will prevent unnecessary waste of time and materials.

Many copiers have finishing and bindery options installed. However, most can’t staple documents greater than 20 pages. Alternative binding options such as drilling, glue, tape, or spiral should be

available in your shop. Many of these are available as stand-alone devices; the maintenance and upkeep is your responsibility.

Legal/ethical considerations- Keep in mind during the day-to-day operations of your print facility to avoid inadvertently breaking the law. If your customer requests copies of a publication, check to ensure it's not copyrighted. You can usually find this information on the first or second pages of the document, annotated with the "©" symbol. A work, even in digital format such as PDF, may still carry the copyright annotation. Unauthorized reproduction of classified or copyrighted material is strictly prohibited. Refer to Chapter 1 of this manual for more information. More information can also be found by viewing the [U.S. Government Printing and Binding Regulations](#).

“Present” Display and Presentation

The presentation of media products is key to their overall effectiveness. Would you hang the “Mona Lisa” with duct tape?

Remember: *How* you present something is almost as important as *what* you are presenting.

Posters and printed products are not meant to last forever. As covered in Chapter 4, archiving and indexing will ensure your work remains pristine in the digital realm.

Color/lighting considerations:

- Don't use your event debut as the time to test how it will look. Set it up early. The conditions in which color is viewed greatly affect the perception of color. Color references change as light changes. There is no one consistent color for any object. Grass may be gray at dawn, bright green at noon and nearly black at night.
- Some colors will look about the same under a variety of light sources, while others will look completely different. Certain inks are prone to appear differently when viewed under tungsten light vs. natural daylight.
- Evaluate your finished products under a variety of lighting conditions if you are not sure how they will be ultimately displayed. Avoid fluorescent and tungsten lighting, use a standard light source and look at proofs against a neutral gray surface. Try viewing your artwork outside or in another room.

Light – The colors we see are affected by the intensity of light, (Figure 45). In low light, objects are less colorful. In bright daylight, we see more color, contrast and saturation.

White Light – Actually, light sources we think of as “white” differ in spectral distribution. For example, skylight is a bluish white. Tungsten light bulbs are yellowish white.

Colors are affected by their surroundings

Color perception is also influenced by tones and colors surrounding an image. Rarely do we see a color by itself; usually it is in conjunction with other colors. Colors can change dramatically depending on changes in their surrounding colors. For example, five hues given a black background would have different intensities than with a white background.

Also, the size of the area that any color occupies determines the color effect. For best results, use softer tints of the hue or small quantities. A little bit of color goes a long way.

Environment

A person's environment can have a strong effect on how he or she sees color. Our ability to evaluate colors accurately diminishes later in the workday. When we are tired, our brains can be tricked by surrounding and adjacent colors. People working nights will find cooler colors normal. Those working outdoors during the day, particularly in tropical climates, will lean toward warm and vibrant colors.

It is best to keep colors in your office as neutral as possible. Keep the background colors on your monitor neutral as well.

SUMMARY

In this chapter you learned the four main pillars of an effective reprographics communication campaign and the ethical and legal considerations associated with print production. Reprographics serves as a vital operational arm of the MC community. How you use your “out-of-the-box” approach, ever-evolving skill set and tools will mean the difference between a highly effective communication campaign and a resource-wasted effort.

APPENDIX I

MC ADVANCED ACRONYMS

AAC	Advanced Audio Coding
AFRTS	Armed Forces Radio and Television
AIFF	Audio Interchange File Format
ARPA	Advanced Researched Project Agency
ASD(PA)	Assistant Secretary of Defense for Public Affairs
AU	Encoded Audio Format
AVCHD	Advanced Video Coding High Definition
AVI	Audio/Video Interleaved
BMP	Bitmap Image
BNC	Bayonet Neill–Concelman
CBT	Computer Based Training
CCD	Charged Coupled Device
CCU	Camera Control Unit
CD-ROM	Compact Disc Read Only Memory
CE	Civilian Enterprise
CHINFO	Chief of Information
CMY	Cyan, Magenta and Yellow
CMYK	Cyan, Magenta, Yellow & Key (black)
CODEC	Coder-Decoder
COMCAM	Combat Camera
CP10	Continuing Promise 2010
CSS	Cascading Style Sheets
CU	Close-Up
DIMOC	Defense Imagery Management Operations Center
DINFOS	Defense Information School
DMA	Defense Media Activity
DNS	Domain Name Server
DoD	Department of Defense
DoN	Department of the Navy
DPI	Dots Per Inch

DSLR	Digital Single Lens Reflex
DTP	Desktop Publishing
DTS	Direct to Sailor
DV	Distinguished Visitor
DV	Digital Video
DVD-ROM	Digital Versatile Disk-Read Only Memory
ECU	Extreme Close-Up
EEFI	Essential Elements of Friendly Information
ELS	Extreme Long Shot
ENG	Electronic Newsgathering
EOD	Explosive Ordnance Disposal
EV	Exposure Valve
FFS	Full-Figure Shot
FFT	Fast File Transfer
FHTNC	Fleet Hometown News Center
FOIA	Freedom of Information Act
FPS	Frames Per Second
FTP	File Transfer Protocol
GBS	Gigabytes
GIF	Graphic Interchange Format
GN	Guide Number
HTML	Hypertext Markup Language
IBC	Internet-based capabilities
IP	Internet Protocol
IPC	Intermediate Photojournalism Course
IPTC	Information Interchange Model Caption
ISA	Interservice Support Agreement
ISO	International Standards Organization
ISP	Internet Service Provider
JFC	Joint Force Commander
JIRSG	Joint Interservice Regional Support Group
JPEG	Joint Photographer Experts Group
K	Kelvin
LaDR	Learning and Development Roadmap

LS	Long Shot
MBs	Megabytes
MC	Mass Communication Specialist
MIDI	Musical Instrument Digital Interface
MILPERSMAN	Military Personnel Manual
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MOV	Quick Time Movie
MPEG	Moving Picture Experts Group
MS	Medium Shot
MWR	Morale, Welfare and Recreation
NAVCO	Navy Office of Community Outreach
NAVINFO	Navy Offices of Information
ND	Neutral-Density
NJROTC	Navy Junior Reserve Officers Training Corps
NECs	Navy Enlisted Classifications
NEOCS	Navy Enlisted Manpower and Enlisted Classification and Occupational Standards
NKO	Navy Knowledge Online
NPASE	Navy Public Affairs Support Elements
NRTC	Nonresident Training Course
NVNS	Navy Visual News Service
OIC	Officer in Charge
OPDOC	Operational Documentation
OPREPS	Operational Reports
OPSEC	Operational Security
PAG	Public Affairs Guidance
PA Regs	Public Affairs Policy and Regulations
PA/VI	Public Affairs and Visual Information Team
Pixels	Picture Elements
PNG	Portable Network Document
POD	Plan of the Day
POM	Plan of the Month
POW	Plan of the Week

PPI	Pixels Per Inch
PSD/PSP	Photoshop/Paint Shop
RC	Resin Coated
RDT&E	Research, Development, Test and Evaluation
RGB	Red, Green, Blue
RIMPAC	Rim of the Pacific
RMVB	RealMedia Variable Bitrate
RSS	Really Simple Syndication
SAPP	Security, Accuracy, Propriety and Policy
SDII	Sound Designer II
SDV	SEAL delivery team
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SDMI	Secure Digital Music Initiative
SITE	Shipboard Information, Training and Entertainment
SITREPS	Situational Reports
SLR	Single Lens Reflex
SME	Subject–Matter Expert
SMPTE	Society of Motion Picture and Television Engineers
TCP/IP	Transmission Control Protocol/Internet Protocol
TECDOC	Technical Documentation
TIFF	Tag Image File Format
TTL	Through The Lens
URL	Uniform Resource Locator
VI	Visual Information
VIDOC	VI Documentation
W3C	World Wide Web Consortium
WAV	Waveform Audio Format
WMA	Windows Media Audio
WMV	Windows Media Video
WWW	World Wide Web

APPENDIX II

REFERENCES USED TO DEVELOP THE RTM

Associated Press Stylebook and Briefings on Media Law

Blair, Raymond N. (Graphic Arts Technical Foundation). The Lithographer's Manual (9th edition). ISBN 088362169X

CHINFOINST 5720.8 Public Affairs Tactics Manual

DOD Directive 5230.16 Nuclear Accident and Incident Public Affairs Guidance

DODINST 5040.02 Visual Information

DODINST 5040.05 Alteration of Official DOD Imagery

DODINST 5040.07 Visual Information Production Procedures

DODINST 5120.2 Armed Forces Radio and Television Service

DODINST 5120.4 Department of Defense Newspapers, Magazines and Civilian Enterprise Publications

DODINST 5400.13 Public Affairs Operations

DOD Principles of Information

DOD Webmasters Guidance (<http://www.defense.gov/webmasters/>)

JOINT PUB 3-61 Joint Public Affairs Doctrine

Naval Enlisted Manpower and Personnel Classifications and Occupational Standards

NAVEDTRA 14208 Photographer's Mate Advanced NRTC

NAVEDTRA 14209 Photographer's Mate Basic NRTC

NAVEDTRA 14321 Journalism Basic NRTC

NAVEDTRA 14332 Illustrator Draftsman (Equipment)

NAVEDTRA 14333 Illustrator Draftsman (Executionable Practices)

NAVEDTRA 14334 Illustrator Draftsman (Presentations Graphics)

NAVEDTRA 14335 Journalism Advanced Nonresident Training Course

NAVPERS 15560D Military Personnel Manual

Navy Visual News Training (<https://www.chinfo.navy.mil/visualnews/training.html>)

OPNAVINST 3104.1 (series) Navy Visual Information Program Policy and Responsibilities

OPNAVINST 3104.3 (series) Navy Combat Camera Program Policy, Responsibilities and Procedures

OPNAVINST 3432.1 (series) Operations Security

OPNAVINST 5510.1 (series) Department of the Navy Information and Personnel Security Program Regulation

OPNAVINST 5720.2 (series) Embarkation in U.S. Naval Ships

OPNAVINST 5726.8 (series) Outreach: America's Navy

Sabin, William A. "The Gregg Reference Manual: A Manual of Style, Grammar, Usage, and Formatting (10th Edition)" ISBN 0073545430

SECNAVINST 5211.5 (series) Privacy Act Program

SECNAVINST 5720.42 (series) Freedom of Information Act

SECNAVINST 5720.44 (series) Public Affairs Policy and Regulations

SECNAVINST 5724.3 (series) Fleet Hometown News Program Policy and Regulations

SECNAVINST 5420.47 (series) Navy Policy for Content of Publicly Accessible World Wide Web Sites

SECNAVINST 5870.4 (series) Copyright

U.S. Counterfeit Detection Act of 1992 (http://www.secretservice.gov/money_illustrations.shtml)

U.S. Navy Regulations

U.S. Navy Social Media Website (<http://www.chinfo.navy.mil/chinfo/SocialMedia.aspx>)

U.S. Navy Style Guide (http://www.navy.mil/submit/view_styleguide.asp)

U.S. Navy Website (<http://www.navy.mil>)

U.S. Rehabilitation Act (Section 508) (<http://www.section508.gov>)

U.S. State Department Guidelines for Producing High Quality Photographs for U.S. Travel Documents

Assignment Questions

Information: The text pages that you are to study are provided at the beginning of the assignment questions.

ASSIGNMENT 1

Textbook Assignment: Chapter 1, Legal, Ethical, Security Issues

- 1-1. What incident led to the formation of the Privacy Act of 1974?
- A. The Bay of Pigs
 - B. President Nixon's resignation
 - C. The Watergate Scandal
 - D. The Vietnam War
- 1-2. One of the basic objectives of the Privacy Act is to:
- A. Protect disclosure of personally identifiable records
 - B. Restrict disclosure of personally identifiable records
 - C. Encourage disclosure of personally identifiable records
 - D. Deny disclosure of personally identifiable records
- 1-3. What information is normally protected by the Privacy Act?
- A. Award records, medical records, pay records
 - B. Age, race, rank
 - C. Race, rank, award records
 - D. Pay records, race, age
- 1-4. How many FOIA exemptions are there?
- A. Six
 - B. Seven
 - C. Eight
 - D. Nine
- 1-5. The Navy's policy on disclosure of records can be found in which instruction?
- A. OPNAVINST 5720.42 (series)
 - B. SECNAVINST 5720.42F (series)
 - C. SECNAVINST 5720.44 (series)
 - D. OPNAVINST 5720.44 (series)
- 1-6. In what year did DoD update its FOIA Program Regulation 5400.7-R to include all electronic FOIA changes?
- A. 1998
 - B. 1989
 - C. 1974
 - D. 1966

- 1-7. FOIA was the first law to establish legal right of access by citizens to government information. What year was it established?
- A. 1976
 - B. 1974
 - C. 1966
 - D. 1964
- 1-8. For known authors, copyright protection in works created in 1978 or later endures for how long?
- A. 70 years
 - B. Life of the author plus 70 years
 - C. Life of the author
 - D. 95 years
- 1-9. For unknown authors, copyright protection lasts how many years from date of first publication?
- A. 70 years
 - B. Life of the author plus 70 years
 - C. Life of the author
 - D. 95 years
- 1-10. All copyrights run to the _____ of the calendar year in which they expire.
- A. Beginning
 - B. Middle
 - C. End
 - D. Publication date
- 1-11. Displays or performances aboard Navy ships are not considered to be 'public' according to which instruction?
- A. SECNAVINST 5720.4 (series)
 - B. OPNAVINST 5870.4 (series)
 - C. OPNAVINST 5720.4 (series)
 - D. SECNAVINST 5870.4A (series)
- 1-12. What basic personal information is releasable when requested?
- A. Name, rank, unit, and home of record
 - B. Name, position, and rank
 - C. Name, rank, unit, and social security number
 - D. Name, position, and pay
- 1-13. Which of the following markings does NOT represent an official copyright notice?
- A. The letter "C" in a circle
 - B. The letter "P" in a circle
 - C. The abbreviation "Copr."
 - D. The abbreviation "Cprt."

- 1-14. When is copyright protection in the United States available for a work produced by the United States Government?
- A. As soon as a notice of copyright is affixed
 - B. When the work is published
 - C. When approved by the CO
 - D. Never
- 1-15. Section 107 of the Copyright Law outlines how many factors to be considered when determining whether or not a particular use is fair?
- A. Two
 - B. Three
 - C. Four
 - D. Five
- 1-16. Joint ethics guidelines prohibit DoD employees from officially endorsing or appearing to endorse membership drives or fundraising for any non-Federal entity except which of the following?
- A. The Combined Federal Campaign
 - B. Navy/Marine Corps Relief Society
 - C. Both 1 and 2
 - D. None
- 1-17. Which NAVSUP Form should be used to properly account for Controlled-Equipage Custody?
- A. NAVSUP Form 4442
 - B. NAVSUP Form 306
 - C. NAVSUP Form 5200
 - D. NAVSUP Form 572
- 1-18. What are pieces of information regarding friendly intentions, capabilities, and activities likely to be sought by our foes called?
- A. OPSEC Information
 - B. Elements of Information Security
 - C. Essential Elements of Friendly Information
 - D. Essential Elements of Information Security
- 1-19. What are the three designations used to classify information?
- A. Confidential, Top Secret, FOUO
 - B. Top Secret, FOUO, Secret
 - C. FOUO, Confidential, Secret
 - D. Secret, Confidential, Top Secret

1-20. Which of the following is an information restriction?

- A. Confidential
- B. Top Secret
- C. FOUO
- D. Secret

ASSIGNMENT 2

Textbook Assignment: Chapter 2, Public Affairs

- 2-1. What instruction provides the foundation for your work as and MC?
- A. SECNAVINTS 5720.47
 - B. OPNAVISNT 5720.44
 - C. SECNAVINST 5720.44C
 - D. DODINST 12-5
- 2-2. What is one of the roles of a public affairs officer?
- A. Advise the commander
 - B. Provide intelligence analysis
 - C. Develop Information Operations plans
 - D. All of the above
- 2-3. What is the first step in the public affairs process?
- A. Developing
 - B. Planning
 - C. Researching
 - D. Running
- 2-4. How many steps make up the public affairs process?
- A. Four
 - B. Two
 - C. Three
 - D. Five
- 2-5. What kind of analysis includes a spectrum of viewpoints, preconceptions, opinions and experiences?
- A. Quantitative
 - B. Subjective
 - C. Qualitative
 - D. Objective
- 2-6. What chapter in SECNAVINST 5720.44C provides guidance on media relations?
- A. 6
 - B. 3.5
 - C. 3
 - D. 9

- 2-7. What is one success indicator to look for in the evaluation stage?
- A. Media coverage
 - B. Increased sales figures
 - C. CO receives award
 - D. Advancement rates increase
- 2-8. What does RPIE stand for?
- A. Research, planning, implementation, and evaluation
 - B. Research, planning, investigating, and evaluation
 - C. Radiation, positive energy, impending emergency, and extraterrestrial activity
 - D. Text shorthand for Our Pie
- 2-9. What is one principle of releasing information?
- A. Full disclosure
 - B. Maximum delay
 - C. Do not
 - D. Partial disclosure
- 2-10. How many exemptions exist for releasing information under the Freedom of Information Act?
- A. 12
 - B. 9
 - C. 8
 - D. None
- 2-11. Are you permitted to release information that is embarrassing to the command?
- A. Yes
 - B. No
- 2-12. What is one thing that would prevent a Public Affairs Officer from releasing information?
- A. NMCI
 - B. Embarrassing to the command
 - C. DD Form 1081
 - D. Lack of competency
- 2-13. What act allows the public to gain full disclosure on what the U.S. government is doing?
- A. Act of Congress
 - B. Patch Act
 - C. Miss Sunshine Act
 - D. Sunshine Act

- 2-14. What concept is used to protect certain information from potential enemies of the U.S.?
- A. Minimum disclosure
 - B. Need to know
 - C. Proof of concept
 - D. Waterboarding
- 2-15. Who is ultimately responsible for the release of information?
- A. PAO
 - B. Commander
 - C. CHINFO
 - D. DMA
- 2-16. What best summarizes the DoD Principles of Information?
- A. Maximum disclosure, minimum delay
 - B. Minimum disclosure, maximum delay
 - C. Reactive, never proactive
 - D. FOIA
- 2-17. What are two types of inaccurate reporting?
- A. Errors in fact, rumors
 - B. Disinformation, misinformation
 - C. Blogs, Facebook posts
 - D. Propaganda, information operations
- 2-18. What instruction authorizes commands to operate publicly accessible .mil websites?
- A. NETWARCOMINST 5000.69
 - B. SECNAVINST 5720.44
 - C. SECNAVINST 5720.47B
 - D. NMCI SORM

ASSIGNMENT 3

Textbook Assignment: Chapter 3, Community Outreach

- 3-1. What directive explains that relations with communities at home and abroad are in the best interest of the Department of Defense?
- A. SECNAVINST 5720.44C
 - B. NAVINFOINST 4290.9B
 - C. DoD Directive 5122.5
 - D. OPREP BLUE
- 3-2. Which of the following is considered a Navy target audience?
- A. Everyone could possibly be a target audience
 - B. DINFOS student companies
 - C. Congressional pages
 - D. FAA-related business organizations
- 3-3. What directive and instruction govern Navy community outreach activities?
- A. NEXCOM Instruction 4370.1 and NAVSUP Form 469
 - B. 5720.44C and PA Regulations
 - C. DoD directive 5410.18 and OPNAV instruction 5726.8 (series)
 - D. ONR Instruction and OPNAV 4250.7
- 3-4. Which of the following is NOT a type of community outreach program?
- A. Guest of the Navy Cruise
 - B. Speakers programs
 - C. Overseas Navy Relations (ONR) Program
 - D. Holiday events
- 3-5. Which of the following is NOT a goal of the ONR program?
- A. To encourage an understanding of the Navy's role in overseas missions, port visits, and facilities
 - B. To contribute to the preservation of peace through mutual understanding, respect, and goodwill between the people of the United States and its allied and non-aligned nations
 - C. To promote community outreach as cooperative ventures and not allow it to be portrayed as the United States taking over, which may inadvertently result in undermining the confidence of the host nation's citizens in their government
 - D. To set up recruiting booths at local schools and explain the benefits of the Navy

- 3-6. Which of the following entities maintains the Navy's Speakers Bureau?
- A. NAVCO
 - B. TYCOM
 - C. CHINFO
 - D. DRPA
- 3-7. Who is responsible for Calendar for America?
- A. CHINFO
 - B. SECDEF
 - C. CHINFO SEA
 - D. OSD(PA)
- 3-8. What is a JCOC?
- A. Visit convened by the SECDEF to promote understanding of the Armed Forces and Coast Guard on the part of distinguished citizens in a variety of fields
 - B. Visit convened by Congress to instill pride in American warships by high school students
 - C. Joint Consolidated Operational Command
 - D. Jungle Camp Occupying Cultists
- 3-9. Which of the following statements is true with regard to Speakers Bureaus?
- A. Commanders are not the only Sailors qualified to speak to community audiences
 - B. Commanders are the only Sailors qualified to speak to community audiences
 - C. Public Affairs Officers are the only Sailors qualified to speak to community speakers
 - D. Mass Communication Specialists are the only Sailors qualified to be community speakers
- 3-10. Which of the following statements is true in regard to NAVCO?
- A. Stands for Need Another Veterans Care Organization
 - B. Stands for Navy Aeronautical Vehicle Command
 - C. Responsible for determining eligibility of Navy support for requests for military aerial support
 - D. Responsible for supplying copyright material approval for Navy use
- 3-11. Who coordinates, with the appropriate service, all non-news-media visits of distinguished persons approved or requested by the Chairman of the Joint Chiefs of Staff?
- A. CHINFO
 - B. OI-8
 - C. NAVCO
 - D. OSD(PA)

- 3-12. What office provides translation services for welcome aboard pamphlets on a cost basis?
- A. SECDEF
 - B. USDA
 - C. CHINFO
 - D. Office of Naval Intelligence
- 3-13. Detailed information for submitting a Command Operations Report is found in what instruction?
- A. PUB 4998
 - B. OPNAVINST 5750.12K
 - C. NEXCOM Instruction 4370.1 (series)
 - D. ROM II User User's Guide
- 3-14. Who ensures operational, training, and educational commands have direct and continuing access to historical resources and advice?
- A. CHINFO
 - B. Director of Naval History and Heritage Command
 - C. OSD (PA)
 - D. PAO

ASSIGNMENT 4

Textbook Assignment: Chapter 4, Shipboard MC Operations

- 4-1. Which of the following helps implement a robust command information program?
- A. Digital audio recorder
 - B. Newspapers
 - C. Command surveys
 - D. DV embarks
- 4-2. Command newspapers are governed by which of the following instructions?
- A. OPNAVINST 5720.44
 - B. OPNAVINST 8844.7A
 - C. SECNAVINST 5720.44C
 - D. SECNAVINST 5760.10
- 4-3. Approved motion pictures for broadcast over SITE come from which of the following?
- A. Supply Department
 - B. MWR
 - C. NMPS
 - D. None of the above
- 4-4. Final approval for media embarks rests with which of the following?
- A. CHINFO
 - B. OSD (PA)
 - C. ASD (PA)
 - D. Commanding Officer
- 4-5. The primary audience of a ship newspaper is which of the following?
- A. Hometown families
 - B. Local civilian media
 - C. Embarked crew
 - D. Husbands and wives
- 4-6. AFRTS stands for which of the following?
- A. Armed Financial Response Training System
 - B. American Federal Reliability Technical System
 - C. Armed Forces Radio and Television Service
 - D. Armed Forces Response Television Service

- 4-7. Carrier NPASE detachments are assigned to what entity?
- A. Carrier Strike Group
 - B. Media department
 - C. Supply department
 - D. Mess decks
- 4-8. Which of the following is an example of unplanned VI documentation?
- A. General Quarters
 - B. Ice cream social
 - C. Sunset parade
 - D. DV embark
- 4-9. What instruction governs the Navy Family Ombudsman Program?
- A. OPNAVINST 1750.1G
 - B. OPNAVINST 7150.1G
 - C. SECNAVINST 1750.1G
 - D. SECNAVINST 7150.1G
- 4-10. What is the preferred method of file transmission?
- A. FFT
 - B. FTP
 - C. Email attachment
 - D. None of the above
- 4-11. Planning and coordination of a media embark lies with whom?
- A. CO
 - B. XO
 - C. On-scene PAO
 - D. Staff PAO
- 4-12. What is the minimum age for a Tiger Cruise participant?
- A. 9
 - B. 10
 - C. 11
 - D. 12
- 4-13. An NPASE SEAOPDET normally comprises how many personnel?
- A. 5
 - B. 6
 - C. 10
 - D. 4

4-14. A submarine media embark final approval authority rests with whom?

- A. SUBLANT
- B. SECNAV
- C. CHINFO
- D. Asst. CNO

4-15. How many functional areas of shipboard MC operations are there?

- A. 4
- B. 2
- C. 6
- D. 10

4-16. Cruise Book monies are initially funded through whom?

- A. MWR
- B. Sailor
- C. CO
- D. Disbursing Officer

4-17. Proper release authority lies with whom?

- A. CMC
- B. Media embarks
- C. On-scene PAO
- D. CO

ASSIGNMENT 5

Textbook Assignment: Chapter 5, Broadcast Management

- 5-1. What instruction provides the rules and regulations for broadcasting procedures throughout the Department of Defense?
- A. SECNAVINST 5720.47
 - B. DODINST 5120-20R
 - C. SECNAVINST 5120.20B
 - D. OPNAVINST 12-5
- 5-2. What is the name of the multi-service DoD activity which consolidated all the services' broadcasting commands?
- A. Defense Media Activity
 - B. Naval Media Center
 - C. All Services Multi-Media Command
 - D. Center for Media Support
- 5-3. What are the names of the two main regions that control world-wide broadcasting detachments?
- A. Germany and Pacific
 - B. Europe and Far East
 - C. Europe and Pacific
 - D. None of the above
- 5-4. What are some of the broadcasting products you could be asked to produce on a ship?
- A. Port Briefs
 - B. Training Videos
 - C. Investigation Documentation
 - D. All of the above
- 5-5. What is the section in a large broadcasting detachment that controls the writing and production of spot announcement copy?
- A. Operations
 - B. Traffic and Continuity
 - C. Assignment Editor
 - D. Beat Calls
- 5-6. What is one of the most effective tools to promote a station and its personnel?
- A. Radio Remote Broadcasts
 - B. Outside Broadcasting Visits
 - C. Radio Roundabouts
 - D. Around Town Radio Broadcast

- 5-7. What broadcasting entity provides programming that reflects a cross-section of what is available in the United States to overseas DoD audiences?
- A. Armed Forces Radio & Television
 - B. American Forces Radio & Television
 - C. American Forces Network Broadcast Center
 - D. Armed Forces Network
- 5-8. What does DTS stand for?
- A. Direct to Sailor
 - B. Direct to Ships
 - C. Direction of Satellite
 - D. None of the above
- 5-9. Where is the DTS control room located?
- A. American Forces Network BC, Fort Meade, Maryland
 - B. American Forces Network BC, Riverside, Calif.
 - C. American Forces Network DTS, Norfolk, Virginia
 - D. American Forces Network CC, San Antonio, Texas
- 5-10. What does AFN stand for?
- A. Armed Forces Network
 - B. American Forces Network
 - C. Armed Forces Networking system
 - D. American Forces Notes
- 5-11. What ships at sea are served by AFN Radio feeds?
- A. U. S. Navy ships
 - B. U. S. Coast Guard ships
 - C. Military Sealift ships
 - D. All of the above
- 5-12. How many around-the-clock music services does AFN Radio air?
- A. Ten
 - B. Seven
 - C. Three
 - D. Eight
- 5-13. What is another name for information interchange model caption (IPTC)?
- A. Megadata
 - B. Megadrone
 - C. Metadump
 - D. Metadata

5-14. What does DIMOC stand for?

- A. Defense Image Center
- B. Defense Imagery Management Operations Command
- C. Defense Imagery Management Operations Center
- D. Defense Imagery CONUS

5-15. You should embed information about the media product prior to sending it outside of your broadcasting detachment?

- A. True
- B. False

ASSIGNMENT 6

Textbook Assignment: Chapter 6, Combat Camera

- 6-1. Who has operational control over Combat Camera in a joint environment?
- A. SECNAV
 - B. Public Affairs Officer
 - C. J39 Information Operations Staff Officer
 - D. Chief Of Naval Operations
- 6-2. Combat Camera products support which of the following missions?
- A. Civil affairs, military intelligence support operations, intelligence, public affairs missions, and maritime interdiction operations
 - B. Civil affairs, military intelligence support operations, maritime interdiction operations, public affairs missions, and award ceremonies
 - C. Civil affairs, military intelligence support operations, maritime interdiction operations, public affairs missions, and change of command ceremonies
 - D. Civil affairs, military intelligence support operations, maritime interdiction operations, public affairs missions, and reenlistment ceremonies
- 6-3. Combat Camera assets include what two specialized Navy Enlisted Classifications (NECs) to capture imagery for EOD, special operations forces, underwater construction teams, and reconnaissance squadrons?
- A. Photojournalism (8148) and Videographer (8144)
 - B. Navy Diver (5345) and Photojournalism (8148)
 - C. Aerial Cameraman (NEC 8288) and Navy Diver (5345)
 - D. Aircrew School (8201) and Navy Diver (5345)
- 6-4. Combat Camera forces provide commanders with visual information that directly supports what function?
- A. Operational assessments and decision making
 - B. Deployments schedules
 - C. War tactics
 - D. Psychological operations
- 6-5. What are three capabilities of Combat Camera?
- A. Full video editing services, studio services, and printing services.
 - B. Studio services, printing services, and aerial missions
 - C. Qualified naval aircrewman, aerial still/video imagery acquisition, and underwater still/video photography services
 - D. Underwater still/video photography services, studio services, and printing services

- 6-6. Combat Camera forces are tasked, deployed and employed as an integral part of joint and combined operations during all of the military activities EXCEPT?
- A. Joint Operations
 - B. Contingencies
 - C. Change of Command
 - D. Wartime Operations
- 6-7. Who establishes priorities and coordinates support for Combat Camera missions?
- A. J-39
 - B. N-3
 - C. J-3
 - D. N-1
- 6-8. Combat Camera imagery can be used for all of the following except?
- A. Showcasing talent
 - B. Decision making
 - C. Execution at lower levels
 - D. Information flow
- 6-9. Who serves as the DoD's central reception and distribution point for joint interest imagery?
- A. DIMOC
 - B. CHINFO
 - C. Navy News Stand
 - D. Public Affairs Officer
- 6-10. What instruction governs a security review for the marking of classified documents?
- A. DoDI 5200.01
 - B. OPNAVINST 3104.1 (series)
 - C. OPNAVINST 5500 (series)
 - D. OPNAVINST 5290.1 (series)
- 6-11. Which of the following commands is NOT a force provider for Combat Camera?
- A. U.S. Pacific Command
 - B. U.S. Joint Forces Command
 - C. Chief of Information
 - D. Navy Expeditionary Combat Command

ASSIGNMENT 7

Textbook Assignment: Chapter 7, Reprographics

7-1. What are the four main pillars of reprographics?

- A. Plan, Design, Prepare, Produce
- B. Plan, Design, Prepare, Present
- C. Plan, Consult, Discuss, Decide
- D. Plan, Design, Prepare, Survey

7-2. Which of the pillars is the most important?

- A. Prepare
- B. Present
- C. Think
- D. Design

7-3. Which of the following design principles engage the viewer and creates an inner sense of order and a balance in the visual experience?

- A. Color Theory
- B. Color Harmony
- C. Color Balance
- D. None of the above

7-4. What best describes the use of adjacent hues?

- A. Analogous
- B. Complementary
- C. Harmonious
- D. Destructive

7-5. What are two hues directly opposite on the color wheel known as?

- A. Analogous
- B. Harmonious
- C. Complementary
- D. Impossible

7-6. Which color harmony uses different values and intensities of a single hue?

- A. Polychromatic
- B. Unichromatic
- C. Monochromatic
- D. Analogic

- 7-7. What color best suggests hope and activity?
- A. Yellow
 - B. Green
 - C. Red
 - D. Blue
- 7-8. What color best suggests royalty, dignity, and pomp?
- A. Royal blue
 - B. Imperial red
 - C. Kermit green
 - D. Violet
- 7-9. Which color is the most popular and suggests relaxation?
- A. Red
 - B. Blue
 - C. Green
 - D. Yellow
- 7-10. Which product should present your message quickly?
- A. Brochure
 - B. Poster
 - C. Tri-fold
 - D. None of the above
- 7-11. How will an effective poster campaign best engage your audience?
- A. With lots of words
 - B. With no imagery
 - C. In passing
 - D. None of the above
- 7-12. Stock photography should consist of which of the following traits?
- A. Classified
 - B. Copyrighted
 - C. Non-raster
 - D. Royalty-free
- 7-13. Which two are preferred to build your stock photography inventory?
- A. Navy.mil and Google
 - B. Google and Yahoo
 - C. Royalty-free commercial and in-house produced
 - D. Classified and Google

- 7-14. Which of the following is NOT a function of the “Prepare” pillar?
- A. Keep machines maintained
 - B. Keep equipment supplies
 - C. Commence mass print immediately
 - D. Produce one example for customer
- 7-15. Which of the following practices ensures pristine preservation of graphics products?
- A. Lamination
 - B. Foam core
 - C. Archiving, indexing
 - D. Filing, controlled temperature storage
- 7-16. Light affects color in what way?
- A. Shape shifts
 - B. Light intensity affects color visibility
 - C. Light intensity affects color adherence
 - D. There is no affect
- 7-17. Which of the following best determines color effect?
- A. Size of area color occupies
 - B. Shape of object color fills
 - C. Lighting conditions
 - D. Type of ink used on material
- 7-18. Which of the following best describes the “Present” pillar?
- A. Have early, planned discussions
 - B. Never show your work to the customer until all prints are complete
 - C. Always time your setup to coincide with event launch
 - D. None of the above