

Training and Evaluation Outline Report

Task Number: 71-8-5334

Task Title: Conduct Public Affairs Operations (Battalion - Corps)

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADRP 3-0	Unified Land Operations	Yes	No
	ADRP 5-0	The Operations Process	Yes	No
	ADRP 6-0	Mission Command	Yes	No
	FM 3-13	Inform and Influence Activities	Yes	No
	FM 3-61.1	Public Affairs, Tactics, Techniques and Procedures	Yes	No
	FM 46-1	Public Affairs Operations	Yes	Yes

Condition: The command has received an operations plan, or warning, operations, or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on conducting public affairs operations. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information in accordance with standard operating procedures. Some iterations of this task should be performed in MOPP.

Standard: The staff, in coordination with the Public Affairs section, develops the public affairs plan and advises the commander on public affairs operations in order to establish conditions which can lead to public understanding and support. The staff's plan includes developing information strategies, programs, facilitating media, public engagement, public affairs training, and community relations programs within the area of operations that support the commander's intent and contributes to mission accomplishment and the implementation of higher headquarters public affairs themes.

Note: Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher headquarters to determine the performance measures that may not be evaluated.

Special Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER

Leaders have an inherent responsibility to conduct Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING

Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Leaders have an inherent responsibility to conduct Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

Remarks: None

Notes: Task Content last Updated 11 February 2013

TASK STEPS

1. Upon receipt of a mission, the Public Affairs (PA) Section, begins planning for PA operations by:

Note: The mission of the Public Affairs Element is to assist the commander in communicating information and messages about his force and the operation to internal and external audiences. It assists the commander in monitoring and understanding public opinion, explaining the situational context of events and communicating the Army's perspective clearly and without filters.

- a. Assessing the PA situation.
- b. Advising and informing the commander of the PA impact and implications of current and future operations.
- c. Developing the PA Plan/solutions to issues.
- d. Monitoring effects of PA operations.
- e. Planning for PA communications.

2. During planning, the Public Affairs Section assesses the PA situation by:

a. Requesting PA Guidance (PAG) from higher headquarters to include campaigns, themes, messages, and objectives.

b. Establishing coordination with appropriate organizations involved with or within the area of operations (AO) to include:

- (1) Embassies.
- (2) Country teams.
- (3) Host Nation governments.
- (4) Subordinate commands.
- (5) Allied force PA teams.
- (6) Non-governmental organizations.

c. Assessing the Information Environment (IE) to include:

(1) Identifying and evaluating the PA environment, Global Information Environment (GIE) and Military Information Environment (MIE) in the country, geographic area, or AO.

(2) Identifying factors within the IE that have potential implications for the planning and execution of operations, which include:

- (a) Information channels and infrastructures.
- (b) Media presence.

(c) Commercial media and communications capabilities such as live video transmission capability or interactive satellite telecommunications access.

- (d) Media content analysis.

(e) Public opinion assessment, which includes perceptions of the situation and the use of military power.

Note: PA planners will conduct an audience analysis to determine the information needs of the various audiences and public.

(f) Information needs assessment, based on an audience analysis.

(3) Identifying any activities or issues affecting the overall mission and the command's PA objectives.

(a) Enhance public understanding.

(b) Garner support.

(4) Identifying the information requirements and needs of the various audiences both internal and external by:

(a) Monitoring media and public opinion.

(b) Evaluating the effectiveness of existing PA plans and operations.

(5) Assessing the news media presence in the area.

(6) Prioritizing the potential strategic and operational issues confronting the command in the news media.

3. Upon completion of the assessment, the Public Affairs Section develops the PA plan/solutions to issues by:

a. Developing the PA running estimate which addresses:

Note: The Public Affairs Estimate contributes to the development of PA Guidance PAG and is used as a primary tool that guides commanders and leaders in the application of doctrine and policy during operations.

(1) The overall mission and situation from the PA and IE perspective.

(2) All PA factors impacting on, or impacted by, the mission.

(3) Analysis of each Course of Action (COA) from the PA perspective.

(4) Comparison of all COA from the PA perspective.

(5) Recommendation on which COA can best be supported from a PA perspective.

b. Developing the PAG which:

(1) Provides mission specific guidance to support public discussion of the operation.

(2) Addresses higher headquarters PA policies.

(3) Highlights issues of interest.

(4) Describes the Army perspective on the operation.

(5) Recommends appropriate PA themes.

(6) Addresses the methods, timing and authority for releasing information to news media representatives.

c. Developing the PA annex to the operations plan/operations order, which addresses:

(1) Information strategies.

(2) Media operations.

(3) PA training for:

(a) PA soldiers.

(b) Non-public affairs soldiers, civilian employees, and family members on media interaction.

(c) Subordinate commands to facilitate the media.

(4) Community relations objectives aimed at:

Note: In the sustaining base, management of community relations programs is primarily a function of PA. In overseas operational areas, community relations are a shared task with the G9 (civil affairs officers).

(a) Increasing public awareness of the Army's mission, policies and programs.

(b) Inspiring patriotism.

(c) Fostering good relations with the various publics with which the Army comes into contact at home and abroad.

(d) Maintaining the Army's reputation as a respected professional organization responsible for national security.

(e) Supporting the Army's recruiting and personnel procurement mission.

4. During preparation for operations, the Public Affairs Section facilitates media operations by:

a. Coordinating logistics and administrative support of civilian journalists under the unit's administrative control.

b. Conducting liaison with media representatives to provide accreditation, mess, billets, transportation, and escorts as authorized and required.

c. Developing and educating the command on policies and procedures for protecting against the release of information detrimental to the mission, national security, and personal privacy.

d. Informing soldiers, family members, and Department of Defense civilians of their rights under the Privacy Act, operation security responsibilities, and roles as implied representatives of the command, when interacting with the news media.

e. Advising the commander and the staff on Privacy Act and Freedom of Information Act matters.

f. Coordinating with the Information Operations Section, Civil Military Affairs Section and other agencies to integrate and unify efforts to communicate the Army's perspective and to support the mission's tactical and operational objectives.

5. During execution, the PA Section continuously monitors PA operations and the GIE by:

a. Facilitating media efforts to cover operations by expediting the flow of complete, accurate, and timely information.

b. Coordinating with the staff, to ensure disseminated information is not contradictory.

c. Monitoring the support and attitude of key audiences, in particular international and national television news, for analysis and review of external media messages.

d. Assessing the accuracy and perspective of reported information.

e. Continuing to educate the key audiences about installation and Army strengths, weaknesses, and plans.

f. Making adjustments to the PA operation as necessary.

g. Execute communication strategies by coordination with other information activities.

6. The Commander, in coordination with the PA section, implements higher headquarters themes by keeping the public informed, both internally and externally:

Note: Commanders synchronize messages and actions with overarching themes in operations to inform and influence audiences in their area of operations and area of interest.

a. Acquiring events in the global information environment and military information environment.

b. Developing story ideas that support the public affairs guidance and themes of the operation.

c. Distributing information through a variety of media platforms, to include military and contracted services.

d. Protecting vital information and information networks, In conjunction with the information operation section, by practicing security at the source and following established security measures.

e. Developing information into a story, release, or product.

f. Disseminating information products as appropriate.

g. Facilitating public engagement to ensure enhancement of the Army's public image.

h. Protect operations security.

i. Avoid information fratricide.

j. Correct misinformation and propaganda.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. Upon receipt of a mission, the Public Affairs (PA) Section began planning for PA operations:			
a. Assessed the PA situation.			
b. Advised and informed the commander of the PA impact and implications of current and future operations.			
c. Developed the PA Plan/solutions to issues.			
d. Monitored effects of PA operations.			
e. Planned for PA Communications.			
2. During planning, the Public Affairs Section assessed the PA situation by:			
a. Requested PA Guidance (PAG) from higher headquarters to include campaigns, themes, messages, and objectives.			
b. Established coordination with appropriate organizations involved with or within the area of operations (AO) to include; embassies, country teams, host nation governments, subordinate commands, allied force PA teams, and non-governmental organizations.			
c. Assessed the Information Environment (IE) to include:			
(1) Identified and evaluated the PA environment, Global Information Environment (GIE) and Military Information Environment (MIE) in the country, geographic area, or AO.			
(2) Identified factors within the IE that have potential implications for the planning and execution of operations, which include:			
(a) Information channels and infrastructures.			
(b) Media presence.			
(c) Commercial media and communications capabilities such as live video transmission capability or interactive satellite telecommunications access.			
(d) Media content analysis.			
(e) Public opinion assessment, which includes perceptions of the situation and the use of military power.			
(f) Information needs assessment, based on an audience analysis.			
(3) Identified any activities or issues affecting the overall mission and the command's PA objectives.			
(a) Enhanced public understanding.			
(b) Garnered support.			
(4) Identified the information requirements and needs of the various audiences both internal and external:			
(a) Monitored media and public opinion.			
(b) Evaluated the effectiveness of existing PA plans and operations.			
(5) Assessed the news media presence in the area.			
(6) Prioritized the potential strategic and operational issues confronting the command in the news media.			
3. Upon completion of the assessment, the Public Affairs Section developed the PA plan/solutions to issues by:			
a. Developed the PA running estimate which addresses:			
(1) The overall mission and situation from the PA and IE perspective.			
(2) All PA factors impacting on, or impacted by, the mission.			
(3) Analysis of each Course of Action (COA) from the PA perspective.			
(4) Comparison of all COA from the PA perspective.			
(5) Recommendation on which COA can best be supported from a PA perspective.			
b. Developed the PAG which:			
(1) Provided mission specific guidance to support public discussion of the operation.			
(2) Addressed higher headquarters PA policies.			
(3) Highlighted issues of interest.			
(4) Described the Army perspective on the operation.			

(5) Recommended appropriate PA themes.			
(6) Addressed the methods, timing and authority for releasing information to news media representatives.			
c. Developed the PA annex to the operations plan/operations order, which addresses:			
(1) Information strategies.			
(2) Media operations.			
(3) PA training for:			
(a) PA soldiers.			
(b) Non-public affairs soldiers, civilian employees, and family members on media interaction.			
(c) Subordinate commands to facilitate the media.			
(4) Community relations objectives aimed at:			
(a) Increasing public awareness of the Army's mission, policies and programs.			
(b) Inspiring patriotism.			
(c) Fostering good relations with the various publics with which the Army comes into contact at home and abroad.			
(d) Maintaining the Army's reputation as a respected professional organization responsible for national security.			
(e) Supporting the Army's recruiting and personnel procurement mission.			
4. During preparation for operations, the Public Affairs Section facilitated media operations by:			
a. Coordinated logistics and administrative support of civilian journalists under the unit's administrative control.			
b. Conducted liaison with media representatives to provide accreditation, mess, billets, transportation, and escorts as authorized and required.			
c. Developed and educated the command on policies and procedures for protecting against the release of information detrimental to the mission, national security and personal privacy.			
d. Informed soldiers, family members, and Department of Defense civilians of their rights under the Privacy Act, operation security responsibilities, and roles as implied representatives of the command, when interacting with the news media.			
e. Advised the commander and the staff on Privacy Act and Freedom of Information Act matters.			
f. Coordinated with the Information Operations Section, Civil Military Affairs Section and other agencies to integrate and unify efforts to communicate the Army's perspective and to support the mission's tactical and operational objectives.			
5. During execution, the PA Section continuously monitored PA operations and the GIE by:			
a. Facilitated media efforts to cover operations by expediting the flow of complete, accurate, and timely information.			
b. Coordinated with the staff, to ensure disseminated information was not contradictory.			
c. Monitored the support and attitude of key audiences, in particular international and national television news, for analysis and review of external media messages.			
d. Assessed the accuracy and perspective of reported information.			
e. Continued to educate the key audiences about installation and Army strengths, weaknesses, and plans.			
f. Made adjustments to the PA operation as necessary.			
6. The Commander, in coordination with the PA section, implemented higher headquarters themes by keeping the public informed, both internally and externally:			
a. Acquired events in the global information environment and military information environment.			
b. Developed story ideas that supported the public affairs guidance and themes of the operation.			

c. Distributed information through a variety of media platforms, to include military and contracted services.			
d. Protected vital information and information networks, in conjunction with the information operation section, by practicing security at the source and following established security measures.			
e. Developed information into a story, release, or product.			
f. Disseminated information products as appropriate.			
g. Facilitated public engagement to ensure enhancement of the Army's public image.			
h. Protected operations security.			
i. Avoided information fratricide.			
j. Corrected misinformation and propaganda.			

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL PERFORMANCE MEASURES EVALUATED							
TOTAL PERFORMANCE MEASURES GO							
TRAINING STATUS GO/NO-GO							

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

MOPP: Sometimes

MOPP Statement: None

NVG: Never

NVG Statement: None

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5110	Plan Operations Using the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5336	Facilitate Media Operations (Division and Above)	71 - Combined Arms (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5111	Conduct the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5337	Implement Higher Headquarters Public Affairs Themes (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-718-5111	Participate in the Military Decision Making Process	150 - Combined Arms (Individual)	Approved

Supporting Drill Task(s): None

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Material Items (NSN)

Step ID	NSN	LIN	Title	Qty
No equipment specified				

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .