

17 SEPTEMBER 1999



Public Affairs

PUBLIC AFFAIRS MANAGEMENT

NOTICE: This publication is available digitally on the SAF/AAD WWW site at: <http://afpubs.hq.af.mil>.

OPR: SAF/PAR Lt Col Michael L. Warden
Supersedes AFPD 35-1, 27 September 1993.

Certified by: SAF/PA Col Salvatore J. Giammo
Pages: 10
Distribution: F

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

This change incorporates policy from AFPD 35-2, Public Communications Programs, and AFPD 35-3, Internal Communications Program, which are being rescinded via this change. The incorporated policy is at paragraphs **2.5.** through **2.12.** Additionally, the AFIs that correspond to AFPDs 35-2 and 35-3 have been superseded by AFI 35-101, Public Affairs Policies and Procedures. Reports control symbols no longer required include: SAF-PA(SA)9358, Public Affairs Mobilization Management Report; SAF-PA(SA)9359; Public Affairs Network Report; SAF-PA(SA)9360, Hometown News Program Report; SAF-PAC(M)7102, Public Communications Report; and SAF-PAR(SA)9357, Public Affairs Training Report. The following report has been revised and is still required: SAF-PAC(M)7103, Band Personnel and Performance Report. See the last attachment of the publication for the complete IC 99-1.

- 1.** The American people need to understand the role of the US Air Force and its mission. It is the responsibility of public affairs (PA) to communicate information about Air Force programs and activities both to the general public and Air Force members and their families so they will be better informed about how well the Air Force is prepared to carry out its mission. This directive conveys the policies which allow commanders and PA managers to maintain a flow of timely information with proper regard for security, accuracy, and propriety.
- 2.** The Air Force conducts comprehensive, active PA programs at all levels of command to provide Service members, the public, the Congress, and members representing the news media timely, accurate, and authoritative Department of Defense (DoD) and Air Force information that contributes to awareness and understanding of the Air Force's mission.
 - 2.1.** Air Force policy is that all PA programs will be designed for the purpose of increasing the awareness and understanding of all Americans concerning the:

- 2.1.1. Threats to the United States and its interests, and the need for an Air Force capable of deterring, responding, and prevailing against those threats.
 - 2.1.2. Relationship of the Air Force to the other armed services of the United States and its Allies.
 - 2.1.3. Day-to-day activities of the Air Force and its capabilities as an instrument of national policy.
 - 2.1.4. Need for continual research, development, and modernization of air and space systems.
 - 2.1.5. Need to attract, train, and retain the highest quality people for service in the US Air Force.
 - 2.1.6. Essential and unique capabilities of air power and the Air Force's role in providing for America's national defense.
- 2.2. To maintain credibility of internal and external communications, it is Air Force policy that a free flow of general, DoD, Department of the Air Force, command, and unit information will be made available by commanders at all levels in a timely, responsive manner, consistent with security and policy, without censorship or propaganda. Propaganda, disinformation, or activities intended to misinform, mislead, or deny otherwise releasable information will not be practiced in any PA program.
- 2.3. Because of the around-the-clock operations of the US Air Force and the nature of news reporting, organizations with full-time PAs will ensure that a PA representative is accessible 24-hours a day.
- 2.4. PAs must be capable of responding to command and Air Force needs during peacetime, crises, emergency operations, or in wartime. Commanders and their PA officers will plan, organize, train, and equip PA resources to provide that capability.
- 2.5. The Air Force will respond to requests for information and material concerning the US Air Force from the public and the news media.
- 2.6. The Air Force will be proactive in developing and maintaining cooperative and responsive relations with members of the public and the news media. To further foster acceptance and support within the community, all Air Force members and their families should be active in their local communities and participate in the civic activities and service organizations of communities near Air Force installations.
- 2.7. The Air Force will provide the public and the Congress information about Air Force operations, programs, and activities cleared for release and dissemination at the lowest authorized command level. Air Force policy requires review of Air Force and Department of Defense (DoD) information proposed for public release be delegated to the lowest echelon competent to evaluate the content and implications of the information, ensuring such information is not classified and does not conflict with established Government policies or programs.
- 2.8. Internal communication programs at all Air Force installations will be planned, executed, supported, and maintained to:
- 2.8.1. Increase awareness and understanding of the armed forces and the mission, policies, and programs of the Air Force.
 - 2.8.2. Create an awareness of Air Force, command and unit operations, problems, and goals.
 - 2.8.3. Inform all members of significant developments affecting them and their service.

- 2.8.4. Increase the effectiveness of all members of the Total Air Force to serve as informed respected members of their service, organization, unit, and local community.
- 2.8.5. Solicit, encourage, and empower members to provide input for continuous improvement of operations at all levels.
- 2.8.6. Communicate, reinforce, and preserve Air Force values, heritage, and traditions.
- 2.9. The Air Force will be proactive in developing and maintaining open communication with all members of the Total Air Force community, using appropriate channels of communication available including print, electronic, and interpersonal.
- 2.10. The Air Force will centrally manage Armed Forces Radio and Television Service (AFRTS) resources and broadcast services provided directly to Air Force personnel, their family members, and other DoD members within its audiences. It will also support joint AFRTS efforts provided by other military departments that serve proportionate Air Force audiences in overseas locations.
- 2.11. The Air Force will provide effective radio and television services to inform and entertain Air Force people, other DoD members, and their families overseas during wartime, contingency, or peacetime engagement operations.
- 2.12. The Air Force will meet the internal communication program and entertainment needs of the US military community overseas within its geographic area of responsibility through AFRTS services.

3. This directive establishes the following responsibilities and authorities:

- 3.1. The Director, Secretary of the Air Force Office of Public Affairs (SAF/PA), is responsible for policy, resource advocacy, and oversight of Air Force PA programs. Additionally, the Director of SAF/PA advises the Secretary of the Air Force, Chief of Staff, Secretariat, and Air Staff on all matters relating to the Air Force PA programs.
- 3.2. The Commander, Air Force News Agency (AFNEWS), will provide products, services, and support of Air Force-wide PA programs as directed by the Director, SAF/PA. The Commander, AFNEWS, is also SAF/PA's executive agent for PA wartime planning and computerization.
- 3.3. Air Force major commands (MAJCOM), field operating agencies (FOA), and direct reporting units will develop procedures which implement command-unique policies. They will also initiate, manage, and evaluate PA programs for their command, and monitor and evaluate PA programs of their assigned organizations and units.
- 3.4. Commanders will:
 - 3.4.1. Establish and direct the PA programs within their organizations and in their local area.
 - 3.4.2. Identify requirements to establish, maintain, and manage those programs.
 - 3.4.3. Execute their programs in compliance with DoD, Department of the Air Force, and MAJCOM policy. Command or installation PA programs are managed by their commander's PA office.
- 3.5. Commanders without full-time PA staffs will be assisted by their additional duty Unit Public Affairs Representative (UPAR) and supported by the host-base PA office.
- 3.6. PA offices are responsible for:

- 3.6.1. Planning, budgeting, executing, and evaluating the effectiveness of installation or unit PA programs.
 - 3.6.2. Training full-time PA specialists and additional duty UPARs.
 - 3.6.3. Providing public affairs advice, counsel, and support to their commander.
4. See [Attachment 1](#) for measurements of compliance.
 5. See [Attachment 2](#) for related documents and interfacing publications.

F. WHITTEN PETERS
Secretary of the Air Force

Attachment 1**MEASURING COMPLIANCE WITH POLICY**

A1.1. To measure compliance with the requirement to provide trained PA resources to commanders, two separate measures will be collected and presented.

A1.1.1. The first measure of peacetime PAs training will be the graduation rates of Air Force entrants into Defense Information School (DINFOS) technical training courses for PA and broadcasting Air Force specialty codes (AFSC). A baseline attrition rate will be established using historical data comparing it to current attrition rates of Air Force technical trainees. Data will be reported semiannually by DINFOS through SAF/PAR (**Figure A1.1.**).

A1.1.2. To measure compliance with the policy of providing trained PA resources during wartime, the number of PA resources on mobility will be monitored. The number of mobility positions required by Time-Phased Force Deployment Documents for the Joint Strategic Capabilities Plan (or other selected family of plans) will be compared to the number filled. MAJCOM and FOA PAs will collect the data, then track and report mobility information directly to HQ AFNEWS/XPX semiannually. Data will be collected by AFNEWS and reported to the Director of SAF/PA through SAF/PAR (**Figure A1.2.**)

A1.2. As a measure of compliance with the requirement to provide timely and authoritative Air Force information, the number of accounts maintained on the Air Force Public Affairs Network (AFPAN) will be tracked. Active AFPAN accounts are indicative of the degree of computerization and interconnectivity between PA offices and their access to and use of the most current information available on Air Force programs, issues, and activities. Therefore, HQ AFNEWS will report semiannually to SAF/PA the number of PA offices that have active accounts with AFPAN-host bulletin board system (users). The number of AFPAN users will also be tracked and compared by component (**Figure A1.3.**). The Director of SAF/PA will establish and review annually the objective AFPAN use rate.

Figure A1.1. Sample Metric of Public Affairs Technical Training.

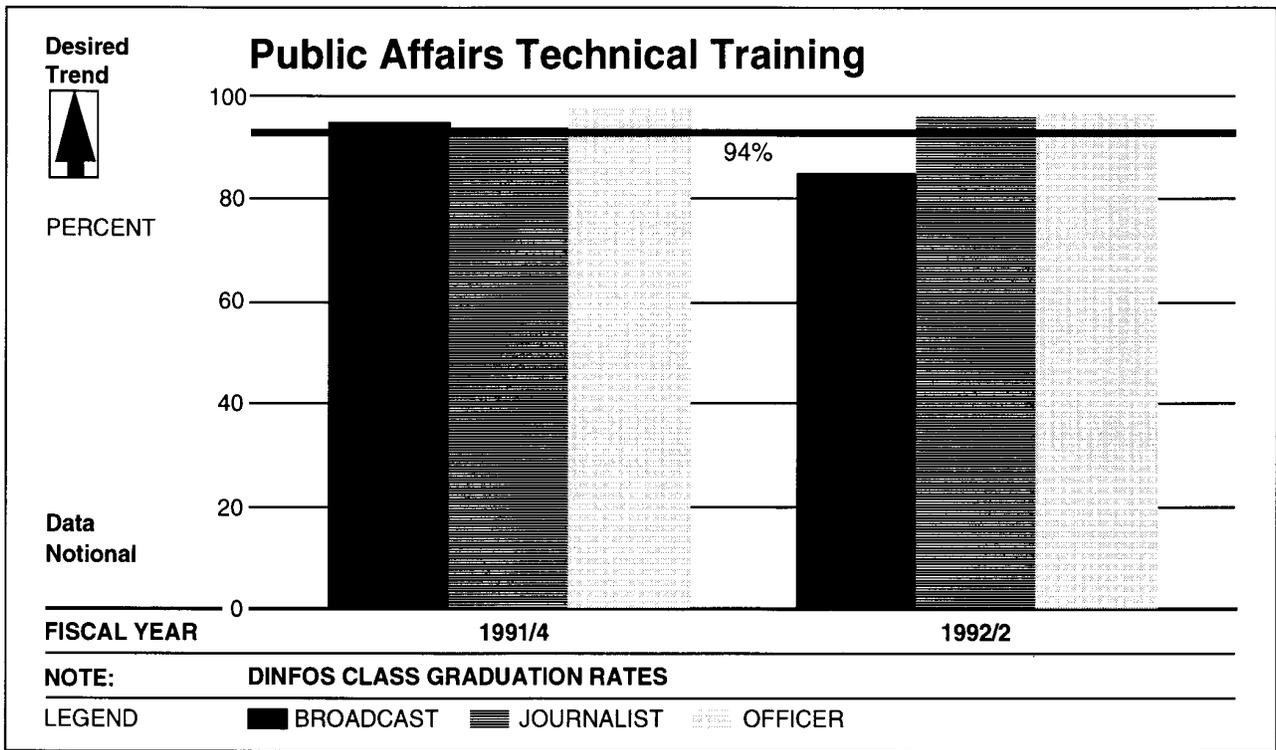


Figure A1.2. Sample Metric of PA Mobility Requirements Filled.

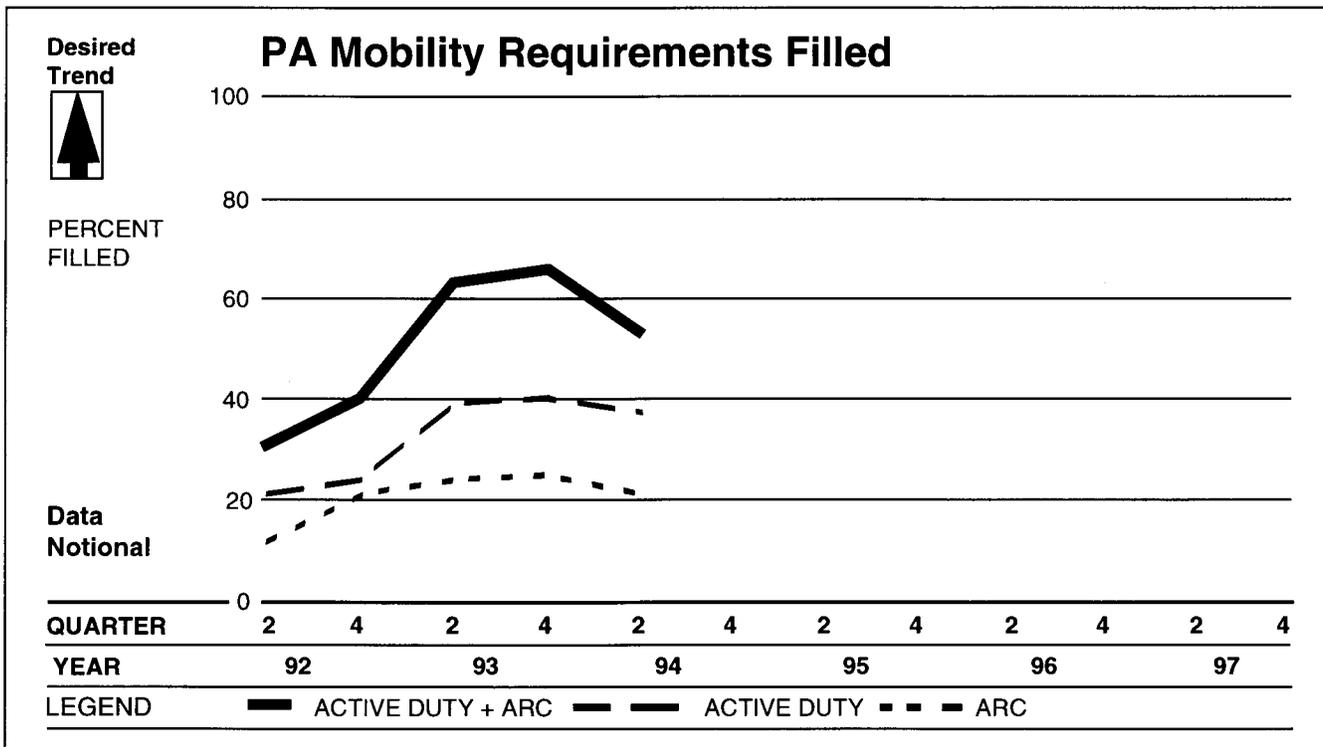
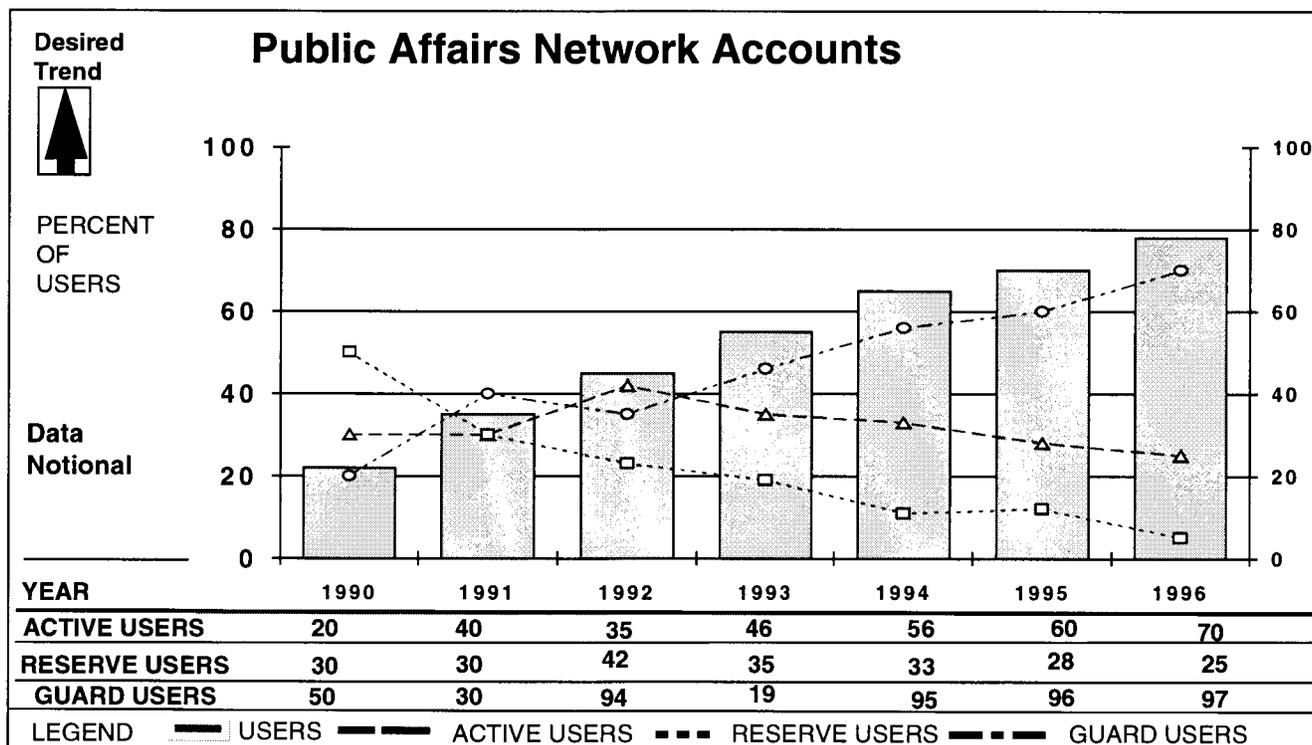


Figure A1.3. Sample Metric of Public Affairs Network Accounts.



Attachment 2**RELATED PUBLICATIONS*****Implemented Publications:***

Executive Order 12356, *National Security Information*, April 2, 1982

Title 5, United States Code, Section 552 (As Amended), *The Freedom of Information Act*, June 20, 1966

DoD Directive 5122.5 with Changes 1 and 2, *Assistant Secretary of Defense (Public Affairs)*, August 4, 1988

DoD Directive 5200.1 with Change 1, *DoD Information Security Program*, June 7, 1982

DoD Directive 5230.9 with Change 1, *Clearance of DoD Information for Public Release*, April 2, 1982

DoD Directive 5410.18 with Change 1, *Community Relations*, July 3, 1974

DoD Instruction 5410.19, *Armed Forces Community Relations*, July 19, 1979

US Air Force War Mobilization Plan, Volume 1, Annex Q, *Public Affairs War and Mobilization Planning*, March 3, 1993

Publications Interfaced:

DoD Directive 5400.4, *Provision of Information to Congress*, January 30, 1978

DoD Directive 5400.7, *DoD Freedom of Information Act Program*, May 13, 1988

DoD Directive 5400.11, *Department of Defense Privacy Program*, June 19, 1982

AFPD 10-1, *Mission Directive*

AFI 35-101, *Public Affairs Wartime Planning, Training, and Equipage*, (Formerly AFR 190-1)

AFI 35-102, *Crisis Planning, Management, and Response*, (Formerly AFR 190-1)

AFI 35-103, *Air Force Reserve Public Affairs Program*, (Formerly AFR 190-1)

AFI 35-104, *Air National Guard Public Affairs Program*, (Formerly AFR 190-1)

AFPD 35-2, *Public Communication Programs*

AFPD 35-3, *Internal Communication Programs*

Attachment 3**IC 99-1 TO AFPD 35-1, PUBLIC AFFAIRS MANAGEMENT****17 September 1999****SUMMARY OF REVISIONS**

This change incorporates policy from AFPD 35-2, Public Communications Programs, and AFPD 35-3, Internal Communications Program, which are being rescinded via this change. The incorporated policy is at paragraphs 2.5 through 2.12. Additionally, the AFIs that correspond to AFPDs 35-2 and 35-3 have been superseded by AFI 35-101, Public Affairs Policies and Procedures. Reports control symbols no longer required include: SAF-PA(SA)9358, Public Affairs Mobilization Management Report; SAF-PA(SA)9359; Public Affairs Network Report; SAF-PA(SA)9360, Hometown News Program Report; SAF-PAC(M)7102, Public Communications Report; and SAF-PAR(SA)9357, Public Affairs Training Report. The following report has been revised and is still required: SAF-PAC(M)7103, Band Personnel and Performance Report. See the last attachment of the publication for the complete IC 99-1.

2.5. The Air Force will respond to requests for information and material concerning the US Air Force from the public and the news media.

2.6. The Air Force will be proactive in developing and maintaining cooperative and responsive relations with members of the public and the news media. To further foster acceptance and support within the community, all Air Force members and their families should be active in their local communities and participate in the civic activities and service organizations of communities near Air Force installations.

2.7. The Air Force will provide the public and the Congress information about Air Force operations, programs, and activities cleared for release and dissemination at the lowest authorized command level. Air Force policy requires review of Air Force and Department of Defense (DoD) information proposed for public release be delegated to the lowest echelon competent to evaluate the content and implications of the information, ensuring such information is not classified and does not conflict with established Government policies or programs.

2.8. Internal communication programs at all Air Force installations will be planned, executed, supported, and maintained to:

2.8.1. Increase awareness and understanding of the armed forces and the mission, policies, and programs of the Air Force.

2.8.2. Create an awareness of Air Force, command and unit operations, problems, and goals.

2.8.3. Inform all members of significant developments affecting them and their service.

2.8.4. Increase the effectiveness of all members of the Total Air Force to serve as informed respected members of their service, organization, unit, and local community.

2.8.5. Solicit, encourage, and empower members to provide input for continuous improvement of operations at all levels.

2.8.6. Communicate, reinforce, and preserve Air Force values, heritage, and traditions.

2.9. The Air Force will be proactive in developing and maintaining open communication with all members of the Total Air Force community, using appropriate channels of communication available including print, electronic, and interpersonal.

2.10. The Air Force will centrally manage Armed Forces Radio and Television Service (AFRTS) resources and broadcast services provided directly to Air Force personnel, their family members, and other DoD members within its audiences. It will also support joint AFRTS efforts provided by other military departments that serve proportionate Air Force audiences in oversea locations.

2.11. The Air Force will provide effective radio and television services to inform and entertain Air Force people, other DoD members, and their families overseas during wartime, contingency, or peacetime engagement operations.

2.12. The Air Force will meet the internal communication program and entertainment needs of the US military community overseas within its geographic area of responsibility through AFRTS services.