



Department of Defense DIRECTIVE

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ATSD(PA)

SUBJECT: Joint Public Affairs Operations

- References:
- (a) DoD Directive 5105.35, "Responsibilities of Unified and Specified Commands in Public Affairs Matters," May 7, 1965 (hereby canceled)
 - (b) [DoD Directive 5122.5](#), "Assistant to the Secretary of Defense for Public Affairs," December 2, 1993
 - (c) Joint Pub 5-03.2, "Joint Operations Planning and Execution System," Vol. II (Planning and Execution Formats and Guidance), March 1992
 - (d) DoD Instruction 5040.4, "Joint Combat Camera (COMCAM) Operations," March 5, 1990
 - (e) through (i), see enclosure 1

1. PURPOSE

This Directive:

1.1. Replaces reference (a) to update public affairs responsibilities for the Unified Combatant Commanders.

1.2. Establishes policy and assigns responsibilities for the conduct of public affairs programs in support of joint, combined, and unilateral military operations.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Unified Combatant Commands, the Inspector General of the Department of Defense (IG, DoD), the

Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components"). The term "Military Departments," as used herein, refers to the Army, the Navy, the Air Force, the Marine Corps, and the Coast Guard when operating under the Department of the Navy.

3. POLICY

3.1. It is DoD policy under reference (a) that Commanders and Heads of the DoD Components involved in joint, combined, and unilateral military operations shall plan for, resource, and conduct public affairs activities to support such missions.

3.2. In implementing the DoD Principles of Information, the Combatant Commanders shall grant the news media, both civilian and military, access to unclassified joint, combined, and unilateral operations, consistent with operations security and prevailing public affairs guidance (PAG). Concern over the personal safety of journalists shall not be a factor in deciding the degree of access.

4. RESPONSIBILITIES

4.1. The Assistant to the Secretary of Defense for Public Affairs shall:

4.1.1. Retain primary responsibility for the consistent implementation of DoD information policy in this Directive and in DoD Directive 5122.5 (reference (b)).

4.1.2. Determine who shall serve as the initial source of information about joint, combined, and unilateral operations and decide whether to delegate public affairs release authority to Combatant Command level.

4.1.3. Review, coordinate, approve, and disseminate PAG, public affairs plans, and public affairs annexes written under Joint Pub 5-03.2 (reference (c)).

4.1.4. Establish and exercise procedures for the administrative management, activation, and direction of the DoD National Media Pool; and direct the deployment of the DoD National Media Pool when ordered by the Secretary of Defense.

4.1.5. Coordinate public affairs matters within the Department of Defense and with other Federal Departments and Agencies outside the Department of Defense.

4.1.6. Provide policy guidance for the employment of joint combat camera teams and the distribution of their products, as established in DoD Instruction 5040.4

(reference (d)). The audiovisual products of combat camera teams shall be appropriately classified at the source in accordance with DoD Directive 5200.1 (reference (e)). They may be cleared for public release in accordance with DoD Directive 5230.9 (reference (f)).

4.1.7. Provide representation to the OSD Crisis Coordination Center and establish, as necessary, a crisis and/or wartime public affairs cell at the Pentagon to provide continuous public affairs planning, to gather and disseminate information, and to evaluate public affairs support of the operational mission.

4.1.8. Conduct periodic news briefings on issues and events about ongoing joint, combined, and unilateral operations.

4.1.9. Support Unified Combatant Command plans for the command information mission, including the deployment of broadcast facilities from the Armed Forces Radio and Television Service (AFRTS), under DoD Directive 5120.20 (reference (g)), and distribution of print media. The on-scene commander shall determine when these services should begin, but services will be provided at the earliest practicable opportunity.

4.1.10. Conduct joint public affairs training at the Defense Information School for entry- and advanced-level military and civilian public affairs personnel of all grades.

4.1.11. In coordination with the Defense Information School, the Chairman of the Joint Chiefs of Staff, the Military Departments, and the Unified Combatant Commands, develop, teach, and maintain public affairs policy.

4.1.12. Activate the DoD National Media Pool.

4.2. The Secretaries of the Military Departments shall:

4.2.1. Coordinate closely with the Combatant Commanders to determine the resources (personnel and equipment) needed to conduct successful public affairs activities in joint or single-Service environments. Ensure the prompt and sustained availability of Active and Reserve component public affairs resources needed to support any assigned mission. Ensure that a fully capable public affairs structure, made up of Active and Reserve component assets, exists to support short-notice deployments.

4.2.2. Organize, train, fund, and equip public affairs personnel and units to conduct public affairs activities in support of the Combatant Commanders conducting operations. Personnel and units needed to support the earliest stages of any operation

should be immediately available for deployment to assist the supported Commander in Chief in addressing news media information requirements.

4.2.3. Conduct Service-unique public affairs programs required to support joint and unilateral operations. Included are command information programs that serve deployed military personnel and the military forces and families at home station, as well as community relations programs designed to meet existing DoD policies and Directives.

4.2.4. Ensure that public affairs personnel are properly trained, qualified, and able to function in joint, combined, and unilateral operational environments.

4.2.5. Provide public affairs training at Service schools and encourage programs that improve understanding and cooperation between the military and the news media.

4.2.6. Provide news media training for public affairs personnel, commanders, and key staff who would be involved in wartime media relations activities.

4.2.7. Support planning and provide resources for contingency and wartime operations of the AFRTS.

4.3. The Chairman of the Joint Chiefs of Staff shall:

4.3.1. Promulgate joint public affairs doctrine.

4.3.2. Ensure that existing operational public affairs plans comply with published joint public affairs doctrine and guidance.

4.3.3. Establish a Chairman of the Joint Chiefs of Staff Public Affairs Response Cell within the National Military Command Center during times of crisis and conflict to provide public affairs support to the Office of the Assistant to the Secretary of Defense for Public Affairs (OATSD(PA)).

4.3.4. Support the Department of Defense in explaining mission aspects of joint and unilateral operations by making available senior officers with expertise on matters of interest to the news media and the public.

4.3.5. Plan for the employment of combat camera assets in crisis situations, planned operations, and exercises, in accordance with DoD Instruction 5040.4 (reference (d)).

4.3.6. Plan for the employment of Reserve component public affairs assets to support the unique public information and command information requirements of mobilized Reserve component units.

4.4. The Commanders of the Unified Combatant Commands shall:

4.4.1. Include in operation plans an annex that establishes responsive public affairs organizations and structures; and provides dedicated personnel, facilities, equipment, transportation, and communications assets to the public affairs mission. (See DoD Instruction 5400.14 (reference (h)).) Since resources should ideally be in place before the beginning of operations, deployment plans shall assign a high priority for the movement of public affairs assets. To ensure that adequate public affairs support is available to meet news media requirements, there shall be a high priority assigned for the movement of public affairs assets by air and ground transportation.

4.4.2. Plan to support news media from the earliest planning and pre-deployment stages of any operation. Commanders shall ensure that reporters are granted all possible access to all unclassified activities, including combat operations. The personal safety of correspondents is not a reason for excluding them from such situations. The goal is to treat the news media as members of units, allowing them to accompany the organizations during the conduct of their missions.

4.4.3. Besides the planning required under Joint Pub 5-03.2 (reference (c)), develop operational public affairs policy and guidance in accordance with DoD Instruction 5405.3 (reference (i)), which recommends the policy approach (active or passive), proposes news statements, and provides responses to anticipated news media questions.

4.4.4. Prepare for and assist in the deployment and operation of the DoD National Media Pool.

4.4.5. Conduct a full range of public affairs activities consistent with current PAG, public affairs release authority, and operations security requirements.

4.4.6. As appropriate, establish, resource, and operate Joint Information Bureaus (JIBs) to serve as focal points of interface between the joint forces and the news media. The Unified Combatant Command JIB shall provide direct public affairs support to the Joint Task Force Commander. The Director of the JIB shall receive public affairs policy guidance and oversight from the Unified Combatant Command in coordination with the OATSD(PA). Be prepared to participate in Combined Information Bureaus (CIBs) or Allied Press Information Centers (APICs) to be established by the responsible combined commander and supported by the contributing nations.

4.4.7. Assist news media in gaining access to the full spectrum of U.S. military units and personnel conducting joint and unilateral operations, subject to special operations restrictions. Access includes commanders, staffs, officers, and enlisted personnel directly involved with combat and sustainment operations.

4.4.8. As needed, support on a 24-hour basis other information requirements identified by the OATSD(PA). Provide daily JIB, CIB, or APIC situation reports to the OATSD(PA) during current operations as circumstances require, apprising the OATSD(PA) immediately of major operational developments, incidents, or other newsworthy events.

4.4.9. Prepare plans to conduct command information programs using, as appropriate, DoD Component assets and resources. Plan to employ the capabilities of the AFRTS and other internal news media products that convey information to deployed forces, to those remaining at the home station, and to all family members.

4.4.10. Ensure that ground rules for releasing information are applied equally to military reporters assigned command information tasks and to civilian reporters.

4.4.11. Provide public affairs resources (personnel, equipment, transportation, and communications) to the supported Combatant Commander, as identified in approved contingency or operations plans. Be prepared to reinforce the supported Combatant Commander to meet unplanned resource requirements.

4.4.12. As established in DoD Instruction 5040.4 (reference (d)), designate an officer as the combat camera representative to plan for the employment of combat camera assets.

4.4.13. In accordance with reference (d), plan for the employment of combat camera assets in crisis situations, planned operations, and exercises. Provide the Joint Combat Camera Center appropriate combat camera documentary products for release to the news media through the OATSD(PA).

4.4.14. Ensure that public affairs personnel and units are properly prepared to support the assigned operational mission.

4.4.15. Support the public affairs requirements of Reserve component units mobilized and deployed in a theater of operations. Unlike active duty forces, which generally deploy from major installations, Reserve component units come from communities throughout the country. Reserve component personnel leave civilian jobs behind, and Reserve component family members are generally not accustomed to long-term deployments. Support from family members, community leaders, and former employers is vital to unit and individual morale and to recruiting and retention efforts following demobilization. Commanders must ensure that Reserve component family members and hometown news media are provided a continuous flow of information to dispel rumors and anxieties, sustain public awareness, and increase understanding of Reserve component units and their missions in the theater of operations.

5. EFFECTIVE DATE

This Directive is effective immediately.



John P. White
Deputy Secretary of Defense

Enclosures - 1

E1. References, continued

E1. ENCLOSURE 1

REFERENCES, continued

- (e) [DoD Directive 5200.1](#), "DoD Information Security Program," June 7, 1982
- (f) [DoD Directive 5230.9](#), "Clearance of DoD Information For Public Release," April 2, 1982
- (g) [DoD Directive 5120.20](#), "Armed Forces Radio and Television Service (AFRTS)," December 17, 1991
- (h) [DoD Instruction 5400.14](#), "Procedures for Joint Public Affairs Operations," January 22, 1996
- (i) [DoD Instruction 5405.3](#), "Development of Proposed Public Affairs Guidance (PPAG)," April 5, 1991