

AD-A248 279



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Telling the Navy Story

A Handbook for the Collateral Duty PAO



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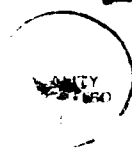
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So You're Going to be the PAO?

Sec. 1 Introduction

This book is aimed at you: the collateral duty public affairs officer. It has two parts: A short philosophy section, useful for learning the “whys” of public affairs, and a cookbook of “how to do its.” These checklists and examples are designed to get you through most public affairs events the first time you encounter them. Read the front section when you can. It is intended to be concise, friendly and helpful. Use the “how-to” section as a guideline and memory jogger, but don't limit yourself to what is presented there. The “cookbook” is intended to be helpful, not limiting. Above all, if you have a question, refer to the PAO regs, SECNAVINST 5720.44A, (Change 1). Then find the nearest full time PAO and do some serious “brain picking.”

Sec. 2 The Mission (Why public affairs?)

The Navy is a public trust, and as part of a democratic government, the Navy is obliged to keep the American people informed of its activities. Thus, every Navy command is required to run a public affairs program. These programs play an essential role in maintaining operational readiness by helping to generate public support and to enhance crew morale.

Navy public affairs programs are intended to reach various audiences through the use of such media as television, radio, newspapers, magazines, books, movies, and so on. Other ways to reach

... So then I told the skipper, "any story that starts, 'It was a dark and stormy night,' has got to be dynamite.

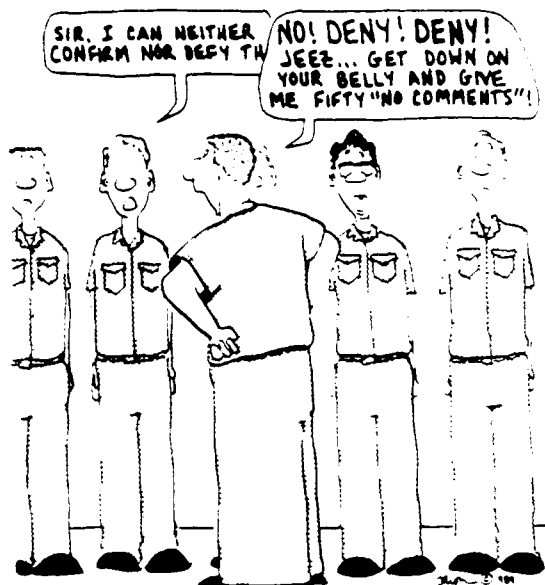


audiences include speeches and special events. Each public affairs program is designed according to which audiences you want to reach with what messages. These audiences may be “internal” (Navy people and their families), or may be external to the Navy, (all or part of American people, or nearby community residents, etc.). Your job as the collateral duty PAO is to ensure that your command has an active public affairs plan that is effective in reaching your command's audiences.

Your Role as PAO

(Who Me? What do you Mean, I'm now the Collateral Duty PAO?)

As PAO you facilitate and enhance communication between the captain and crew and between the command and other audiences. Normally, most of your effort will be directed at your shipmates. Using communication "channels" such as the



Hell week at the dreaded PAO Indoctrination School

USED WITH PERMISSION

SITE system, Captain's Call packages, the Familygram, ship's newspaper, and cruise-book, you will have a direct impact on the entire crew. While keeping the crew informed, you can also encourage candid, open, two-way communications to promote high morale and efficiency.

But remember: you are there to assist the commanding officer in the responsibility of command. The CO is the driver; you are an agent to help get the job done.

This publication will answer some questions about your new job. However, do not hesitate to go to the Public Affairs Regulations (SECNAVINST 5720.44A, CH-1) and to a Public Affairs Specialist (165X officer) if you need more information.

You should get your own copy of the PA REGS and read it!

DUTIES OF THE PAO

(Now what do I do?)

Some duties common to all PAOs:

- Hosting visitors to your command
- Implementing the Fleet Home Town News Program
- Handling requests for information about your command from the media and public
- Preparing news releases about your command and its people, and coordinating with other commands/PAOs as necessary
- Developing Command Internal Information, Media Relations and Community Relations Programs
- Participating in command exercises which require you to handle public affairs contingencies (i.e., accidents)
- Participating in the command's operational planning process
- Evaluating potentially adverse incidents or situations and recommending a course of action to the CO
- Ensuring that all material you prepare or chop for release is free of classified information
- Getting PA training for yourself and your people (Work through your TY-COM to get a visit by the FLT PA Training unit)

Section Three: Your Role

YOUR FILES

As PAO you must have and maintain good files. Then turn them over to your relief! As a minimum you should maintain:

* **TICKLER FILE:** Reminds you of things to do and when. Include important dates such as ship/station commissioning anniversaries, etc. This file should be a result of your planning. You must keep this file.

* **NEWS RELEASE FILE:** Contains copies of all your news releases. You must keep this file.

* **COMMAND INFO FILE:** Material concerning your command's history, biographies of the CO and XO, and pictures of your command and the CO and XO.

* **FLEET HOME TOWN NEWS FILE:** Up-to-date roster of officers and men with biographies, copies of the last release sent to the center and all roster stories mailed to FHTNC. Keep this at all times, not just when you send a hold file to FHTNC.

* **MEDIA FILE:** Lists of local media, including names of contacts. NAVBASE PAO should be able to help you with this.

* **COMMUNITY FILE:** Subdivide into organizations; youth, civic, veterans, Navy League, etc. Include names of contacts. NAVBASE PAO should be able to help here also.

* **FORCES AND SERVICES FILE:** Facts and statistical data on the Navy Department and the TYCOM/FLT to which you are attached.

* **PROJECTS FILE:** Complete and detailed information on all public affairs programs you undertake. Closely related to your idea, tickler and log files.

* **CLIPPING FILE:** Clippings from local, national and Navy publications concerning your command. Log any air or video coverage you receive with date, time,

station and network affiliation. This file is a must!

* **PHOTO FILE:** Current and historical photos showing your command, crew, equipment, liberty ports, etc. Each photo must be captioned. Useful in assembling the cruisebook.

* **IDEA FILE:** Notes/memos/ideas for future PA activities.

* **PUBLIC AFFAIRS LOG:** Chronological summary of programs conducted. Include what, when, how, who helped, and a program evaluation indicating the number of visitors or participants, reactions, letters, media coverage, lessons learned or anything else that has a bearing on the program. Keep this file short and current and it will prevent you from making the mistakes twice.

ADDITIONAL REFERENCES:

Appendix J (Command Inspection Check Annex "Foxtrot" to your Fleet OORDER PA REGS Art. 0102c (Public Affairs Guidance)

PA REGS Art. 0202b (Department of the Navy Organization)

PA REGS Art. 0302e (Release below the Seat of Government)

PA REGS Art. 0802 (Preparing for the Emergency)

PA REGS Art. 0501a (Security Review-General)

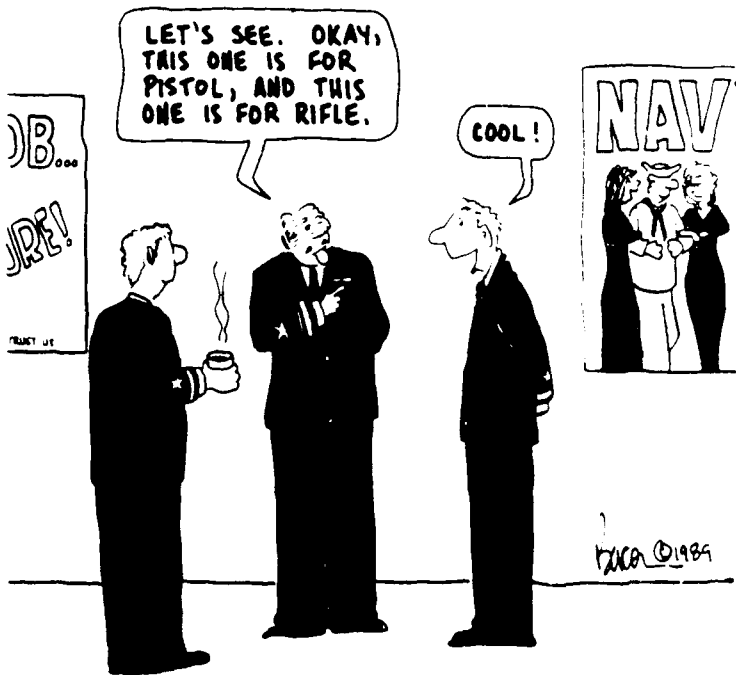
PA REGS Art. 0802b (The Need for Planning)

PA REGS Art. 0803 (Public Affairs Assessment of and Initial Release on a Disaster)

PA REGS Art. 0501 (Security Review)

PA REGS Art. 0504 (Policy Review)

So what is a CHINFO Anyway?



PAO war stories

USED WITH PERMISSION

Top-level responsibility for the Navy's overall public affairs strategy is found at the Navy Office of Information (CHINFO) in Washington D.C. Under CHINFO are two organizations:

- * The Navy Internal Relations Activity (NIRA) and
- * The Navy Broadcasting Service (NBS)

These organizations generate internal information products while CHINFO generates policy. NIRA produces Navy-wide internal print media products such as *All Hands*, *Captains Call*, *Lifeline* and the weekly NAVNEWS. NIRA has detachments in Norfolk and San Diego that may be of help to you.

NBS provides video products, such as *Navy News This Week*, and broadcast systems, such as SITE, for commands afloat and ashore. NBS is also the Navy's

agent for Armed Forces Radio and Television Service (AFRTS) matters.

CHINFO also operates six field Offices of Information (NAVINFOs) around the U.S. These offices aggressively market good news stories about Navy people to their regional media and assist them in getting answers to queries about the Navy.

Additional CHINFO activities include the Navy Public Affairs Centers (PACENS) and Fleet Public Affairs Training Units in Norfolk and San Diego, and the Fleet Hometown News Center (FHTNC) in Norfolk.

The PACENS produce approximately three thousand feature stories per year that are marketed to media throughout the U.S. Fleet PA Training Units work with the FLTCINC, TYCOM, numbered fleet and base PAOs in conducting public affairs training. The FHTNC produces approximately 725-750 thousand news releases per year sent to about 11,000 media throughout the U.S.

Your PAO chain of command is up through your operational commanders and TYCOM, just as in other aspects of your command relationships. Look in Annex "Foxtrot" to your LANT/PACFLT OPOD 201 for how to report what to whom when.

THE NAVY'S PROGRAMS

The three main areas of Navy public affairs are called public information/media relations, internal information and community relations. Public information programs address audiences outside the

Section 4: Navy Public Affairs Organization

Navy, while internal information programs are designed to reach those inside the Navy (including families). Community relations refers to programs designed to get us better acquainted with our community neighbors "outside the fence." As a collateral PAO you will need to be able to operate in all three of these areas, though the bulk of your effort may go towards internal information: i.e., keeping your shipmates and their families up to speed.

SOME USEFUL DEFINITIONS

Public Information/Media Relations: Collection, analysis and release of unclassified information to the external public or the news media. The monitoring of media coverage of Navy activities in order to provide feedback from external audiences.

Internal Information: The means by which your command establishes, maintains and employs two-way channels of communication, linking your leadership with your people.

Community Relations: Activities bringing you, your people and your hardware in direct contact with the external public. For example, visit ship or installation tours. Community relations programs vary from command to command, but all provide direct contact with the public.

Audiences: Consist of active duty military personnel, families, civilian employees, reservists, retirees and families, citizens in the surrounding community, Congress, segments of the American public, the American people as a whole.

Program Planning: Identification of audiences, formulation of messages, themes or events and identification of the

channels by which such messages are communicated.

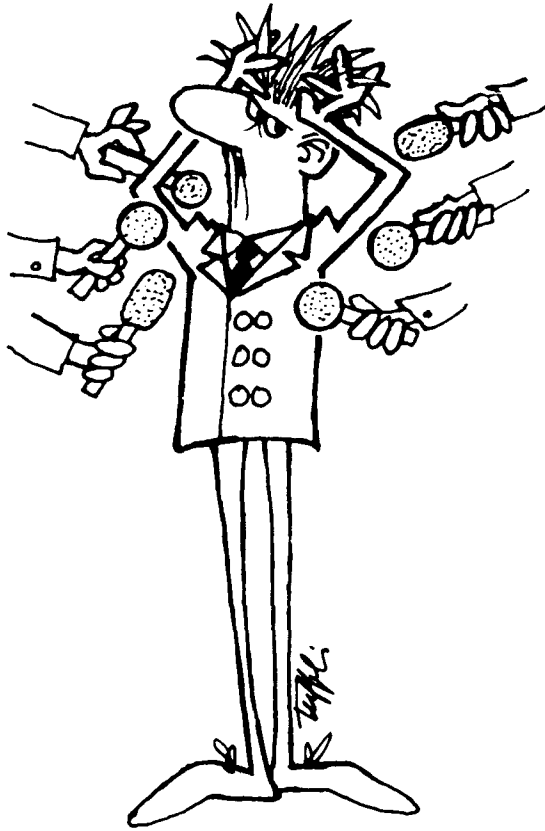
Special Duty: Public Affairs Officer (165X): A full-time public affairs officer for the Navy. Smallest commissioned community in the Navy (@200). Found at CINC, NAVBASE, TYCOMs, Numbered fleet staffs and some large combatants (usually aircraft carriers). Seek them out for advice if you have questions.

DINFOS: Defense Information School. Joint service school open to all DOD public affairs officers and journalists. This is the "A" school for both full time PAOs and enlisted journalists.

ADDITIONAL REFERENCES

SECNAVINST 5720.44A CH-1, Chapt. 1
OPNAVINST 5400.24D: Command, Area Coordination and Command Relationships
U.S. Navy Regulations 1990

Telling Our Story to the World



Navy people are the foundation of our public affairs programs. Telling their stories to the world outside the Navy is also part of your job. While most of your effort will be spent on internal communications, when things do happen that require you to deal with external media, they happen fast. As a collateral duty PAO, you may think "I won't be involved making news." Sometimes, however, even the smallest command can make headlines: accidents and incidents, search and rescue operations, and natural disasters will do for starters. In those times, you need to be prepared to respond quickly and correctly. See Annex F to fleet OPORDER. Generally, in accident/incident situations you

will need to have a news release ready to go via fastest means (message or fax) in one hour along with the SITREP. This separate message is also sent with immediate precedence up to your chain of command. (Appendix C has more detail).

Media inquiries received by Navy PA offices are always hot items because most news media operate on extremely short deadlines and require immediate answers. A full-time PAO may come to you or your CO for information: Your speedy cooperation as the collateral duty PAO is essential.

Sometimes you or your CO may be asked for an interview. Prior to the interview a full-time PAO should review with you any PA guidance, and also be present during the interview. You may decline an interview, but it is often in the best interest of the Navy to use this means to get information to the public. Always audio record interviews to have a record of what was actually said. Also remember: Bad news does not get better with age!

Don't overlook good news. If your people or command have done something special such as a rescue, humanitarian operation, adopt-a-school, or environmental effort, it's worth a release to the news media.

What Can I Release?

As a collateral duty PAO, you are encouraged to make your own news releases on routine matters, such as changes of command, significant awards, end of deployments, etc. In homeport, coordinate releases with your TYCOM or NAVBASE

Section 5: Media Relations

public affairs office. When deployed, use Annex "FOXTROT" (Public Affairs) to the Fleet CINC OPORDS for guidance. When possible go see the SIXTH and SEVENTH Fleet PA Detachments for info and guidance.

If you receive queries directly from the media, discussing the most routine matters about your command is probably OK, but backbrief the TYCOM or NAVBASE PAO **immediately** on who asked what and what you said. If you are unsure if you should answer a specific query from the external media, give them an "I'll get right back to you on that..." and **immediately** call your TYCOM or NAVBASE PAO for assistance.

In most cases, releasing to the base newspaper is considered internal and information and releases may be made directly. *Stars and Stripes* and *Navy Times* are not considered internal media and are treated as any external media.

Freedom of Information Act (FOIA)

When media representatives believe, correctly or otherwise, that they are being stonewalled, they will unhesitatingly resort to the FOIA to obtain the information they desire. This is a slow, expensive process that often gives the Navy a black eye. While media representatives do not normally ask for information based on FOIA, DOD policy is to release any information that would be released if the request was filed under FOIA provisions. (PA REGS Art. 0707b, Media Relations Implications).

Media Embarks

(What do you mean, Dan Rather will be here in two hours?)

A most effective method to tell the Navy story is by taking the media to the fleet. News media representatives embarked in ships or aircraft, observing realistic exercises and interviewing partici-

pating sailors and Marines come away from such an experience with positive, lasting impressions.

Arrangements Aboard Ship

Hold a pre-departure briefing at the earliest convenient time so correspondents can meet the CO and other key players and get answers to preliminary questions. If a correspondent joins the ship at sea, give the briefing as soon as possible after arrival. At the briefing, review ground rules and assign escort officers to each correspondent (or group) having similar interests. **Don't** expect them to stay in a large group: TV, wire service and newspaper reporters all have different needs.

Brief correspondents on basic ship safety, where to report in emergencies, security ("off limits") areas on board, what to do in case of a security alert, general quarters, any photo restrictions, etc.

Before they arrive, inform the crew about the media visit through the Plan of the Day, ship's newspaper and the SITE system. Make sure you get the correspondents' names, affiliations and the duration of their visits. Issuing temporary identification badges/cards may be useful for your command security people.

Every effort **must** be made to provide suitable communication facilities for embarked correspondents to file their stories. **Don't** treat this lightly! For wire service reporters, minutes count! NTP 9 (Navy Communications Manual) requires commercial messages filed aboard ship to be approved by the CO or other designated officer before release.

Correspondents may be critical of such review. Accordingly, in the pre-departure briefing, correspondents should be told that the CO's review requirement is a security review, not censorship, to ensure that no classified information is released. **Make your review quickly** and do **not** make any attempt to change or delete unclassified material whether or not it

appears critical of the Navy or your command.

If classified information is included in a reporter's story, the command must request that it be deleted. If the reporter disagrees, transmit a classified message to the fleet CINC (info CHINFO) stating the problem. Then release the message. The timely release of media messages cannot be overemphasized. Delays inevitably bring the Navy a black eye.

News of accidents with serious injury or death and other unusual occurrences should be released to correspondents on board, keeping security in mind. Help embarked reporters cover emerging stories if at all possible. Clearly, managing the problem takes precedence over news coverage. But do not try to hide a problem from embarked news media! At the very minimum, they should be told that an incident has occurred, with details and coverage opportunities provided as soon as feasible. Be sure to follow through. Releases should also be made to embarked national media representatives when resorting to higher authority for clearance would be inappropriate and entail unacceptable delay. (PA REGS Art. 0302, Release of Information). Immediately after releasing information to embarked media, report the incident and release details by immediate precedence message to the chain of command and CHINFO. State in the message that news media were embarked during the accident/incident. Reports may be incorporated in the Unit SITREP or OPREP-3 reporting system, but a proposed news release is still required.

Things to consider:

Just because you send a story to the media, it doesn't mean that they will print or air it. Basically, it boils down to what's

hot and what's not that day in the eyes of news directors, news editors and assignment editors. Competition for air time and column space is heavy. Decisions about what makes it and what doesn't aren't always based upon what you might consider fair judgement.

Remember:

* Ask yourself, what's the news value of the story? What makes your story unusual, interesting, marketable?

* What audience would be interested in the story? What's the best way to reach that audience?

* Is the story a visual story? Would a video report be better than print? (Navy News This Week needs story ideas).

* Should the story be marketed as an internal release to Navy audiences using NBS and NIRA or should it be marketed to external news organizations?

* Would it be better to invite the media to cover your command's event, or should you produce the story yourself for marketing?

ADDITIONAL REFERENCES:

Disseminating Information to News Media, PA Regs G-0306

Military Justice Matters, PA REGS, 0509, Matters Related to Investigations, PA REGS, Sec. 0510

Appendix J, News Release Format

Appendix E, Fleet Home Town News program

Appendix L, Photography

Appendix N, A Family's Rights When Media Call

PA REGS Article 0515 (Use of Military Vessels and Aircraft for Public Affairs Purposes)

Appendix Z in the back part of this book is a reproduction of a trifold brochure used in the CHINFO media training program.

Either make a master copy or cut it out of the book for copying as you need.

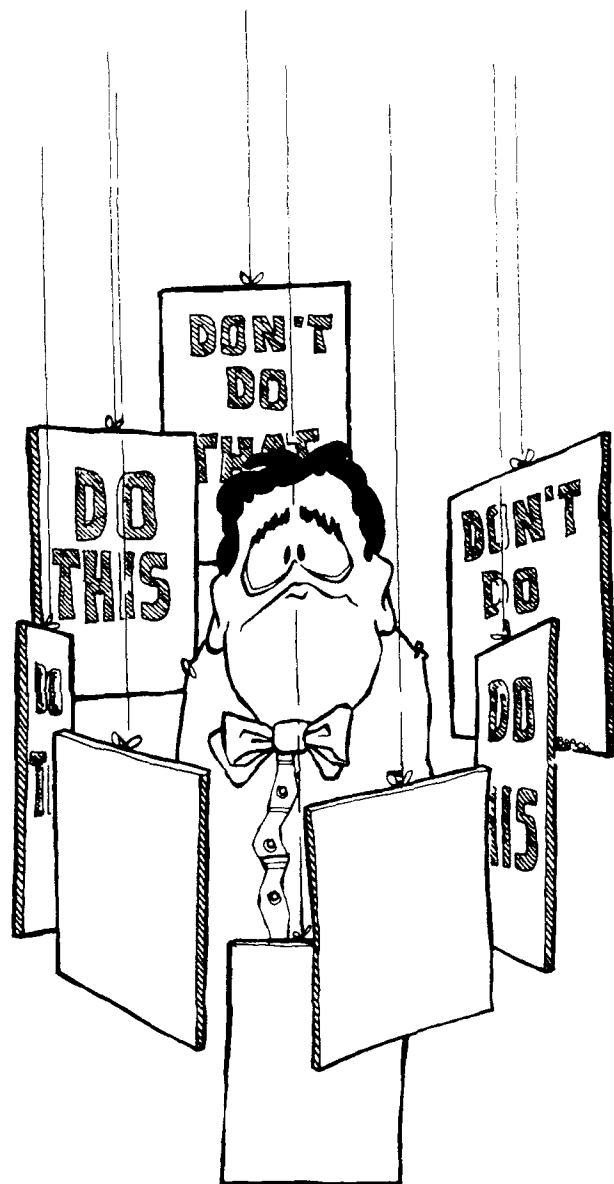
We're Talking to Ourselves Again!

Your most immediate responsibility as the collateral duty PAO is internal information. The goal of your program should be to provide each person in your command with current and reliable information that will keep them fully aware of Navy missions, policies and plans so that they maintain a sense of dedication to duty and country, pride in the service and interest in a Navy career. It is through the sailor whose morale is high because he or she has been well informed that the public retains a favorable image of the U.S. Navy.

Your internal information program should also be concerned with ensuring effective two-way communication between your CO and your crew. With today's pace of operations, there is an equal need for information to flow up the chain of command as well as down. Your program should reflect current trends and interests: everything from dress to drugs to regulations. **AND DON'T FORGET YOUR SENSE OF HUMOR!** To whatever degree possible, entertain as well as inform.

The tools at your disposal are discussed in Appendix A, a communication channels inventory. They include media that are both internal to the Navy, such as your SITE system and the base paper, and external media such as a local commercial TV station. Section 8 and Appendices A (Communication Channels) and F (Program Planning) discuss these in greater detail. Don't forget to include the command Ombudsman and your Family Service Center as part of your internal program. They are key players in today's family-oriented Navy.

To be successful, your internal program will require a small amount of planning to ensure that your messages are well coordinated with other aspects of your and the Navy's overall public affairs programs. This planning only takes a few minutes and makes a tremendous differ-



ence in your effectiveness (and reputation as PAO). Read Section 8 on planning and Appendices A & F on communication channels and program planning.

Remember - internal information is the foundation of a successful external public affairs program. Satisfied internal customers are the best salesmen for a product, and well-informed and well motivated Navy people are the best salesmen for the Navy with the American people.

Meeting the Neighbors

One major goal of your public affairs plan should be positive relations between your command and citizens of the surrounding community(ies). Community relations programs and events involve direct contact between your people and people from the community. Because the Navy is a public trust (PA REGS Article 0301c), you have an obligation to the American people to communicate the Navy's story to enhance public understanding and support. An aggressive community relations program can help generate that support.

PARTICIPATION IN COMREL EVENTS

Navy units may support community events and participate in public forums that:

- * Serve the common good
- * Are appropriate and reflect posi-

tively on the Navy

* Do not interfere with operational missions

USEFUL COMREL DEFINITIONS AND INFORMATION:

(1) **Open House:** Do not use this term! It implies unrestricted public access and has definite legal ramifications. All visitors are "guests of the officer in command."

(2) **Public Visitation by Invitation of the Commanding Officer:** General public visitation by invitation of the commanding officer. The public is invited to visit certain areas of the ship or installation. Should circumstances warrant (e.g., security threat, unruly visitors, etc.), the invitation can be withdrawn.

(3) **Educator Orientation Visit (EOV):** Group(s) of educators escorted by Navy Recruiters visiting Navy people, ships and operations. Local news media may ask to cover the visit. If so, make sure that their purpose is to cover the EOV.

(4) **Congressional Visits:** Visits by members of Congress, Congressional Committee members, or their staffs. Scheduled and coordinated by the Office of Legislative Affairs (OLA) who usually publishes visit details in a message. May be referred to as "CODELs" (Congressional DELagates) in the message. Make an after action report (verbal or written) after the visit.

(5) **Embarks and Cruises:**
Embarkations of guests should only be conducted within the framework of regularly scheduled operations. Underway operations are not conducted solely to accommodate guests.



Section 7: Community Relations

“Go Navy” Cruises: Embarks by Navy enlisted and officer program candidates and persons who are influential in the recruiting process. (PA REGS Article 0405j, “Go Navy” Cruises).

Media Embarkations: Visits or embarkations of media representatives on assignment. (PA REGS Article 0306). A full-time PAO should be involved in media visits.

Guest Cruises: Embarkation of any civilian guests in Navy ships for public affairs purposes falls under the cognizance of SECNAV. Official DOD and Navy guest cruises include:

*** Joint Civilian Orientation Conference (JCOC) Visit:** A SECDEF sponsored five-day civilian field trip to the services and Unified or Specified Commands. CHINFO coordinates the Navy phase (usually a visit to an aircraft carrier). (PA REGS Art. 0405g)

*** Secretary of the Navy Guest Cruise:** Top leaders in the fields of business, industry and education embark in aircraft carriers or other major combatants. Guests invited personally by SECNAV. (PA REGS Art. 0405h)

*** Guest of the Navy Cruise:** Surface ship embark by mid-level executives with no previous exposure to the Navy. (PA REGS Art. 0405i)

*** Distinguished Visitor(DV)/VIP Tours and Visits:** Visits/embarks of VIPs not covered by (a) - (c) above. Handled by the Chief of Naval Operations (CNO) who provides coordination instructions and reporting requirements.

PUBLIC VISITS AND TOURS

Tours are an excellent way to demonstrate the Navy to the community, and

visitors can be left with long-lasting positive impressions. Most shore installations give group tours throughout the year, and reserve a specific day(s) (Navy Day/ Armed Forces Day) for general visiting at the CO's invitation.

Shipboard general visiting is usually directed by the Senior Officer Present Afloat (SOPA). Tours/general visiting are contingent on current security conditions, operational commitments and other circumstances.

THINGS TO REMEMBER:

* Remind all hands that they are representatives of the Navy and the United States. Particularly important when conducting tours/visits by people whose have not seen much of the Navy.

* Select/train an adequate number of tour guides and escorts. Select for appearance, enthusiasm, personality and skill in expressing themselves. Train and brief them in advance. Foreign language speakers especially useful as hosts overseas.

* “Welcome Aboard” brochures are important souvenirs should contain a photograph of the ship, historical and unclassified statistical data and a discussion of the ship's mission. (See Appendix G)

* Overseas, prepare for foreign visitors by briefing ship's company and embarked personnel on local customs and traditions. Before you leave on deployment, get your welcome aboard brochures translated into all languages required.

* Prepare signs directing visitors through the ship and explaining systems/equipment. Overseas, signs should be bilingual.

* Exercise particular care when news media representatives are invited aboard in a capacity other than their professional one. Always treat them as news media representatives regardless of their status as invited guests. Always!

* Discuss your visits with the area coordinator PAO.

COORDINATION AND APPROVAL AUTHORITIES FOR VISITS AND EMBARKS

* OPNAVINST 5720.2K (Embarkation in U.S. Navy Ships): Policy on embarks by non-news media civilian -

* PA REGS Art. 0306j (News Media Embarkations); Art. 0515 (Use of Military Vessels and Aircraft for Public Affairs Purposes): Policy on embarks/visits by news media.

* SECNAV Guest Cruises/Guest of the Navy Cruises: Senior news media business leadership may come aboard as VIPs if they are management (not reporters) and the visit/embark is part of organized guest tour/cruise.

* **Always: remember to maintain security at the source!** Even in the "post cold-war world" security regulations still apply. Ensure classified info/technology is protected. (PA REGS Chapt. Five, Security and Policy Review).

OFFICIAL PUBLIC APPEARANCES BY NAVY PERSONNEL

See PA REGS Art. 0414 for guidance on appearances by Navy personnel in:

- Color and honor guards
- Parades, fashion shows, special showings of motion pictures
- Bands, choral groups and providing entertainment
- Support of recruiting, training and incentive programs
- Fairs, Festivals and Industrial Events
- Funerals, national patriotic programs and conventions
- Fund raising and sporting events
- Technical and professional society meetings
- Conferences, symposia, seminars and other gatherings sponsored by non-government entities.

COMMUNITY RELATIONS PLANNING

Good community relations is the result of work and planning (there's that

word again). Begin with an appraisal of specific local problems and identify techniques/events to be applied. Synchronize your community relations activities with your other public affairs plans and initiatives. Keep your internal audience informed of the need for good community relations and the ways in which they can contribute and be ambassadors for the Navy. Also, see your local NAVSTA/NAVBASE PAO to get a larger view on COMREL and synchronize your plan with theirs.

Possibilities for direct community involvement include:

- Support of appropriate community events
- Public visits and organized group tours
- Partnerships with local schools
- Charitable activities
- Presentations before local civilian groups
- Cooperation with other governmental agencies in programs of mutual interest (PA REGS Article 0408)
- Consultation with State and Local Municipal Officials
- Programs acquainting your people with local history, customs, traditions and culture
- Using veterans' organizations, reserve and retired personnel to assist in community relations programs. (PA REGS, Art. 0406: military related organizations)

Additional References:

- PA REGS CHAP 4
- Public Visiting PA REGS G-0405
- Major Community Event PA REGS G-0414

With Everything I Have to do, You Want me to Plan Too??

Planning is critical to your success as a collateral duty PAO. Realistically, since your "real" job requires most of your time, your plans must be kept simple (the KISS principle).

Remember the following general principles:

- * The command must "listen" as well as "talk."
- * Different people have different information needs and respond to different communication techniques, messages and channels.
- * Credibility enhances communication, and credibility is enhanced by telling the bad with the good.

Sound Public Affairs Planning

The following guide will help you to fit planning into your crowded schedule. Use these steps to save time now and embarrassment later.

1. Establish Objectives

Produce a clearly written statement of public affairs objectives and goals. What are your messages? Through what channels? To what audiences? With what results? A lack of clearly defined goals will reduce your program's effectiveness.

2. Define Your Audiences

Identify specific audiences within the command with whom the CO must communicate. Groups are characterized by similar goals and interests, and one person may belong to several groups.

Your largest internal audience consists of the entire command population: military



personnel, civilians and families. This command-wide audience is interested in major policies and programs that affect everyone: grooming standards, working hours changes, pay raises, and so on.

While this large audience is important, also consider the smaller groups within the command such as officers, CPOs, rated and non-rated, members of departments, civil service employees, reservists, families and so forth. Each group has specific interests and information needs. Each will respond to different messages and channels.

However, do not separate the command into too many different groups. Ask yourself which groups are most important. Your final list of groups will depend on your command, but five to ten key groups should be workable. For example, the category "Active Duty Navy Personnel" can be broken down into smaller groups:

- * Female/Male
- * Officer/Enlisted
- * Specific departments/ratings

Section 8: Public Affairs Planning

Define your audiences according to the specific objectives of your program.

3. Define Your Messages

What "messages" does the CO need to transmit to the command? They should be directly related to the CO's leadership objectives and the command mission. They may be one-time messages about specific requirements or they can be points of emphasis that the CO wants to get across on a continuing basis. For example: A ship might emphasize deployment announcements while a shipyard might emphasize safety. Both might focus on equal opportunity initiatives.

The challenge is in narrowing the inventory of messages into a manageable number reflecting the CO's leadership priorities. Also, message inventories can change on short notice, and are never all-inclusive.

4. Define the Message Channels

What different methods or channels do you and the CO need to get the word out? Which ones are available to you? Examples range from official correspondence, to the plan of the day, to the famed "grapevine."

Channels fall into four general categories:

- **Printed Material:** Plan -of- the -day, base or station newspapers or magazines, familygrams, posters, pamphlets, and so on.

- **Electronic Media:** Radio, television (SITE), the 1MC, the telephone.

- **Face-to-Face:** Morning Quarters, Captain's Call, division or department meetings, casual visits by the CO to working spaces, formal addresses to groups, meeting with the ombudsman.

- **Communication Events:** Family day cruises, tiger cruises, command picnics, Navy Birthday celebrations, and so on.

Good news, Bad news

Each channel has advantages and

disadvantages: A plan-of-the-day may reach most personnel, but unless it is written in a conversational style, it can come across as too impersonal.

Small group meetings with the CO promote two-way communication, can surface issues, and foster personal involvement by all participants. But, meetings are extremely time consuming and can get off the intended track.

The Shipboard Information, Training and Education (SITE) television system provides dramatic visual impact in a medium that most of today's sailors grew up with, but requires reliable equipment, trained personnel and quality programming materials.

Other available communication channels include some that are ready made for the CO such as *All Hands* and the Weekly CHINFO Navy News message. Each contains important information about Navy programs, personnel policies, activities and general news. Each CO also receives a periodic Captain's Call Kit containing fact sheets on subjects of interest to the crew. The important point is to ensure that these materials are effectively used within your command.

5. Plan the Program

After identifying your publics, messages and channels, you need to help the CO decide which messages and channels are truly necessary. It's impossible to say all things to all people by every means, so determine what messages are most important, to whom those messages should be delivered and how best to deliver them.

Finally, commit the program to paper. Just a few sessions with a pad and pencil are sufficient to construct a workable internal relations plan that reflects the uniqueness of your command, and the leadership objectives of the CO.

Don't forget to estimate any costs, man-hours and personnel resources that will be involved in executing your plan.

In summary, establishing command public affairs programs is important but not difficult. The small amount of time you spend planning will repay you many times over!

6. Implement the Program

Put your plan into effect. If you need help outside of your command, go to some of the resources listed below.

* FLEET AND TYCOM Staffs: The public affairs officers of senior staff can offer technical assistance, material and local contacts. Normally, you will be required to work with one of these offices. What is the name and phone number of your TYCOM PAO?

* NAVBASE Staff: At major bases, you can go to the staff public affairs office for guidance and advice. They may have photo/video equipment and other helpful facilities. Remember to coordinate external news releases with the NAVBASE PAO.

* Naval Reserve Public Affairs Units: There are 24 Naval Reserve Public Affairs units located around the country. These units contain many people who, in civilian life, work in public relations, radio-TV, advertising and newspapers. Contact them through the LANT or PAC representative of COM-NAVSURFRESFOR (located at CINCXXXFLT headquarters) or through the CHINFO Administration and Resource Management Department (OI-1).

* Local Media: Local media outlets may be useful if approached properly and information is correctly submitted. Again, remember to coordinate news releases with the NAVBASE PAO before release. Don't be disappointed if the civilian media do not share your enthusiasm for changes of command and other events that are important to you. They don't think like you do, and you need to make it interesting for them. The more you can make your story interesting, the more likely you are to get coverage.

* Large Commands: Ships with jour-

nalists embarked, such as aircraft carriers, amphibs, repair ships and tenders, offer you technical and professional assistance. Printing and photographic services may be available.

* CHINFO: Call for advice, overall PAO policy questions and a periscope on the Washington mentality. Before you call, though, call your TYCOM or FLT CINC PAO. You can probably get the answer there.

7. Evaluate your Program

Look for local media reaction, crew response, etc. Try to quantify the results for future reference (how many stories in how many media, etc.). The results of a program like your ship's familygram may be evident from the CO's mail. Do an opinion survey of your people to get feedback on how well you are communicating. Upon request, the Navy Internal Relations Activity (NIRA) will critique your internal print publications. They will give you advice and constructive criticism, and you'll look like a hero to the crew and C.O. because you'll get a better product. This is a good deal!

8. Change the Program

After it's over, meet with the CO and XO and review how it went. If you repeat a program, revise as necessary to meet future PA objectives. PA programs are cyclical (Christmas is always on Dec 25th). Plan ahead!

The guidelines presented above only scratch the surface. Consider them as a minimum for your command to become a contributor to the overall public affairs efforts of the Navy.

Appendices

The following appendices are "nuts & bolts" how-to-do-it guides for your use. They are survival guides and thought starters - not limits. Use these guides to your advantage, but they do not carry the weight of policy. If you need additional information, go to PA REGS first. If you still need more, talk to a full time public affairs officer or senior Navy journalist.

INTERNAL INFORMATION ASSETS

Unit Print Channels

- * Official correspondence/Plan of the Day/Week, etc.

- * Command newspaper/newsletter
 - News articles/Features/

Interviews

- * Base newspaper

- * Welcome aboard/indoctrination packets

- * Familygrams

- * Handouts/insertions (inside base periodicals, commissary grocery bags, attached to paychecks, etc.)

- * External media (Can be used to reach command audience - coordinate through full-time PAO)

Unit Display Channels

- * Base billboards/command bulletin boards

- * Posters/bumper stickers/decals/buttons

Unit Broadcast Channels

- * General Announcing System (i.e., 1MC)

- * Television (SITE/base cable/command access channel)

- News reports/features

- Info spot announcements

- * Telephone trees/hotlines

- * Shipboard "radio"/audio system

- News reports/features

- Info spot announcements

- * External Media (Can be used to reach command audience - coordinate through full-time PAO)

Unit Face-to-Face Channels

- * Morning quarters/assembly

- * Captain's Call/groups meet with CO

- * Ombudsmen

- * Committee meetings (welfare & rec, civilian advisory board, etc.)

Unit Events and Activities

- * Casual visits

- * Family day cruises

- * Command social functions (picnics, etc.)

- * Sailor of the Month/Year events

- * Personal appearances (e.g., before spouses' clubs, etc.)

- * Events hosted/sponsored by civic organizations, etc. (PA REGS Art. 0402, Participation in COMREL Events)

- * Navy Day/Week/Birthday celebrations

NAVY-WIDE INTERNAL PRODUCTS

Navy-wide internal information products can also be useful in reaching your internal audience. They include:

All Hands magazine (NIRA)

Navy News This Week

(NAVBCSTSVC)

(see Appendix B)

Navy News Service (NIRA)

Captain's Call Kit (NIRA)

Navy Family Lifeline (NIRA)

Public Affairs Planning Guide (NIRA)

Report to the Congress (NIRA)

LINK and *Perspective* (BUPERS)

Navy retention ads (CRUITCOM)

Naval War College Review (Naval

Appendix A

War College)
Navy Fact File (CHINFO)
Navy Talking Points (CHINFO)
Surface Warfare (OPNAV)
Naval Aviation News (OPNAV)
Approach (Naval Safety Center)
Sea Legs (BUPERS)

GETTING YOUR STORY PUBLISHED IN NIRA'S NAVY-WIDE INTERNAL MEDIA

- * Submit directly to NIRA (addresses below).
- * Type & double-space copy.
- * You must include name, rate/rank, command address and phone number of author.
- * You must include complete captions with each photo or color transparency. Include full identification of subject/theme (who, what, where, when and why) and photographer's name, rate/rank and duty station.
- * If story/photos are being provided at request of NIRA staffer, include cover memo with staffer's name, subject and date of the assignment.
- * Include list of where you have sent the story. NIRA considers simultaneous releases, but needs to know where else it has been sent.

ALL HANDS

Provides information on the Navy's mission and people. Uses interesting, personality based articles about Navy life/commands that explain, inform and entertain. Lead time for submitting stories is two months or more before the intended publication month.

If you answer "yes" to each of the following questions, *All Hands* wants your work. Contact the editor at NIRA for more info.

(1). Is the story unusual? Will it appeal to a broad range of Navy men and

women?

- (2). Are there good photographs illustrating the story?
- (3). If "time-perishable," will it still be interesting several months later when *All Hands* "hits the streets?"
- (4). Are you submitting to *All Hands* as an exclusive that can be run without being "scooped" by other Navy interest publications with shorter lead times?
- (5). Is the story concise and grammatically correct? Does it have an interesting lead and logical ending?

Due to resource limitations, *All Hands* does not run changes of command/poems/milestones/fiction/reenlistments/hometowners.

NAVY EDITOR SERVICE (NES)

- * Monthly feature/art service for newspaper editors.
- * Has articles of wide Navy interest. Areas include new programs, policies, health issues, personal excellence, historical features, etc.
- * Information must be of interest to wide audience and suitable for publication in local command publications.
- * Submit articles you want to share with other editors. Articles should be from 1 to 4 pages in length.
- * For more info, contact the NES editor at NIRA.

NAVY FAMILY LIFELINE

- * Quarterly publication addressing needs and concerns of Navy families.
- * Focuses on Navy resources/programs available to families.
- * Will consider articles of benefit to Navy families including command-sponsored programs and personal experiences.
- * For more info, contact the *Navy Family Lifeline* editor at NIRA.

PA COMMUNICATOR

* Bi-monthly public affairs professional journal discussing issues of importance to PAOs.

* Articles addressing better ways of doing business, lessons learned and success stories will be considered.

* For more info, contact the PA COMMUNICATOR editor at NIRA or a full-time PAO.

NAVY NEWS SERVICE (NNS)

* Navy wire service (similar to AP or UPI). Sent by weekly message to most Navy commands. For those unable to receive messages, newsletter-type reprint sent the following Monday.

* Provides timely, useful information about current Navy events, personnel development, notable achievements by Navy people and significant Navy milestones.

* NNS wants stories of Navy-wide interest. Send to the editor (by message or mail) at the address below.

OTHER PRODUCTS

NIRA also publishes CAPTAIN'S CALL KIT, THE PUBLIC AFFAIRS PLANNING GUIDE and other special products. Requirements for these products vary and submissions are not usually solicited.

Other publications of interest to the collateral duty PAO include *Surface Warfare*, *Naval Aviation News*, and *Approach* magazines. Addresses/phone numbers are listed below for each.

FEEDBACK

NIRA wants to know how its products are used or can be improved. Send in tear sheets or write the editor.

ADDRESSES

Director, Print Media Division
Navy Internal Relations Activity
601 N. Fairfax St., Suite 230
Alexandria, VA 22314-2007
(703) 274-6206/4455/4456 (AV 284-)

NAVINREACT WASHINGTON
DC (message address) or mail to:
Editor, NAVY NEWS SERVICE
Room 2D340, Pentagon
Washington, D.C. 20350-1200
Phone (703) 695-1888(C)/ (AV 225-)

News Director, NNTW
Navy Broadcast Service
Naval Station Anacostia
Bldg. 168
Washington DC, 20374-1682
Phone (202) 433-6277/ (AV 288-)

Editor, Surface Warfare Magazine
OP-03AX, Room. 270
601 N. Fairfax St.
Alexandria, VA 22314
Phone (703) 274-4535/ (AV 284-)

Naval Aviation News
Bldg. 159E, Rm. 512
Washington Navy Yard Annex
Washington, D.C., 20374-1595

Approach Magazine
Commander, Naval Safety Center
NAS Norfolk, VA, 23511-5796
Phone (804) 444-7416/ (AV 564-)

NAVY NEWS THIS WEEK

Navy News This Week (NNTW): A weekly, CNO sponsored TV news program aimed at active duty Navy and Marine Corps audiences, with families as a secondary focus. Also seen by civilian audiences in some locations via local cable television. Therefore, NNTW is interested in stories of wide viewer interest. NNTW is internal media, so feel free to contact NBS directly.

Stories are produced by NNTW staff in Washington, members of Fleet Support Detachments (FSDs) in Norfolk, San Diego, or Pearl Harbor, overseas broadcasting detachments, or by local commands. Sometimes NNTW will run video from local commercial TV stations.

NNTW wants Your Ideas and Stories

Call a TYCOM PAO, an FSD or NBS with story ideas. The more advance notice, the better chance of coverage. If you are told your story's scope is too narrow, don't be discouraged. Your contact may lead to participating in other stories later.

With unplanned events such as accidents/incidents, rescues, etc., get the best quality video you can and call NBS! Video format precedence is: BETACAM, 3/4 inch, regular BETA, 8mm, then VHS. Video must be as close to the original as possible. A copy of a local station's footage (call if you need help getting that) is better than taping off the air.

However, if an event is newsworthy enough, get whatever video you can, no matter what the quality. If there is no video but you believe the story is important, call promptly. You may be asked to help get facts so that one of the show's

anchors can read the story. NBS will then prepare graphics or find appropriate file footage.

What NNTW Needs

Facts are what NNTW needs from you: who, what, where, when, how, and why. Identify anyone interviewed and give his/her title. This is used to place their name on the screen. If a local station is giving you footage, tell them you need it without CG (character generation).

Reaching Navy News This Week:

Navy News This Week
Navy Broadcasting Service Washington
Naval Station Anacostia, Bldg 168
Washington, DC 20374-1682
Field Producer: (202) 433-6255
News Director: (202) 433-6277
FAX: (202) 433-5778

Fleet Support Detachment, Norfolk
825 G Greenbrier Circle
Chesapeake, VA 23320
Chief Journalist: (804) 445-2042
FAX: (804) 445-2251

Fleet Support Detachment, San Diego
Naval Station, Box 226
San Diego, CA 92136-5226
Chief Journalist: (619) 556-1598
FAX: (619) 556-1608

Fleet Support Detachment, Pearl Harbor
Box 171
Pearl Harbor, HI 96860-5231
Chief Journalist: (808) 474-4279
FAX: (808) 474-6606

If you are overseas, look in the current Directory of Public Affairs Officers (NAVSO P-3068) for the address of the nearest NBS Detachment and call them for help.

WHAT IF SOMETHING BLOWS UP?

ACCIDENTS & INCIDENTS

* If you have an accident/incident involving significant property damage, serious injury or death, it is **extremely important** that you get a news release message in the air as soon as possible. Your goal is within one hour.

* Releasing information quickly prevents or dispels rumors and inaccurate news reports which bring unnecessary anguish to families and cause public alarm. Prompt release also underscores Navy concern for the public's right to be informed.

* Adverse situations occurring to Navy commands include fires, explosions, oil spills, accidents, aircraft crashes, and members accused of crimes.

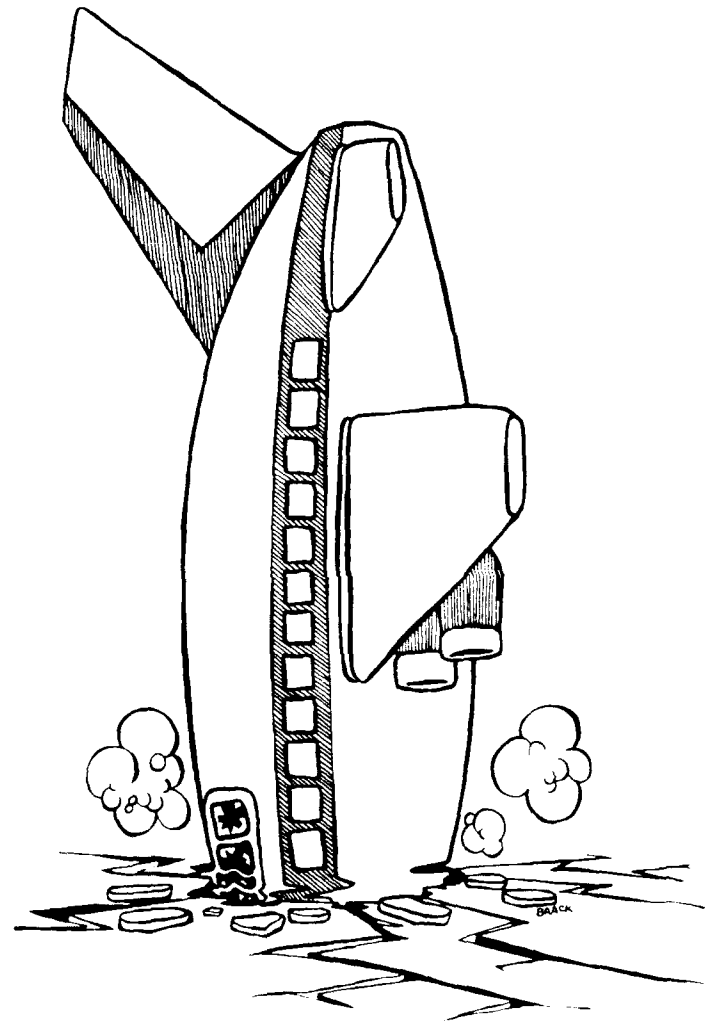
* When underway the only way to get the release out may be via Naval message (separate from the OPREP). Get it out within one hour of the event.

* When writing your release, remember:

- Maximum disclosure with minimum delay
- Next of kin notification comes first, before names are released publicly
- Never speculate on "why"
- Guard classified information
- Release pertinent unclassified information

General accident/incident news release policies:

- Report information to higher authority via the chain by the fastest means available, including message and telephone. (OPNAVINST 3100.6E, Special Incident Reporting [OPREP-3] and Unit SITREP



procedures).

- Include Fleet Hometown News Center on messages identifying casualties
- Present all known facts without opinion and in detail
- Do not attempt to cover up bad news.

Appendix C

What Goes in the Initial Release

Include the items below in your proposed initial release. If you can't get them all immediately, include as many as you can but **don't** delay your initial report! Send updates often if your accident/incident was a biggie:

- Type of accident (aircraft crash, collision at sea, fire)
- Location and time
- Persons involved, number injured/killed, military or civilian
- Place of departure and destination. Pertains to vehicles, vessels, aircraft, and missiles. Release if unclas
- Unclassified, pertinent facts about the mission at the time of the accident
- Never speculate in the proposed release about cause or responsibility for the incident. The correct statement is: "An investigation is being conducted to determine the cause of the accident."

- Address your release to everyone addressed in the OPREP 3 plus CHINFO. Required addressees are in chapter two of OPNAV 3100.6E.

REFERENCES

* OPNAVINST 3100.6E (Subject: Special Incident Reporting (OPREP-3) and Unit SITREP Procedures), provides procedures for world-wide reporting of events and special incidents which may attract national or high-level Navy attention.

- * PA REGS, Chapt. 8, Contingencies
- * **Appendix J** (Standard non-message news release format)

SAMPLE NEWS RELEASE MESSAGES

NOTE: The addressees in your message should be the same ones as in your ship's OPREP, with the addition of CHINFO WASHINGTON DC//00//. Required addressees will vary depending on your geographic location, but will generally be as

follows:

Action: OPERATIONAL OR TYPE COMMANDER

Info: FLTCINC:

CINCLANTFLT NORFOLK VA or
CINCPACFLT PEARL HARBOR HI,
or CINCUSNAVEUR LONDON, UK
(as appropriate for where you are assigned)

IMMEDIATE OPERATIONAL AND
ADMINISTRATIVE COMMANDERS,
such as battle group, air wing,
TYCOM, or COM (numbered) fleet.

UNIFIED COMMANDER:

USCINCLANT NORFOLK VA, or
USCINCPAC HONOLULU HI, or
USCINCEUR VAIHINGEN GE (as
appropriate for where you are assigned).

ALL IN YOUR CHAIN OF COMMAND

CHINFO WASHINGTON DC//00//
COMNAVAIRSYSCOM WASHINGTON DC
(for aircraft accidents)

CMC WASHINGTON DC (for incidents involving U.S. Marine Corps personnel or missions)

COMNISCOM WASHINGTON DC/
/22D// (for actual or threatened acts of terrorism, incidents of violent civil unrest, willful destruction of government property, or other incidents resulting in NIS participation)

HOME BASE OR HOME PORT

PAO

SAMPLES:

FM USS CARRIER
 TO OPERATIONAL OR TYPE COMMANDER
 INFO CINCLANTFLT NORFOLK VA//O2P//
 COMSECONDFLT
 COMNAVAIRLANT NORFOLK VA//013//
 CHINFO WASHINGTON DC//OO//
 COMMATWING ONE OCEANA VA//JJJ//
 COMTACWINGSLANT OCEANA VA//JJJ//
 NAS OCEANA VA//JJJ// ZEN/COMCARAIRWING ONE
 COMNAVAIRSYS COM WASHINGTON DC
 ZEN/USS XXXXXXXXX
 UNCLAS //N05720//
 OPER/XXXX X XXXX XXXX//
 MSGID/GENADMIN/COMCRUDESGRU TWO/N33/DEC//
 SUBJ/PUBLIC AFFAIRS PROPOSED PRESS RELEASE//
 REF/A/DOC/CINCLANTFLT/-//
 AMPN/REF A IS CINCLANTFLTINST 5400.2K//
 RMKS/1. IAW REF A THE FOLLOWING PROPOSED PRESS RELEASE IS FORWARDED
 FOR APPROVAL AND RELEASE AS APPROPRIATE:

QUOTE. THE CREW OF A NAVY A-6 INTRUDER ATTACK AIRCRAFT ARE SAFE
 TONIGHT ABOARD THE AIRCRAFT CARRIER USS XXXXXXXX (CV-XX) AFTER THEY
 EJECTED FROM THEIR AIRCRAFT FOLLOWING AN ENGINE FAILURE WHILE ON FINAL
 APPROACH TO THE CARRIER. THE TWO OFFICERS, FROM ATTACK SQUADRON XX (VA-
 XX) BASED AT NAS XXXXXXXXXXXX, WERE IN THE WATER LESS THAN 10 MINUTES BEFORE
 BEING RESCUED BY ONE OF THE SHIP'S HELICOPTERS FROM THE JACKSONVILLE-
 BASED HELICOPTER ANTI-SUBMARINE SQUADRON XX (HS-XX). THE CREW WERE
 TAKEN TO THE SHIP'S MEDICAL FACILITY WHERE THEY ARE IN GOOD CONDITION
 AND ARE BEING TREATED FOR CUTS AND BRUISES. THE NAMES OF THE CREW ARE
 BEING WITHHELD PENDING NOTIFICATION OF THEIR NEXT OF KIN. THE CAUSE
 OF THE ACCIDENT IS UNDER INVESTIGATION.

USS XXXXXXXX AND HER AIRWING, CARRIER AIRWING XXXX (CVW-X),
 DEPARTED NORFOLK MONDAY MORNING FOR A ROUTINE SIX-MONTH MEDITERRANEAN
 DEPLOYMENT. UNQUOTE

2. PROPOSED QUESTIONS AND ANSWERS

Q1. WHERE DID THE ACCIDENT TAKE PLACE?

A1. THE SHIP WAS CONDUCTING ROUTINE TRAINING OPERATIONS WHICH
 INCLUDED CARRIER QUALIFICATIONS FOR AIRWING PILOTS 90 MILES EAST
 NORTHEAST OF BERMUDA.

Q2. WERE THERE ANY OTHER SHIPS OPERATING IN COMPANY WITH XXXXXXXX?

A2. GUIDED-MISSILE DESTROYER USS XXXX (DD-XXX) WAS IN THE VICIN-
 ITY AND WAS STANDING BY TO PROVIDE ASSISTANCE.

Q3. WHAT WAS THE WEATHER LIKE AT THE TIME OF THE ACCIDENT?

A3. THE SKIES WERE MOSTLY CLOUDY WITH UNRESTRICTED VISIBILITY.
 WINDS WERE NORTHWESTERLY, 18 TO 20 KNOTS, AND SEAS WERE 10 FEET.

Q4. WAS THERE ANY DAMAGE TO USS XXXXXXXX?

A4. NO. THE AIRCRAFT CRASHED INTO THE WATER NEAR XXXXXXXX SHORTLY
 AFTER THE AIRCREW EJECTED AND WAS NOT RECOVERED.

Appendix C

Q5. WHAT IMPACT WILL THE ACCIDENT HAVE ON THE SHIP'S DEPLOYMENT?
A5. NONE. XXXXXXXX RESUMED FLIGHT OPERATIONS MINUTES AFTER THE RESCUE AND HAS CONTINUED ON HER DEPLOYMENT AS SCHEDULED.// BT

FM USS SHIP
TO OPERATIONAL OR TYPE COMMANDER
INFO COMSEVENTHFLT
CTF SIXTEEN
COMNAVFORJAPAN YOKOSUKA JA
CHINFO WASHINGTON DC
SEVENTHFLT PA REP SUBIC BAY RP
COMNAVMARIANAS GQ//JJJ//
SOPA SASEBO JA
CINCPACFLT PEARL HARBOR HI
USCINCPAC HONOLULU HI//JO32//

UNCLASSIFIED

MSGID/GENADMIN/SHIP

SUBJ/PUBLIC AFFAIRS-PROPOSED PRESS RELEASE

REF/A/DOC/CINCPACFLT/14OCT88

REF/B/RMG SHIP 000000Z0CT91

NARR/REF A IS CINCPACFLT OPORD 201 ANNEX F. REF B IS ORIG OPREP THREE REPORT//

RMKS/1. IAW REF A, THE FOLLOWING PROPOSED PRESS RELEASE IS SUBMITTED FOR CLEARANCE AND RELEASE AS APPROPRIATE. QUOTE: A U.S. NAVY SAILOR WAS FATALLY INJURED ON OCTOBER 3 WHEN HE WAS STRUCK BY A FALLING SUPPLY ELEVATOR IN THE CARGO HOLD OF USS SHIP. THE SHIP WAS OFF LOADING CARGO IN SASEBO, JAPAN AT THE TIME. PARA. THE SAILOR WAS TREATED BY THE SHIP'S DOCTOR AT THE SCENE FOR HEAD INJURIES AND COMPOUND FRACTURES TO HIS LEFT LEG AND ARM. HE WAS TRANSPORTED BY HELICOPTER TO A LOCAL CIVILIAN HOSPITAL AND DIED DURING SURGERY. PARA. THE MAN WAS OPERATING ONE OF THE SHIP'S SUPPLY ELEVATORS WHEN IT MALFUNCTIONED AND DROPPED ABOUT FORTY FEET TO THE BOTTOM OF A CARGO HOLD. CARGO OPERATIONS ARE SUSPENDED AND AN INVESTIGATION HAS BEGUN TO DETERMINE THE CAUSE OF THE ACCIDENT. THE MAN'S NAME IS BEING WITHHELD PENDING NOTIFICATION OF NEXT OF KIN. END QUOTE.

2. PROPOSED QS AND AS:

Q1. WAS THERE ANY CARGO ON THE ELEVATOR WHEN IT FELL?

A1. NO. THE ELEVATOR WAS EMPTY.

Q2. WERE THERE ANY CIVILIAN PORT WORKERS ON THE SHIP OR INVOLVED IN THE ACCIDENT?

A2. THERE WERE ELEVEN LOCAL CITIZENS VISITING THE SHIP AT THE TIME, BUT NONE WERE INVOLVED IN CARGO OPERATIONS AND NONE WERE INJURED.

Q3. WHERE IS USS CARGO SHIP HOMEPORTED?

A3. OAKLAND, CALIFORNIA

Q4. WHAT CAUSED THE ELEVATOR TO FALL?

A4. WE DON'T KNOW AT THIS TIME. THE PURPOSE OF THE INVESTIGATION IS TO DETERMINE THE CAUSE OF THE ACCIDENT.

WE'RE BRINGING HOW MANY ABOARD?

THE FAMILY DAY CRUISE

* One of the best ways to involve families is a Family Day Cruise. It lets them see what jobs their sailor performs, and reinforces their belonging to the command "family."

* After obtaining cruise permission, mail out invitations/ detailed information early to allow guests ample planning time. The invitation can serve as both base admittance and an embarkation pass. Include important info such as departure/mooring times, meal hours, appropriate shoes/ clothing and parking info. Also mention any base child-care available for children too young to make the cruise. Invite local Navy nurses or doctors who can help in the event of required medical assistance.

PLANNING GUIDE FOR CRUISE DAY

- Publish a notice stating dept./individual responsibilities
- Advise base/station PAO of scheduled event
- Provide parking near the ship
- Alert gate sentries to admit guests without delay
- Have coffee/doughnuts available for guests upon arrival
- When possible, have family crewmembers greet their guests
- Post signs designating restroom and tour routes
- Have your ship's band or music group entertain the guests
- SITE-equipped ships set up TV monitors, and have a roving cameraman interview guests
- Use the IMC for a commentary as the ship leaves/enters port and for any big equipment demonstrations.

- Select tour guides for enthusiasm, knowledge of shipboard systems and understanding of the Navy's mission. Limit tour route to topside spaces, showing a berthing area is OK. Avoid access to classified info/ restricted areas.

- Attach placards to interesting items, such as torpedo tubes, guns, bridge/signal bridge equipment, anchors, etc...

- Set up static displays. Rest areas are ideal locations for photographs and displays of ship's equipment.

- Keep tour groups small - they are safer/ easier to coordinate.

- Avoid overcrowding in interesting areas, and divide time equally among groups. (Also helpful at meal time!)

- Put crewmembers at accommodation ladders to assist guests.

- Guests eat more slowly than crewmembers, so have a long meal hour to avoid crowding/rushing. Avoid heavy or greasy foods for obvious reasons. Buffets are recommended for both content/ease of service.

- After lunch, show your guests a movie demonstrating typical ship operations such as refueling, underway replenishment, shore bombardment, air ops, ASW screening, etc...

- For special souvenirs, pass out "Honorary Crewmember" cards and single-fold brochures as guests depart the ship. The brochure should contain a photograph, history and ship's characteristics, and most importantly, a polaroid photo of the guest taken aboard ship during the cruise.

- Your hallmark is **SAFETY** in planning and execution.

LOCAL SAILOR MAKES GOOD

FLEET HOME TOWN NEWS PROGRAM

The Fleet Home Town News Program provides the most effective and economical production and distribution of information about individual sea service members to their hometown news media. These releases emphasize the accomplishments and activities of the individual and are not intended to publicize routine command activities or overall service programs. See SECNAVINST 5724.3, 18 April 1986.

The following directions and checklist are used by FHTNC:

General

The key to success of the Fleet Home Town News Program is an accurate form. In an effort to provide the most accurate and highest quality news releases possible to the civilian media served by Fleet Home Town News Center, all FHTNC News Release Forms (NAVSO 5724/1) are carefully screened prior to computer entry. Forms are checked for completeness, legibility, newsworthiness, timeliness, and accuracy. Every effort is made to use the forms submitted, however, FHTNC cannot guess or assume any information not clear on the submissions. To do this could result in processing releases that are embarrassing not only to the individual, but to his or her parents and possibly the Navy. It is therefore imperative that the forms be filled out completely and as accurately as possible, or the form may be rejected.

Command Releasing Authorities (or other designated individuals) should screen all forms to ensure correctness prior to submission to FHTNC. By using SECNAVINST 5724.3 in conjunction with this step-by-step guide to complete the form, you should be able to eliminate

virtually all problems that might result in a rejected form.

FORM COMPLETION PROCEDURES

The following information will help you to complete forms accurately. Get a form to look at while you read.

Block 1. Ensure home port or base of the unit is identified. Stories concerning deployable units always indicate the the unit's homeport or base.

Block 2. Required to ensure the command is aware of the submission. You don't want someone submitting their own form on receiving a Navy Commendation Medal when in fact the event really didn't happen! Include your AUTOVON number in this block. It is much easier to call you and straighten out possible discrepancies rather than reject the form and return it to you for correction.

Block 4. Important, especially for aviation training commands including both Navy and Marine personnel and for Annual Training (AT) of Reservists.

Block 5. Date the event actually occurred, not submission date. For awards, use date the award was received. Important the form reach FHTNC within 30 days of this date. Many newspapers refuse to run material when it is more than 45 days old.

Blocks 6 & 7. Make sure these two blocks agree. Don't send forms saying the person is a YN3 E-3.

Block 9. Be sure to include if story is a "Reported Aboard".

Block 10. Some names are unisex: Jamie, Chris.

Block 12. Required for Casualty Tracking System. The SSN is the only means we have of tracking and preventing a recently submitted form from being

Appendix E

released in case of casualties. The SSN is NOT RELEASED to anyone outside FHTNC.

Block 13. Especially important for reservists. This address is picked up for release in Annual Training (AT) stories.

Block 14. If the father is deceased, indicate that fact. Addresses in blocks 14 - 21 are used to select media to receive the releases. It is absolutely necessary to have the ZIP code for all addresses listed. If the city is larger than 25,000, we need a complete address (number and street) to better identify the parents. (There may be many "Mr. & Mrs. Smiths" in a city, but "Mr. & Mrs. Smith of 123 Main Street" is a better identification.

Block 15. Please use full name. Many women now do not take their husband's name. Full address information required as above. If the parents are not separated or deceased but still reside together, a square is provided for "same as BLK 14."

Blocks 17-18. Same reasons as 14 and 15.

Block 19. May be omitted if the individual didn't graduate. For high school graduates, the stock story includes "...a graduate of..."

Blocks 20-21. See Block 19.

Block 22. Story is more interesting if included. (ie. "... assigned to VF-101 as plane captain on F-14 "Tomcat" aircraft").

Block 23. If the event is other than those indicated, write it in. Include copy of award citation(s). (Story info comes from that.) If event is a retirement, send a short bio including previous duty stations and personal awards. Remember, you don't need to write a story, we do that. But, you need to provide to assist in making the story more readable. Stories about exercises lasting 14+ days will normally be used. Shorter exercise stories may be rejected if there is a backlog of other stories. If you are in doubt whether or not your exercise story will be run, call the FHTNC Fleet Liaison Officer before sub-

mitting the forms.

Phone: (C) 804-444-2221 (A) 564-2221

Block 24 & 25. Unsigned forms cannot be used. The signature tells us the individual has seen and agrees to release the information under the provisions of the Privacy Act. (SSN's are NOT released but used internally only) If the forms are duplicated locally, you MUST have a copy of the reverse side of the form.

Block 26. Reservists should fill this in for inclusion of employer & company name in news releases to their home area.

Block 27. Employers with company publications may want this type of release for use. Optional.

Hold Files

Hold files are for DEPLOYED UNITS ONLY. Deploying units should prepare and submit, in alphabetical order, a hold file to FHTNC. Update these files every 60 days. Complete information concerning updating and utilizing the Hold File system is contained in ENCLOSURE (4) to SECNAVINST 5724.3.

FHTNC CHECKLIST

1. Is the story newsworthy?
2. Are all entries on the form legible?
3. Are all addresses complete with numbers, street, city state, and zip code?
4. Is the home address in one of the 50 states, Puerto Rico,, Virgin Islands, American Samoa, Guam or the Republic of the Philippines?
5. Is the command's name and location on the form?
6. Has the individual signed the form? (Original signatures are required to comply with the Privacy Act).
7. Is the story clearly and completely indicated in block 23 or in a master story?
8. Has the form been signed by an authorized releasing authority? (For ten or more forms, a cover letter may be used.)
9. Is a copy of the Privacy Act statement attached to each form?

PROGRAM PLANNING INVENTORIES

The following "inventories" are offered to assist you in developing an internal relations program. Not all items apply to all commands, and the lists are not all-inclusive.

AUDIENCES: Who are your groups or audiences within the command?

Consider:

- * Command-wide audience (including families and civilians)
- * Active military audiences
 - Officers
 - Enlisted personnel
 - Chief Petty Officers
 - Rated personnel
 - Non-rated personnel
- * Civil Service audiences
 - General Schedule (GS)
 - Work Schedule (WS)
 - Management (GM)
- * Family audience
 - Ombudsmen
 - Spouses
 - Children
 - Parents (especially of single servicemembers)
- * Unmarried audiences
- * Married audiences
- * Minority audiences
- * Female audiences
- * Male audiences
- * Area Reservist/Retired audiences
- * Organizational audiences (clubs, civic groups, etc.)

MESSAGES: Which ones need to be sent?

Consider:

- * Mission explanation messages
- * Command operations messages
- * Command/mission-related news messages
- * T Q L messages

- * Safety messages
- * Career news messages
 - Career programs
 - Career benefits
 - Education and training
- * Citizen responsibility messages
 - Voting
 - Taxes
 - Community involvement
 - Environment
 - Adopt-a-School
- * Human Goals messages
 - Equal opportunity
 - Drug and alcohol abuse
- * Personal appearance/conduct messages
- * Navy news messages
- * Recreation information
- * Consumer information
- * Legal and medical assistance
- * Family Issues
 - Ombudsmen
 - Family Service Centers
 - Day Care

CHANNELS: Though which do you need to communicate?

Consider:

- * Written channels
 - Official internal correspondence
 - Plan of the Day/Week
 - Command newspaper
 - Welcome aboard brochure
 - Familygram
 - Personal letters (birthday greetings)
 - Billboard/bulletin board displays/bumper stickers/posters /banners
 - Handouts (with paychecks)
 - Navy-produced (e.g., *All*)

Appendix F

Hands, Navy News Service)

- Civilian (e.g. *Navy Times*, local papers)
- * Electronic channels
 - Radio
 - Television (AFRTS/SITE)
 - Telephone (Hotline)
 - Telephone tree
 - 1MC
- * Face-to-Face channels
 - Captain's Call
 - Group meetings with CO
 - Ombudsmen
 - Committees such as human relations and welfare /recreation council
 - Individual encounters (reporting interview)
 - Morning quarters
 - Informal "grapevine" channels
- * Communication events channels
 - Open houses
 - Family cruises
 - Tiger cruises
 - Command picnic
 - Sailor-of-the-month contests
 - Personal appearances (e.g. spouses' club and Ombudsmen meetings)
 - Navy Birthday celebration

AUDIENCE/CHANNEL SUGGESTIONS

Audiences	Method of Contact
A. External Publics	Daily/Sunday newspaper Radio/TV news and features Fleet Home Town News Service Ship Visits/Open Houses Speaker's Bureau
B. Youth Groups	Mass Media Ship Visits/Open Houses Special Tours, projects School Speakers Sea Cadets NJROTC liaison
C. Influential Citizens; key community personalities	Luncheon/Dinner Visits Guest Cruises Special Tours
D. Patriotic Professional Organizations	House Organ Ships Visits/Open Houses Luncheons Speakers Programs Navy Participation in their programs
E. Media Representatives	Special Tours Personal contact by CO/PAO Letters/releases Luncheons
F. Ship's Company	Plan of the Day Ship or Station Papers Captain's Call Mass Media Official recognition of performance Sailor of the Month Closed Circuit TV and Radio (If applicable)
G. Families	Familygrams Ship and Station Periodicals Family Cruises Introductory letters from CO Special Events Hotlines External Media Fleet Home Town News Service

ADDITIONAL REFERENCES

SECNAVINST 5720.44A CH-1, Chapt. 2
 NAVSO P-1000, Navy Publications and Printing Regulations
 U.S. Naval Regulations
 Appendix A, Communications Channels

THE WELCOME ABOARD BOOKLET

This booklet familiarizes visitors and guests with your command. It usually includes a photo of the ship, a welcome letter from the CO, a mission statement, a brief history of the ship, and a list of unclassified statistics and facts about the command. The CO's official biography is often added, sometimes as a separate sheet.

Formats vary from a tri-fold single sheet brochure to booklets with as many as eight pages. Check your TYCOM PA office for examples.

Keep plenty of copies aboard and be sure to have them translated before going overseas.

TRANSLATION SERVICES FOR WELCOME ABOARD BOOKLETS

The Foreign Language Service Division of the Naval Technical Intelligence Center (NTIC) provides translations. Contact NTIC by phone before submitting requests. Call: (301) 763-3141/(AV 293-).

With your written request, send three copies of the text for each language into which the text will be translated.

Address requests to:

Commanding Officer
Naval Technical Intelligence
Center, (NTIC DS32)
4600 Silver Hill Road
Washington, DC 20389

If you want the translated version formatted in the same style, send photographs or line drawings of emblems, insignia, coats of arms, etc. (described in detail) with the text, along with a copy of your current booklet.

NTIC will prepare only a master copy of translations, either on letter-sized bond paper with standard margins or in a format suitable for reduction to the usual five by eight inch pamphlet size. The original format and layout will be followed to the degree possible. NTIC does not provide composition or printing services.

Allow four weeks, excluding mailing time, for translation into common European languages and six weeks for the Scandinavian, oriental and other languages. You must pay for the service with OPTAR funds, and accounting data is required before NTIC begins work.

FIRST IMPRESSIONS COUNT

COMMAND PRESENTATION

The command presentation is often the first and most lasting impression on visitors. You can also take it into the community to tell your command's story. Presentations are usually narrated live from a script and accompanied by overhead transparencies or 35mm slides. Some are done in video, but they are expensive to produce, difficult to update and may not be suitable for viewing by large audiences.

WHAT GOES IN IT?

Start by answering the following:

1. What is the objective? To increase your visibility in the community? To familiarize newly reporting personnel?
2. Who is the audience? Military? Local residents? VIPs?
3. What format? 35mm slides? Overhead transparencies?
4. What resources are available for production?

Answering these questions lets you determine how technical you can get, what to emphasize, and how to arrange the information.

BRIEFING ORGANIZATION

* Begin with a description of the your command, its mission and a brief history. Then move to the present tense and describe more specifically what the unit does and how.

* The command organization provides a logical outline for the order of your presentation. Start at the top and work down, illustrating your script with visuals.

Avoid too many images of static objects. Images of people doing their jobs bring interest and tell the story most effectively. You may need some "word" slides containing text. Look for a Navy graphic support shop in your homeport to help create these.

* First, write the words for the script, then look for (or create) images to support it. Keep individual slide narrations short. You want each slide to be seen for not less than three seconds and not more than 10. Ten seconds equals time enough to say about 25 words.

* Your narration should look like the example on the following page.

Appendix H

1. Slide showing command logo
ON THE LEFT SIDE, IDENTIFY SLIDE BY NUMBERING IT AND WRITING A SHORT DESCRIPTION
 2. Slide of ship underway
ON THE RIGHT SIDE, WRITE THE NARRATION WHICH GOES WITH EACH SLIDE. USE LARGE TYPE. YOU'LL PROBABLY HAVE TO READ IT IN A DARKENED ROOM!
- Etc.

DURING YOUR PREPARATION, DO...

- * Keep charts and graphs simple
- * Limit the number of "word" slides
- * Keep format and color for title and word slides consistent.
- * Make sure the type in "word" slides is large enough to be read easily from anywhere in the room. Usually, more than six lines is too much.
- * Keep sentences in script short and use the active voice.

DON'T...

- * Put too much information on a single slide
- * Mix vertical and horizontal slides in the same presentation
- * Use Navy acronyms
- * Keep one slide or transparency on the screen too long
- * Allow poor-quality slides
- * Exceed a time of 15 to 20 minutes
- * *Forget to check your slides every time (repeat, every time!) before giving the brief. You will be sorry if you don't!*
- * Sound like a tape-recorder while delivering the brief. Keep it fresh and interesting for your viewers.

BIOGRAPHIES

Biographies should be single spaced with one-inch margins, and with typed caps and lower case letters. You may use either block paragraph format (like this) with a double space between paragraphs, or indent the first line five spaces and single space between the paragraphs.

Always keep the civilian reader in mind. Commander, Naval Bureau of Personnel may be the correct way to phrase a military title, but it's easier to understand if written as Vice Admiral W.T. Door so is the commander of the Naval Bureau of Personnel.

Notice the capitalization. If you're not saying Commanding Officer Smith, then commanding officer is not capitalized. It's the same for any other billet titles the person may have had, such as executive officer, training officer, company commander. The rule of thumb is, if the title precedes the name directly, it is capitalized. If a title stands alone or follows the person's name, it's lower case. Warfare specialties ("designated a naval aviator, surface warfare officer") are also lower case.

Educational degrees are not capitalized and should not be abbreviated. It's a master's degree in aeronautical engineering, not a M.S. in A.E. One receives a degree from or earns a degree at a university.

Ranks are not capitalized unless you attach a name to them. One is commissioned an ensign.

Biographies should be kept to one page. If you have the capability to get the subject's photo reproduced on the bio sheet, it should go in the top right corner and have the text "wrapped" around it.

The first paragraph mentions where the

person is from and gives educational achievements beyond high school. Do not include their birth date. Also mention when officers received commissions and from what source. For enlisted, mention when they joined the service and where they took basic training. Throughout the bio, use the person's present rank in referring to them.

The next paragraphs usually outline the person's career, mentioning significant jobs, accomplishments, and educational achievements in chronological order.

One paragraph should give more detail about the current assignment, including month and year the individual reported. One paragraph is dedicated to medals and awards.

One paragraph can mention the person's marital status, spouse's name (including maiden name if any) and place of birth. Names and sexes of children are included and, room permitting, you may mention that they are attending college, serving in the military, etc. For security reasons, **never** use street addresses, and this paragraph is sometimes omitted for security reasons.

It is an excellent idea to note the date the bio was written. You can then tell if it needs revision and distinguish the latest version from earlier ones.

Finally, the bio belongs to the person about whom it is written. They may have personal reasons for wanting to include or exclude certain personal information. You should advise about style, punctuation and format, but the final decision is up to them. A sample biography follows.

CAPTAIN CHARLIE M. NOBLE III UNITED STATES NAVY

CAPTAIN NOBLE'S FULL CURRENT TITLE GOES HERE

Captain Charlie M. Noble III, a native of Rochester, N.Y., earned his master of science degree in marine electrical engineering at Buffalo State University before entering the Navy in 1952 through the NROTC program. His first assignment was to the destroyer USS DUARTE (DD 832) where he served as electrical officer. Captain Noble attended submarine school at New London, Conn. in 1955 and graduated with honors.

He was assigned to USS BLENNY (SS 24) as "A" division officer and assistant navigator. He returned to submarine school for nuclear training in December 1958 and then served one year at the school as an instructor in the mathematics department. Subsequent tours included USS FLOUNDER (SSN 603), USS DANIEL WEBSTER (SSBN 626), and USS CATFISH (SSN 590) where he served as executive officer.

From January 1969 to August 1971, he served as Commanding Officer, U.S. Naval Nuclear Power School, Bainbridge, Md. Following tours included Commanding Officer, USS FINBACK (SSN 670); budget officer on the staff of Commander, Submarine Force, U.S. Atlantic Fleet; and aide to Commander, Operational Test and Evaluation Force.

Captain Noble next commanded Submarine Squadron Seven until reporting as a division director in the Navy's Military Personnel Command in 1979, where he now serves.

Captain Noble's awards and decorations include the Defense Distinguished Service Medal, the Navy Distinguished Service Medal (three awards), Legion of Merit (four awards), Meritorious Service Medal, Navy Commendation Medal with Combat "V", and the Navy Achievement Medal.

He is married to the former Irene Goodnight of Corning, N.Y. They have three children: Edward, attending medical school; Lance, a Navy lieutenant; and Marie, a marine biologist.

WRITING THE BASIC RELEASE

The basic release is written in what is known as the "inverted pyramid" style, which puts the most important and basic information first.

This information goes in what is known as the "lead" sentence. As many as possible of the five Ws (who, what, when, where, why) and the "how" go up front. The reason for the pyramid style is that editors cut from the bottom of a story in order to make it fit, so the least important information will end up on the floor.

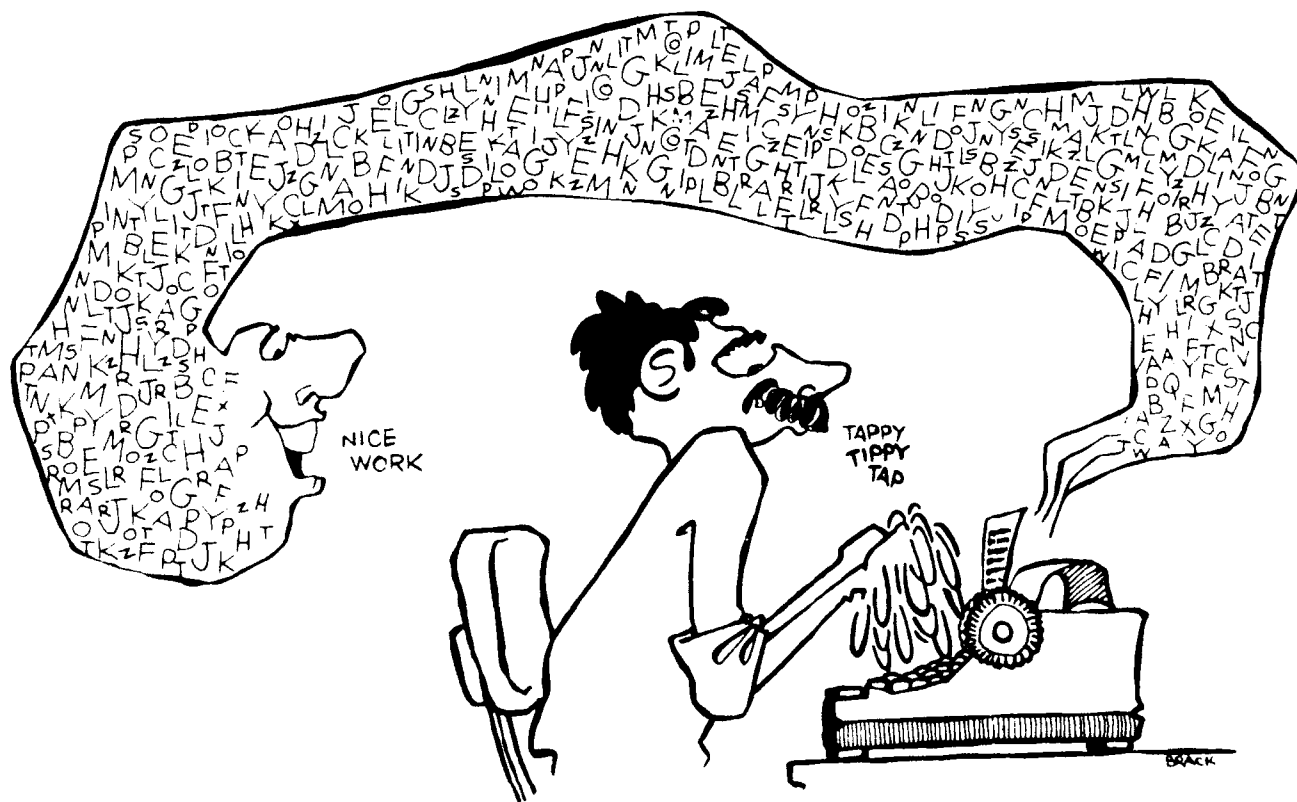
The body of the release expands on the essential facts, giving details, a paragraph at a time, as well as quotes and new information. Since the lead elements are arranged in order of importance in the first

sentence, it is best to parallel that structure in the paragraphs of the body.

Your story can be released following coordination with your base or type command PAO. Don't try to "shotgun" the release by blasting it out to every address on your mailing list. It may be best suited to certain internal media (*All Hands* or *Navy News This Week* for general interest, or *Approach* for an aviation safety story). It may be strictly local (base or local civilian newspaper) or it might be suitable for TV station to base a video story on.

Figure out your audience and communication channel(s) before you write the release and mail accordingly.

A sample news release follows:



Appendix J

NEWS RELEASE FORMAT

Command or News Release
Letterhead
Include Command Address

For Further Info:
(your name)
(Phone number)

Release No.
Date

FOR IMMEDIATE RELEASE

THIS IS WHAT A NEWS RELEASE SHOULD LOOK LIKE

by (your rank/rate and full name)

(Location or ship name)--This is what a news release should look like. It will also tell you a few things about what should go into a news release.

Your story has a better chance of being used if the editor sees a familiar format. Use the "inverted pyramid" news-writing style. Make the story as timely as possible and try very hard to avoid using the word "recently".

Don't forget to date your release and include a contact telephone number. Either "**FOR IMMEDIATE RELEASE**" or a "**RELEASE ON**" date must appear on all your stories.

Ten-pitch type is best, caps and lower case, double spaced with a line length of 68 characters. Indent paragraphs five spaces and include a story tag, or "slug" just above the by-line. This tells the editor what the story is about in just a few words.

If your release is more than one page, you indicate so by typing "-more-" at the bottom center of the page.

-more-

NEWS RELEASE LOOKS LIKE

2-2-2-2

Page two begins with a repeat of the story tag, followed by the appropriate page number. As you can see, the sentences and paragraphs are short. A sentence should rarely be more than 25 words.

“Quotes can sometimes be a paragraph all to themselves,” said my journalism professor.

When writing for external release, use the Associated Press Style Guide for rank/rating abbreviations, states, etc. Editors will often reject copy which doesn't follow AP style.

Don't forget to add a stock paragraph about your command. This can mention what the unit does and where it is based or home ported. It is not necessary to mention the commanding officer's name unless the story is for release in a place where the name would be recognized.

Try to keep the stories short. Two pages is usually enough for a basic news story. Features or major news stories may run longer.

Finally, to let the editor know you have finished the story, type “-30-” at the end.

-30-

PUBLIC AFFAIRS COMMAND INSPECTION CHECKLIST

While not all-inclusive, this check list includes items/ capabilities a PAO is expected to have. It will help you in a self-evaluation and in preparing for a TYCOM or FLT inspection.

- ___ 1. Is an officer designated in writing as PAO?
- ___ 2. Does the PAO have ready access to the CO or OIC?
- ___ 3. Does the command have the number of journalists allowed by the manning document?
- ___ 4. Are journalists being used in the rating? (public affairs/SITE system)
- ___ 5. Do journalists have opportunity to complete PARs?
- ___ 6. Does the Public Affairs Office hold up to date copies of:
- ___ SECNAVINST 5720.44A (CH 1) Department of the Navy Public Affairs Policy and Regulations);
 - ___ OPNAVINST 5290.1 (Management and Operation of Navy Audiovisual Activities);
 - ___ NAVEXOS P-35 (Department of the Navy Publications and Printing Regulation);
 - ___ OPNAVINST 5720.2L (Embarkation in U.S. Naval Ships)
 - ___ Journalist Rate Training Manuals;
 - ___ OPNAVINST 5750.12E (Command History);
 - ___ TYCOM instructions and notices dealing with public affairs, shipboard radio and television outlets, embarks, and cruise booklets;
 - ___ Annex Foxtrot to your OPCODE?
- ___ 7. Does the command have enough press kit materials on hand in case of emergencies, port visits or media queries? (Kit should include black and white photos of ship or squadron aircraft, photo and biography of CO, ship's history, and a fact sheet.)
- ___ 8. Has the PAO made contact with the public affairs office at the next higher echelon? Does PAO know that person's name, location and phone number?
- ___ 9. Is the PAO informed and involved during planning stages of future events, including exercise and deployments?
- ___ 10. Do instructions to the command duty officer include notifying the PAO of newsworthy events during off-duty hours?
- ___ 11. Does the PAO know who and how to contact in the public affairs chain of command for emergencies during off duty hours?
- ___ 12. Does the PAO know what to do if any major story or emergency occurs in or near the command (Unit SITREP, OPREP 3, notify local or force PAO)?
- ___ 13. Is there a supply of welcome aboard pamphlets available for visitors?
- ___ 14. Have the current command history and CO biography been submitted to the next higher command?
- ___ 15. Are there up-to-date official photographs of the CO or OIC on file with the next higher command?
- ___ 16. Is the command using the following products in its internal communications program:

Appendix K

Navy News Service
Navy Editor Service
Navy News This Week
All Hands magazine
Captains Call Kits
Navy Family Lifeline
Link magazine
Perspective magazine

___ 17. Has the command published at least one printed familygram per quarter for the past 18 months?

___ 18. Does the command have an ombudsman and is the PAO one of the command contacts for the ombudsman?

___ 19. Does the command have an at-sea newspaper?

___ 20. Is the PAO the action officer for routine ship visits or public visiting? Is there an established plan or itinerary for such visits?

___ 21. Does the PAO understand who must approve various types of news releases, and where they should go? Is there a file of previous releases?

___ 22. Is the PAO aware that the command is authorized to make unclassified

news releases on routine events?

___ 23. Does the PAO know how to determine whether or not to make a release on a specific subject?

___ 24. Is the Fleet Home Town News Program in use to the extent that:

___ A master hold file is updated and submitted to FHTNC before deployments and major exercises?

___ Individual releases are submitted when personnel report aboard, are promoted, commended or otherwise recognized?

___ 25. Are enough FHTNC news release forms NAVSO 5720/1 (Rev 3/88) on hand?

___ 26. Is the PAO familiar with the function of the Navy Public Affairs Centers located in Norfolk and San Diego?

___ 27. Is there a command presentation and does it effectively outline the command's mission and explain the tasks assigned by operational commanders?

___ 29. Does the presentation effectively cover the unit's internal organization?

___ 30. Is the presentation up to date?

Photography

With or without a photographer's mate, you probably use photo resources for reenlistments, news releases or cruise book material. Remembering a few rules can improve the quality of your photos and your chances of getting them published. The same rules apply whether your photo is for All Hands, the cruise book or a command bulletin board.

If you have newsworthy photos but cannot develop them, quickly submit them undeveloped to the CHINFO News Photo Division. Time is important! CHINFO will develop them and select the best views (if any) for use and accessioning into the permanent still picture files. Permanent numbers will be assigned and the images will be made available for media use. All unselected originals will be returned to you. In addition, you/your command will receive high-quality information copies of those views kept on file, showing the number, caption and photo credit.

SEVEN PRETTY GOOD RULES FOR PHOTOS

1. Photos are useless without captions! Start caption with an active verb and describe the most important action. Use complete names, ranks and titles. Give additional background about what is happening. See "Caption Content" below for more.

2. People, not hardware, make the best subjects. Relate the person to their job: Don't take a picture of the mess specialist of the year on the foc'sle.

3. Make sure there are no uniform



or grooming standards violations in the photo.

4. Make sure there are no safety violations and that subjects have appropriate protective gear.

5. Make sure the subject's face can be seen clearly, but don't encourage "mugging" the camera.

6. Avoid dark backgrounds, especially if the subject is wearing dark clothing or has dark hair or skin.

7. Avoid the "line-up" whenever possible. It's boring and usually individuals are difficult to see.

CAPTION CONTENT

Captions describe and explain the photograph to the reader. The challenge is to make it interesting, accurate, and brief. According to the Associated Press, here are the "Ten Tests of a Good Caption":

1. Is it complete?
2. Does it identify, fully and clearly?
3. Does it tell when?
4. Does it tell where?

Appendix L

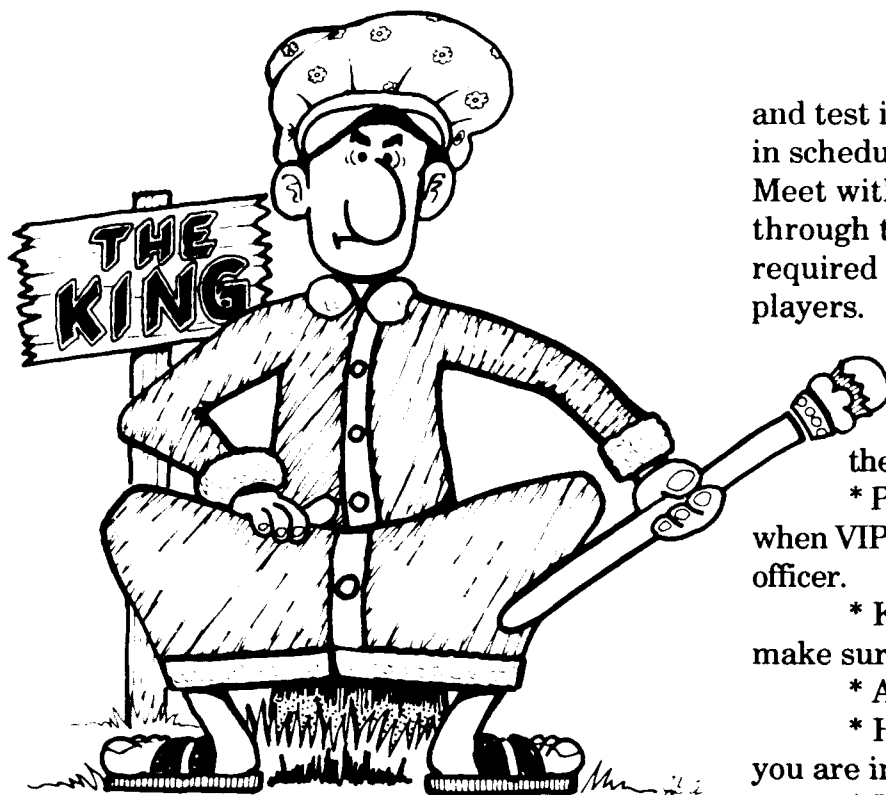
5. Does it tell what's in the picture?
6. Does it have the names spelled correctly, with the proper name for the right person?
7. Is it specific?
8. Is it easy to read?
9. Have as many adjectives as possible been removed?
10. Does it suggest another picture?

And rule 11, the Cardinal Rule, never, never to be violated:

**NEVER WRITE A CAPTION
WITHOUT SEEING THE
PICTURE!**

ADDITIONAL RESOURCES:
CHINFO News Photo Division
Navy Office of Information
The Pentagon, Rm. 2D338
Washington, DC, 20350-1200
Phone: (703) 697-6944/(AV 227-)

HIS HIGHNESS WHO?!!



VIP/DV CHECKLIST

Navy commands frequently receive high ranking dignitaries as guests, both inport and underway. Attending to the many details involved in such a visit are very important. They add up to form a lasting impression of the U.S. Navy. Your job is to ensure that it is a positive impression. The following "lessons learned" will help when planning your next VIP/DV visit:

GENERAL RULES

- * Assume nothing! Ask questions!
- * Consider the entire visit as one evolution - from the arrival at the gate (if any) through the conclusion.
- * Develop a visit notice (5050) early

and test it (at least mentally) for glitches in schedules, tour route, briefings, etc. Meet with key players early and talk through the visit, start to finish. Get required commitments from other key players.

- * Designate the appropriate uniform and make sure every body involved wears it during the visit.
- * Provide refreshments during briefing when VIP/DV meets with the commanding officer.
- * Know the proposed tour route and make sure everyone else knows it as well.
- * Avoid areas of heavy work.
- * Have work "knocked off" while you are in a particular space for tour.
- * Know what remarks presenters intend to say... not too brief, not too much detail.
- * Squared-away enlisted crewmembers are excellent representatives of the command.
- * Check the tour route personally, once early and again just prior to the visit.
- * If a flag hoist is required, make sure the appropriate people are briefed, and receive a copy of the 5050, etc.
- * Gate procedures: Get guests through the pier sentry quickly and without incident and get them parked in an appropriate space. The PAO should plan to meet visitors at head of the brow or pier.
- * If there are questions about arrival honors, ensure that NAVBASE/NAVSTA, FLT or TYCOM protocol provides answers.
- * If media will be present, get biog-

Appendix M

raphies of the principals, have command fact sheets or brochures available. Triple check name spellings, especially of foreign visitors.

BRIEFINGS

* Coordinate all required briefings. Ensure briefers have what they need and that support is provided from the ship.

* If others are using two-way radios, PAO should have one. PAO can then coordinate with tour guides/escorts/quarter-deck and/or bridge.

* Know the clearances (if any) of visitors.

* If an answer to a question is classified beyond the security clearance of guest, the guest should be told the information is classified. (Do not say, "I don't know.")

* Questions asked beyond knowledge level of escort/briefer should be answered before guest departs or if appropriate, passed to higher authority for response.

REFRESHMENTS

* Refreshments should be available if appropriate.

* Any dietary restrictions?

* If the group will be required to pay meal expenses, notify them in advance!

PRESS/PUBLICITY

* Is publicity desired for this event?

* If so, is the news release prepared?

* Is a photographer assigned to cover event?

* Determine names and numbers of newsmen attending

* Have gate clearances been obtained?

MISCELLANEOUS

* Is a plaque or other gift appropriate? Who will present?

* Have appropriate static displays been prepared?

* Will welcome aboard pamphlets be provided?

* Do any guests have medical problems?

AFTER ACTION REPORTS

Following the departure of group, unit CO/action Officer should make a verbal report to TYCOM or NAVBASE/NAVSTA PAO on any problems encountered.

A FAMILY'S RIGHTS WHEN MEDIA CALL

Your crew members are not the only persons of interest to the news media when a Navy story breaks. The media often attempt to get the "human interest" side of the story--the families back home. This is especially true in accident/incident situations.

Navy policy is to restrict release of information concerning members and their families. The Navy does not give out names of spouses or their addresses as this would be an unwarranted invasion of personal privacy and also may indicate the service member's absence from the household.

Most commands believe in this policy and find that the security and safety of members and families is better protected when privacy is maintained. If a family is contacted directly by the media, the family has rights: they do not have to respond or give an interview. They can refer the reporter to their TYCOM, NAVBASE/NAVSTA or FLT PA office.

While it is the right of every Ameri-

can to talk to the news media if desired, he/she should never feel pressured into giving an interview. If a Navy family member does decide to talk to a journalist, he/she can get the help of a full time public affairs officer. Be aware, however, that granting an interview can equate to the surrendering of some privacy. Other reporters may want to follow up on the initial interview. The family should always remember that internal, privileged command information is not releasable to the news media and is for the personal use of Navy families in planning.

HELPFUL SUGGESTIONS FOR FAMILIES CONTACTED BY THE MEDIA:

- * You do not have to grant an interview. You can refer the media to a Navy public affairs office.
- * If you decide to grant an interview, do not discuss classified or privileged information.
- * Not advisable to give your last name. Try to grant interviews only if the reporter agrees to leave out your last name. This can help avoid crank calls and protect the security of the family.
- * Rumors or second-hand information should not be passed to news media; it may be reported as fact.
- * Remember your own safety and security first. You do not "owe" the news media any details about yourself or your life!

Navy family members will always be targeted by the media to get a good human interest element to round out their story. Remember your rights.



BEFORE YOU SAIL CHECKLIST

(We'll be gone how long?)

You can't begin preparations for deployments too early. A review of your public affairs program may reveal items in addition to those below, but here's a start:

1. Update and continue to maintain your Fleet Home Town News master file. Deliver/mail your master file to the FHTNC in Norfolk just before departure.

2. While deployed, send master roster stories of command accomplishments/activities to FHTNC and NAVNEWS via Navy message.

3. Include numbered fleet PAO as action addressee on any PAO related messages. They have ultimate release authority on news releases and can provide expert assistance in writing feature stories/news releases.

4. Update ship's history and photo files. Send latest history, CO's bio with photos (color and B&W), and the ship's welcome aboard booklet to the CINC, TYCOM, NAVBASE and numbered fleet PAOs. Remember, their files depend upon your input to stay current.

5. Conduct predeployment briefs for family members to ensure they have a complete understanding about homeport family support organizations before the ship departs. Plan meetings between command representatives, support organization points of contact and family members. Ensure family members get a copy of a Family Services guidebook with names, addresses and phone numbers. This will save lots of anxiety and frustration.

6. Plan to mail a familygram home

on a routine basis. Include releasable information about the cruise, pictures and personal messages from individuals to their loved ones. This is a real plus during the holidays and when crewmembers can't be there for important family celebrations (i.e., birthdays/anniversaries). The point is to let families know you're thinking about them.

7. Many commands have set up a video greeting exchange service with their local family service center. Families/loved ones can record video messages and see return messages at the same time. A real winner!

8. Check current PA annex to appropriate OORDER.

9. Review instructions and publications. Your files should include copies of the PA REGS (SECNAVINST 5720.44A (CH 1)) plus applicable PA instructions from your FLT and TYCOM.



"I knew we forgot something!"

10. Translate welcome aboard pamphlets and tour route signs into languages you expect to encounter on port calls. Start early! (See Appendix F)

11. Outbrief with TYCOM PAO.

12. Develop a file of overseas contacts such as the 6th & 7th FLT Public Affairs Detachments, Regional USOs etc. These will help enormously when you get there. **DON'T FORGET TO SEND INCHOP AND OUTCHOP RELEASES TO NUMBERED FLEET PAOs. This is not optional.**

13. Have price list of mementos available from ship's store (ball caps, lighters, stickers, whatever) to use when people visit or write to the ship for souvenirs.

14. Take time to determine which crewmembers are photo/video buffs. Then, if possible, enlist their help in covering all important command events. Shoot 35mm film, and consider B&W for marketing in local papers, color slides for NIRA & magazines. The Navy is moving toward HI-8 video cameras for field use. They are lightweight, easy to operate and produce near-broadcast quality video. Before your command makes a purchase, call the experts at NBS.

15. While deployed, the numbered FLT PAO can market and forward your photo/video products. Don't forget the journalists and photogs at the Public Affairs Centers (PACEN). They can be sent to deployed units to produce first-rate print & video stories. Direct marketing your own photos/stories is not the way to go. Forward all your materials for chop and release, **but be sure to take the time to tell the Navy's story!**

16. All photos/video shot aboard a Navy ship are official property of the Navy. The good news is that the Navy is not interested in permanently separating you

from your work. If your stuff is used for official purposes, you will be provided a copy that is indistinguishable from the original. The Navy will even develop your film for you. See Appendix L for more detail.

17. Call or write the USO centers for port city information. Start working your port briefs before you leave on deployment. Good tip-- Go visit a ship just back from deployment and pick the PAO's brain.

18. Check the "gedunk locker" to make sure you have goodies to give away during DV/VIP visits.

19. Inventory the Navy Motion Picture Service locker (on videotape). Strict rules on this stuff!!

HOME COMING

(Channel Fever Strikes!)

1. Arrange for debrief with TYCOM PAO. Bring a copy of all public affairs messages/releases you produced while deployed. (FHTNC master roster stories, NAVNEWS releases, feature stories for general release, etc.) Talk about problem areas, if any. Make suggestions about improvements to PA support. Provide the TYCOM PAO with lots of **FEEDBACK, FEEDBACK, FEEDBACK.**

2. Provide a brief written summary/feedback form to the TYCOM PAO for forwarding up the chain. This will help the next PAO to deploy.

3. Arrange a SITE system assist visit for a complete TV/radio equipment check up. Keep programming logs (lists of what was shown when on the SITE system) and discuss with NBS.

4. Arrange PA training for yourself & SITE system operator.

5. Welcome home! Now start preparing for the next deployment!

COMMON LEGAL ISSUES

PRIVACY ACT

PAOs need to understand the Privacy Act. Stories published in base papers or intended for public release must meet this policy. Everyone has a constitutional right to privacy which is not waived simply because they are in the military or work for the government. When you publish a story or release information about a person, you cannot release certain facts without the permission of that person. The Privacy Act is covered in SECNAVINST 5211.5D. Get a copy and read it. As a quick reference, the following personal information is releasable and is not considered a clearly unwarranted invasion of personal privacy.

For civilian employees:

- Name
- Present and past grades
- Present and past salaries
- Present and past duty stations
- Office or duty telephone numbers

For military personnel:

- Name
- Rank and date of rank
- Gross salary
- Present and past duty stations*
- Future assignments that are officially established



Office or duty telephone numbers
Source of commission
Promotional sequence number
Awards and decorations
Attendance at professional military schools
Duty status at any given time (i.e. active, selected reserve, etc.)

*Restrictions may apply to certain personal information if its release might endanger personnel. Article 0507 of PA REGS pertains.

THE FREEDOM OF INFORMATION ACT (FOIA)

Enacted to establish the public's right of access to Federal Government records. Navy policy on disclosure of records is in SECNAVINST 5720.42C. Issues are complex and definitions change. **Always** consult a JAG if faced with a FOIA question.

DETERMINATION OF PROPRIETY

COMREL events always require a determination of propriety. Participation:

- * Must be appropriate in scope/type
- * Is limited to activities maintaining the dignity of the Navy and Marine Corps
- * Must comply with SECNAVINST 5730.2H (Standards of Conduct).

Whether or not prohibited by Standards of Conduct, Navy personnel will avoid involvement which might result in or create the appearance of:

- * Using a government position for private gain
- * Treating any person preferentially
- * Impairing government efficiency or economy
- * Losing complete independence or

impartiality

(5) Making a government decision outside official channels

(6) Losing public confidence in the integrity of the government

See PA REGS, Tables 4-1 to 4-4 for conditions to be met for a program to be suitable for Navy participation.

LIBEL & SLANDER

Libel is false/malicious written/printed statements, or any sign/picture/effigy, tending to expose a person to public ridicule, hatred, or contempt or to injure that person's reputation. Slander is the same, but spoken rather than written. To the collateral duty PAO all this means is be accurate in your stories and don't get cute or play jokes on people. If you want to read more, the Associated Press Stylebook and Libel manual discusses libel in the business of writing for publication.

PLAGIARISM

Don't! It is unethical and contrary to all professional journalistic standards. When material has previously appeared in a copyrighted publication, its reproduction without permission is also violation of copyright law, and you are personally liable. Public affairs officers and newspaper editors are responsible for reviewing contributions to newspapers for propriety, ethical standards, good taste and possible violations of copyright and libel laws. If you have any doubts, discuss them with an experienced full-time PAO or a JAG officer.

SECURITY AND POLICY REVIEW

PAOs should have appropriate security clearances/access to be able to understand important operational/administrative matters affecting the command. Without access it is impossible to prepare material for timely public release or plan appropriate contingency actions. Remember your responsibility to protect classified information/equipment.

OASD (PA) SECURITY REVIEW

* Some material (such as military ops, nuke weps, new weapons systems info) requires OASD(PA) review before release. (Not frequently encountered by collateral PAOs). Read PA REGS Chapt. 5, starting at 0501 for details.

POLICY REVIEW

* Read PA REGS 0504 if you think you need policy review. (Not frequently encountered by collateral PAOs).

* Ask if the info falls into one of these categories:

- Test and evaluation information
- Proprietary information
- Information that could endanger personnel (names, addresses)
- Contract negotiation

- Military Justice matters
- Investigations
- Hospitalized and wounded
- Matters of propriety and special circumstances (base closures, claims against the govt., etc.)

ADDITIONAL REFERENCES:

- PA REGS 0104b(4)(b) and 0104b(4)(c)
- OPNAVINST 5721.1D, Release of Information on Nuclear Weapons and on Nuclear Capabilities of U.S. Forces
- SECNAVINST 5211.5C, Personal Privacy and Rights of Individuals Regarding Records Pertaining to Themselves
- Manual of Courts-Martial, United States, 1984, Provides policy on release of information pertaining to courts-martial.
- Manual of the Judge Advocate General, Provides policy on the release of information on accused persons.

THE FAMILYGRAM

Familygrams vary according to a command's print and photo capabilities, staff skills and time available to devote to the project. It may be a newsletter from the CO or a 16-page book with photographs. It is important to families, no matter what the format. Familygrams are intended to inform, reassure, and bring the family into the communication loop. Some commands also tape video greetings to send home during deployment, and some spouses' associations return the favor with their own videos.

CONTENT

Usually a note or letter from the CO, recent command accomplishments, mention of port visits, advancements, current operations, exercises, distinguished visitors or special events. Don't forget the chaplain, personnel officer and

command master chief as sources of information on things like births and transfers. Be sure to include the phone numbers of the Ombudsman and your Family Service Center.

DISTRIBUTION

Can be done by direct mail with database mailing list or the 'gram can be printed with a self-mailer and distributed to the crew. Remember, not everyone is married, so if you do direct mail, get the parents and girl/boyfriends on the mailing list! For the parents of single sailors, the familygram may be their only communication link with the Navy. (Also send a copy to your family service center.) If you let the crew mail the familygram themselves, make sure that they do!

See your TYCOM PAO for samples/advice on your familygram.

THE PORT GUIDE

The port guide need be nothing more than an information flyer or a page attached to the POD. Make copies available for everyone in the liberty party.

Include such things as:

- * The local currency conversion rate
- * Local customs
- * A list of our customs and habits which may be offensive to locals
- * Local sightseeing attractions
- * Good buys/bad buys
- * Transportation
- * Parts of the city to avoid
- * Phone numbers for local shore patrol and beach guard
- * A few local phrases
- * Food specialties (the ones to eat and the ones to avoid)

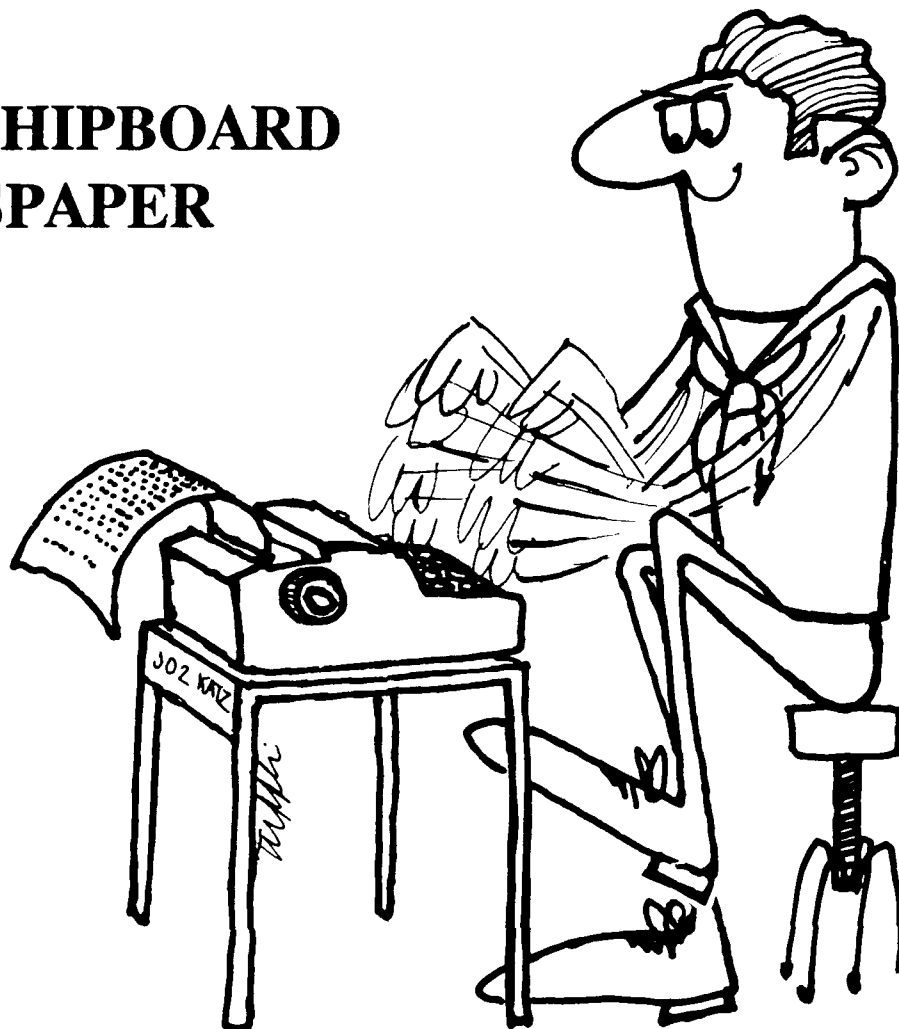
* Anything else a first-time visitor may need to know

Sources for information are only limited by your imagination. They include your TYCOM public affairs office, the encyclopedia, the area USO headquarters, the local U.S. embassy, tour companies, and so on.

Be sure to check with PAOs at intended ports or with fleet PAOs to see if there is a video port guide available. These are great for the SITE system.

Plan Ahead! The week before you pull in is too late! Start now to build your liberty port file for the next cruise.

THE SHIPBOARD NEWSPAPER



It doesn't have to be fancy, but it does have to be legible, accurate and available to everyone. It should appear at about the same time every day. Normally, a paper is done only when the ship is deployed or underway on local ops for several days. Bases generally publish their papers weekly.

NEWS SOURCES

Often, communications centers can copy news service wire stories. Official message traffic may also contain news the crew is interested in. Reenlistment bonuses, personnel policy changes, advancement and promotion information and even local news from the ship's homeport are

just as important to a deployed sailor as they are to a non-deployed one. NIRA's NAVNEWS message, sent on Friday, is also full of "news you can use."

LAYOUT

On smaller ships, the paper is usually a standard 8.5 by 11 size, either typed or electronically published on a computer. For this small size, a two column format is best. See your TYCOM PAO for examples of shipboard newspaper designs.

UNITED SERVICES ORGANIZATION (USO)

The USO is a civilian, nonprofit organization which is supported solely by private contributions. It is not part of the U.S. government and receives no direct federal funding except through individual and corporate donations, the United Way and Combined Federal Campaign.

The USO has about 42 Fleet Centers located around the world in locations from the Middle East and Mediterranean theaters to the Pacific Rim countries.

The list of services provided by the USO is extensive and includes:

- first-hand knowledge, briefings on the area
- area maps and brochures
- money exchange
- USO entertainment for community relation type activities on board ship
- gift shops
- arrangements for tours/sightseeing trips
- overnight vacation packages including hotel reservations and transportation
- telephone services
- intercultural activities and organized sports

A complete listing of all USO facilities and additional information on USO services can be obtained by writing:

USO World Headquarters
Program and Council Relations

601 Indiana Ave. NW
Washington, DC, 20004
(202) 783-8121.

You can also request maps, brochures and other useful information on various port cities you might visit during a deployment by writing one of the two following regional offices:

For Europe and the Middle East:

R. David Wyckoff
Regional Executive (Europe/Middle East)
USO Regional Office
Unit #25601, Box 10
APO AE 09228

Street address:
Henry Budge Strasse #58
6000 Frankfurt am Main 1

Phone (from USA):
011-49-69-5601021 cr 22
011-49-69-568842
Military: 320-7513

For the Pacific Theater:

John Stephenson
Regional Executive (Pacific)
USO Pacific
APO AP 96205-0067
Phone (from USA):
011-822-797-9175
011-822-797-9174 (fax)

THE CRUISE BOOK



JUST ONE MORE SMALL THING, PO WORDS - WHEN YOU GET A CHANCE,
THE CAPTAIN WOULD LIKE TO HAVE A CRUISE BOOK!

A cruisebook is a major undertaking. The keys to success are called "start early" and "organize." Starting early means months, not weeks. Production of a cruise book is a process involving hundreds of events. Start with staff selection. Look for those with high school or college yearbook experience or printing, photography, journalism or commercial art training or experience.

FUNDING

With the CO and the MWR committee, decide on funding. The most common way in recent years is to defray some of

the cost with Welfare and Recreation Funds, leaving the balance of the purchase to the individual.

THE PUBLISHER

Unless you know what publisher has done the ship's cruise book before, and you know the crew was satisfied with the job, talk to the TYCOM or FLT PAO to learn about services in your area. Many publishers are familiar with cruise book formats and procedures and can make your job much easier. They offer typesetting services and layout guides. Some have "stock" photography to offer and will even

arrange to have your crew's portraits taken.

If you're starting from scratch, contact a minimum of three publishers. Be prepared to estimate the number of pages you need and how much color printing you want. A representative should then call to set up an appointment to show you the company's work samples, what special effects are available, and what other services they offer. **Sign nothing at this time!**

TERMINOLOGY & DETAILS

Below are some of the things you need to ask about and consider when you talk to a publisher. You don't need to be an expert, but you do need to ask.

Page Size and Trim: Most books are either 9X12 or 8.5X11. The first is slightly more expensive.

Binding: How it is bound will determine how much usable space is on each page (some methods require more of the paper stuffed back in the binding). For example, the "side stitch" method takes an extra half inch and doesn't allow the book to open flat.

Covers: Basically heavy cardboard. The art work and title are most commonly silk screened or lithographed. Embossed covers, with raised designs applied with a brass die, are the most expensive.

Type: Unless you have type composition ability (desktop publishing & laser printer) it is best to let the printer do your composition.

Paper: The most commonly used paper in cruise books is 80-pound glossy enamel. Lighter weights sometimes show through printing on the other side. Heavier papers (100-pound) have been used. They cost more and make a slightly thicker book.

Color: Expensive and complex. Ask your printer to explain where the most eco-

nomical pages for color are. Certain combinations of pages cost more. Ask about spot color, full color and duotones and their comparative prices. If used carefully, color is a definite asset to your book. Used poorly, it is a testament to bad taste and bad economy.

Proofs: Ask about being able to approve "proofs" before final printing. Do this even if there is an extra charge. If working by mail, request two sets of proofs. Make identical corrections and keep one for your files.

Contracting and Printing: You'll need the help of a contracting officer (usually your supply officer) before anyone signs anything or asks for bids on your book. This is a potentially treacherous area - get professional help. Some of the things which must be spelled out in any contract or proposal are basic specs, a cost estimate, a schedule of deadlines, and a time and place of delivery.

Remember, the keys - start early and organize - are critical to the success of the project.

THE "TIGER" CRUISE

Basic information for Tiger Cruises is in OPNAV instruction 5720.2L (Embarkation in U.S. Naval Ships). The words "Tiger Cruise" don't appear in the text, but the applicable paragraph is 8c (Relatives and Civilian Guests of Naval Personnel).

Basically, it says:

1. The minimum age for embarkation is eight years.
2. Relatives and civilian guests may embark to travel between

ports in the U.S. and between the U.S. and Hawaii as long as sea trials or other testing is not going on.

3. The duration of the cruise should not exceed direct transit time.

This appendix is not the definitive guide to Tiger Cruises. There is additional guidance at the fleet and type command level, so **check LANT and PAC instructions in the 5720 series before beginning to plan a Tiger Cruise for your unit.**

NAMESAKE RELATIONSHIPS

Many ships have developed a relationship with their namesake, be it a state, county, city, a battle or even a famous person from that area. This affiliation is usually established long before the ship is commissioned and the relationship often continues for the life of the ship.

The civilian support groups are usually known as commissioning committees. Usually the CHINFO field office (NAVINFO) which covers the area of the namesake location assists in creating the relationship. While it is not likely that you'll ever be involved in the creation of one, if your command has a namesake, you should be active in keeping the relationship alive and positive. (For a list of NAV-

INFO areas of responsibility see PA REGS, page 1-12).

An active namesake program can help unite the community in support of the ship and Navy, and create public awareness of the Navy's role in national defense.

The types of interaction between the ship and its "group" are not formally defined and the scope of activities is almost entirely up to the participants. Activities often include visits to the namesake area by crew members, visits to the ship by the commissioning committee, "care package" mailings while the ship is deployed, scholarships or educational grants for family members of the crew, or donations of MWR equipment or funds.

OMBUDSMEN

In their role as a liaison between command families and the command, you should and probably will deal often with ombudsmen. Their position and function is formalized in OPNAV Instruction 1750.1C, Navy Family Ombudsman Program.

As PAO, you will probably deal with ombudsmen mainly to communicate with family members--to get the word out. Don't overlook them, however, as a source of news from home port, especially during deployments.

Because it is usually very effective and efficient, their information network is often called upon in times of crisis to keep family members informed. When a unit is deployed, direct communication with families at home is difficult, and the ombudsman is often the CO's direct link to spouses and other close family. Don't forget their role in communicating to the parents of your single sailors.

The CO can telephone or wire the ship's ombudsman with routine messages

or "breaking news" messages during emergencies. They can then relay information to family members at meetings or via a recorded message on a telephone answering machine.

Although ombudsmen sometimes choose, or are singled out, to become command spokesmen in dealing with media, they still have the same rights of privacy as other Navy family members. Because of their positions, they will often have privileged or personal information concerning the command, its members, and spouses. You should make it clear to them that in talking to media, they may encounter a conflict with their internal communication role.

Also keep the Family Service Centers in mind and informed. They can function to channel phone calls from geographically distant relatives to the Ombudsmen while you are deployed - something that happened frequently during Operation Desert Storm.

Jeff Greenfield, ABC political analyst, once said of the media: "A dangerous but potentially valuable animal. You must house it, feed it, pet it once in a while. You must never show it fear, or it will turn on you. You must gently, but firmly, guide it in the way you want it to go."

This guide provides a quick look at the essentials for successful interviews with print or broadcast media. By following a few simple guidelines, you can represent yourself and the Navy positively to the American people. Remember, YOU ARE THE NAVY during an interview!

WHY DO MEDIA INTERVIEWS?

You always have the right to remain silent, but our critics will not. Navy leaders are the obvious experts on the missions and capabilities of naval forces. The American people have come to expect access to the person in charge, the one making the decisions, not a spokesman. News media, particularly television, provide that public access to Navy leaders. If we choose not to speak, we cede the playing field to our critics.

Interview Preparation

- *Know the medium that you will be working with:* TV, radio or print. Know the specific requirements of each.
- *Consult with your Public Affairs Officer.* Have your PAO play the reporter and practice questions with you. Record practice on a camcorder and critique the taps.
- *Be familiar with your reporter.* Know his or her style, and the types of questions usually asked.
- *Be aware of any breaking news stories.*
- *Prepare 2 or 3 points you'd like to interject into the interview.* Use people oriented examples to illustrate those points and practice working them into your answers.

- *Be expressive and try to be interesting.*
- *Be humorous, if appropriate.* Humor can be one of the best forms of communication.
- *Maintain a positive attitude.*
- *Never speak "off the record."* Either talk "on the record" or not at all.
- *Be prepared to answer the five w's: who, what, where, when, why, and also how.*
- *Always assume that you are on the air, even if you are told that you are off.* Technical crews make mistakes.
- *Be modest but confident.* You are the expert but don't be condescending.
- *Use the studio monitor to check your appearance prior to airtime;* then maintain eye contact with the reporter, and ignore the monitor.
- *Never ever lose your temper - even if provoked.*
- *Do not drum your fingers, twiddle your thumbs, tap your feet or act in a nervous manner.*
- *Don't look around the room for the answer.* It gives the impression of discomfort, bluffing or desperation.
- *Never speculate or comment on matters beyond your cognizance or responsibility.*

After the Interview

- Thank the reporter for the interview and the opportunity to communicate with the American public.
- Clarify any points that were unclear. Ensure that all information is correct. Critique a copy of the interview with your PAO.
- Have your PAO critique your performance.

Appendix Z

- *If being interviewed on television, use makeup.* It helps to control perspiration and glare.

- *If in uniform for studio interviews, wear service dress blue.* Don't wear nametags or other I.D. badges; they cause glare and are distracting. The Uniform of the Day is appropriate for waterfront or scene of event interviews.

- *For radio interviews by phone, ensure the reporter indicates when you are being taped.*

During the Interview

- *Relax.* Be yourself. Be friendly.
- *Never lie.* Tell the truth, even if it is painful. You will maintain credibility by doing so.
- *Never say "no comment."* If you can't discuss something, i.e., under investigation, classified, etc., explain as much as you can. If additional information is requested, make an effort to get back to the reporter.
- *If you don't know the answer to a question, say so.* Offer to get back later with the answer, if possible.
- *Avoid military or technical jargon.* Remember, your audience is the American public.
- *Answer directly and give the bottom line up front.* Amplify later. Try to keep your answer to less than 20 seconds.
- *Correct the record.* If a reporter makes an error, or has wrong information, make the correction during the interview.
- *Listen carefully to the reporter.* Ask for repetition or clarification if necessary.
- *Maintain eye contact.* Make sure the reporter knows you are interested and paying attention.

TYPES OF INTERVIEWS

Print

- **Office:** In person or on the phone. Usually more lengthy than a broadcast interview.

Television

- **Stand-up:** One on one interview with a reporter and camera crew; as a rule relaxed and informal. Try to do outdoors when possible.
- **Panel:** Meet The Press format in a studio.
- **Remote:** "Nightline" format where the correspondent's subject is on screen but taped at another location; or can be "live from the scene" of an incident/accident.

- **Press Conference/Media Availability:** You deliver a statement to and field questions from a group of reporters at a pre-determined time and place.

- **Ambush:** Unexpected and impromptu encounter which is usually disconcerting and physical.

- **Talk Show:** Host and/or guest may answer audience questions.

Radio

- **Live phone:** One on one conversational.
- **Phone interview:** Not live and the resulting sound bites are used in whole or part.
- **Talk Show:** Same as television without cameras but may involve responding to phone calls from the audience.

Tips For Successful Media Relations

- *Treat a reporter with same respect and consideration that you expect from them.* But don't let them intimidate you. You are the expert and you should be in control.
- *Treat reporters equally.* Local media can be as effective as national media for reaching your audiences.
- *Always return a reporter's phone call as quickly as possible, or have your PAO do so.*
- *Be cooperative and empathetic.* Most reporters are working against a deadline which can make them seem impatient and demanding.
- *Get to know your local reporters before a crisis happens.*
- *Practice your interview in advance.*

By following these simple guidelines you can help the public's understanding of the U.S. Navy and by so doing, better serve the public interest. Think in terms of credibility, empathy and mutual cooperation. If you do, you will be able to face the toughest questions and achieve positive results.

For further information contact:

Professional Development (OI-3)
Office of Information
Navy Department
Washington, DC 20350-1200
(703) 695-3161
Autovon: 225-3161

A Guide to Effective Media Interviews



Navy Office of Information