



# Department of Defense INSTRUCTION

NUMBER 5400.13  
October 15, 2008

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ASD(PA)

SUBJECT: Public Affairs (PA) Operations

References: See Enclosure 1

1. PURPOSE. This Instruction:

a. Reissues DoD Directive 5400.13 (Reference (a)) as a DoD Instruction in accordance with the guidance in DoD Instruction 5025.01 (Reference (b)) and the authority in DoD Directive 5122.5 (Reference (c)).

b. Establishes policy and assigns responsibilities for the conduct of PA as a primary DoD communications capability in accordance with Deputy Secretary of Defense Memorandum (Reference (d)).

c. Under the new title "Public Affairs (PA) Operations," addresses PA roles and responsibilities across the Department of Defense, to include the Secretaries of the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff, the Combatant Commanders, and the Heads of the other DoD Components.

2. APPLICABILITY. This Instruction applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities and all other organizational entities in the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that:

a. DoD PA activities shall contribute to DoD objectives by communicating information about military activities to domestic, international, and internal audiences.

b. DoD PA activities capabilities shall be developed and employed to support the command operations to assure the trust and confidence of U.S. population, friends and allies, deter and dissuade adversaries, and counter misinformation and disinformation ensuring effective, culturally appropriate information delivery in regional languages according to DoD Instruction 5160.70 (Reference (e)).

c. DoD PA shall conduct communication analysis, assessment, and evaluation of PA activities.

d. DoD PA shall be integrated into joint exercises and training during planning of national-level exercises as appropriate.

e. DoD PA and information operations (IO) shall be coordinated to optimize effects and the achievement of DoD goals.

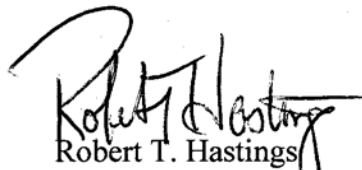
f. DoD PA activities and civil military operations shall be coordinated to optimize effects and the achievement of DoD goals.

g. DoD PA and other capabilities contributing to Defense support to public diplomacy shall be coordinated to optimize effects and the achievement of DoD goals.

5. RESPONSIBILITIES. See Enclosure 2.

6. RELEASABILITY. UNLIMITED. This Instruction is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

7. EFFECTIVE DATE. This Instruction is effective immediately.



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for Public Affairs

Enclosures:

1. References
  2. Responsibilities
- Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5400.13, "Joint Public Affairs Operations," January 9, 1996 (hereby canceled)
- (b) DoD Instruction 5025.01, "DoD Directives Program," October 28, 2007
- (c) DoD Directive 5122.5, "Assistant Secretary of Defense for Public Affairs (ASD(PA))," September 27, 2000
- (d) Deputy Secretary of Defense Memorandum, "2006 Quadrennial Defense Review (QDR) Strategic Communication (SC) Execution Roadmap," February 6, 2006<sup>1</sup>
- (e) DoD Instruction 5160.70, "Management of DoD Language and Regional Proficiency Capabilities," June 12, 2007
- (f) DoD Instruction 5405.3, "Development of Proposed Public Affairs Guidance (PPAG)," April 5, 1991
- (g) DoD Instruction 5400.14, "Procedures for Joint Public Affairs Operations," January 22, 1996
- (h) DoD Instruction 5040.02, "Visual Information (VI)," August 30, 2005
- (i) DoD Directive 5122.10, "American Forces Information Service (AFIS)," November 21, 2000
- (j) DoD Directive O-3600.01, "Information Operations (IO)," August 14, 2006
- (k) DoD Instruction 5040.04, "Joint Combat Camera (COMCAM) Program," June 6, 2006
- (l) DoD Directive 5160.48, "DoD Public Affairs and Visual Information (PA&VI) Education and Training (E&T)," July 2, 2004
- (m) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," as amended
- (n) Joint Public Affairs Support Element (JPASE) Concept of Operations (CONOPS), May 30, 2006
- (o) Deputy Secretary of Defense Memorandum, "Web Site Administration Policies and Procedures," November 25, 1998 (as amended)
- (p) Deputy Secretary of Defense Memorandum, "Interactive Internet Activity," June 8, 2007
- (q) Deputy Secretary of Defense Memorandum, "Trans Regional Web Policy," August 3, 2007
- (r) Office of Management and Budget (OMB) Memorandum 05-04, "Policies for Federal Agency Public Websites," December 17, 2004
- (s) DoD Directive 5230.9, "Clearance of DoD Information for Public Release," August 6, 1999
- (t) DoD Directive 8500.01E, "Information Assurance (IA)," October 24, 2002
- (u) DoD Instruction 8500.2, "Information Assurance (IA) Implementation," February 6, 2003

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<sup>1</sup> Available from the Office of the Assistant Secretary of Defense for Public Affairs.

ENCLOSURE 2

RESPONSIBILITIES

1. ASSISTANT SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS (ASD(PA)). The ASD(PA) shall:

a. Retain primary responsibility for the implementation of DoD policy in this Instruction and in accordance with Reference (c).

b. Coordinate PA matters within the Department of Defense and with other Federal departments and agencies.

c. Publish DoD PA communications objectives for use in planning communications strategies for military activities to support U.S. Government (USG) communication goals, as necessary.

d. Develop public information, command information, visual information, public affairs guidance and community engagement policies, plans, and programs to support DoD objectives, in coordination with the Chairman of the Joint Chiefs of Staff, the Military Departments, and the Combatant Commanders (Reference (c)), and according to the authority of Reference (d) through Reference (e), DoD Instruction 5405.3 (Reference (f)), DoD Instruction 5400.14 (Reference (g)), DoD Instruction 5040.02 (Reference (h)), DoD Directive 5122.10 (Reference (i)), DoD Directive O-3600.01 (Reference (j)), DoD Instruction 5040.04 (Reference (k)), DoD Directive 5160.48 (Reference (l)), Joint Publication 1-02 (Reference (m)), Joint Public Affairs Support Element (JPASE) Concept of Operations (CONOPS) (Reference (n)), Deputy Secretary of Defense Memorandum, "Web Site Administration Policies and Procedures" (Reference (o)), Deputy Secretary of Defense Memorandum, "Interactive Internet Activity" (Reference (p)), Deputy Secretary of Defense Memorandum, "Trans Regional Web Policy" (Reference (q)), Office of Management and Budget (OMB) Memorandum 05-04, "Policies for Federal Agency Public Websites (Reference (r)), DoD Directive 5230.9 (Reference (s)), DoD Directive 8500.01E (Reference (t)), DoD Instruction 8500.2 (Reference (u)).

2. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE (USD(I)). The USD(I) shall:

a. Coordinate with the ASD(PA) on the development and implementation of policy for the coordination, synchronization, and deconfliction of IO and PA in accordance with Reference (i).

b. Coordinate and oversee intelligence support to PA.

c. Work closely with PA professionals to identify specific needs for intelligence support, and products, and provide intelligence analysis to support PA.

3. UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS. The Under Secretary of Defense for Acquisition, Technology, and Logistics shall coordinate DoD-wide investment in the development of technologies needed to support PA capabilities.

4. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R) shall:

a. Ensure that management of PA professionals is consistent with policies, plans, and programs for total force management and requirements to ensure efficient and effective support of wartime and peacetime operations, contingency planning, and preparedness.

b. Ensure the management of PA professionals is consistent with policies, plans, and programs for total force management requirements, to ensure efficient and effective support of wartime and peacetime operations, contingency planning and preparedness.

c. Coordinate with ASD(PA) to ensure PA professionals have access to, and knowledge to employ, culture and language capabilities to plan, develop and assess communications strategies.

5. HEADS OF THE DoD COMPONENTS. The Heads of the DoD Components shall:

a. Organize, fund, and equip active and reserve PA personnel and units to support the Joint Strategic Capabilities Plan, Combatant Command requirements, and Service needs.

b. Assign responsibilities and establish procedures within their organizations to implement the policies in section 4 of this Instruction.

c. Train PA personnel, commanders, and members and/or employees of the Military Departments to successfully engage the public, including target populations in regional operations areas via diverse news media outlets through training and simulation programs.

d. Develop and conduct education, training, and exercise programs to provide for the successful planning, integration, execution, and evaluation of PA.

6. DIRECTORS OF THE DEFENSE AGENCIES. The Directors of the Defense Agencies shall:

a. Inform PA officials of significant plans and activities.

b. Conduct media relations, community engagement, and command information programs; maintain command-sponsored publicly accessible Web Sites; and implement the DoD principles of information in accordance with Reference (c). Web Sites must also be maintained in compliance with other relevant policies, including References (n) through (t).

7. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments, in addition to the responsibilities in paragraph 5 of this enclosure, shall:

- a. Ensure PA capability is sufficient to conduct and interface with the technologies employed by target populations and regional partners for all planned and ongoing PA activities.
- b. Conduct Military Department-unique PA programs to achieve DoD objectives and Military Department and other DoD Component communications goals.
- c. Provide PA training for non-PA personnel at Military Service schools to enhance DoD capability to research, plan, execute, and assess communications strategies; foster media relations; and improve internal communications across the Department of Defense.

8. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

- a. Establish a Chairman of the Joint Chiefs of Staff PA response cell within the National Military Command Center, as necessary, to provide PA support to the Office of the ASD(PA).
- b. Support the Department of Defense in explaining defense programs and activities by providing senior officers with expertise on matters of interest to the news media and the public.
- c. Plan for the employment of joint Combat Camera (COMCAM) assets in support of military activities in accordance with DoD Instruction 5040.04 (Reference (j)). COMCAM shall acquire and provide clear, timely, and unaltered documentation of military operations and activities to support PA.
- d. Plan for the employment of reserve PA assets to support the public information and command information requirements of mobilized Reserve Component units. PA assets deploying to or transiting foreign territories shall be provided with appropriate capability to communicate in languages of the territories as outlined in Reference (e).

9. COMMANDERS OF THE COMBATANT COMMANDS. The Commanders of the Combatant Commands shall:

- a. Resource, plan, and synchronize PA operations to support DoD and command communications goals.
- b. Integrate PA into strategy development and operational planning and execution across the spectrum of operations.
- c. Develop communications strategies that support USG communication goals.

d. Integrate PA into security cooperation efforts.

e. Ensure PA liaisons are established with U.S. embassies and other interagency partners, non-governmental organizations, and host nations, as appropriate. Combatant Commanders shall report all language and regional professional capabilities required for these liaison positions per Reference (u).

f. Integrate PA capabilities into joint exercise and training.

g. Assess effectiveness of PA activities.

h. Conduct PA in support of joint operations, including media relations, community engagement, and command information programs; maintain command-sponsored publicly accessible Web sites as outlined in References (n) through (t), and implement the DoD principles of information in accordance with Reference (c).

10. COMMANDER, U.S. JOINT FORCES COMMAND. The Commander, U.S. Joint Forces Command, shall serve as the designated proponent and sponsor for joint PA activities and shall:

a. Maintain the Joint Public Affairs Support Element as a joint enabling capability for expeditionary operations (Reference (m)).

b. Maintain joint PA standards and requirements.

c. Facilitate PA training and education for the Combatant Commands and deploying Joint Forces.

d. Coordinate with USD(I) and USD(P&R) to ensure language, culture, and regional proficiency capabilities necessary for PA activities are available as outlined in Reference (u).

11. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE. The General Counsel of the Department of Defense shall provide legal advice and assistance to the Secretary of Defense and other DoD officials on DoD PA, including the PA planning process and execution.

GLOSSARY

DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this Instruction.

civil military operations. See Reference (m).

communication assessment and evaluation. The ability to monitor, collect, and analyze information obtained through available sources to determine the effectiveness of a commander's public communications activities.

community engagement. The process of working collaboratively with and through groups of people affiliated by geographic proximity or special interest to enhance the understanding and support for military operations and activities.

command information. The ability to communicate with members of the Military Departments, civilian employees, contractors, and family members of the joint forces deployed and at home bases, to create awareness of the goals and significant developments affecting deployed forces.

COMCAM. Visual information documentation covering air, sea, and ground actions of members of the Military Departments who are in combat or combat support operations, humanitarian operations, and related peacetime training activities, such as exercises, war games, and operations, in support of the Office of the Chairman of the Joint Chiefs of Staff and the Combatant Commands. (Reference (j)).

Defense support to public diplomacy. See Reference (m).

information operations. See Reference (m).

internal audiences. See Reference (m).

Joint Public Affairs Support Element. A U.S. Joint Forces Command joint enabling capability. The Joint Public Affairs Support Element assists joint force commanders in developing PA forces, through joint capability development and training, to plan and execute communication strategies in joint, interagency, and multinational environments. When directed, the Joint Public Affairs Support Element deploys in support of joint operations worldwide.

media pool. See Reference (m).

public affairs guidance. Approved PA postures and policies, official statements, answers to anticipated media questions, and community engagement guidance to support the public discussion of specific defense issues and operations. Such guidance can range from a telephonic response to a specific question to a more comprehensive package. The public affairs guidance



also addresses the method(s), timing, location, and other details governing the release of information to the public.

public information. The ability to disseminate truthful, timely, and accurate information about culturally attuned information about military activities, consistent with security guidelines, to local, national, and international audiences.

PA. Public information, command information, and community engagement activities directed toward both external and internal publics with interest in the Department of Defense. PA activities contribute to USG Strategic Communication and DoD objectives by communicating information about military activities to domestic, international, and internal audiences. As a function of command, PA is an operational capability vital to meeting DoD public information and communications requirements.

publicly accessible Web Sites. The collection of Internet media, services, supporting technology and systems, available without access controls to an unlimited audience at a uniform resource locator, a Web address that begins with a protocol indicator (e.g., <http://>, <https://>, and <ftp://>). Publicly accessible Web Sites should not contain mission data, but may contain mission-related data if the Web Site mission is to inform the public.

security cooperation. See Reference (m).

strategic communication. See Reference (m).

visual information. Use of one or more of the various visual media, with or without sound, to include still photography, motion picture photography, video or audio recording, graphic arts, visual aids, models, display, visual presentation services, and the support processes.