ALLIED COMMAND OPERATIONS

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ALLIED COMMAND TRANSFORMATION

PUBLIC AFFAIRS HANDBOOK

MAY 2020

Foreword~

For over seven decades, our Alliance has been an anchor of international security and stability. Military Public Affairs has been an integral part of that success by communicating NATO aims, objectives and activities to both domestic and international audiences in pursuit of the values and principles that bind us: Freedom. Democracy. Individual Liberty. The Rule of Law. Military Public Affairs is recognized for the added value it provides across the spectrum of peace, crisis and conflict.

Our community must be positioned to change at the speed of relevance. Twenty-first century media dynamics necessitate increased coordination of NATO communications and information activities and greater interoperability of Allied communication capabilities. The Alliance has pursued and achieved an ambitious program for NATO military public affairs in the past years. In the past two years alone, the Military Committee has passed a new military public affairs policy (MC 0457/3), new training standards for Military Public Affairs that includes pre-assignment training and experience standards (also introduced for the other Strategic Communications disciplines: StratCom, Info Ops and PsyOps), a formal Military Public Affairs Working Group was created and meets bi-annually, NATO Military Public Affairs doctrine is being developed, and Military Public Affairs capabilities are now targeted in the NATO Defence Planning Process. There are many more developments. The point is that the ties that bind our community together have never been stronger. And yet, there is still much to do. There is a real need to grow the breadth and depth of NATO's military public affairs community yet the need for well-trained, well-organized and well-led military public affairs personnel is outpacing Allies' current ability to deliver.

This handbook should help bridge the gap. Use this handbook as a Bi-Strategic Command guide on how to conduct the important work asked of public affairs practitioners at the tactical, operational and strategic level. At the same time, we remain cognizant that the information environment is constantly changing. We have written it to be a living document. We will continuously and judiciously shift text in parallel with shifts to NATO's operational requirements, as well as audience needs. Allied Command Operations and Allied Command Transformation trust that this handbook helps communicators deliver information effects for their commanders and ultimately helps to shape the information environment.

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Chapter 1 - Introduction to Military Public Affairs in NATO

1. **Definition of Mil PA**. NATO Mil PA is the capability responsible for promoting NATO's military aims and objectives by communicating accurate information in a timely manner to various audiences. This communication enhances awareness and understanding of the military aspects of the Alliance's role, aims, operations, missions, activities and issues, thereby reinforcing its organisational credibility. This includes planning and conducting the basic functions of Mil PA as defined in paragraph four. Mil PA is the lead function responsible for the External and Internal Communication as defined in MC 0457/03. The Allied Command Operations and Allied Command Transformation Public Affairs Handbook provides guidance on extent capabilities to the Mil PA community.[1]

2. **Mandate.**

   a. <u>Public support</u> for NATO's missions and tasks follows from public understanding of how the Alliance makes a difference to international peace and security. Public confidence, in turn, is enhanced by NATO's ability to achieve its mandate in a way that is open, transparent and consistent with member nation values and expectations. Military Public Affairs (Mil PA) policy in NATO is derived from the higher principles of democracy that includes freedom of expression and of the media. NATO Commanders and Public Affairs Officer (PAOs) are bound by NATO policies to inform the public and by international law not to impede the media or freedom of expression.

   b. <u>Maintaining Credibility</u>. In order to maintain credibility of the organisation, messages must be truthful, accurate and timely. Messages must match the actions of the command at all levels. Discrepancies in messaging from a PAO or Commander versus the actions of the troops on the ground erode credibility. Messaging must be coordinated effort across communications staff elements as well as higher and subordinate HQs to ensure there are no conflicting events or actions and resulting in inaccurate messaging and aiding in the adversaries disinformation campaign.

   c. <u>Adversaries</u>. Information Confrontation is a recognised element of doctrine and practice of NATO's potential adversaries. Both state and non-state actors conduct hostile information operations against NATO and individual Allies, which will continue across the full spectrum of peace, crisis and conflict. The purpose of hostile information campaigns is to undermine NATO coherence and shape the information environment in favour of the adversary, including priming the information space in preparation for potential crisis escalation. Adversaries and potential adversaries use technology and speed to their advantage, often disregarding or manipulating truth and accuracy in the process. Multiple adversary groups (perhaps sometimes opposed in overall intent) often unify in their aims to discredit NATO and Western institutions. This collective can easily coordinate to erode public support for Alliance operations using very simple, effective narratives, which challenge the legitimacy of NATO objectives and leverage inexpensive digital engagement technologies such as botnets to artificially amplify disinformation, misinformation and public distrust. Overcoming

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[1] MC 0457/3, NATO Military Policy on Public Affairs, 28 May 2019, Para 7.

and combating these efforts with an Alliance of 30 national interests and perspectives is challenging and requires thoughtful, comprehensive planning and synchronised implementation of communications plans. NATO commanders must conduct their missions in this environment. In a comprehensive approach to operations, enhancing public understanding and maintaining Alliance credibility are the two main efforts of the PA function.

3. **Principles of Mil PA**.[2]

   a. <u>Tell and show the NATO story</u>. All Mil PA activity is founded on NATO's values. Mil PA efforts support commanders and staff in the execution of their mission and are conducted in accordance with higher NATO political and military direction. Practitioners are first and foremost NATO Mil PA staff and they should develop and promulgate compelling narratives that support the Alliance's military aims and objectives in line with the Commander's priorities and respective of the Strategic Communications (StratCom) framework.

   b. <u>Provide accurate information in a timely manner</u>. This is critical to functional and organisational credibility and trust with publics, internal audiences and media, and helps deter adversary disinformation in a 24/7 media environment. The impact of Mil PA activity is often directly proportional to the timeliness and accuracy of the Mil PA effort or response: information delivered quickly by NATO representatives can have a qualitatively different effect than the same information delivered a day or even an hour later.

   c. <u>Ensure that information is consistent, co-ordinated and integrated with own and higher headquarters</u>. One effect of the global Information Environment (IE) is that publics can receive information about military operations from all levels of command, including reports from theatre, from multiple sources. Communication is a collective and integrated effort. Words and actions must be aligned and commanders should ensure that their Mil PA operations disseminate a consistent message through NATO's many voices, and that military information activities[3] are well coordinated according to the NATO Military Policy on Strategic Communications.[4]

   d. <u>Practise appropriate operational security</u>. The provisions of operational security and propriety must be considered and adhered to before releasing information. NATO staff work is often pre-decisional, therefore care in addressing holding statements to support pre-decisional actions is critical to ensure messaging does not get ahead of NAC[5]-level decisions. Protecting NATO against criticism or embarrassment is not a reason to classify or withhold information.

   e. <u>Conduct work mindful of multinational sensitivities, and respectful of the local and regional cultural environment.</u> It is critical that the IE be understood wherever the Alliance is conducting its activities. NATO operations can be adversely affected by culturally inappropriate references or imagery. Conversely, the effect and

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[2] MC 0457/3, NATO Military Policy on Public Affairs, 28 May 2019, Para 9.

[3] Information activities are actions designed to affect information and/or information systems, performed by any actor and include protective measures (AJP 3.10).

[4] MC 0628, NATO Military Policy on Strategic Communications, 26 July 2017.

[5] North Atlantic Council

impact of communications is made stronger when it is informed by an understanding and appreciation of local custom, tradition and culture, and a good appraisal of the Information Environment.

4. Functions of Mil PA. [6]

a. Media activities. Media activities are designed to provide information through all mass communication means to a wide variety of audiences. Commanders and staffs, through their Public Affairs Offices, should be prepared to respond to media inquiries, issue statements, conduct briefings and interviews, arrange for media access to permanent and operational units and distribute information through traditional and digital media, as a means to develop relations with the purveyors and the consumers of news.

b. Digital Engagement. Digital media activities provide information directly to our audiences and stakeholders through online and social media channels. Delivering successful communications campaigns for NATO requires understanding of the wider StratCom goals, and supporting with effective digital media products, which are also compliant with NATO branding.

c. Outreach Activities. Outreach activities aim at fostering strategic relations with key external stakeholders who have an interest in military issues and activities, such as think tanks, academia, military-related associations, school groups, and other key stakeholders. They are often invited to comment as unbiased Subject Matter Experts (SMEs) in the field of security and defence policy, and more specifically on NATO policy, decisions and actions, and can therefore provide a sustainable "force multiplier" effect.

d. Internal Communications. Internal communications efforts facilitate communication with and among NATO military and civilian personnel and their families. Its purpose is to inform about the command, its people and its activities, and is distinct from administrative information or direction from the Chain of Command that is normally found in administrative or routine orders. Effective programmes keep internal audiences informed about significant developments that affect them at work; create an awareness of the organisation's goals and activities; and makes command personnel more effective representatives of the organisation.

e. Community Relations. Community relations programmes are associated with the interaction between NATO military installations in NATO Nations and their surrounding civilian communities. These programmes address issues of interest to and foster relations with the public.

f. Media Monitoring and Analysis. Media monitoring and analysis provides early warning and analysis of media reports in briefings to Senior Leadership; media environment analyses help prepare communications plans; and post-engagement feedback and evaluation. Media monitoring and analysis use both internal and external tools, as well as human analysis, to quantitatively and qualitatively understand the media space. Raw data is gathered to provide feedback on a weekly, monthly and quarterly basis as evaluation reports, as well

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[6] MC 0457/3, NATO Military Policy on Public Affairs, 28 May 2019, Para 8.

as on an ad-hoc basis as required. The Media Monitoring and Analysis Section liaises closely with staff functions, such as StratCom, Cyber and Intelligence, as well as higher and lower commands.

5. **Responsibilities**.[7]

   a. <u>Political Level:</u> The NAC provides overall guidance and direction to NATO StratCom efforts, as well as mission-specific strategic and political guidance for NATO information activities. The SecGen provides specific direction and guidance on StratCom to all NATO civilian and military bodies and commands, and also directs all Public Diplomacy activities except Press and Media. The NATO Spokesperson, on behalf of SG, provides day-to-day direction of all headquarters media activities, including messaging, and offers guidance to Mil PA to ensure NATO messages and communications are consistent with political direction & guidance.

   b. <u>The NATO Military Committee (MC)</u>: The MC establishes policy for NATO Mil PA. The chairman of the MC (CMC) is the principal military spokesperson for the Alliance and all military issues. It provides military guidance for Mil PA including operations, exercises, capabilities and training. Furthermore it develops and maintains Mil PA related Crisis Response Measures.

   c. <u>International Military Staff (IMS):</u> The IMS's Public Affairs and StratCom Advisor (PASCAD) supports IMS PA requirements, contributes to the fulfilment of the IMS's role by advising the CMC on Mil PA matters and StratCom issues. PASCAD is the MC's spokesperson, and facilitates interaction and coordination between the two Strategic Commands, the Mc and IS/PDD[8] on Mil PA matters. He is also the principal contact within IMS for StratCom issues.

   d. <u>Strategic Commands:</u> In accordance with the NATO HQ's guidance, the Strategic Commanders provide overall guidance to Mil PA within their respective area of responsibility. SACEUR[9] is the principal military spokesperson for NATO operations. SACT[10] is the principal military spokesperson for NATO warfare development. The Chief Public Affairs Officer (CPAO) SHAPE directs, plans, and executes strategic level Mil PA for Allied Command Operations (ACO) in support of NATO operations or other activities under SACEUR's direction and guidance. The CPAO for Allied Command Transformation (ACT) directs, plans, and executes strategic level Mil PA in support of NATO transformation activities under SACT's direction and responsibility.

   e. <u>Subordinate Commands:</u> CPAOs for operational and tactical-level Commands and organisations subordinate to ACO and ACT are responsible to their respective Commanders for all Mil PA programming and activities of their HQ.

6. **Mil PA Relationship to Strategic Communication (StratCom) and other Information Functions**.

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[7] MC 0457/3, NATO Military Policy on Public Affairs, 28 May 2019, Para 10, 11, 12, 13, 14.

[8] International Staff/ Public Diplomacy Division

[9] Supreme Allied Commander Europe

[10] Supreme Allied Commander Transformation

a. <u>Relationship to StratCom</u>. Mil PA is part of the wider NATO Strategic Communications (StratCom) effort that aims to enhance coherence of all information and communication activities and capabilities, both civilian and military.**[11]** The MC 0628 provides clear guidance on Mil PA involvement in the planning or executing Information Operations (Info Ops), Psychological Operations (PSYOPS) or deception operations. The Chief StratCom/ Director of Communications (or similar title) issues direction and guidance to communication capabilities and information staff function to ensure their integration within the HQs operations analysis, planning, execution and assessment in accordance with the Commander's Intent.[12]

b. <u>Relationship to other Information Functions</u>. Info Ops as part of the communications directorate (or similar staff element) are a staff function to analyse the Information Environment (IE), to plan, synchronise and assess information activities to create desired effects on the will, understanding adversaries, enemies and other NAC-approved audiences in support of Alliance missions' objectives. While coordination is essential, Mil PA and Info Ops are separate, but related functions, with separate lines of authority. In order to maintain credibility, the Chief StratCom/Director of Communications (or similar title) has to ensure Mil PA will have no role in planning or executing PSYOPS or deception operations. This does not prohibit the coordination and deconfliction of all communications activities. Rather, coordination and de-confliction is essential in maintaining the integrity and consistency of Alliance narratives and messages.

7. Mil PA Approaches. [13]

a. A Mil PA approach provides a guide respecting the Level of Ambition or expectations of the desired profile for an activity, event or issue. The Mil PA approach for each activity or situation needs to be assessed on a case-by-case basis, being attentive to the public and external/ internal audience interest, and is informed by Mil PA considerations of best issues management and security. NATO defines three Mil PA approaches:

b. <u>Very Active Mil PA approach:</u> significant and deliberate effort will be invested to promote awareness, visibility and to provide context to the narrative/ storyline. This approach is called for where real public interest is anticipated or desired.

c. <u>Active Mil PA approach:</u> routine effort will be invested to promote public awareness. This approach may be used when the activity is expected to have some audience interest, or where the Mil PA return on investment given the time and resources expended is expected to be modest.

d. <u>Reactive Mil PA approach:</u> could be used when little to no public interest is anticipated; where operational security, policy, privacy, propriety, or higher guidance indicates that an active or proactive approach is not appropriate; or

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[11] MC 0628, NATO Military Policy on Strategic Communication, 26 July 2017, Para 7: "StratCom, in the context of the NATO military, is the integration of communication capabilities and information staff function with other military activities, in order to understand and shape the Information Environment (IE), in support of NATO aims and objectives."

[12] MC 0628, NATO Military Policy on Strategic Communications, 26 July 2017, Para 12.

[13] MC 0457/3, NATO Military Policy on Public Affairs, 28 May 2019, Para 24, 25.

when full disclosure is not yet possible, for instance based on pre-decisional topics. A Mil PA plan and media lines, should be developed in anticipation of media or public queries. As such, being reactive still means being responsive to queries.

8. Mil PA products. [14]

a. All NATO Mil PA products will adhere to the NATO Brand Guide and NATO Visual Identity Guidelines, as determined and issued by NATO HQ Public Diplomacy Division.

b. Public and Media Queries. All media queries will be directed to a PAO within that HQ or unit so that interest in the activity or issue can be tracked, assessed and dealt with in an appropriate fashion.

c. Media Interviews. All interviews between external media outlets and personnel assigned to permanent and deployed NATO HQ's require that the organisation's PAO be made aware beforehand; the PAO will evaluate the request and recommend a course of action. Chain of Command or Commander's approval may be required if the subject is of a sensitive nature. The interview should be monitored by a PAO in attendance.

d. Public Speaking and writing. Any person working for, or on behalf of, NATO military forces who speaks in an organised setting to external audiences or intends on publishing his/her writing about a NATO-related topic in the public domain is to seek advice from the organisation's Mil PA staff, who will advise on whether prior approval from the member's Chain of Command should be sought.

e. PA Guidance. CPAO's may develop and promulgate Public Affairs Guidance (PAG) to address issues not described or forecast in existing operation Plans or strategies. Usually, PAG's will recommend the approach, summarise the issues, identify the lead organisation(s), identify spokespersons, list messages, and provide coordinating instructions.

f. Imagery. The increasing dominance of visual media means that NATO cannot effectively tell its story without imagery (still, and video plus sound). All Mil PA activities should therefore consider ways and means to collect, properly identify and distribute imagery gathering capability are encouraged to develop one. In addition to supporting national Mil PA objectives, proactively sharing imagery with higher NATO HQs will help leverage its overall impact with regional and international audiences, an effect that may be difficult for any one nation to obtain.

g. Digital Engagement Management. Digital Engagement is a robust part of NATO's ability to directly and effectively communicate in a conversational and visual way with audiences. Digital media management is the process of harnessing and combining capabilities to achieve communication goals in line with Commander's intent.

h. Media Monitoring and Analysis. The role of information is an important consideration in military planning and operations. With the advent of the internet,

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[14] MC 0457/3, NATO Military Policy on Public Affairs, 28 May 2019, Para 29.

the expansion of information technology, the widespread availability or wireless communications, and the far-reaching impact of social media, today's information environment poses new and complex challenges for military operations. With a better understanding of the information environment and the use of integrated communication plans, there are several key products Mil PA can provide to Senior Leadership and Staff (News Reviews, Morning Update Briefings, Information Environment Assessments, Quarterly Assessments, Event Feedback, Media Environment Assessment, and Country Media Reviews).

9. **Audiences.**

   a. NATO Mil PA strives to interact with a variety of audiences, each with different concerns, levels of understanding and technology capabilities. The need to communicate effectively with a wide range of audiences is not just desirable, it is essential to gain and maintain understanding and support for NATO's objectives and operations. Effectively tailoring messaging to a particular audience, understanding of these groups – their background, history, and way of consuming information – is required. This requires staff coordination with J2, PsyOps, Info Ops, Cultural team etc.. Some general categories of audiences include:

   b. External Audiences: all non-NATO entities, including the media and the general population. This group may be further sub-divided, such as into national/regional audiences including adversaries.

   c. Internal Audiences: Chains of command, families.

   d. Third Party Actors /Key Influencers: Think-tanks, academic institutions, Non-Governmental Organisations (NGOs).

   e. Key Stakeholders: Organisations, corporations with vested interest.

   f. NATO Mil PA can communicate to these audiences directly, through third party advocates, or through the media. It is important to understand that the media is both an audience and a medium by which Commanders through their Mil PA attempt to reach a wider audience, since media is a public influencer.

10. **PA Policies**.

   a. It is vital to remember, however, that Mil PA in NATO will not supersede the civilian public diplomacy leadership of the Alliance. Across all functions, NATO policy is directed first by the unanimous political consent of the 30 nations forming the North Atlantic Council (NAC) and then executed by the Secretary General (SECGEN) and International Staff (IS).

   b. From this framework, Military Committee (MC) Directives are developed by the unanimous consent of the 30 national Chiefs of Defence (CHODs). Strategic Commanders, Supreme Allied Commander Europe (SACEUR) and Supreme Allied Command Transformation (SACT) then translate this guidance into command- level policies and direction and guidance for subordinate commands in the NATO Command Structure (NCS)/NATO Force Structure (NFS).

11. Key References for Mil PA.

PO(2009)0141, NATO Strategic Communications Policy; dated 29 September 2009.

MC 0628 (Final), NATO Military Policy on Strategic Communications, dated 26 Jul 17.

MC 0457/3 (Final), NATO Military Policy on Public Affairs; dated 28 May 2019.

MCM-0085-2010, Military Concept for NATO Strategic Communications, dated 11 August 2010.

NATO Strategic Communications Handbook V1.0, dated 20 September 2017.

ACO Directive 095-001, Allied Command Operations Public Affairs; dated 4 June 2013.

ACO Directive 095-002, Allied Command Operations Strategic Communications, dated 21 May 2012.

ACO Directive 095-003, ACO Directive on Social Media, dated 16 September 2014 – pending updated in 2020.

ACO Directive 095-004, Public Communication on Airspace Incidents, dated 26 February 2015.

ACO Directive 095-005, Website Synchronisation, dated 14 December 2015.

ACO Directive 095-006, Visual Support for Public Affairs Communications, dated 21 August 2015.

ACT Directive 95-10, Public Affairs Policy; dated 3 September 2008.

Chapter 2 - Role of the (Chief) Public Affairs Officer

1. **Introduction**. In order for a PAO to succeed within ACO/ACT and remain relevant and effective, PAOs need to continuously adapt through understanding the information environment as well as the opportunities and constraints placed upon the public affairs community. NATO has prescribed policies in which a PAO must operate. The PAO must also be knowledgeable and sensitive to national policies that must be taken into consideration when planning, coordinating, developing talking points, and engaging audiences.

2. **Relationships.**

   a. Relationship to the Commander. Mil PA is a Command responsibility at all levels. Commanders and staff must communicate in a timely manner with the internal and external publics of NATO and non-NATO nations in order to gain understanding of the Alliance's objectives and missions. Ultimately, the Commander sets the command's tone for outreach and communications. The CPAO/ Spokesperson holds an independent advisory role and direct access to the Commander on Mil PA matters and will not be subordinated to any other staff element.[15] Furthermore CPAO must be integrated into every major aspect of the organization and operation in order to maintain visibility on operations and other activities, to interject advice to the command group from the communicator's perspective, and to remain proactive in integrating communications plans and strategies into the operational planning process.

   b. Relationship with the designated spokesperson. The Commander is likely to be seen as the most credible spokesperson for the mission or headquarters, who will often speak publicly, and should therefore seek and receive the advice and support of the CPAO, specifically in preparation for media interviews or public engagements. The Commander has the authority to designate a spokesperson to speak on his/her behalf. In this situation the relationship between the CPAO and spokesperson must be established. The CPAO is expected to support the spokesperson to fulfil information requirements and further the command's communications objectives.

   c. Relationship to Strategic and subordinated Commands. The CPAO must also integrate into the vertical command structure. He should maintain frequent communication, both up and down the formal organisational PA hierarchy. Often, information is passed through these networks much faster than the traditional operations command and control chain and can be very useful to not only the PA practitioners, but also the command and staff members. The CPAOs of the Strategic HQs will provide overall guidance and direction to Mil PA within their respective area of responsibility.[16]

3. **(Chief) Public Affairs Officer Responsibilities.**

   a. The CPAO is the Principal Advisor on PA within the command. The CPAO must be authoritative and proactive when advising senior leaders on PA, policy and strategies, and ensure the commander and senior leaders are aware of NATO

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[15] MC 0457/3, NATO Military Strategy on Public Affairs, 28 May 2019, Para 18.
[16] See Chapter 1, Para 1.5. - Responsibilities, 1.5.4. - Strategic Commands.

policies in order for them to make informed decisions. Furthermore (CPAO) has to provide expert public affairs advice to assist leaders in making and communicating decisions that affect the organisation's ability to accomplish the mission.

b. To assist the commander with their mandate, CPAOs are tasked with directing, planning[17], and executing Mil PA in support of NATO operations or other activities under their respective Commander's direction and responsibility.

c. CPAO must advise the Commander on the best options to utilise the core functions of External Communications[18] and Internal Communications to leverage various social media technologies and networks, imagery and training to derive the greatest effect when communicating actions and intent to the various audiences.

d. CPAO must make every effort to pass lessons learned to higher headquarters and to ACT in order to capitalise on both the positive and negative real-world and exercise experiences. This is a critical but often overlooked aspect which makes an impact on future PA training and execution.

e. To be effective, CPAOs need to:

   i.   understand the strategic, operational and technical environments within which it operates.

   ii. understand the Commander's Direction and Guidance (D&G), the role and place of StratCom through a common appreciation and thorough understanding of the mission, the Information Environment, and the impact it has on all activities to determine how best to achieve Unity of Effort/Messaging within the Alliance.

   iii. understand the special relationship between nations assigning troops to NATO missions, operations and activities and to NATO's PA efforts.[19]

   iv. understand his/ her role in the political/military dynamic and not become involved in the political or diplomatic aspects of the Alliance. Only after coordinating through the ACO and/or ACT PAO and getting approval for direct liaison, Mil PAOs may then engage public affairs colleagues in national capitals when the circumstances warrant it.

   v.   coordinate PA activities, laterally and vertically, within the organisation's area of responsibility.

   vi. ensure readiness of the organisation's PA personnel, resources and tools through PA training, employing communication tools and techniques to

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[17] See chapter 3 for more information

[18] Includes Media Relations, Outreach, Direct audience engagement via Social Media and Community Relations.

[19] Nations have their individual national political and operational imperatives, but it is also in everyone's interest that NATO and the nations maintain unity of effort and unity of messaging regarding missions, activities and the management of incidents. Therefore lateral coordination between national capitals and Ministries of Defence is, by NATO policy, the role of NATO HQ.

link the command to its audiences, opinion leaders and news media in order to promote public understanding and support.

vii. engage on all channels towards an operational effect that supports the commander's intent.

4. CPAO Responsibilities in Multi-national Environments.

a. The respective senior Mil CPAO has the responsibility to reach out and coordinate the PA activities within the organisation's area of responsibility which includes NATO PAOs at subordinate headquarters, but should also be mindful of PAOs deployed in support of individual national contingents.

b. PAOs of national contingents report and coordinate PA activities within national chains, and, because they are in a national chain of command vice a NATO one, may overlook the value-added that coordination with the NATO PA chain can bring.

c. To increase the likelihood that national PAOs deployed in NATO operations are aware of NATO PA policies, guidance and messaging, senior Mil CPAOs at the deployed level should establish lines of communications with national contingent PAOs in the Area of Responsibility (AOR) in addition to their operational chain of command.[20]

5. CPAO as Trainer.

a. PA Staff Training. The CPAO must also ensure the staff is trained and prepared to collaborate and assist PA efforts in support of the mission's objectives. In this respect the CPAO takes the role as mentor and trainer for the organisation. Likewise, the CPAO must ensure the PA staff is resourced with the required and appropriate tools and technology to accomplish the mission.

b. Service Member PA Training. Service member interaction with the media in today's operations, exercises and other military training is not only likely, but almost probable. As such service members must be trained on how to interact with the media. The CPAO serves as the subject matter expert (SME) for all media training in the command.

c. Senior Leader Training. The CPAO, as the SME, advises and trains the Commander and Senior Leaders on conducting media interviews and delivery techniques.

d. Host Nation (HN) Mentoring. The CPAO will, at times, be called upon to mentor HN and indigenous agencies. In Afghanistan, for example, the former-ISAF PA staff was instrumental in standing up the Afghan Government Media Information Centre. In all NATO missions and operations, Mil PA personnel should be actively involved in planning and conducting training for their HN counterparts.

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[20] For example, if a senior Mil C,PAO has three separate national contingents working within the region, the senior Mil C.PAO should habitually coordinate with these national contingent PAOs to gain situational awareness of their activities, inform them of the applicable NATO policies and guidance, and provide situational reports to the higher headquarters, all the while coordinating efforts to maximize effects.

CPAOs should be prepared for such tasks as the situation and higher headquarters direct.

6. Unit Public Affairs Representatives (UPARs).

a. Whether a unit has an authorized PAO or not, the Commander has the overall responsibility for providing Direction and Guidance to conduct a PA program in accordance with the higher commands public affairs guidance (PAG) or integrated communications plan (ICP).

b. If a unit has not an authorized PAO in either its Peacetime Establishment (PE) or Crisis Establishment (CE), a prudent measure would be for a Commander to appoint a UPAR to conduct PA duties on a reduced scale.

c. The UPAR serves as the liaison between the unit and the higher headquarters for PA issues, bringing PA issues to the attention of the higher headquarters PA staff and can construct initial drafts of PA planning products, PA annexes, news releases or talking points for submission for approval through the PA chain of command.

d. As the UPAR is typically not a trained PAO, the UPAR is most likely conducting these responsibilities as an additional duty to their full time job; hence, the duties of the UPAR should be limited and the higher headquarters should maintain situational awareness over actions.

e. The training of UPARs is covered briefly in Chapter 9.

Chapter 3 - Public Affairs Officer Planning and Staff Integration

1. **Introduction.** Planning and preparation is the key to success in any military operation, mission, exercises and training. PAOs must develop detailed and easily understood plans that are nested with the Commander's intent as well as the higher and subordinate headquarters to be effective.

2. **Integration into the Command's Planning Process**.

   a. Mil PA must maintain a presence in the various planning cells and working groups within the headquarters to ensure PA is integrated into all future operations, missions, exercises and training. This is critical to ensure that unity of purpose is met.

   b. Early involvement of Mil PA in the planning process ensures that the Commander's public affairs intent is addressed and integrated into the planning. It will also ensure the required resources are incorporated into the mission service support requirements. Transportation, security, access and other resources are rarely 'owned' by PA and must be allocated or tasked to support PA operations. Full integration into the staff and planning processes are the preferred method to ensure such assets are allocated.

   c. Although Mil PA and StratCom perform different functions, they are complementary to each other and both further the Commander's objectives. PAOs should also coordinate with Info Ops and PSYOPS to ensure unity of message, but care should be taken to maintain separation from execution of Info Ops and PsyOps. See MC 0457/3 for the MC's direction.

3. **Mil PA Planning Policy**.

   a. Every NATO operation, mission, activity, exercise and training must have a PA plan detailing the objectives of the Mil PA activity, the intent of the programmed activities, the Mil PA approach to be taken and the tools and resources needed to communicate. The PA plan must support the overall mission objectives and StratCom Framework. If appropriate, the integrated communications plan will be forwarded to NATO HQ for approval as part of the larger Strategic Concept of Operations (CONOPS)/Operation Plan (OPLAN)[21].

   b. Tactical level CONOPS, OPLANs or operations orders (OPORDs)[22] PA annexes will be reviewed by ACO/ACT accordingly.

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[21] The Strategic CONOPS establishes SACEUR's concept for the conduct of a NATO-led military operation, in concert with other non-military and non-NATO efforts, to achieve the NATO Military Strategic Objectives (MSOs) and conditions required to assist in the attainment of the desired NATO end state. The Operational CONOPS, developed in collaboration with the Strategic and Component levels, is the formal expression of the Operational level Commander's intent for the conduct of the campaign or operation, including the deployment, employment, and sustainment of forces.

[22] The difference between an OPLAN and an OPORD is that the OPLAN states critical assumptions that form the basis of the plan and time of execution is not introduced. These assumptions have to be revalidated to describe the situation awareness needed to transform the OPLAN into an executable OPORD. The OPLAN becomes an OPORD when the conditions of execution occur and an execution time is determined. An OPORD should include only such detail as is necessary for commanders of

4. **Planning Cycle**.

   a. There are numerous planning models and each nation's process differs slightly. Currently, NATO abides by the Comprehensive Operational Planning Directive (COPD) for developing Strategic and Operational level OPLANs in support of the NATO Crisis Management Process (NCMP)[23].

   b. This process is used at the highest levels of NATO to drive political decisions to begin military planning and is beyond the scope of this Handbook. It is important to understand, however, that regardless of the specific planning model used, there are generally recognized steps in the planning cycle.

   c. Each planning model will use different nomenclature but the basic steps (and those of NATO's Strategic level planning) are included in a generic model as Annex 3-B and Annex 3-C.

   d. Although all operations are unique, their planning and conduct can be approached in the same manner. AJP-5[24] presents an overarching framework of the key planning principles, considerations and processes that are followed in planning. It describes how planning activities and processes are integrated and coordinated to support decision-making and producing plans, orders and directives for all types of operations. It focuses on the operational level, although it also has utility at the strategic and tactical levels.

   e. Planning develops viable options to achieve an acceptable outcome from an unacceptable situation. Military planning is a sequence of activities undertaken by commanders and staff at all levels. Planning identifies the actions, effects, decisive conditions and objectives required for mission accomplishment. It is not an end in itself but an adaptive process for confronting changing conditions and a wilful adversary. Consequently, military planning requires active and continuing collaboration and dialogue by commanders and staff at all levels of command. The results of planning – plans – articulate how those actions (ways) and resources (means) are employed to achieve objectives (ends).

   f. All planning models will generate certain products throughout their process, namely warning orders, OPLANs, OPORDs or fragmentary orders (FRAGOs)[25]. These orders are intended to inform subordinate commands of the key tasks, intent, and timings, early enough to begin parallel planning or to initiate the required actions. This information can be put out as paragraphs within the larger base order or can be disseminated as PA annexes to those orders.

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subordinate formations/units to issue their own orders and to ensure coordination. An OPORD may be written, oral, or graphical (traces, overlays, etc.), or a combination of these forms.

[23] The COPD can be adapted to the Component/Tactical level in order to enhance collaborative planning activity.

[24] AJP 5 – Allied Joint Doctrine for the Planning of Operation, 11 February 2019.

[25] In rapidly changing situations commanders may not have time to issue full OPORD. Instead, a FRAGO, which is an abbreviated form of an OPORD, may be issued. The FRAGO will include only the parts of the original OPORD that have changed.

g. The PA annex is designated as Annex TT in COPD. The template found at Annex 3-D provides the continuity and memory aid to address the important and relevant issues for PA planning.

h. Key to the success of PA planning is to ensure that the Mil PA aspects are integrated and synchronized with the larger plan and that the PA plan is issued as part of the OPLAN or OPORD.

5. **Planning Hierarchy.**

a. High level guidance. Generally, Mil PA planning is informed by guidance from either of two sources: the Political-Military level or the military Strategic Command level. In either case, the initial guidance might be provided informally, as a directive from the SECGEN or Strategic Commander or published in a higher level PA strategy or StratCom framework. Often, requirements for Mil PA planning are done through media analysis or identifying requirements as situations develop. Do not let the lack of formal guidance delay the initiation of planning for important issues.

b. Mil PA Outputs. Based on the higher level guidance or the identified requirement, these outputs will take the form of a PA Strategy, PA Plan or PA Guidance (PAG). Each of these products should be directive in nature and provide clear and concise guidance, tasks and purposes and coordinating instructions for ease of understanding and unity of effort

c. PA Strategy. This document provides a broad Mil PA approach that sets overall themes and goals for an organisation or initiative, and usually covers one through several years. The strategy should include enduring themes and overarching messages. Action-oriented PA plans derive their guidance from PA strategies approved by higher authorities.

d. PA Plan. PA plans are the details relating to the planning and conduct of a Mil PA-related activity; in other words the 'execution' guidance detailing the what, where, when, how and by whom. It can also specify what needs to be done in year one or year two of a multi-year PA strategy, in effect 'operationalizing' the strategy. On the Operational level, a PA plan is presented in a five paragraph OPLAN or OPORD Annex format. When developing an organizational or institutional PA plan, the format is less formal and can be presented in memorandum or policy paper format.

e. PAG. A package of information to support the public discussion of organisational issues and events. Such guidance can range from a prescribed response to a specific question to a more comprehensive package. Included could be an approved Mil PA policy, news statements, answers to anticipated media questions, and community relations guidance. The PAG also addresses the method(s), timing, location, and other details governing the release of information to the public. A PAG example is included at Annex 3-F.

f. Messaging Products. Frequently, situations will dictate an immediate need for holding lines, talking points (TPs), or lines to take (LTTs). These products do not constitute PA plans or PAG in that they do not address issues such as timings, coordination measures or provide issue context to the PA practitioner. Avoid the

lure of merely providing such lines, in lieu of a formal or coordinated plan. Conversely, a good PA plan or PAG will include these messaging products proactively.

6. **Types of PA Planning**.

   a. <u>Specific Issue or Event Planning.</u> Events will arise that require separate planning.[26] These events may be tied into larger strategic issues but require focused attention in the short to medium term. Categories of Mil PA planning might include timings of media advisories, photographic and video support, news releases, media facilitation, preparation of SMEs and handling interview requests and development of Talking Points (TPs). Such plans might also be referred to as PAG.

   b. <u>Contingency Planning.</u> Events or problems which might arise which were identified during the planning process can be addressed in contingency planning. For instance, an operation is conducted in an area known for earthquakes, the planners can develop contingency plans to deal with this event, should it happen. Having a plan 'on the shelf' will assist in rapidly addressing the problems which can keep such emergencies from developing into a crisis. Contingencies should be rank ordered by probability and by severity. An event which has a very high likelihood of occurring but little to no impact on the operation or public opinion should be ranked as a low priority for planning. Conversely, high probability, severe events should get the immediate attention of the planners.

   c. <u>Crisis Management Communication.</u> Unforeseen events occur. Sometimes these events are so serious or severe that they challenge the future or legitimacy of an organization. For these circumstances, there is a need for managing the crisis before it becomes overwhelming. A detailed example of Crisis Communication Planning is included as Annex 3-I to this chapter.

7. **Higher and Subordinate HQ Coordination during the Planning Process**.

   a. It is imperative that the higher HQ keep the subordinate commands informed of the planning progress to ensure that parallel and collaborative planning takes place. Without this critical step, the subordinate command could be taken by surprise and will have to quickly react to the higher HQ's intent. A good guide is the 'One Third, Two Thirds Rule', in which the higher HQ will take one third of the time prior to the start of the operation to develop its plan.[27] By providing as much information as possible through warning orders and open communication early in the process, the subordinate commands will have even more time and insight to ensure they can fulfil the higher HQ's intent and vision as well as, provide advice to the higher HQ if required.

   b. Within manning and resource constraints, PA planners should attempt to utilize liaison officers (LOs) as much as possible. Having a dedicated LO at either the higher or the subordinate HQ increases the possibility of communications

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[26] For example changes of command, announcements for restructuring of headquarters, command directives, etc.

[27] If, for example, an operation is to begin in 90 days, the higher HQ would strive to complete its plan by day 30 to leave the remaining 60 days for the subordinate commands to complete their plans.

dramatically. Even if the LO is only in place for critical planning events, the dedication of such an officer is most likely worth the effort.

8. Planning Considerations.

    a. Regardless of the model, the following key questions guide all Mil PA planning:

        i. What effect are you trying to achieve?

        ii. Who is your audience?

        iii. Why are you communicating the messages – what effect is sought?

        iv. What is the overall environment into which you are communicating?

        v. What is your message?

        vi. How are you going to tell them?

        vii. When are you going to tell them?

        viii. How do you measure progress or success?

        ix. Are there security, privacy or other limiting factors?

        x. How does this fit into the overall NATO picture, and how does it relate to Info Ops and PSYOPS plans?

    b. Other planning considerations include:

        i. What are the PA Centres of Gravity (COGs) and the decisive points?

        ii. What are the critical points that show public opinion or media environment are changing?

        iii. Developing a 'Public Affairs Collection Plan' conducted by thorough research and analysis to identify shifts in trends of the information environment. Changes in trends could dictate changes to plans.

        iv. What assets are required? Assets could include dedicated Combat Camera, transportation, exception to policy for media to fly on military aircraft, download and transmission of images on military computer systems, etc.

        v. Do you have an updated distribution list/plan that includes email addresses and/or web and social media platforms?

        vi. Developing a visual imagery dissemination plan. How will PA get images to the media and general public? Do you have an updated distribution list/plan (email and/or social media posting)?

        vii. What are the potential issues and who are the trusted SMEs to speak to these issues? Are they willing to speak, prepared to speak and available to speak at the decisive points?

viii. What are the national restrictions to the release of information, images, etc.?

c. Conducting a thorough Mission Analysis and Staff Estimate[28] will allow the PAO to accurately answer these questions.

9. **Examples.** The following annexes are provided as guides for the PA planning and staff integration process. They are written to provide continuity across Mil PA and to draw the planners' attention to the important aspects of PA planning.

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[28] In military terms an 'Estimate' is a command-led military problem solving process which is applied to ill-structured problems in uncertain and dynamic environments against shifting, competing or ill-defined goals, often in high stake and time-pressured situations. It combines objective, rational analysis with the power of intuition (a combination of experience and intelligence) and its output is a decision about a Course of Action (COA).

Annex 3-A   Public Affairs Staff Estimate

The starting point for PA contributions to staff planning is the PA Staff Estimate. The PA Staff Estimate consolidates information on the mission audiences, media presence and capabilities, public opinion, PA assets and PAG. It also looks at emerging trends in media coverage; that covers everything from current events to internal and external communications issues. It requires PA Staff to conduct an analysis of any news media and public environments that will affect or be affected by the mission. Based on those observations, PA leaders make recommendations on how to best employ PA assets.

This is not a static document created just for the beginning of an operation. It is a living document intended to maintain a record of the current environment in a theatre of operations or mission. It must be continually reviewed in order to reflect changes in the situational awareness.

The information contained in the estimate will feed the operations orders or plans and subsequent revisions of those products, if kept current and accurate.

Sources of information are not restricted to NATO documents. Any legitimate resource may feed this estimate.

The format and headings should be tailored to the specific operations. For example, stand-alone documents and reports may fit the bill for the information required in the estimate and therefore might be included and tabbed within a PA Staff Estimate binder. These might comprise TPs, themes, command messages, and PAG with proposed questions and answers (Q&As) for engaging the media and what effect this event is trying to achieve.

The following is an example of a PA Staff Estimate modified from the U.S. Army Handbook and Canadian PA planning suggestions. However, any other format could be valid as long as the estimate provides the data and information to make educated decisions within the planning cycle.

EXAMPLE PA STAFF ESTIMATE:

1. **Mission**. Restate the command's mission from the PA perspective. This as analysis of the mission continues, will eventually become the Annex TT Paragraph 2.

2. **Situation.** This paragraph describes the operation's strategic and operational media environment and identifies the critical factors that may affect the command's mission.

   a. Information Environment. Describe the general characteristics of the operation and the information environment in the area of operations.

   b. Audience Analysis. Who are the audiences, both internal and external? What are their information needs? How do they get their information: television, radio, newspapers or word of mouth? Is the media state-run or independent? Does the audience population have telephones, cell phones, fax machines or Internet connections? These devices are frequently found even in developing countries and must be considered during the analysis of information channels.

c. Media Presence. What media representatives and organisations are in the area of operation? Are they radio, television, online or print? Are they state-run or independent? What is their political slant? Are they receptive to Alliance information products such as news releases or other print or electronic products? Is the media interested in live interviews with Alliance commanders and soldiers?

d. Media Capabilities. Assess the media's information collection and communication technology, specifically identifying their level of visual information acquisition and satellite communication capabilities. It includes an analysis of the logistics support, transportation assets, and host-nation communications infrastructure available to them.

e. Adversaries' Capabilities. Assess the adversary's or adversaries' information strategy, information tactics and communication technology. Specifically identify their level of visual information acquisition, methods and means of disseminating information and purpose and intent of communications. It includes an analysis of the logistics support, transportation assets, and network communications infrastructure available to them. InfoOps, PSYOPS and J2 should be good sources of information.

f. Media Content. Assess the global media's presentation of information, agendas and emerging trends and analyse and prioritize the potential strategic and operational level issues confronting the command in the news media. This media content analysis will provide an evaluation of the quantity of coverage and the nature of that coverage for credibility, fairness and balance.

g. Public Opinion. What are the opinions/beliefs of the local populations; of the international community; and of the Alliance members' national populations?

h. Information Channel Availabilities. Assess the information channels available for communications in and out of the Area of Responsibility (AOR). Identify the means available to the commander for receipt, transmission, and dissemination of voice, data, text, graphics, and digital visual imaging. Describes command, coalition, and local national facilities and equipment available, to include an analysis of available telephone lines for voice and data transmission, the accessibility of audio and video channels, the prevalence of private communications devices such as soldier-owned cellular telephones, facsimile machines, computers, portable radios and televisions, still and video cameras, and the nature and flow of the information possible through these channels.

i. Information Needs. Assess the information needs of the previously identified key publics. It analyses key internal and external audiences and assesses their news and information expectations. Identify the types of information made available to these key audiences.

j. Filters. Who are the key influencers? What are the key influences? What are the motivations and biases?

k. Personnel and Resources Available. What is the available PA force structure, translators, Combat Camera and/or administrative staff?

l. **PA Guidance.** What guidance has been received from higher levels?[29] Official positions on theatre issues are naturally not developed at the tactical level. What is the theatre strategic/national command authority position? This is often coordinated and de-conflicted at all levels via conference calls and other communication means.

3. **Analysis of relative strengths, weaknesses, opportunities, threats (SWOT Analysis) of friendly and enemy forces**.

   a. Strengths: capabilities that enables PA to perform well. It is only strength if it helps PA to meet its task.

   b. Weaknesses: characteristics that prohibit PA from working well. Limitations or deficiencies in resources or capabilities.

   c. Opportunities: trends, forces, events, ideas to capitalise on.

   d. Threats: outside events or forces that PA needs to plan for or decide how to mitigate.

4. **Analysis of Courses of Action (COAs)**.

   a. Analyse each COA based on the PA objectives from higher HQ or political HQ.

   b. Indicate problems and deficiencies. At a minimum, subparagraphs should include media facilitation and support, news and information provision, and force training and support.

   c. Analyse each COA from a PA point of view to determine its advantages and disadvantages for conducting PA. The detail in which the analysis is made is determined by the level of command, scope of operations, and of urgency of need.

5. **Comparisons of COAs**.

   a. Compare each COA.

   b. List advantages and disadvantages of each COA under consideration.

   c. Include methods of overcoming deficiencies or modification required for each COA.

6. **Conclusions**.

   a. Indicate whether you can support the command mission (restated in paragraph from the PA viewpoint).

   b. Indicate which COAs you can best support.

   c. List major PA deficiencies, which commander must consider. Include specific recommendations about methods of eliminating or reducing their effects.

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[29] Until specific planning guidance from the Commander becomes available, some assumptions may be needed for initiating planning or preparing the estimate. These must be clearly stated as assumptions. The assumptions will be later modified as factual data or planning guidance becomes available.

Annex 3-B   Military Planning Model for Public Affairs – Operational & Tactical Level (Generic Model)

1. **Receipt of the higher Commander's Planning Directive with the mission**. The mission might be directed by a Commander or it might be an acknowledged need for future action.

   a. Warning Order #1 (Commander alerts Subordinate HQ of impending mission and alerts to begin collaborative/parallel planning).

2. **Research and Mission Analysis**.

   a. Tasks and Considerations within the planning step:

      i.   Update Staff Estimate.

      ii.   Analyse Higher Mission / Intent.

      iii. Identify Specified / Implied Tasks /Essential Tasks.

      iv.   Review Task Organization / Assets.

      v.   Determine Restrictions / Constraints.

      vi.   Assess Risk.

      vii. Identify Critical Facts / Assumptions.

   b. Product or Outputs:

      i.   Develop intent for PA.

      ii.   Warning Order #2 (Initiate movement to preposition resources and personnel, guarantee logistics, establish timings, etc.).

3. **Course of Action (COA) development**. Tasks and Considerations within the planning step:

   a. Generate options.

   b. Develop embed, media engagement or visual information plans.

   c. Identify resource requirements.

   d. Assign responsibilities.

   e. Prepare COAs.

4. **COA Comparison/Wargaming**. Tasks and Considerations within the planning step:

   a. Identify resource shortcomings.

   b. Compare COAs against intent and resources available.

5. **Appropriate COA Selection**. Product or Outputs. Planning Directive to subordinate HQ (to trigger COA development at its level. It includes the refined COA, Commander's intent, final operational design, and subordinate HQ missions).

6. **CONOPS development** (with PA contribution and collaboration from subordinate HQ).

7. **CONOPS approval by higher authority**.

8. **Plan development (with PA contribution and collaboration from subordinate HQ)**.

9. **Plan approval by higher authority**.

   a. Tasks and Considerations within the planning step - approval authority accepts plan and authorizes resources.

   b. Product or Outputs - Warning Order #3 or PA Annex/PA paragraph in Plan.

10. **Plan implementation (execution)**.

11. **Operations assessment**: evaluate – take a self-critical look at how your plan was executed and determine what worked and what did not[30]. This feeds into the research for the next event, or can lead you to make a course correction to the current activity, if required.

12. **Transition** (new CONOPS and OPLAN for transition).

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[30] The Annex OO (Operations Assessment) to the OPLAN contains metrics to allow activity (Measure of Performance, MOP) and results (Measure of Effectiveness, MOE) to be measured, as well as plan for collecting these data. Below the Operational level typically only MOP is measured.

Annex 3-C   Military Planning Model for Public Affairs – Strategic Level

1. **Receipt of the MC tasker for SACEUR's Strategic Assessment (SSA)**. Product or Output: Strategic Warning Order (SACEUR alerts selected JHQ/CC and other appropriate subordinate HQs to start collaborative planning and operational appreciation of the strategic environment).

2. **Develop and coordinate SSA**.

   a. Tasks and considerations within the planning step:

      i.   Update PA Staff Estimate.

      ii.   Review NATO political direction and guidance and Policy statements.

      iii. Develop a Strategic Appreciation of the crisis (nature, scale and scope of the problem and analysis of the strategic environment and the key factors)[31].

      iv.   Analyse the principal actors and their roles in the crisis (Capabilities and Behaviour of these actors and their Strategic COGs).

      v.   Appreciate international interests and engagement in the crisis. (international legal aspects, international interests and objectives, international commitments, information environment, media and public affairs environment, international common aims, objectives and desired end state conditions).

      vi.   Determine implications for NATO, including potential strategic risks and threats.

      vii. Appreciate potential strategic ends (including NATO end state, strategic objectives and effects), ways and means.

      viii. Develop military considerations (applicability and use of military instrument and Non-NATO interaction requirements).

      ix.   Coordinate and Submit SSA to MC.

   b. Product or Outputs: SSA (with PA contribution).

3. **Receipt of the MC tasker for SACEUR's to develop Military Response Options (MROs)**[32].

4. **MROs Development**.

   a. Tasks and considerations within the planning step:

      i.   Review Political Guidance and Direction.

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[31] Includes, among others, the key information factors.

[32] NAC may also request through MC the development of MROs when requesting the SSA, if time constraints dictate.

      ii.   Appreciate Lessons Learned from Similar Previous Operations.

      iii.   Select and Develop MROs.

      iv.   Analyse, Evaluate and Compare MROs.

      v.   Coordinate (includes advice from selected JHQ/CC) and submit MROs to MC.

  b. Product or Outputs: MROs (with PA contribution).

5. Receipt of the NAC Initiation Directive (NID) with MC guidance for strategic plan development.

  a. Product or Outputs: SACEUR's Strategic Planning Directive (SPD) to selected JHQ/CC and appropriated subordinate HQs with guidance for operational estimate.

6. Strategic CONOPS development.

  a. Tasks and considerations within the planning step: Coordinate and submit CONOPS to MC.

  b. Product or Outputs: CONOPS (with PA contribution).

7. Strategic CONOPS approval by NAC.

8. Receipt of NAC Force Activation Directive (FAD) with MC guidance.

9. Strategic Plan development.

  a. Tasks and considerations within the planning step: Coordinate and submit Plan to MC.

  b. Product or Outputs:

      i.   Plan (with PA contribution).

      ii.   SACEUR's Activation Warning (ACTWARN) or calling letter with provisional Combined Joint Statement of Requirements (CJSOR) to nations.

      iii. SACEUR's Activation Request (ACTREQ) to confirm force contribution to nations.

      iv. SACEUR's Activation Pre-Deployment (ACTPRED) to nations (if required).

10. Plan approval by NAC.

11. Receipt of the NAC Execution Directive (NED) with MC guidance.

  a. Product or Outputs: SACEUR's Activation Order (ACTORD) to nations.

12. Plan Implementation (execution).

13. **Operations assessment:** evaluate – take a self-critical look at how your plan was executed and determine what worked and what did not[33]. This feeds into the research for the next event, or can lead you to make a course correction to the current activity, if required.

14. **Transition** (new Strategic CONOPS and OPLAN for transition).

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[33] The Annex OO to the OPLAN contains metrics to allow results (MOE) to be measured, as well as plan for collecting these data.

Annex 3-D Guidance on drafting Public Affairs CONOPS/OPLAN/OPORD Annexes

1. The purpose to prescribe a PA Annex format is twofold. First, by using the approved format, the writer ensures continuity, in that NATO military officers will be familiar with the format and will understand where to find the vital information within that format. Second, this template serves as a checklist to ensure the PA planner has considered the important aspects and issues for PA operations.

2. The PA OPLAN/OPORD Annex is both, a tool for conveying the details of the operation plan to the subordinate headquarters and a legally binding order signed by the Commander responsible for the operation. **As such, it should be concise, relevant and directive in nature**. Additionally, the Annex is not a solitary document. The Annex cannot be developed in isolation from the base document – its major points should be included within the base document whilst also incorporating the major points of the base document into it.

3. The **five main paragraph headings and bold subparagraph headings are mandatory**. Plain text subparagraph headings may be omitted or supplemented as required. It is important that the Annex must accurately describe the environment, state the mission and provide the details for conducting the PA and communication operation in a manner useful to other PA practitioners. Deviation from this format is authorized but not recommended.

4. If appropriate, use an appendix to provide the necessary detail required for a particular topic, rather than a paragraph in the base order. Appendices are often useful as standalone products or templates for subordinate HQs use. For instance, master messages or service member media cards can be included as appendices to distribute directly to the intended recipient.

5. Depending on the resources and staffing available to the particular NATO military headquarters drafting the Annex TT, higher headquarters assistance or contractor assistance might be sought in order to provide useful, knowledgeable and informed guidance to the subordinate command. Planning should not be conducted 'in a vacuum'. Proper planning should be coordinated across military and political lines, up and down the chain of command and with the ultimate goal being unity of effort.

ANNEX TT TO

OPLAN XXX

DATED …..

OPLAN XXX

(TITLE of OPLAN)

PUBLIC AFFAIRS

REFERENCES:

A. PO(2009)0141, NATO Strategic Communications Policy, dated 29 September 2009

B. MC 0628, NATO Military Policy on Strategic Communications, dated 26 July 2017

C. MC 0457/3, NATO Military Policy on Public Affairs, dated 28 May 2019

D. MCM-0085-2010 (Rev 1), Military Concept for NATO Strategic Communications, dated 11 August 2010

E. AD 095-001, ACO Public Affairs, dated 4 June 2013

F. AD 095-002, ACO Strategic Communications, dated 21 May 2012

G. ACO/ACT Public Affairs Handbook, dated April 2020

Time zone used throughout this order: ZULU

1. **Situation.** The situation paragraph consists of a brief general description of the communication situation, with emphasis on information particularly affecting PA operations such as the public environment in the theatre of operations i.e., positive to NATO, hostile to NATO. Note: To ensure unity of effort, recommend a joint annex with the other communications disciplines (StratCom, Info Ops, PSYOPS).

    a. **Enemy forces / Opposing or Hostile forces.**

        i.   Identify the threats to friendly PA efforts or success of the mission.

        ii. Describe the opposing forces' capability/expertise in propaganda or media operations that will require specific counter-actions.

        iii. Outline any other threats to friendly communications efforts. The scope of this analysis will increase from Tactical to Strategic level.

    b. **Friendly Forces.**

        i.   Outline the higher HQ's PA and adjacent agencies' communications plans.

        ii. Identify any and all other forces or authorities in the Joint Operations Area (JOA) with PA capacity and/or capabilities and consider the required coordinative activities.

c. **Attachments/ detachments.** Highlight critical elements of the task organization that will provide additional PA capacity and/or capability e.g. subordinate NATO Media Information Centres or detachments of specialist staffs such as NATO TV crews or combat camera teams.

d. **Availability of local infrastructure to support PA activities.** For example, internet infrastructure in place, Government/Joint/Multi-national Media Information Centres, etc..

e. **Media activity, friendly and hostile.** Identify specific entities as well as trends and state how these will impact fulfilling the PA mission in theatre.

f. **Assumptions.** (If applicable). Planners must make assumptions when faced with a lack of information or uncertainties in order to further the PA plan. Assumptions must be plausible, necessary and realistic and should eventually be confirmed or denied to ensure that the plan remains valid.

g. **Any other information** relevant to the information environment.

2. **PA Mission.** A clear and concise statement of the PA mission, addressing the WHO, WHAT, WHEN, WHERE, WHY AND HOW of the PA element. State clearly, in simple terms, how the PA effort will support the Commander in achieving his desired objectives. A clear task and purpose must be provided and the mission must be nested to both the owning HQ and the higher HQ StratCom and PA missions.

3. **Execution.**

a. **Commander's PA Intent**. Clearly and concisely explain the Commander's vision of how Mil PA activities will be conducted. This paragraph should make clear how much effort will be invested in PA activity.

b. **Concept of Operations**. A detailed discussion of the overall PA mission, explaining how Mil PA activities will be conducted in each phase of the plan and what the priorities, goals and objectives are. All of which should exist as a specific sub-task and purpose for each phase, detail them in an appendix if required.

   i.   PA Approach. Very Active, Active or Reactive (see MC 0457/3).

   ii. PA Purpose.

   iii. PA Priorities of Effort.

   iv. Desired PA end-state.

c. **Key Tasks.**

   i.   State the overall key tasks that must be accomplished.

   ii. State tasks and purposes for each subordinate PA entity. Detail requirements for media operations and internal communications including but not limited to:

      1.   development of PA plans;

      2.   capturing, archiving and disseminating imagery (still and video);

3. web site and social media web site management;

4. media monitoring;

5. building and maintaining relationships with local/ international media, third party advocates and other stakeholders (IO's, NGO's, etc.);

6. producing internal information product for troops in theatre;

7. media training for key leaders or service members.

d. **Coordinating Instructions.**

    i. Master Messages. They should be attached as an Appendix.

    ii. Commander's Critical Information Requirements (CCIRs). Identify types of PA information or events which may have an impact on the conduct of the campaign that the Commander should be made aware. PA recommendations should be integrated into the overall list of CCIR's, which the staff presents to the Commander for approval. These should not be separate and/or isolated PA CCIRs. Examples might include; inaccurate leader articles in influential media outlets, speeches by senior public figures (ministers and heads of state) of NATO and Troop Contributing Nations (TCNs) and public statements about the conduct of the mission by senior NATO figures or combat video that shows enemy of friendly forces actions which visually reinforce our messages.

    iii. Release Authority. State who will have authority to release information and what coordination is required (attach an appendix with a release authority matrix if required).

    iv. Synchronization and Timings. Examples include:

      1. Provide details of critical PA timings, synchronization aspects or key battle rhythm events.

      2. Deadlines: indicate any critical deadlines/timings.

      3. Briefings: state how frequently these will be conducted by whom and any briefing materials that may be required e.g., CDs, briefing cards.

      4. Routine news conferences/briefings: state how frequently these will be conducted by whom.

    v. Sensitive Issues.

      1. Casualties/Accidents/Incidents. Describe the procedure to be used to coordinate the release of information on casualties. Be clear about the delineation of responsibility between national elements and NATO PA staffs. Address incidents involving CIVCAS (both HN and international) as well military casualties from more than one nation in a single incident.

      2. HN law. Describe any specific considerations that might apply to journalists or media operations activities as a result of HN law. If there

is a NATO Status of Forces Agreement (SOFA) state whether its provisions would apply to journalists accompanying NATO military personnel into theatre and include it as a reference to this annex.

3. Cultural/ethnic/religious issues (where applicable).

4. Caveats. The Annex TT should specifically direct that caveats will not be released publically.

5. Limitations on the use of images showing prisoners of war (Geneva Conventions).

vi. Media Facilitation.

1. Media Accreditation Procedures.

2. Embedded Media Policies. State whether media will be embedded during the operation and if so how it will be accomplished.

vii. Security. Both physical security and operational security (OPSEC). Include at a minimum:

1. Reception, accreditation and identification of media: describe procedures.

2. Reporting restrictions: state any restrictions that may be imposed on the media and why.

3. Security review and how to clear, declassify documents and information for public release and/or use as PA products.

viii. Liaison with other actors in the information community. Explain how the PA staff will conduct normal coordination and de-confliction with StratCom, PSYOPS and Info Ops.

ix. Escort Officers: what training will escort officers be provided, who will supply them and who will brief them.

x. Specialist support: describe the requirements and arrangements for access to interpreters, translators and cultural advisors.

xi. Strategy for coordination with civilian agencies, IOs, and NGOs?

4. **Service Support.**

   a. **Concept of logistics support for PA.**

   b. **Transportation.** Consider the following:

      i. Transport of photographers and videographers.

      ii. Drivers, communications, integration into Higher HQ movement control.

      iii. Concept to move media through theatre and approval process/authorities, etc.

    iv.   Prioritization of media on intra- and inter- theatre transportation.

c. **Contracting and purchasing**. Consider the following:

    i.   NATO Contracting vs. National Contracting.

    ii.   Process and Authority.

    iii.   Local National hiring (media analysts, translators, cultural advisors).

    iv.   Command Information printing and contracting.

    v.   Photo and video equipment.

    vi.   Laptops and software for imagery editing.

    vii.   Mobile or satellite phones.

d. **Briefing and Press Conference Support considerations**. Consider the following:

    i.   Conference room.

    ii.   Maps, display boards, large screen TV monitors, overhead projectors, etc.

    iii.   Interpreters, simultaneous translation equipment, transcription services.

    iv.   Microphones, speakers, splitter boxes, etc.

    v.   Food and beverage costs.

e. **Other acquisition aspects to consider**:

    i.   Power supplies, voltage, conversion.

    ii.   Stationary.

    iii.   Petty cash.

    iv.   Still and video cameras

    v.   Printers and photocopiers.

    vi.   Individual digital recorders (one per person in Media Ops/escort).

    vii.   Organic transportation (armoured or not) and its inherent requirements (drivers, security, maintenance, etc.).

5. **Command and Signal**.

a. **Command.**

    i.   PA Organisation. Will be detailed in an Appendix. Include an organization chart of the relationship between PA and the Command Group/General Staff, J-Staff and other Communications divisions.

    ii.   Identify the chain of command and control, locations of the command posts and PA offices, succession of authority.

    iii.   Include requirements for PA staff to liaise with their counterparts throughout the chain of command in order to develop coherent PA advice and recommendations.

b. **Signal.** Issues to consider include:

    i.   PA points of contact (POC) list, which includes name, rank, unit assigned, title/duty position, phone numbers (secure, non-secure, IVSN, VOIP, mobile, etc.), and email addresses, to include group addresses.

    ii.   Integrated media use of communication assets. If integrated media are anticipated state clearly whether media may be permitted to file copy using military communications channels.

    iii.   Computer integration, OPSEC, thumb-drive usage, etc.

    iv.   Details on the use and acquisition of telephone lines (with international dial-out capability to communicate), mobile or satellite telephones, fax machines, telephone answering machines, etc.

    v.   Internet connectivity and computers with unrestricted access, mission secret computers, etc. Include the requirement for access to the ACO Open Source System (AOSS) for media monitoring (requires broadband internet connection).

    vi.   Details for use and acquisition of satellite TV with international news channels.

    vii.   Video transmission systems (DVIDS[34] or similar system compatible with NATO requirements).

    viii. Commercial/Public radio monitoring facilities.

<div align="right">///Signature Blocks///</div>

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[34] Digital Video and Imagery Distribution System.

APPENDICES:

1. **Background and public environment analysis** (general information about print and broadcast media, telephone system, internet, social media, communication policy, etc.).

2. **PA C2 structure** – include as an appendix if not addressed in Paragraph 5.

3. **PA approach, goals and objectives, audiences and master messages**.

   a. PA approach, goals and associated objectives by phase.

   b. Key Audience Analysis.

      i. Audience groups may be identified by; geography e.g. citizens of NATO member nations, interest group e.g. international think tanks/IOs/NGOs, ethnicity or some other characteristic.

      ii. Audience groups need to be identified when different communications issues need to be considered.

      iii. It should be remembered that, in the age of the internet and satellite television, messaging leaks across audience boundaries and must be consistent, relevant and appropriate.

   c. PA Master Messages, TPs, Holding Lines, Q&As. These messages, coordinated with StratCom, should be enduring but may require different emphasis or even amendment by phase of mission. Messages should be related to audiences and often derive from existing, higher level messages or guidance. TPs, Holding Lines, and Q&As dealing with specific issues of the operations should be living documents and must be updated as the mission develops. The effective management of TPs, Holding Lines and Q&A is a primary responsibility of the PA effort.

4. **Guidelines for release of information, media registration and ground rules, imagery support and casualty reporting**.

   a. Media Accreditation & Ground Rules, Liability Waivers and PA Guidelines (includes releasable and non-releasable information, report of casualties and any other sensitive issue).

   b. Imagery guidelines. At a minimum include:

      i. Direction and guidance for acquisition of images to support the communications plan. Direction for archiving, meta-data and cut lines.

      ii. Direction for transmission procedures and distribution lists (imagery websites, DVIDS, etc.).

      iii. POCs for assistance.

5. **Any other appendix as required**, e.g.:

   a. Daily and/or Weekly Reporting format, and any other required template.

b. Service Member Media Cards. Include quick reference cards for NATO service members highlighting the important themes and messages and acceptable guidelines for dealing with the media.

c. PA and Communications Battle Rhythm, taking into consideration Higher HQ and NATO HQ battle rhythm.

d. Map of AOR with PA assets, transmission facilities, NMIC , NMICs, etc.

e. Organisation of the NMIC / PA structure.

f. Release Authority Matrix.

Annex 3-E   Public Affairs Plan and Example

1. In some situations, an Annex TT is not appropriate to convey the details of a Mil PA activity. In these instances, a more narrative-style PA plan is the alternative. This type of plan is typically used within multi-agency or multi-national events rather than the OPLAN or OPORD Annex TT, used when directing a PA plan within a particular command.

2. The format for a Mil PA plan is flexible. It must convey the major points of the plan in a clear, thorough, yet concise document in which the intended PA operatives and their supported commanders understand the objectives of the plan, key themes, timelines and expectations/responsibilities. A narrative-style PA plan may be used for tactical and local events as well as large picture strategic events, although the level of detail contained within the plan might vary. Strategic level plans tend to be more broad in nature while tactical and local plans will be much more directive. The situation dictates the level of detail. Regardless, a good narrative-style PA plan should cover the following:

a. List applicable references.

b. Include a background paragraph(s) which will inform the reader of the history of the issue, higher level perspectives, planning assumptions, and how the issue/event fits into the larger picture. Within this paragraph the communications problem should be defined.

c. Intended audiences. An analysis of the various audiences is preferred.

d. Objectives of the plan. What does the command or multi-agency taskforce intend to accomplish with this plan.

e. Activities – list specific activities which will be conducted and describe how each assists in the accomplishment of the goal or objective. Group activities in support of specific objectives and by phase if there is a roll-out schedule over time.

f. Other planning considerations – vertical and horizontal.

g. Explicit statements of the PA approach and a narrative concept statement.

h. Critical timings and phasing.

i. Responsibilities and guidance.

j. Themes, Messages, TPs and/or Q&A's (as appropriate).

k. Measures of success or milestones to achieve.

l. Any other key information, useful to the PA operatives or external agencies implementing the plan or coordinating additional actions.

Example PA Plan:

NATO OTAN	**Allied Command Operations** **SHAPE** **Communication Plan**	VIGILIA PRETIUM LIBERTATIS
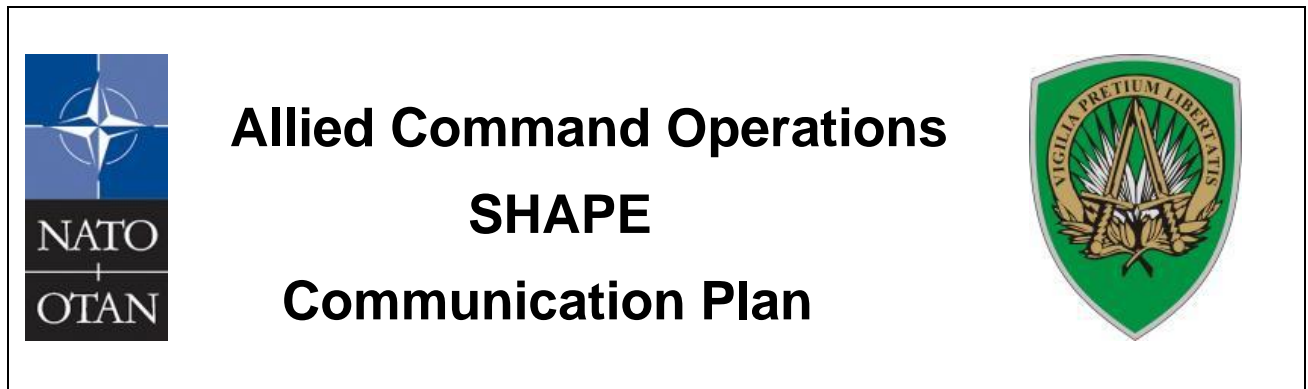
NATO 70th Anniversary

OVERVIEW:

NATO will celebrate its 70th anniversary on April 4, 2019. In the months prior and following, SHAPE has an opportunity so conduct an information campaign highlighting both NATO's and SHAPE's rich history.

COMMUNICATION OBJECTIVE:

Communicate NATO's 70th Anniversary to audiences both internally and externally in order to positively portray Alliance unity and cohesion over the last 70 years in an ever-changing and dynamic political and security environment.

COMMUNICATION STRATEGIES:

1. Develop a 10-13-episode podcast highlighting NATO's and SHAPE's rich history and tying historic events to today's organization.

2. Market podcast episodes to media outlets, think tanks, historical societies, military veteran associations and academia.

3. Conduct media engagments highlighting NATO and SHAPE history and promoting the podcast.

4. Place history kiosk in SHAPE lobby and run historic footage, podcast episodes and photos on continuous loop.

BACKGROUND:

NATO will celebrate its 70th anniversary on April 4, 2019 and SHAPE has been a part of that history since 1951. Both NATO and SHAPE have a rich history that has impacted the political and military environment of the entire world, this anniversary is an opportunity to highlight this rich history.

Due to a lack of imagery, both photo and video, this organisations history does not lend itself to long format video products. However, its history does lend itself to longer, narrative-driven story telling making it ideal for a podcast.

Podcasts are radio style audio recordings that can be downloaded from a variety of applications including iTunes, Castbox and The Podcast App. They vary in length from a few minutes to several hours and are typically accompanied by show notes explaining the

episode, applicable visual support such as a short format video or photos and background info on persons interviewed.

The success of this communication campaign in the NATO 70 anniversary year will lie in appropriately marketing this product to a variety of organisations. It also relies on the product, the podcast, being produced to the highest quality level possible.

The SHAPE podcast will feature 10-13 episodes highlighting interesting events or periods of time in NATO and SHAPE history. The concept for each episode is laid out below.

AUDIENCES:

1. PRIMARY:

      a. Military and civilian personnel assigned to ACO and its sub-commands

      b. Members of Allied History Organisations such as the Pritzker Military Museum

2. SECONDARY:

      a. NATO and SHAPE Veterans

      b. Allied nation military and veterans

      c. Allied nation decision and policy makers

3. TERTIARY: Partner nation military personnel and civilians

COMMAND THEMES AND MESSAGES:

1. AN ENDURING ALLIANCE

Despite existing in an uncertain and ever changing political and security environment, NATO has evolved and therefore endured the last 70 years.

2. UNITY AND COHESION

The Alliance has not only remained cohesive in the face of global conflict, but added 16 new members since its formation. NATO's ability to respond to crisis and conflict does not come from any one nation, but the strength and solidarity of all members.

3. READINESS

From the addition of strategic headquarters in 1951 to the change in response strategy after the end of the cold war, NATO has always placed readiness and the ability to respond to any crisis at the forefront of its values.

PRODUCTS, RELEASE TIMELINES AND POTENTIAL MARKETING:

CAVEAT: All products and timelines are based on a swift approval of this plan. Delay in approval or large scale changes will require an adjusted timeline.

All episodes will be accompanied by a 30-60 second video for social media to be released the day prior as a way of promoting the episode.

1. Episode 1: Birth of an Alliance (Airs December 21, 2018) – This episode will open with the question of "What is NATO?" and dispelling myths about the Alliance. Next it sets the world scene in 1949 and why the Alliance was necessary. It will also highlight the original 13 members and the basics of the treaty. The episode concludes in 1950 with the realization that NATO needed a strategic military headquarters, SHAPE.

Interviews with Elizabeth Rosen on NATO myths (need to find an additional interview.

2. Episode 2: To Lead a Military, You Need and HQ (Airs January 18, 2019) - Episode will feature a brief recap on why NATO deemed a strategic headquarters necessary and why General Eisenhower was selected as the first SACEUR. There is the potential for an interesting anecdote about the desk that SACEUR sits at today and whether or not it was the same desk General Eisenhower used. It will also highlight the committee that planned out SHAPE's roles and responsiblities within the Alliance. The episode will conclude with the activation of SHAPE and its earliest accessions: Germany, Turkey and Greece.

   Potential interviews include: Nancy Eisenhower, General Eisenhower's granddaughter, a historian from Paris to discuss the committee that met in the Astoria Hotel to plan SHAPE and SACEUR to talk about the Eisenhower Desk.

3. Episode 3: A Crisis in Berlin (Airs February 15, 2019) – Explains the politics of the time and why the Soviet Union decided to drive the three Western Allies from Berlin with the Berlin Ultimatum. Hosts will also highlight Live Oak, the covert planning group located at SHAPE in reaction to the Berlin Crisis and their mitigation plans. Episode will end with the construction of the Berlin Wall.

   Potential interview: a historian in Berlin to discuss the crisis and how it impacted the world.

4. Episode 4: SHAPE's Move to Belgium Part I (Airs March 15, 2019) – Hosts will explain the politics of the time, why France made the decision to move all foreign military out of the contry and all French military from the NATO Command Structure. Hosts will also emphasize that France did not leave the Alliance during this time. Episode will highlight why Belgium was chosen for both NATO and SHAPE, more particularly the choice of Casteau for SHAPE. Opportunity for a light hearted anecdote about SACEUR's hesitance in choosing Casteau. Conclude with SHAPE's colors lowering in France.

   Potential interview: French historian in Roquencourt, France to talk about the transition of SHAPE from that location.

5. Episode 5: SHAPE's Move to Belgium Part II "Miracle of Mons" (Airs April 19, 2019) – Episode opens with the SHAPE colors being provisionally raised over Casteau and the welcoming attitude of the people of Mons towards SHAPEANS. Episode highlights that construction continued seven days a week in order to ensure construction would be completed in less than six months. Episode will also discuss SACEUR's chateau as a part of SHAPE's history.

   Potential interview: Mons historian to discuss SHAPE's construction and the enduring relationship between the people of Mons and SHAPE.

6. Episode 6: A Flexible Response to Crisis Part I (Airs May 17, 2019) – Hosts explain the original NATO strategy in response to aggression: massive retaliation including threat of nuclear war. Highlight the crises in the world that led to a shift in thinking (Berlin Crisis and Bay of Pigs). Episode concludes with what that shift in thinking might be.

   Potential interview:

7. Episode 7: A Flexible Response to Crisis Part II (Airs June 21, 2019) – Hosts explain SACEURs role in the development of a new strategy in response to crisis and war and make the link to how we are doing the same right now through NCS-A. Hosts will discuss studies conducted by NATo and SHAPE to determine the forces needed to

respond in a new security environment. Conclude with exercises where Flexible Response was tested.

Potential interview:

8. Episode 8: Terrorism and Attempted Assassination (Airs July 19, 2019) – Hosts open by discussing assassination throughout history and why they occur. Hosts introduce the rise of political and ideological terrorism in Europe in the 1970s. Episode will highlight the assassination attempt on SACEUR Haig and the East-German Terrorist organization that made the attempt. Episode will reference periodicals from the time and television news audio if available.

    Potential interview: historian or political advisor with expertise in terrorism.

9. Episode 9: Heating Up in the Cold War (Airs August 16, 2019) – Hosts introduce the political climate, the Soviet Union is overstretched in Afghanistan and the Arms Race is in full swing in Europe. This arms race caused increased potential for a conventional war between NATO nations and the Soviet Union and led to snap exercises such as Reforgers. In spite of this tumultuous time, Spain accessed into NATO in 1982. Episode concludes with end of the Cold War and destruction of the Berlin Wall.

    Potential interviews: European historian who can speak to the impact of Reforger Exercises on European infrastructure (roads and ports being closed) and a NATO military veteran who can speak to the exercises themselves.

10. Episode 10: Making Partners from Old Enemies (Airs September 20, 2019) – Hosts open by discussing the end of the Warsaw Pact, what it did in the Cold War and the implications of its ending. Highlight the NATO Russia Founding Act and Russia being welcomed as a Partner for Peace with a focus on Russians visiting NATO and SHAPE. Hosts will use this episode as a means of discussing the NATO accession process, why so many former Soviet nations were eager to join and the countries that accessed in 1999: Poland, Czech Republic and Hungary).

    Potential interviews: NATO Political Advisor on the accession process and the Warsaw Pact.

11. Episode 11: Balkan Wars, NATO Becomes Operational (Airs October 18, 2019) – Hosts orient audience to the Balkan region by mentioning specific historic instances that impacted world history. Follow up by describing the ethnic diversity, tension and identity in this region and how all these things made it a political powderkeg. Hosts will highlight that this was a UN and NATO mission. This also marks the first time NATO is involved in a military operation, not just training. Hosts will showcase SACEURs impact to negotiations in the Balkans and conclude by discussing Kosovo Forces enduring mission.

    Potential interviews: Kosovo historian to speak to the political climate and tensions at the time and current commander assigned to KFOR.

12. Episode 12: Proving Solidarity: Artivle 5 and the War in Afghanistan (Airs November 15, 2019) – Open episode with audio from the 9-11 terror attacks and hosts discuss where they were that day. Hosts will orient the audience to the Taliban and draw a parallel to Daesh in both motivation and brutality. Episode will highlight this as the first and only Article 5 invocation in NATO history and the outpouring of support from NATO, partner nations and the UN. Discuss the foundation of ISAF and its transition to Resolute Support Mission. Discuss the countries accessed in 2004: Bulgaria,

Estonia, Latvia, Lithuania, Romania, Slovakia and Slovenia; 2009: Albania and Croatia.

Potential interviews: Former ISAF commander and current RSM commander to discuss the mission then and now, and (if possible) Rakmini Callimachi (host of Calliphate) to discuss parallels between Taliban and Daesh and her experience reporting in Afghanistan.

13. Episode 13: SHAPE and NATO, Where Are We Now? (Airs December 20, 2019) – Hosts open by discussing the Warsaw and Wales Summit and their implications to the Alliance. Discuss the new views on readiness including the Very High Readiness Joint Task Force, 4-30s and the Readiness Initiative. Hosts will discuss the most recent iteration of NCS-A and how the organization continues to change. Close with the accession of Montenegro in 2017 and current SACEUR and SECGEN's visition for NATO and SHAPE in the future.

Potential interviews: SACEUR and SECGEN to discuss recent history and way ahead.

14. Infographics (Ongoing): As applicable, SHAPE production will create infographics highlighting aspects of NATO and SHAPE history in conjunction with appropriate episodes.

POST-PRODUCTION MARKETING:

1. Podcast Applications – SHAPE PAO will use the free application "Podbean" to upload its podcast to iTunes, Castbox and The Podcast App simultaneously. They will work with iTunes specifically to ensure this podcast is the "Featured Podcast" for two weeks after its initial release. Being the "Featured Podcast" ensures it will be prominently displayed for users looking for new podcast content.

2. Military Historical Organisations – The podcast and all accompanying products will be marketed to Military History Organisations such as the Pritzker Military Museum and The Society for Military History for amplification and promotion.

3. Museums – The podcast and all accompanying products will be marketed to military museums across Europe, the U.S. and Canada including but not limited to: The Army Museum in France, The Royal Museum of the Armed Forces and Military History in Belgium, and Museum of Military History in Italy. SHAPE will request amplification and promotion from these organisations.

4. Civilian Media – Before the release of this podcast SHAPE PAO will coordinate an appearance of a VVIP from SHAPE, SACEUR or DSACEUR, to host a media roundtable or engagement in order to promote the podcast and accompanying products.

   Podcast hosts, SFC Alex Burnett and Dr. Stella Adorf, will reach out to other history driven podcasts to promote and coordinate appearances on these podcasts.

5. Academia: The podcast and all accompanying products will be marketed to universities throughout Europe, the U.S., and Canada for promotion and amplification.

6. SHAPE and ACO: Each episode of the podcast will be uploaded to YouTube and the link will go out as an All User Message allowing SHAPE and ACO personnel to easily stream the episode on their Unclassfied computers.

7. Social Media: Each episode of this podcast will be accompanied by a 30-60 second video for publication on social media to tease the episode. A link to each episode on

all three major podcast hubs will be shared on social media on release day. Each episode will be uploaded to YouTube for easy streaming on social media.

SHAPE will create a hashtag in close coordination with NATO social media for this podcast.

TASKS AND REQUESTS:

1. NATO HQ is requested to:

    a. coordinate with SHAPE PAO and HIS in the production of the podcast including providing imagery, audio and interviews if required;

    b. amplify podcast social media videos and episodes when appropriate;

    c. incorporate SHAPE products into their 70th anniversary campaign; and

    d. create a permanent link to the podcast site on the NATO homepage.

2. IMS is requested to:

    a. amplify podcast social media videos and episodes when appropriate; and

    b. create a permanent link to the podcast site on the NATO homepage.

3. SHAPE Staff Sections will:

    a. HIS:

        i. commit desk officer to this project as lead and host;

        ii. conduct research in support of each episode;

        iii. assist in writing scripts for each episode; and

        iv. fact check research done by other sections.

    b. SIA:

        i. review each episode for accuracy and cultural sensitivities.

    c. MEO:

        i. commit desk officer to this project to act as lead and host;

        ii. assist in writing scripts for each episode;

        iii. assist in researching each episode;

        iv. market podcast to appropriate civilian media outlets; and

        v. coordinate media event prior to podcast release.

    d. Outreach:

        i. identify and market podcast to appropriate think tanks;

        ii. identify and market podcast to appropriate museums and historical organisations;

        iii. identify and market podcast to appropriate universities;

        iv. highlight podcast to SHAPE visitors;

        v. coordinate with NATO HQ to ensure all NATO 70th Anniversary events are synchronized with SHAPE; and

        vi. ensure each episode is distributed internally via AUM.

e. Web/Social Media:

   i. create podcast homepage on SHAPE website;

   ii. ensure YouTube and podcast application links are on podcast homepage; and

   iii. share all podcast content to social media as appropriate.

f. Production:

   i. assist in production of all podcast episodes;

   ii. produce 30-60 second video teasers for each episode; and

   iii. produce infographics for episodes as required.

g. J1:

   i. hire two temporary personnel: one script writer for MEO and one research assistant for HIS; and

   ii. ensure their contracts last through the end of this project (December 2019).

h. J8:

   i. fund temporary hires; and

   ii. provide initial funding of 25,000 euros.

4. COMMANDS AND JTFs will:

   a. distribute the YouTube link to each podcast episode internally via AUM;

   b. share all podcast products via social media; and

   c. report all social media metrics to SHAPE PAO.

MEDIA:

SHAPE MEO will coordinate with civilian media outlets to drive interest in the podcast and NATO 70th Anniversary.

CRISIS COMMUNICATION:

The need for Crisis Communication as it pertains to NATO's 70th Anniversary is considered low. However, media issues with the potential to bring negative or intense media attention must be reported through the Public Affairs Coordination chain as well as through the chain of command with a proposed plan of action to mitigate the situation as soon as possible by the most efficient means. If the information can only be share on the secure means, PAOs should strive to advise their higher headquarters on the low side that an issue is ongoing to avoid delays.

ISSUE SPECIFIC MESSAGING:

Issue specific messaging pertaining to NATO's 70th Anniversary needs to be continually updated and shared with all levels of command. SHAPE PA maintains Lines to Take that strives to cover all domains and main issues. While an internal product, it is regularly updated and available for all Commands and JFCs in order to develop their commander's briefing package.

Annex 3-F   Public Affairs Guidance (PAG) Template

Letterhead for Responsible HQ

Subject:	This is 'chapter' heading, such as Air Policing, KFOR, Partnership for Peace, etc. This is used for filing the individual Talking Points, Holding Lines within a larger book.
Issue:	This is the actual topic to be discussed. For example elections, support to local government, manning issues, etc. This is not meant to be unduly restrictive; use as many as needed to ensure that the issues are dealt with appropriately. The major difference between the main information sheet and a sub-issue is totally discretionary. With use, this will become more easily defined.
PA Approach:	Include a brief concept for the scheme of release and posture (Very Active, Active, or Reactive) here. At times a phased approach might be appropriate.
Date originated:	Date of the original document.
Date/Time of last update:	Date and time become critical in an evolving issue.
Expiry date:	Latest date this Talking Points/Holding Lines should be used without revision. If the Talking Points/Holding Lines are to be revised, annotate with the comment: Revise by (date). This should ensure that the info is timely and not overtaken by events.
To be used by:	This is where you define those allowed to use this information in responding to media. It should aim to be more permissive than restrictive. However, if the situation warrants communication by a single source, clearly annotate here.
Issue overview:	This is the context needed to understand the issue at hand, and the overall aim of any communications on the subject or issue. If the overview becomes lengthy or is better explained in a separate document, annotate and attach an annex.

Messages:	List the three main messages you wish to present to the audience. These messages should usually be nested to a higher level communications plan or Commander's intent.
Talking Points:	This is where you can become more prescriptive in the communications about the issue. They should be concise, make a point, and be sufficiently complete to provide the spokesperson with a script for the media engagement.
Questions and Answers:	Q&As are useful for preparing for an interview and must reflect potential journalists' questions. They are not meant to replace basic research on a topic; they are meant to trigger quick responses to obvious or dangerous questions. At a minimum, five positive and five negative questions should be prepared to reflect realistic media queries. Format the Q&As as such: Q1. A1. Q2. A2. etc.
Fact & Figures:	Clearly state the PA posture for facts and figures. Some might be useful for an open audience, others might only be useful only if pushed or with a more knowledgeable audience.
Background and other Information:	This is the detail needed to understand the broader subject and why this has become a newsworthy issue. Include as much detail as needed for a spokesperson to understand and explain this issue. Consider adding old backgrounders as well if they help better understand the evolution of the issue. Use annexes if necessary. Website and hyper-links might be appropriate.
Officer of Primary Importance:	As the issue can rapidly evolve, provide names, phone numbers and e-mail addresses for the POCs for SMEs who can update the spokesperson or validate that the data is relevant and current.
Author:	Drafter of the Talking Points/Holding Lines with phone and e-mail contact. This person should effectively be the most knowledgeable PAO on this issue.
Coordinated with:	List POCs who provided input, validated or coordinated for release of the information.
Releasing authority:	Name, phone number and e-mail address of the releasing authority. This should be the CPAO or higher.

Annex 3-G   Visual Information and Imagery Planning

Reference: MC 0457/3, Paragraph 29.e. (Imagery) and Chapter 11 of PA Handbook

1. The increasing dominance of visual media, particularly in light of the digital media environment and changing consumer news habits, means that NATO cannot effectively tell its story without imagery (still, and video plus sound). This can take the form of NATO providing imagery itself, or by facilitating media access to NATO people and activities. All Mil PA activities should therefore consider ways and means to collect, properly identify and distribute imagery. NATO Nations that do not already have a deployable military imagery gathering capability are encouraged to develop one. In addition to supporting national Mil PA objectives, proactively sharing imagery with higher NATO Headquarters will help leverage its overall impact with regional and international audiences, an effect that may be difficult for anyone nation to obtain. NATO encourages Nations, within the national OPSEC rules and priorities, to implement policies for the rapid identification and declassification of such imagery in order to make it available to support Mil PA efforts.

2. To address these requirements, PAOs must develop an Imagery Plan and ensure they are included in operations plans. On the macro level, these plans are addressed in organizational Standard Operation Procedures (SOPs) and appendices to the PA Annex. On the micro level, they are stated by detailed task and purpose by the photography team's supervisor.

3. Regardless of the level, the PAO must state the task, purpose, requirements and expectations, while ensuring realistic means to transmit and disseminate the images are in place and coordinated vertically and horizontally. Without expressed direction and resource planning the subordinate commands, staff officers and photographers will not know the command's expectations.

4. Consider the following factors and comments when developing an Imagery Plan:

HQ Objectives	What are the HQ's objectives and how can imagery support these objectives?
	If the HQ's objectives are heavily reliant on public perception of information outputs, did the HQ weight the public affairs and imagery collecting effort with the appropriate resources?
	Is the command's emphasis on imagery and its declassification and/or release known and understood by the rest of the command? Do they understand their role in supporting the imagery plan (J-3, J-2, J-6, J-4, Air transportation planners, etc.)?
	Are the above mentioned considerations included in any official order, SOP or policy letter to empower the PAO to leverage assistance?

Audience	Who are the intended audiences and how do they receive their information?
	Which medium(s) is the most appropriate for addressing these audiences?
	Are there agreements, restrictions, cultural taboos, ground rules or ethical issues which should be considered when developing the imagery plan or which should be addressed as instructions to photographers?
	In what format will the audience view the imagery? Include this information to ensure the photographers and staff officers/NCOs understand the format requirements.
Intent for Imagery	Are there specified tasks within the OPLAN or OPORD for imagery? Whether specified or not, what are the implied tasks which will require imagery support?
	How will the imagery be presented or published?
	In what format should imagery be submitted?
Timing	Is the imagery to be disseminated immediately, archived for later use or released as part of a phased operation?
	Are the images time-sensitive. Is the photographer required to transmit images from the field and, if so, does he have the capability?
	Who is responsible for receiving, embargoing and safeguarding the images if they are to be used in a phased operation?
Resource Network	What agencies or equipment are available to co-opt support from (national, Alliance, embassies, ministries, regional commands, higher HQ, HN, IOs, GOs, NGOs, etc.?)
	Who can assist and what is their contact information? (i.e. NATO Multimedia Portal https://www.natomultimedia.tv/portal/index.html) and Defense Imagery (http://www.defenseimagery.mil/index.html)
	If there are gaps in resources, develop solutions and recommendations to overcome the deficiencies. Provide the recommendations to the appropriate HQ or action officer.
Reception Plan	Who is the responsible party on the ground to receive the photos/video?
	How will they process or edit the images?
	What is the intent for the images after reception?

Propriety	What are the considerations for images of detainees, persons under arrest or prisoners of war? This could vary by nation according to its interpretation of the International Laws of Armed Conflict.
	What are the considerations for images of casualties, friendly, enemy, civilian?
	Are there copyright issues? Some nations restrict the release of photos. Generally, higher headquarters can assist with this if informed of the problem.
Classification and Declassification	Who will initially assign a classification to the images?
	Who can authorize the declassification of the images?
	What is the process for declassification?
	What is the means of identifying then declassifying Unmanned Aerial Vehicle (UAV) footage or Weapon Systems Video (WSV)?
	What is the process for identifying the UAV or WSV footage as useable? Will the PAO have the authority or will this be a Commander's call?
	Note: Some nations have very specific photo restrictions on equipment and especially on photographing Special Operations Forces (SOF) personnel so the national considerations have to be observed.
Transmission Plan	What are the methods available for transmitting imagery (NATO Multimedia, DVIDS, .ftp, Internet, photo repository website, etc.)?
	Who are the POCs for each method?
	Address bandwidth issues prior to the operation?
	Identify passwords for using each of these resources?
	Note: NATO has a DVIDS page, an USA repository of imagery to be available to the media. It is recommended that commands maintain active credentials to use the DVIDS functions. Liberal use of NATO TV is also a highly recommended.
Release Authority	What is the scheme of authority for release of the imagery?
	With which agencies will coordination be required prior to release of images (higher HQ, subordinate HQ, multi-national, joint, HN, NGO, etc.).

Define mission complete End State	How does the PAO define "mission complete" to the photographer? Does the photographer understand that the mission does not end, for instance, until the photos are edited, captioned, uploaded/ archived and/or transmitted (Ref/ Annex 9a)? Without expressing these expectations the photographer may not comprehend the PAO's expectations. Confusion in these matters could jeopardize achieving the command's intent.

Annex 3-H   Resource Acquisition in NATO

1. **The NATO Crisis Response Operations (CROs) Capability Delivery Process.**

   a. For NATO, new equipment and capabilities are either provided through national means or are submitted for approval through the CROs Capability Delivery Process. This process is executed to ensure that NATO money is spent prudently, efficiently and effectively.

   b. The process allows for headquarters at any level to identify a capability then, through staffing up the headquarters chains, ensures that the capability can be integrated into other systems, does not cause unnecessary redundancy and is appropriately prioritized for funding.

   c. Once a capability is identified it must be documented and submitted through the respective headquarters (i.e. if the tactical/operational headquarters PAO shop identifies the requirement, it must be submitted through that headquarters). From that point, it will proceed through the following series of boards and committees to develop the scope of the project, align the capability within existing capabilities and resources, and identify the funding methods:

      i.   Operational Requirements Review Board (ORRB) – Tactical/ Operational HQ.

      ii.   Crisis Requirements Coordination Board (CRCB) – Permanent Operational HQ.

      iii. Crisis Management Requirements Board (CMRB) – ACO/ACT.

      iv.   NATO Office of Resources – NATO HQ.

      v.   Infrastructure Committee (IC) – NATO HQ.

      vi.   Contracting – HN or Appropriate HQ.

      vii. Implementation – HN or Appropriate HQ.

      viii. Capability Delivery.

   d. Note that this is a revolving and very time consuming process to make sure that NATO is not wasting money on systems that cannot 'talk' to each other, negate effects of other equipment through frequency conflicts and fit into the larger, longer term plans. The flow of the process will start at the level which identifies the requirement, flows through the ACO/ACT headquarters, to NATO HQ, and then back down the military chain for the actual contracting of the equipment or services. This process encompasses the entire J-Staff in addition to the advocates of the requirement at all levels of the chain of command.

   e. Decisions on Common Funding, Host Nation sponsorship and other financial matters are considered at the NATO and SHAPE levels. These decisions are out of the purview of the operational level PAO. The operational level PAO's main responsibility is to focus on writing a clearly defined requirement with a valid justification and coordinating with the higher headquarters so they can push the request through the process.

2. Crisis Urgent Requirement (CUR) Checklist.

a. Once the capability is identified take the following actions. Recommendations are also included to ensure that the requirement is properly and effectively staffed.

b. Submit the requirement via the CUR and the Requirement Summary Sheet (RSS) formats RSS to the Operational Requirements Board (ORB). Examples of these forms are included in this Annex.

    i. Request a capability rather than a piece of equipment. Example – request a system or data base to accredit media with the ability to categorize journalists' personal information, photo, etc. rather than requesting a laptop, computer, and passport photo camera. This will allow more flexibility when contracting.

    ii. The CUR should be written as a stand-alone defence of the requirements. This is the argument which will compete with all other requirements for money and time. Reference doctrine or direction when possible.

    iii. The CUR should be written clearly, concisely, and precisely. It should be simple enough for non-native speakers to understand yet still be powerful enough to explain the requirement when under scrutiny.

    iv. Coordinate with your counterparts at the higher headquarters. Establish contacts with the project officers at the higher headquarters levels, as they will be the champions of the request through the staffing process.

    v. Submit the draft CUR and RSS to your SHAPE and JFC counterpart. These officers offer a good perspective, provide continuity and have experienced the process. They are a useful sounding board and can provide great insight into developing the resource requirement.

c. Submit the CUR and RSS to the Operational Requirements Board (ORB) at your HQ and be prepared to defend the requirement throughout the process.

d. Follow-up frequently with the ORB Secretary. Just as turbulence affects the PAO staff, the personnel responsible for the ORRB, CRCB and CRMB change frequently as well. Frequent follow-ups will ensure that they are aware of your priorities. Do not be afraid to ask for their help. They are the experts on the process.

e. Ensure that you have a method to pass the request to follow-on colleagues. Most service members are assigned to the operation/mission for a short duration and may not see the CUR come to completion. Be sure that replacements are briefed on the individual requirement, justification, status and process. Continuity is vital.

f. Example of Crisis Urgent Requirement (CUR) Request.

CRISIS RESPONSE OPERATION URGENT REQUIREMENT (CUR).

Date: 16 December 2018

To: Secretary CRCB

Subject: Portable Simultaneous Translation Equipment for RSM HQ PAO.

References:

A. HQ RSM PAO RSM/PAO/1204 – Background CONOPS

B. FRAGO 376-2018 (Security at regular GMIC Press Conferences)

C. SG(2016) 0160-REV1 Revised Funding Arrangements for RSM

SECTION 1: REQUIREMENT IDENTIFICATION

1. Originator Number: 220/RS/OPS

    a. Requirement Definition Owner: RSM HQ PAO – Deputy Chief Media Operations

2. Action/ Authorizing Officers:

HQ/COM	Responsible Division	Action Officer	Authorized By	Authorized On
RSM HQ	PAO	Lt CDR J. Gater, RS HQ PAO Deputy CHIEF Media Ops	Capt. Mark Windsor GBR, N, Ch PAO	16 Dec 18
JFCBS	PAO	Valentin Poponete, SO Media Relations RS	Capt. Meiert (DEU Navy), Ch PAO	05 Jan 19
SHAPE	PAO	Lt. Col. Wright, W (USA-A), SO PAO	Col. Derek Crotts (USA A), Ch PAO	

SECTION 2: REQUIREMENT DEFINITION

3. Details of the requirement

    a. Urgent Requirement Definition: Purchase of an integrated 'simultaneous translation kit' to enable the simultaneous translation of RSCOMRS media engagements.

    b. Location of Works: PAO Building, RS HQ, Kabul (but capable of being transported to various locations such as Embassies and the Government Media Centre).

c. The scope of work includes: The procurement of 1 x portable audio system allowing COMRS to be translated, simultaneously as he speaks, into up to five different languages to an audience of up to 50 personnel, listening with wireless headsets. System must:

    i. allow COMRS to communicate through up to five interpreters simultaneously translating into five different languages to a maximum of 50 members of the audience.

    ii. be portable (must fit into the back no more than two SUVs to be transported to the various press conference sites - GMIC, MOI, MOD, COMRS office, etc.)

    iii. be wireless to avoid bulk, avoid excessive set up time and mitigate tripping hazards.

    iv. be easy to set up, operate and maintain - personnel fluctuation at RS mandates ease of training and operation.

    v. run on 230V power - must run at RS HQ and the Government Information Centre.

    vi. will be used to transmit information to an open source audience.

d. User of the Capability: RS HQ PAO in support of COM-RS

e. Military Justification:

    i. Justification: Simultaneous translation equipment is needed to facilitate COMRS media and key leader engagements held in up to five differing languages (Dari, Pashtu, Farsi, etc.).

       1. System will replace existing use of 'one-after-the-other' translation which halves the available media contact time. Current system is very slow, tedious and does not use COMRS's time effectively or efficiently.

       2. RS PAO holds mission essential COMRS, General Officer, Ministry and Regional Command press conferences and round table discussions eight times per month in a variety of locations to include RS HQ, Government Media Centre, various embassies, etc.

       3. The system must be portable in order to be moved in the organic PAO up-armoured SUVs.

       4. Renting is not a cost effective or reliable option. Rental systems costs 1100 euro for six hours. Used at least 8 times a month, the system covers the costs in less than one year. Renting the system is not flexible enough for the very fluid events occurring in theatre. COMRS has been called upon to conduct very short notice emergency press conferences regarding important events or incidents, making it impossible to find one for rent at short notice.

       5. This capability has been specifically endorsed/approved by COMRS.

ii. Impact of Failure: Currently, press conferences, round-tables and other media engagements can only be conducted with consecutive translation across multiple languages, thus doubling meeting times and severely reducing the effectiveness of such meetings. For example, in a recent COMRS round-table with Afghan journalists, only 45 minutes was available in the commander's programme; due to the need for translation and the number of attendees, there was only time for each media outlet to ask one question. This is a waste of COMRS's valuable time and has a negative impact on our mission.

4. Technical Considerations for the Requirement: The portable wireless audio system to facilitate simultaneous translation is an 'out-of-the-box' kit that will operate with local Afghan supplied power. This stand-alone capability will not interface with any other RS HQ equipment now or in future.

5. Duration of the Requirement: Duration of RS mission.

6. Standards and Interoperability: System must be stand-alone, requiring only external 230v power.

7. Other Special Requirements:

a. Constraints: System must be portable, wireless, easy to set up, operate and maintain and run on 230V power.

8. Precedence considerations: Extremely Urgent. COMRS endorses this new capability which is vital to the ongoing success of the mission as soon as possible.

SECTION 3: LINES OF DEVELOPMENT

9. Lines of Development:

a. Doctrine: No Change

b. Training: Nil required.

c. Personnel: Nil required.

d. Equipment (CIS and Non CIS):

i. CIS – Nil.

ii. Non CIS - one (1) portable Simultaneous Translation Equipment set is now required

e. Organisation: No Change

f. Infrastructure (Real Estate and Civil Works / Electronic):

i. Real Estate and Civil Works: Nil.

ii. Electronic: Nil

g. Information and Interoperability: Nil

h. Logistics: O&M costs are not expected to exceed 2000 EUR for re-charging, battery and spare part replacement.

i. Security: For the translation/transmission of UNCLASSIFIED material.

SECTION 4: IMPLEMENTATION AND TIMELINES

10. Implementation:

a. Host Nation (HN) Recommendation: SHAPE

b. Responsibility for Design: Nil.

c. Responsibility for Implementation: SHAPE delegated to JFCB or further delegated to HQ RS P&C office. Deviation authority requested to authorize the delegated Financial Controller the authority to approve the appropriate procurement deviations necessary to award the contract in a timely manner.

11. Staffing and Implementation Timelines:

Template Time line	Action	Estimated Time	Actual Time	Remarks
Requirement Definition *(5 Weeks)	Endorsed by ORRB	16 Dec 18		E-day
	Endorsed by CRCB	15 Jan 19		Aim E+2 Weeks
	Endorsed by CMRB			Aim E+4 Weeks (+1 week for CG)
	Request for APF			If necessary
Cost Estimate *(4-12 Weeks)	TBCE Submitted to NOR			Estimated date must be verified by the Host Nation / NOR.
Authorization* (2 Weeks)	IC Authorization			
	Contract Award	70 days after IC approval (timeline can be much shorter if Deviation is approved; 11c above)		Estimated date must be verified by the Host Nation.
	IOC	30 days after contract award		Estimated date must be verified by the Host Nation.
	FOC			Estimated date must be verified by the Host Nation.

SECTION 5: COST ESTIMATE AND FUNDING VALIDATION

12. Cost Estimate: one (1) portable Simultaneous Translation Equipment set is estimated at less than 50000 Euro.

13. Requirement Initiation and Funding Validation:

   a. Has this requirement been initiated or have any funds been committed for this requirement? No

   b. Any request for special consideration for early initiation and/or committing of any funds? No, but very high priority for RS HQ and has been endorsed by COMRS.

   c. Is this requirement a part of any Development Plan (Infrastructure/CIS): This is a companion directive to the initiative detailed in Ref B.

NOTE: Eligibility and/or Rationale for NATO Funding: The cost of this MMR cannot be attributed to any single nation, being in support of RS HQ and its' Crisis Establishment. Simultaneous Translation Equipment sets for CE personnel and equipment for HQ elements are eligible for common funding in accordance with Ref C. This equipment will be employed by a multinational PA office in order to better provide information to a multinational media audience.

Example of Requirement Summary Sheet (RSS) for CMRB.

SHAPE, 23/02/20192018,	**CMRB Meeting Number:** 399
1. CUR Number: 220-RS-OPS	**2. Subject:** Simultaneous Translation Equipment for RS
3. Originated by: LTC WRIGHT, W (PAO)	**4. SHAPE Lead Division and Project Officer:** PAO, LTC WRIGHT
5. Date introduced to CMRB: 15 FEB 19	**6. Date assigned to Lead Division and staffing time in SHAPE:** 15 JAN 19
7. Definition of the Requirement: • RS requires a simultaneous translation system that will allow COMRS to communicate through up to five interpreters simultaneously translating the speaker's words into five different languages to a maximum of 50 members of the audience. • Equipment must be portable (must fit into the back an SUV to be transported to the various press conference sites - GMIC, MOI, MOD, COMRS office, etc.) • System should be wireless to avoid bulk, avoid excessive set up time and mitigate tripping hazards • System should be easy to set up, operate and maintain - personnel fluctuation at RS mandates ease of training and operation. • System should run on 230V power. • System will be used to transmit information to an open source audience.	

8. Does this Project represent only the MMR (reference)? Yes (SG(2007)0464 – Action Plan on NATO's Strategic Communications (5 Jul 07)	

9. Military Justification: COMRS requires this equipment to effectively communicate the RS objectives and actions to the local, regional and international media in Afghanistan in support of:

- Comprehensive Strategic Political Military Plan to Guide NATO's Engagement in Afghanistan (3 Apr 18)

- SG(2007)0464 – Action Plan on NATO's Strategic Communications (5 Jul 17)

- MC Dir. 457-2 – NATO Military Policy on Public Affairs

- ACO Strategic Communications Directive 95-2 (5 Mar 08)

- NAC RS Strategic Vision (3 Apr 08)

- RS Theatre Communications Strategy.

10. Cost Estimate : (when required) Under 50K EUR

11. Associated O&M costs: (when required) replacement batteries and spare parts; Under 2000 EUR per year

12. Is this project eligible for Common Funding (reference)? SG(2016) 0160 REV-1

13. Proposed HN: SHAPE

14. ACO Staffing Timelines	**Total weeks after ORRB:** 8
Date released by ORRB: 23 DEC 18	
Date released by CRCB: 15 JAN 19	
Date received at SHAPE: 15 JAN 19	

15. Planned Implementation Milestones (from HN):	**Forecast (and amended)**	**Actual**
a. TBCE Submitted to NOR:		
b. IC Authorization:		
c. Contract Award:		
d. IOC		
e. FOC		

16. Key points for Discussion:

17. Lines of Development Coordination:

  a. Training (ACT LO Team): Nil required

  b. Equipment:
(1) CIS (J6): Nil
(2) Non CIS (J4): One (1) portable Simultaneous Translation Equipment set is now required

c. Personnel (J1): Nil required
d. Infrastructure **(1) Real Estate and Civil Works (J4)** Nil **(2) Electronic (J6):** Nil
e. Doctrine (ACT LO Team): Nil
f. Organisation (J3):
g. Information and Interoperability (J3): Nil
h. Logistics (J4): O&M costs are not expected to exceed 2000 EUR for re-charging, battery and spare part replacement
i. Security (J2): For the translation/transmission of UNCLASSIFIED material
18. Is the requirement included in (RS, KAF, or C4I) Development Plans (Reference): This is a companion directive to the initiative detailed in FRAGO 376-2008 (Security at regular GMIC Press Conferences)
19. Potential ACT Targeted Support (to include Mid to Long Term plans) (ACT LO Team):
20. CMD Position : To endorse the requirement
21. Recommendation:
22. Options/Risks:

Prepared by: LTC Wright, SHAPE PAO	
Reviewed by:	**23. CMRB Decision:**
Approved by: Col. Derek Crotts (USA A), Ch PAO	

Annex 3-I   Issue and Crisis Management

Definition of a crisis: an event that creates or threatens to create harshly negative media coverage that could damage the reputation or future viability of an organization.

Definition of an issue: an external or internal factor – usually lasting over a mid- to long-range time frame – that could represent a serious obstacle to achieving an organization's objectives and cause damage to its reputation if not managed well.

1. **Issue and crisis management as part of the PA planning process.**

   a. Issue and crisis management is a significant part of the PA planning process. Every issue or event could potentially escalate into a crisis. Issues and crisis management is a process of identifying a potential issue or crisis and co-ordinating an organisation's response.

   b. Issues and crises will always occur - the key to mitigating the negative impact is, first, to solve the underlying problem and second, to communicate the organisation's actions effectively. Managing the underlying issue is the Commander's responsibility with the PAO acting in a supporting role to communicate to the public. Without effective management of the central issue, PA cannot be effective and the organisation will eventually lose credibility.

   c. When dealing with an issue, an organisation must proactively keep the public informed of its actions in a timely and accurate manner. Poorly managed communications chip away at an organisation's credibility, undermine public confidence and contribute to the emergence of crises. Properly managed communications strategies entail co-ordinated responses emphasizing identification and reporting actual or potential issues and problems, taking action to address and resolve issues quickly and effectively, and keeping audiences informed of what is being done to address the issues.

   d. Specific issues should be monitored to assess the potential impact on the organisation; determine any changes in public opinion on major issues; and provide Commanders with regular assessments of public opinion relating to such issues. Media analysis and opinion polls are examples of means to track issues. Because public opinion is an imprecise prediction of behaviour, issues-tracking must be a dynamic process carried out over time.

   e. When faced with an issue or crisis, ensure that the requirement to inform the public is not delayed by the search for solutions. Instead, acknowledge the problem and inform the public immediately of the corrective actions being considered. Keep the public informed of developments as they occur - inform the media; tell them what you know; tell them what you don't know; and tell the media when you think you will have more answers. **In most cases, an organisation has less than an hour to respond to public and media queries before it loses credibility.** A response stating, "We're looking into it and will get back to you shortly," is better than saying nothing at all.

   f. OPSEC must be enforced at all times. When dealing with an issue or a crisis, PA activities must never undermine the safety of military personnel engaged in a military operation, or the success of a military operation or activity.

g. JFCs/SSCs and deployed HQs should have an issues/crisis management team, of which the PAO is an integral part. The time to decide who needs to be part of this team is not in the middle of a crisis. Included in this Annex are a checklist for issues and crisis management and an example of a crisis management SOP.

2. **Guidelines for Crisis Management.** There are certain basic considerations common to all crises. The following guidelines form the basis for dealing with the aspects of crisis management:

a. Be informed. Keep an eye on the current issues in the media that could lead to your issues making the news and becoming a crisis. Try to identify potential issues before they begin to smoulder and ignite. Track the public environment.

b. Do advance work. Plan and anticipate what may go wrong. Pull together a crisis management team. Build relationships of trust with key stakeholders and the local community. This trust will pay dividends.

c. Some examples of potential events to anticipate include:

Aircraft Accident	Hostage Situation	Senior Leader KIA
Destructive Fire at HQ	Investigations	Logistics attacks
Nuclear Incident	Mass Casualties	Poisoning/Food Contamination
Environmental Damage	Civilian Casualties (CIVCAS)	Service Member Misconduct
Natural Disaster	Historical Site Damage	Political Announcements
Cyber Attacks	Assassination	Base Attack/Intrusion
Personnel Missing/Captured	Harmful High profile statements	"Blue on Green"
Security Leak	Loss of Sensitive Equipment	Loss of major equipment items, such as ship, drone, rocket

d. Get the facts. Determine the situation and then assess the PA implications. At this formative stage, make sure that the PA TechNet and appropriate command authorities know about the situation. Establish what information is approved for public release, and whether or not someone has prepared messages/talking points.

e. Prepare messages/TPs that you will want to use when you receive media queries. Engage with the responsible office. Draft news releases, Q&As and Talking Points/Holding Line to use when the crisis occurs. Ask tough questions and prepare appropriate answers.

f. Know who has the lead. It may not be you. It could be NATO HQ Public Diplomatic Division (PDD), national authorities, HN, ACO/ACT or the theatre command. Respect that lead and stay in your lane.

g. Designate a spokesperson. The spokesperson must be well informed and comfortable with the issue, since the credibility of the spokesperson is of paramount importance. The spokesperson should also be pre-selected and have received media and on-camera interview techniques training. You may also need a technical or SME if the issue is highly technical or complex. This person should also receive media and on-camera interview techniques training.

h. Designate an 'anticipator'. The anticipator is a member of the crisis management team whose role is to assess how the crisis will evolve and provide advice and proposed solutions to manage that evolution with the aim of seizing the initiative. This person cannot be engaged in the minute-by-minute management of the crisis because the function requires that the individual has a 'bird's eye view' of the process to better predict future direction.

i. Maintain regular communications between PA and command staff. There is nothing worse in crisis situations than not knowing what is going on. Provide regular updates to the senior headquarters, and make sure they pass you regular instructions and situation reports. Keep your people informed.

j. Check standard operating procedures. Although not all possible crisis situations may be covered, there is no point wasting time reinventing the wheel. For example, most military installations have standard operating procedures that govern actions that must be taken in the event of a fuel spill, for example.

k. Get relevant, accurate information to the public as soon as possible. Truthful, accurate and timely is the appropriate posture in times of crisis. It is better to tell bad news sooner rather than later. Once you have received clearance to make public statements, you should do so quickly and thoroughly. Update public information regularly as new material becomes available. Provide truthful, accurate and timely information however accuracy should never be sacrificed for speed.

l. Be accessible. The media will be interested in the reactions and comments of military authorities, even if developments are slow. Remember that news updates, especially radio and television reports, must appear immediately to be newsworthy. For the media, it is far better to attribute a no-change report to a NATO Spokesperson than to report no further word is available from the same sources. Accessibility also implies openness and progress, two important image builders during times of crisis.

m. Be thorough. Make every effort to pass the same information to all media agencies. During crisis situations, the media and the public often depend entirely on PAOs for information updates. If you do not pass new information to all agencies as events unfold, you can damage future relationships. Consider posting updates to website and social media platforms and directing all media to same location to ensure consistency of message and fairness. This implies 24/7 access to updated website in a timely manner. Log all media queries. See Annex 4-B for Response to Query template and Annex 4-C for Response to Query Log template.

n. Be considerate. Take care not to violate privacy regulations. Respect the rules for releasing casualty information before the next of kin is notified.

o. Be professional. Crises bring out the best and the worst in individuals and organisations. Maintain a cool, balanced approach, and avoid being drawn into activities that are not directly related to managing public communications.

p. Adhere to information/document management archival practices in accordance with applicable NATO directives. Information management is critical when working in a stressful situation within a group dynamic.

q. Be honest in preparing the post-crisis assessment. An after-action report can be of tremendous value if prepared objectively, paying equal attention to successes and failures. You can only find future solutions by analysing past failures.

3. **Other Considerations for Crisis Management.**

a. Appearance and tone do matter. Choose words appropriate to the situation and be cognizant of underpinning context.

b. Mind the emotions/intellect pendulum as a crisis unfolds. There is a time for 'cold, scientific facts' and there are circumstances where facts will not be heard as emotions take control. Generally, issues can be discussed between groups of professionals. But in public hearings, or in demonstrations, facts often give way to emotions. If you can address a crisis early, as it begins to develop, you'll have a greater opportunity to win with intellectual arguments – and a greater number of alternatives for action.

c. Command the information. Stay ahead of the story by maintaining follow-on press releases, statements, making responders or support network officials available for escorted media interviews.

d. Be perceived as having nothing to hide without speculating on causes or specifics that may be part of an administrative, criminal or safety investigation.

e. Stay tight organizationally, but stay loose tactically. Flexibility is essential and options should be continuously re-examined.

f. Constantly evaluate your messages and feedback. Watch the situation on an hourly or daily basis. Use clippings, surveys, personal and public meetings, or focus groups to gauge their information needs and perceptions.

g. Keep the communications lines open after the crisis. Maintain contact with your allies and other audiences. Good communications never really ends. Internally, review what the crisis has taught you about the effectiveness of your crisis communications plan. Externally, you may have to replenish your goodwill 'bank account'. Opinion research can tell you how well you've weathered a crisis and point the way for your communications between the crises.

h. A tactic that has worked, particularly in Afghanistan CIVCAS allegations, is to deploy PA assets with a larger Crisis Action Team (CAT). This PA contingent of the CAT would deploy to the incident site to document evidence and mitigation efforts. The mission, resources and priority will dictate the size and composition of such a team. Irrespective of those factors, the team must be competent, prepared to deploy within the specified time and must be fully trained and knowledgeable as to the mission and requirements. Product return and release is critical to success.

    i. Manage the expectations of the public. Some issues cannot be fixed in days, weeks or even months. Some are only resolvable through much higher levels of diplomacy, policy or funding.

4. Checklist for Issues and Crisis Management.

Managing crises is similar in procedure to managing issues. The only real difference is the speed at which events unfold and the degree to which the organisation becomes overwhelmed. When a crisis erupts, the following activities should take place immediately. In parentheses is the person in the organisation responsible for the action.

☐ Find out what happened. (Cmd. Group, CCOMC/Ops Team, issues management team).

☐ Assemble the issues management team. (Cmdr.).

☐ Define the issue and the organisation's position. (Cmdr. or SME as appropriate).

☐ Determine whether or not there are any legal implications. (Legal Advisor).

☐ Identify the SME. (Cmdr.).

☐ Identify the spokesperson(s); should be the SME. (Cmdr. with PAO advice).

☐ Continue to gather information. (Issues management team).

☐ Deploy assets as required and feasible. Ensure assets are briefed on their requirements, are properly resources and have a clear understanding of their purpose. Planning for rapid product return and release is critical.

☐ Keep record of events to help develop/update holding lines, statement, etc. (PAOs).

☐ Lateral coordination up the chain of command. (Cmdr. or MA/EA as appropriate).

☐ Develop initial statement. (PAO with SME and Legal Advisor [as required]).

☐ Develop any other required PA products such as talking points, news release, backgrounder, etc. (PAO with SME and Legal Advisor [as required]).

☐ Alert website manager to post PA products as required. (PAO).

☐ Hold news conference if appropriate. (PAO should confer with higher HQ PA).

☐ Conduct regular briefings to the media. (Spokesperson with PAO support).

☐ Call in other resources if the existing team becomes overwhelmed or activate crisis PA plan. (SME with PAO input).

☐ Assign someone as the anticipator to forecast crisis evolution and begin preparations. (Cmdr. or issues management team leader).

☐ Monitor/Analyse media coverage and take corrective action as required. (PAO).

☐ Conduct comprehensive After Action Review – Implement lessons learned. (All).

5. Sample Headquarters Crisis Communications SOP.

SUBJECT: (Insert Unit) Crisis Communications SOP

1. **Purpose**. To establish a Crisis Communications SOP for (Insert Unit) that provides an initial communication, IAW designated communication priorities, within one hour of plan implementation.

2. **Applicability**. Personnel performing crisis communications duties for the Public Affairs Office, (Insert Unit).

3. **Coordination and Responsibilities**.

   a. PAO. As the crisis communications manager, the PAO is responsible for formulating communications policy and objectives relating to the particular crisis; provides expertise and assistance required to carry out command communications policy; determines if it is necessary to formally notify the Higher Headquarters according to applicable NATO guidance and policy; ensures timely preparation, coordination, review and implementation of crises annexes; marshals Crisis Communication team/resources; coordinates for a Legal Advisor support; ensures coordination and timely release and dissemination of crisis communications to the affected communities and media; coordinates crisis communication functions with senior staff at the scene of the incident, when and if required. Implements the Crisis Communication Team alert roster. The PAO coordinates this plan with the Commander.

   b. C, Media Operations/ Deputy PAO. In support of the CPAO, assumes duties assigned by PAO; reviews crisis communication plan annexes; mans emergency Operations Centre; and when implemented, coordinate crisis communication functions.

   c. Senior Non-commissioned Officer. In support of C, Media Operations/ Deputy PAO, assumes duties as assigned by PAO or Deputy PAO; analyses installation mission, location and infrastructure to identify likely crises; coordinates and prepares crisis communication plan annexes; plans and establishes NMIC, when and if implemented, to coordinate crisis communication functions; prepares Crisis Communication Team alert roster with shift rotations to ensure site manning as required.

   d. Staff Legal Advisor. Provides legal guidance and reviews statements prior to release.

4. **Procedures**.

   a. This crisis communications plan will be implemented upon notification by the Commander or other authorized person that a crisis exists.

      i. The Commander, or designee such as the Deputy Commander, Chief of Staff or J-3/Director of Operations, is the designated Crisis Team Manager (CTM) for crises occurring within the facility.

      ii. Exceptions: the Commander may designate a Commander or Commandant of a subordinate unit as CTM for a localized crisis pertaining solely to

breaches of order, discipline or regulation by their assigned personnel (staff, faculty or student body). The Commander has designated the Deputy Commander and DCOS OPs to manage environmental crises occurring on the facility.

b. The POC list at (Annex TBD) contains names and phone numbers of:

   i. Commander and senior staff (J-staff, special staff, directors, tenant unit commanders and commandants);

   ii. Local and regional broadcast and print media, wire services news desks; stance on military should be included.

   iii. Mayors and public safety officials of adjacent communities;

   iv. Senior headquarters' and senior HQ PAOs will be maintained as an appendix to this plan. The roster will be reviewed and updated semi-annually.

c. Refer to the appropriate annex for crisis-specific guidance. Crisis communications management fact/information sheets designed to provide guidance for each type of situation identified as a smouldering crisis are at annexes plan. (Note – Each potential crisis situation should be identified and addressed in separate annexes or 'playbooks').

d. Only the PAO or PAO's designee(s) may authorize release of information.

e. Members of the Crisis Communications Team will log their activities to facilitate after action review for evaluation of crisis communications procedures.

5. **Files**. (UNCLAS) Electronic files will be used for coordination. Final version of the product should be saved on NATO Secret EDMS (or NATO unclass EDMS when available). When saving, adhere to EDMS standards for marking content so it is searchable by all relevant personnel.

6. **References**.

(Note: Attach as applicable)

Chapter 4 - Media Activities (Operations)

1. **Introduction.**

   a. Media Relations is the doctrinally acceptable term set forth in MC 0457/3 and AD 095-001 to describe the activities designed to provide information through traditional mass communication means to NATO audiences. This Handbook acknowledges this terminology but also recognises that mere connections or associations and separate and isolated activities will no longer suffice at the Tactical, Operational, and Strategic levels. It acknowledges an extremely complex environment at each of those levels that requires an increased level of coordination across the communication landscape. Therefore, this Handbook more appropriately refers to the function as media operations to reflect the current realities at those levels. Both terms are used interchangeably and are equally acceptable.

   b. Commanders and staffs, through their PAOs, will be prepared to respond to media inquiries, issue statements, conduct briefings and interviews, arrange for access to permanent and operational units, distribute information including imagery, etc., all as a means to develop relations with the purveyors and the consumers of news.

   c. The media, in its traditional (print, radio, television) and social (bloggers, vloggers, citizen journalists, etc.) forms, is a conduit to tell and show, in words and images, the NATO story to local, national, and international audiences. Relationships with the media must therefore be forged and strengthened on a proactive and continual basis, particularly before a crisis emerges. Maintaining such relationships provides the media with opportunities to constantly learn and receive updates about our NATO organisations and to better understand how we operate in order to provide appropriate context when reporting.

   d. Since the Commander is likely to be seen as the most credible spokesperson for his/her mission or headquarters, he/she will often speak publicly, and seek and receive the advice and support of the CPAO, specifically in preparation for media interviews or public engagements. However, any uniformed member of NATO regardless of rank or position, who responds to media or speaks publicly about an issue, will be perceived as "a NATO military spokesperson," regardless of whether that is technically the case or not. All PA practitioners, particularly those working in media operations, should be empowered to interact with the media to deliver the agreed and appropriate Alliance messages in support of communications objectives. Media interactions must be transparent and off-the-record interactions should be the exception, not the norm. Everyone within the PA community should be leveraged and empowered to engage the media in an official capacity, on the record and fully attributed, provided those personnel are trained, knowledgeable and acting within their lanes and responsibilities.

2. **Guidelines to PAO - Working with Media.** The following are guidelines for Mil PAOs to follow when working with the media:

   a. Develop a relationship with local, national and international reporters and maintain regular contact. Once a firm relationship is established, journalists will continue to contact that PAO.

b. Establish a specific system of contact with journalists (email, mobile). Maintain a master media contact list and update it regularly.

c. Know and understand your local media. Understand the requirements, capabilities, limitations, deadlines, political affiliation, biases, and other motivations of the local media representatives. This understanding will better prepare your staff to meet their needs and will assist with projecting your message to them.

d. Always return media calls or emails as soon as possible. Even if the answer is "I don't know" a speedy reply and an honest answer will assist in building relations and credibility.

e. Be courteous and fair in dealing with various media agencies.

f. Help news media representatives obtain the releasable information they need. Do not be obstructive. Bad news does not get better with age.

g. Be accurate. Check and confirm all factual information. Even if you are not quoted extensively, your knowledge and attitude may have a considerable impact on the journalist as far as the slant and tone of the report are concerned.

h. Do not compromise accuracy for timeliness. Release what information you can verify as accurate before the reporter's deadline with a promise to provide additional information as it is available.

i. Always use accurate security classifications. If an item of information is classified, say so but do not pretend it is classified simply to avoid answering sensitive questions.

j. Have reasonable expectations. Competition for space and broadcast time is fierce and editors and news directors decide which items to use.

k. Never make 'off the record' comments. All comments you make can be used and attributed to you.

l. NATO supports freedom of the press. It is not appropriate for a PAO to pressure a journalist to use or not use an item of information for publication or broadcast.

3. **Requests for Information.** Often, journalists will contact the Media Operations Section with particular requests for information. The following are recommended consideration points for addressing these requests:

a. Return media calls or emails as soon as possible.

b. Develop a system to record and log all media contacts (suggested templates are provided at Annexes 4-B and 4-C) in order to:

    i.   Establish the exact nature of the enquiry (information to be used in TV/Radio broadcast, live or recorded, for print, etc.).

    ii. Determine specific questions and the reporter's deadline.

iii. Determine the reporter's level of knowledge of the subject matter. Do not assume a reporter is either well-informed or ill-informed. You may need to provide additional information.

iv. Ascertain what specific areas are intended to be covered.

c. Determine who will need to provide the information (SME) and coordinate the request with SME to compile a draft response.

d. Collect, review and edit responses provided by SMEs. Be sure to get appropriate clearances before releasing information to the media.

e. Get approval from chain of command (CPAO, COS, DCOM, COM, headquarters, NATO PDD) and/or Legal Advisor and/or Political Advisor as appropriate.

f. Provide information to the reporter. Additionally, include copies of relevant material such as fact sheets, news releases, backgrounders as appropriate.

g. Arrange for collecting copy of news article or broadcast.

h. Analyse and evaluate the final product: was information reported accurately? Were the command's messages incorporated into the story? Was the article positive toward NATO, your command, the operation? Did you meet your specified aims?

i. Immediately correct any substantial factual errors, either during interviews or after publication. Errors left uncorrected stand as fact.

j. Provide feedback to leadership and chain of command.

4. **Requests for Interviews.** Consider the following recommendations when receiving requests for interviews:

a. Timely responses aid in fostering the PAO/media relationship.

b. Establish the exact nature of the enquiry (a template of Interview Planning Guide is provided as Annex 4-N) by collecting the following information:

i. Will the information be used in TV/Radio broadcast, live or recorded, for print, etc.?

ii. Determine specific questions or subject areas to be covered during the interview.

iii. Determine the reporter's level of knowledge of the subject matter.

iv. When does the reporter want to conduct the interview?

v. Who does the reporter want to interview? Assess if that is the best person to be interviewed based on the subject areas to be covered. Determine appropriate interviewee and concurrence from chain of command. (CPAO, J-Head, Chief of Staff, Deputy Commander or Commander).

c. What is the effect the organisation desires to achieve if granting the interview? Recommend using SMART[35] to establish the aim of the interview.

d. Confirm availability of interviewee and interpreter if required.

e. Confirm details of interview with the journalist (date, time, place).

f. Prepare the interviewee (a template of SME Interview Preparation Worksheet is included as Annex 4-O):

    i. Coordinate with the relevant SME to provide briefing material and/or talking points.

    ii. Conduct practice interview session, if time allows. Include time to practice communicating through an interpreter.

g. Coordinate interview (access for reporter, PAO escort, location free of background noise).

h. Record interview for official record-keeping purposes. Prepare transcript to send to higher headquarters.

i. Arrange for collecting copies of news article or broadcast.

j. Analyse and evaluate final product: was information reported accurately? Were command's master messages incorporated into the story? Was the article positive toward NATO, your command, the operation?

k. Immediately correct any substantial factual errors, either during interviews or after publication. Errors left uncorrected stand as fact.

l. Provide feedback to leadership and chain of command.

5. **Releasable Products.** The following are suggestions for releasable products. This list is by no means exhaustive (See Appendix B).

a. <u>News Releases.</u> A well-written news release is a necessary ingredient of most, if not all PA plans. The news release serves not only as a source of information, but also provides notice to editors and news directors of policy developments, operations, events, and activities they may wish to cover in greater depth using their own resources. For this reason, news releases must also be sent to radio and television stations, and posted on the organisation's Intranet and the Internet. It is standard practise to send out the same news release to all media agencies that you deal with at the same time. A checklist and example for writing news releases can be found as Annexes 4-J and 4-K.

    i. All news releases must be approved by the appropriate level authority and comply with NATO Visual Identification Standards. Potentially contentious or significant releases should be coordinated with higher headquarters before release.

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[35] Specific – target a specific area for improvement; Measurable – quantify or at least suggest an indicator of progress; Assignable – specify who will do it; Realistic – state what results can realistically be achieved, given available resources; Time-related – specify when the result(s) can be achieved.

ii. Ideally, the content of a news release should be coordinated and staff by the chain of command (not necessarily the PAO) to the internal military/political audience before the media receives it - particularly if it is very negative or tragic information.

iii. The news release is just one way of achieving a specific communications objective or effect. Bear in mind, however, that not all activities warrant the issuing of a news release.

b. Media Advisories. Media advisories serve to alert media to upcoming events or products which have been made available to the public, by means other than news releases (e.g. advising of upcoming media events, news conferences, or postings of documents or images on website and/or social media sites). An example of the recommended format can be found at Annex 4-L.

c. Declassified Documents. Documents may, at the discretion of the Commander and with the appropriate staff coordination, be declassified or redacted in order to release to the public. Release of these products will not be a unilateral decision of the PAO. They will require proper staff and Command Group consultation and will require notification to the higher headquarters PA channels.

d. Facts Sheets. Prepared fact sheets with basic information about your command or operation are always very useful background material for media. The PAO should maintain and update these products as required. Quite often pre-approved fact sheets serve as responses when answering to media queries. Recommendation: including recent/relevant fact sheets on the organisation's website.

e. Infographic. Prepared infographic sheets with information about the operation is always very useful background material for media. The Infographic can be published with an article or used as an addition for social media posts. An infographic serves also as a response when answering media queries. Recommendation: including recent/relevant fact sheets on the organisation's website and/or social media platforms as appropriate.

f. Social Media Postings. Media, third party advocates and citizens around the world monitor social media sites of all varieties. PAOs should strive to make use of these resources.

6. News Conferences.

a. News conferences are generally a good way to reach a large number of media with the same message at the same time. They follow a set procedure and can be excellent communication tools as long as they are well organised, taking the needs of the media into account. There is always an opening statement by a spokesperson then a Q&As session with media for a pre-determined time period.

b. News conferences should always be moderated by a PAO. The moderator is the event manager who sets the ground rules and time limits, introduces news conference spokespersons/participants, manages the Q&As session after the initial statement and wraps up the event. The moderator also takes notes during the event in case follow-up action is required.

c. At the conclusion of the news conference, a transcript of the event, audio file or summary of topics (with specific relevant quotes) should be posted to further highlight the event. Once posted, consider publishing an additional media advisory directing interested parties to the website link or social media outlet.

d. A news conference aide memoire, news conference procedure, room layout and sample moderator's opening remarks are at Annex 4-I.

7. **Background Interviews.** Background interviews, also called 'backgrounders', are a good way to maintain contact and develop your relationships with local media. Backgrounders are typically information that is provided to a reporter that can be used without specific attribution. A background interview can be used to inform or educate a reporter about your organisation, operation or specific topic or issue. It can also be used to provide context and depth to complicated issues. Note that there is also a PA product called a 'backgrounder' (fact sheet) so use the term 'background interview' to ensure clarity. **Background interviews and briefs are not 'off the record'.**

8. **OPSEC.** The need for OPSEC, versus the media demands for access to information, is a historic challenge that military commanders must meet. Commanders must keep in mind that the principles of democracy dictate that their forces must maintain the support and confidence of their populations. This necessitates an open and honest flow of information. Access to this information may conflict with the need for security in military operations. If this is the case, it is acceptable to tell a journalist that certain information cannot be released for that reason. PAOs should consult with other staff agencies for advice when deciding release criteria for information.

9. **Media Embargoes.**

a. 'Embargoed' Information. At times it may be necessary to 'embargo' information given to the media. An embargo is an agreement with one or more media representatives not to publish defined information before a specific date and time (expressed in GMT(ZULU)). The importance of a media embargo cannot be overstated because of the impact on operations and on soldiers' lives. It should be used sparingly, in cases where it is important that information is released, but is protected in terms of time sensitivity or OPSEC. Embargo time should be kept to the absolute minimum necessary for OPSEC.

b. Violation of a Media Embargo. Should a journalist violate the rules of an established embargo, the rules violation will be immediately reported back to the Theatre CPAO and the media representative's parent organisation or bureau chief. Punitive actions should be considered to include withdrawal of NATO support to the journalist or agency. The CPAO within the command will decide the course of action to be taken in such circumstances, upon consulting with the Command Group and higher headquarters.

10. **Media Registration.**

a. All media requesting support or access to units to cover NATO operations must be registered. This includes traditional media working for established news agencies, freelance journalist, and the various military media representatives who are not supporting units on the battlefield.

b. Registration versus Accreditation.

i. Accreditation is the verification and validation that a person represents a legitimate commercial news organisation. This means that accrediting national or international organisations will physically verify the affiliation of an applicant with a specific news organisation. It can also refer to the accreditation card or other document issued to the media representative. MC 0457/3 establishes for NATO that accreditation of journalists or other media representatives is a national responsibility. NATO PDD is responsible to verify journalists accredited to NATO HQ.

ii. Registration, however, is the process confirming the credentials of a journalist or other media representative, who may be required to fill out a registration form (name, agency, phone numbers, etc., see example in Annex 4-V) and provide proof of identity and affiliation with a news organisation (NATO may issue a photo-registration card) to manage access to NATO Media Operations/Information Centres (NMICs/NMICs), facilities, properties and people. It is merely an accounting tool, which provides PAOs the ability to know what media are represented in the theatre, where they are located, and their movement around the theatre. This information is helpful in planning and conducting media logistical support and transportation, and in preparing subordinate commands for media encounters. It is also helpful to commanders who might want to provide newsworthy events to the media. Registration also identifies which news media have asked for military assistance and access, and have formally agreed to the command's media ground rules.

iii. The command should develop a registration policy and procedures for allowing media access facilities, conduct interviews or cover planned events, exercises or operations. Measures should be taken to streamline theatre and national requirements in a single policy to avoid confusion.

iv. The following are the general expectations for a registration program:

1. The PAO will be responsible for journalist screening, collection of biographical/agency information and providing accreditation cards or badges for the news media representative. Journalists' information will be updated periodically.

2. The PAO will frequently coordinate with the access-control authority to ensure the PAO staff is informed of current policies and procedures for allowing access to non-NATO personnel.

3. The PAO will act as the advocate for media in all planning and policy development with respects to force protection and base security measures.

4. Media will provide accurate personal and biographical information, news bureau and employment information, medical information, current passport information and subscribe to other mandated measures (i.e. photographic and biometric database, etc.).

5. The media personnel will be required to provide valid media credentials in order to access NATO military compounds.

6. Journalists who refuse to agree to the military ground rules and who are not registered will receive only the support and information assistance as provided to the general public.

7. Journalists should be informed that registration and acceptance of media ground rules will entitle them to better access to units and SMEs, and provision of military ground and air transportation when possible.

    v. The registration process is conducted in five basic steps:

1. Verify the identity of the news media representative (including checking for valid passport/visa, professional media organisation membership card, media ID card, other military press credentials, etc.)

2. Have them sign an agreement to abide by the established media ground rules for the operation in exchange for granting support, access to units, information and other privileges. If required, revoke credentials for those who violate the ground rules (enforcement of this requirement is essential).

3. Have news media representatives agree to and sign a liability waiver that frees the military of responsibility if the media representative is killed or injured as a result of covering the operation (an example of a waiver of liability is at Annex 4-R). Any modifications to the waiver should be reviewed by your legal advisor.

4. Give news media representatives proof of registration (memorandum, press card, press badge or other identification).

5. Maintain a roster of registered media representatives and their assigned locations / units (when embedded) during the time they are receiving military support.

11. **Media Escorts.** Commands are required to address media escort requirements and, as with the accreditation policy, streamlining of national policies should be attempted. The following are expectations for media escort duties.

    a. Media must be accredited prior to access to NATO operations.

    b. Media should be escorted at all times.

    c. Preferably, media escorts should be trained PAO staff members. However, history shows that there are not enough PAO personnel to accommodate the high number of media which cover NATO operations, particularly at the tactical level. In this case, designated personnel, trained and empowered to fulfil the duties can be authorized by the local command to perform the tasks of media escort.

    d. Duties of Escort:

        i. Brief media on expectations; re-iterate and enforce ground rules.

     ii.   Facilitate media through security and within military facilities.

     iii.   Ensure compliance with timelines and military procedures.

     iv.   Put military terms and concepts into context.

     v.   Explain and enforce OPSEC.

     vi.   Pitch additional stories and allow journalists to engage with interesting people (identify in advance).

     vii.   Allow journalists to see/touch military equipment, observe military demonstration.

     viii.   Assist media with filing products through military communication systems as required.

     ix.   Conduct an after action review and assessments at completion of the escort.

12. **Embedded media.** The practice of placing journalists within and under the control of one side's military during an armed conflict for a longer period. Embedded reporters and photographers are attached to a specific military unit and permitted to accompany troops into combat zones. During the embedded period a journalist can be attached to a troop member (escort). PAO ensures the escort is fully aware and trained to accompany media. See Annex 4-Q.

13. **Media Training.** Commanders, designated spokespersons or SMEs commonly called upon to make media statements or be interviewed should undergo formal media training. Chapter 7 of this Handbook covers the various aspects of PA training.

14. **Working with Interpreters.** In the NATO environment, it is often necessary to work with interpreters. It is important to work with accredited and trusted interpreters when conducting interviews. Interpreters are often local civilian hires and can be a good source of cultural information. A comprehensive list of planning factors for working with interpreters is included as Appendix G at the back of the Handbook.

15. **Establish NATO Media Information Centre (NMIC)**, constituted by the deployment of up to four Joint Media Operations Teams and Combat Camera. See Annex 4-A.

Annex 4-A   Establishing a NATO Media Information Centre

1. NATO Media Information Centre (NMIC)[36].

a. NMICs fulfil the requirement for a focal point for the news media during military operations. The NMIC is an element of a PA office or section established within a NATO body, mission or operation, to deal with day-to-day management of media operations, specifically in response to crisis management. In essence, it is a command post for media support efforts. It serves as both the primary information source and as a logistical support and coordination base for commercial news organisations covering the operation.

b. NMICs are organised when large numbers of news media representatives are anticipated to cover military activities and may be formed for all types of operations or for any stage within an operation.

c. NMICs are subordinate to the command's PAO and should support and be responsible to the senior Commander of the operation on a 24-hour basis. They provide the Commander a professional, immediately available, fully trained organisation designed to respond to HN, regional and international civilian media interest in NATO military operations.

d. NMICs are comprised of up to five Joint Media Operation Teams (JMOT) and Combat Camera.

e. A recommended Crisis Establish (CE) structure for a NMIC is included at the end of this Annex; however actual number of personnel will be dependent on the operation, mission, activity, or exercise.

f. In addition, the NMIC provides the following functions:

 i. Act as the primary interface between the Joint Force and the media.

 ii. Act as the primary information release mechanism for the Joint Commander; including responsibility for OPSEC and Personal Security (PERSEC).

 iii. Provide oversight and enforcement of media guidelines and ground rules.

 iv. Develop and integrate MilPA plans and programmes within overall StratCom Integrated Communications Plan.

 v. Coordinate media coverage, visits and embeds.

 vi. Provide media registration and accreditation.

 vii. Coordinate with all participating Alliance national PA/MilPA entities.

 viii. Prepare and conduct press briefings and news conferences.

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[36] The term NMIC replaces the term NMOC (NATO Media Operations Centre). All functions for MilPA are included the NMIC.

ix. Facilitate the declassification and release of operational imagery and weapon system video.

x. Collect, archive and disseminate imagery.

xi. Conduct Media Monitoring as part of IEA.

xii. Conduct Digital Engagement and Outreach.

g. The Joint Media Operations Team (JMOT) is able to:

i. Act as the primary interface between a commander and the media.

ii. Develop plans and programs for MilPA activities.

iii. Coordinate media coverage, visits and embeds.

iv. Prepare and conduct press briefings and news conferences.

v. Conduct Media Monitoring as part of IEA.

vi. Conduct Digital Engagement and Outreach.

vii. Provide the C2 framework for an NMIC.

h. The Combat Camera Team(s) is able to:

i. Collect, Edit and Transmit video imagery and audio products.

ii. Collect, Edit and Transmit still photography.

iii. Conduct interviews, write and edit stories.

i. The physical facilities of the NMIC should be adequate to accomplish the mission and project a professional image to internal and external visitors. Daily operations necessitate that the NMIC staff work space, including equipment areas, meeting rooms and security control points, are separate from any media work space that may be made available to media in the NMIC. Access to open internet, also referred to as "dirty" internet lines to conduct media and social media analysis. Security conditions for a particular operation may preclude allowing media into the PAO workspace, and media may have their own working arrangements, including being accommodated with national contingents, thereby reducing the demand for work space in the NMIC.

j. If feasible, a separate area outside the security zone needs to be available to conduct news conferences and briefings. Included in this requirement is adequate internet, lighting, excess noise levels reduced, sound system available, simultaneous translation equipment, electrical power access available, splitter box, stage or raised platform for both the participants and for television/still photographers, seating arrangements which can accommodate the anticipated number of media, and support requirements for interpreters.

k. During the first 24 hours after arrival in a new theatre of operation, a NMIC can provide limited media support services. But within this first operational day, the NMIC must:

    i.   Establish a 'hasty media centre' as the initial focal point for the news media until additional media support forces arrive.

    ii.   Establish communication with higher and subordinate HQ, SHAPE and NATO HQ and with units operating within the theatre.

   iii.   In coordination with Higher HQs, establish / identify designated location on website to post official communications, such a press announcements, duty phone numbers, etc.

   iv.   Gain a situational awareness of the media in theatre under Alliance national invitations.

    v.   Establish command structure, lines of authority and release authority within the theatre.

   vi.   Coordinate with appropriate authority for leasing and purchasing contracts.

   vii.   Begin to register news media personnel in the area.

   viii.   Provide basic media support (coordination of media access to subordinate units and media escort as resources permit).

   ix.   Assist or conduct command news briefings and conferences.

    x.   Coordinate SME interviews.

   xi.   Be capable of assisting in the transmission of media products.

2. **Digital Engagement.** Establish which digital platforms (web & social media accounts) to use, post to and monitor.

3. **Example of PA lines of authority** of a DJFC NMIC:
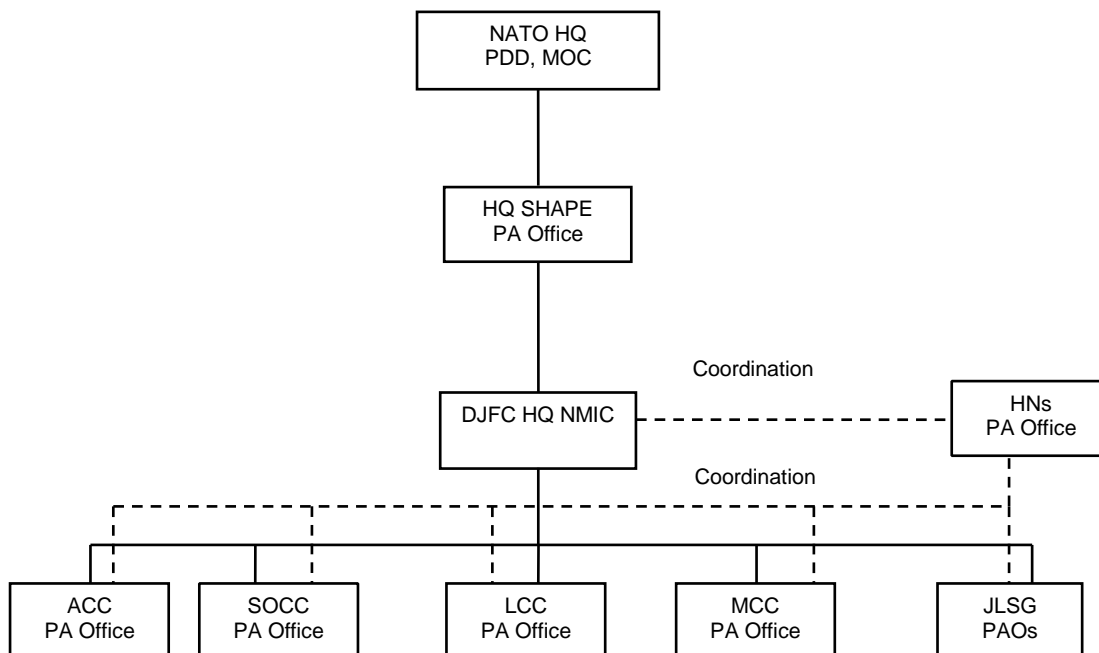
4. Example NMIC organisation.

a. Part of the Initial Entry Force (IEF) will be the PA team of deployed JFC HQ. The NMIC will start to deploy with and co-locate with the initial CE and will be the main POC for all media in the theatre. The head of NMIC is the deployed JFC HQ PA advisor (DJFC CPAO) and the NMIC/PAO organisation is as follows:

#	Post	Rank	Unit
Command and Administration			
1	CPAO	OF-5	JFC
2	Admin NCO	OR-7	Augmentee
3	Technician	OR-5	Augmentee
4	Chief, PA Plans and Analysis	OF-4	JFC
5	Staff Officer, PA Plans	OF-4	JFC
6	Staff Officer, Visual Information Plans	OF-2	JFC
7	NCO, PA Plans	OR-7	Augmentee
8	Staff Officer, Media Analysis - Day	OF-2	Augmentee
9	Staff Officer, Media Analysis - Night	OF-2	Augmentee
10	NCO, Media Analysis	OR-7	Augmentee
11	NCO, Media Analysis	OR-5	Augmentee
12	Chief, Media Operations/Deputy CPAO	OF-4	JFC
13	Deputy Chief, Media Ops	OF-4	Augmentee
14	Staff Officer, Media Operations	OF-3	JFC
15	Staff Officer, Media Operations	OF-2	Augmentee
16	NCO, Media Operations	OR-8	JFC
17	NCO, Media Operations	OR-6	Augmentee
18	Chief, Social Media	OF-3	Augmentee
19	NCO, Social Media	OR-7	Augmentee
20	Chief, Production	OF-3	Augmentee
21	NCO, Combat Camera / Editor	OR-6	Augmentee
22	NCO, Combat Camera Photographer / Videographer	OR-8	JFC
23	NCO, Combat Camera Videographer / Photographer	OR-5	Augmentee
HN's PAO LNO's			
24	HN 1 PAO Staff Officer	OF-2/3	Augmentee
25	HN 2 PAO Staff Officer	OF-2/3	Augmentee
26	HN 3 PAO Staff Officer	OF-2/3	Augmentee
27	HN 4 PAO Staff Officer	OF-2/3	Augmentee

5. Recommended CE for Crisis Response Operations NMIC.

Command and Administration

#	Position	Recommended Rank	Supervisor
1	CPAO	OF-5	Commander
2	Executive Officer	OF-3	CPAO
3	SGM	OR-9	CPAO
4	Technician	OR-6	SGM
5	Technician	OR-5	SGM
6	Admin NCO	OR-7	SGM
7	Admin Assistant	OR-4	Admin NCO
8	Driver	OR-4	Admin NCO
9	Chief, PA Plans and Analysis	OF-4	CPAO
10	Chief, PA Plans	OF-3	Chief, PA Plans/Analysis
11	Staff Officer, PA Plans	OF-2	Chief, PA Plans
12	Staff Officer, Visual Information Plans	OF-2	Chief, PA Plans
13	NCO, PA Plans	OR-7	Chief, PA Plans
14	Chief, Media Analysis	OF-3	Chief, PA Plans/Analysis
15	Staff Officer, Media Analysis - Day	OF-2	Chief, Media Analysis
16	Staff Officer, Media Analysis - Night	OF-2	Chief, Media Analysis
17	NCO, Media Analysis	OR-7	Chief, Media Analysis
18	NCO, Media Analysis	OR-5	Chief, Media Analysis
19	Chief, Media Operations/Deputy CPAO	OF-4	CPAO
20	Deputy, Media Operations	OF-3	Chief, Media Operations
21	NCO, Media Operations	OR-8	Chief, Media Operations
22	Staff Officer, Media Operations	OF-2	Chief, Media Operations
23	Staff Officer, Media Operations	OF-2	Chief, Media Operations
24	NCO, Media Operations	OR-6	Chief, Media Operations
25	NCO, Media Operations	OR-6	Chief, Media Operations
26	Chief, Social Media	OF-3	CPAO
27	Deputy Chief Social Media	OF-2	Chief, Social Media
28	Staff Officer, Social Media	OF-2	Chief, Social Media
29	NCO, Social Media	OR-7	Chief, Social Media
30	Chief, Production	OF-3	CPAO

31	NCO, Production	OR-7	Chief, Production
32	Editor	OR-6	Chief, Production
33	Editor	OR-6	Chief, Production
34	NCO, Combat Camera	OR-8	Chief, Production
35	Combat Camera Photographer	OR-5	NCO, Combat Camera
36	Combat Camera Photographer	OR-4	NCO, Combat Camera
37	Combat Camera Photographer	OR-4	NCO, Combat Camera
38	Combat Camera Videographer	OR-5	NCO, Combat Camera
39	Combat Camera Videographer	OR-4	NCO, Combat Camera
40	Combat Camera Videographer	OR-4	NCO, Combat Camera

HN's PAO LNOs

41	LNO	OF-2/3	
…			

Annex 4-B   Response to Query Form

Response to Query Record Form

SUPREME HEADQUARTERS ALLIED POWERS EUROPE

PUBLIC AFFAIRS OFFICE
B-7010 SHAPE, Belgium

Control Number:			
Issue:			
Date:		RTQ Taken by:	
Reporter's Name and Badge Number:		Reporter's Agency and Bureau:	
Phone Number:		Mobile Number:	
E-mail:		Reporter's deadline:	
Specific Questions:			
Actions Taken: (Include coordination / information sources)			
Follow-up Actions:			
Reviewed and Closed out by:		Close out Date:	

Naming Convention
Control #: YYYYMMDD-(Sequence #)
Save as (File Name) on DHS: (Control Number), Issue, Agency, Reporter

Annex 4-C   Response to Query Log

RTQ TRACKER

Supreme Headquarters Allied Powers Europe
PUBLIC AFFAIRS OFFICE
B-7010 SHAPE, Belgium

Control Number	Date/Time Received	Date/Time Responded	Reporter's Name	Medium	Reporter's Agency/Bureau	Issue	Action Officer	Action Taken	Hyperlink to RTQ

Annex 4-D   Media Registration and Reception Log

(Note: this can be used for single day events such as press conference, DV day or when tracking approved embedded media during training & exercises)

Name	Badge Type and #	Agency	DTG In	DTG Out

Annex 4-E   Example Theatre Media Tracking Report

Recommended matrix to maintain situational awareness of embeds, current status of embed requests, and provides a convenient briefing reference to inform the command and higher HQ Public Affairs. This example is created in Word for inclusion in the Handbook, but a spreadsheet (Excel or Access) would be of more utility to the user.

Embedded	Approved	Completed	Pending	Cancelled	Disapproved	Military

Journalist's Name	News Organisation	Badge #	Start	End	Region/ Location	Unit	Intent	Request Received	Sent to Region	Region Accepts	Ground Rules	Remarks
Current Embeds												
Smith, James	CNN	0458	14 Mar	24 Mar	HQ	HQ	Day in the life of COM	15Feb	16Feb	20Feb	Y 14Feb	
Johnson, Barry	BBC	9231	4 Mar	19 Mar	MR-S	TF32	Cover offensive in MR-S	4Feb	6Feb	8Feb	Y 3Feb	
McDonald, Don	BFBS	N/A	28 Feb	8 Mar	MR-S	4/31	Command info	22Feb	22Feb	25Feb	Y 14Feb	
Bond, James	ITV	5400	28 Feb	6Mar	MR-W	WelGrd	to cover combat ops	15Jan	17Jan	19Jan	Y 10Feb	
Holmes, Gary	CanPress	3045	26 Feb	24Mar	MR-E	BlkWtch	To cover combat ops	12Feb	15Feb	17Feb	Y 7Feb	
Approved – Awaiting Embed Start												
Mamie, Joseph	Xuhan Radio	0023	25 Mar	25 Apr	MR-N	3rdBN	Economic projects	1Mar	3Mar		Y 22Aug	
Jackson, Chris	NATO TV	0210	26 Mar	23Apr	MR-N	FRA BG	R&D	5Mar	7Mar		Y 8Sep	Journo cancelled due to logistics issues.
Keen, Jon	Foreign Affairs	6783	8 Apr	22Apr	MR-E	BlkWtch	COIN Strategy at tactical level	15Mar			Y 27Aug	
Norris, Charles	Techno Talk	8374	13 Apr	2May	MR-W	WelGrd	UK Force Pro Eqpt.	15Mar			Y 25May	
Pending Approval												
Kasporov, Joey	Rus TV	9284			MR-W	TF 2-2		11Mar			Pending	
Johnson, Martin	Eyewitness TV	3547			MR-N	3rdBN	PRT Activities	12Mar			Pending	
Embed Complete												
Wight, Jonathan	Western News	5771	2Aug	19Aug	MR-W	TF 2-2	To cover combat ops	10Jul	12Jul	14Jul	Y 10Jun	Story ran in WN on 3 Dec 09
Labelle, Paul	Czech Times	3339	23Sep	29Sep	MR-S	4/31	To cover combat ops	15Aug	17Aug	19Aug	Y 14Jul	Story ran in CT 3 Oct
Bardot, Ricky	AFP	6582	8Oct	5Apr	MR-N	3rdBN	To cover combat ops	15Sep	17Sep	19Sep	Y 18Aug	Carried throughout wire service

Annex 4-F   Media Kit Guidelines

1. Media Kits are an effective tool to inform media representatives about the command, operation, or standard issues prior to the event. They ensure that information is accurate from the command's perspective.

2. Consider inclusion of the following information when developing a press kit:

   a. Schedule of events – do not forget contingency arrangements.

   b. Ground Rules.

   c. Strip maps, key routes, sites.

   d. Fact sheets – equipment, organisations.

   e. Infographic – visualisation of tools, equipment, and/ or procedures.

   f. Biographies – key personalities or keynote speakers.

   g. Advance copies of key note speeches.

   h. Press releases, media advisories, special events calendar.

   i. Video/Photos and cutlines.

   j. Frequently Asked Questions (FAQs).

   k. General information (i.e. command/organisational structure, rank structure, etc.).

   l. Acronyms list.

   m. Local lodging and restaurants.

   n. Documentation referenced by SMEs or spokespersons.

   o. Other information directed by the command.

3. Consider the following when preparing press kits:

   a. Provide a PAO POC on each item in the press kit.

   b. Make it professional and attractive. A simple folder with inside pockets is sufficient.

   c. Get approval. Submit kit ideas to the PAO and appropriate approval authority for review and approval.

   d. Maintain OPSEC. Use open source information when possible.

   e. Review press kits frequently to ensure the information is current and relevant to the specific event.

   f. Provide e-mail addresses and links to social media sites. Invite the media to join those sites.

Annex 4-G   Recommended for Media Packing List

IDENTIFICATION
Passport
National ID Card
Press Credentials

	FINANCIAL	**COMMENTS**
	Cash	Dining and mess facilities may only accept cash
	Credit Card	For incidental expenses

QTY	**CLOTHING & EQUIPMENT**	(Minimum requirements)
1	Backpack (day and a half pack)	
1	Luggage tag	
1	Large garbage bag	Line backpack to keep clothing dry
4	Underwear	Appropriate for season and region
4	Socks	Wool blends best to keep feet dry
4	Under shirts	
2	Long sleeve shirts, cotton, button	Protect skin from sun and insects
2	Cotton trousers (jeans or fatigue-type)	
1 pr	Hiking boots	Safety footwear may be advisable on board ships
1 pr	Athletic shoes (cross trainers)	All terrain running shoes
1	Baseball cap/hat	Sun/rain protection
1 pr	Sunglasses	Wrap-around, poly-carb for eye protection
1 pr	Dust goggles	
1 pr	Extra pair of prescription glasses	
1	Hooded raincoat, Gore-tex material	
1 pr	Gloves	Protective / seasonal dependant
1	Fleece jacket liner	Appropriate for season and region
1	Sleeping bag	Appropriate for season and region
1	Sleeping mat or pad	
1	Mini-flashlight with batteries and red lens	
	Extra batteries	
1	Camelbak-type water container	
1	Face scarf	For dusty conditions
1	Kevlar helmet	
1	Flak vest (with protective armour plates)	
1	Alarm clock, battery powered	
1	Electrical surge suppressor	
1	Charger with Electrical power converter	Appropriate to Host Nation voltage and format
	Journalism equipment and supplies	
		Life jacket is required onboard ships. Depending on national policies, some units could loan this equipment and other protective gear prior coordination.

QTY	**HYGIENE ITEMS**	
1	Razor	(As required)
1	Toothbrush	
1	Toothpaste	
1	Deodorant	
1	Sun screen	
1	Shampoo (sample size)	
1	Bar soap	
2	Bath towel, medium size	
2	Wash cloth	
1	Roll of toilet paper (ziplock bag)	
	Over the counter or prescription medicines	Optional - 30 days worth (consider anti-motion sickness pills if required, e.g., when embedded on board ships)
3	Laundry soap (individual portions)	
1	Foot powder	Optional
1 pr	Shower shoes	

Journalists may bring sufficient equipment to cover operations. However, it is the journalist's responsibility to carry their own gear.

Transmitters are authorized but blackouts may be imposed as per tactical and OPSEC requirements.

All equipment and clothing should be neutral, subdued colours for tactical considerations. Avoid easily flammable synthetic fabrics.

Please refer questions to Public Affairs – Media Operations (insert contact information).

Annex 4-H   Media at Entry Control Points

The following is recommended verbiage for Entry Control Point (ECP) Media Guidance.

1. Units will ensure that base/unit security elements are provided current approved media rosters.

2. ECP elements will be directed and rehearsed on the following tasks when approached by media attempting to gain access to the base/unit or attempting to document base/unit entry points:

    a. Check media representative credentials. Only media listed on the current media rosters will be allowed access to the base/unit unless accompanied by PAO personnel. Media not listed on the approved media roster will be professionally informed that they must contact the PAO for proper credentialing and denied access to the base/unit. Base/unit security personnel will attempt to gain the names of the media representatives and forward them to the PAO for tracking.

    b. If credentialed media is unaccompanied by PAO personnel, the security detachment will hold the media at the gate/gangway and notify PAO office.

    c. Media attempting to take photographs of ECPs procedures or force protection measures will be asked to delete the photographs, explaining that release of force protection measures could release sensitive information to the enemy which could result in coalition forces being injured or killed and that as stipulated in the media ground rules, the reporter has an obligation to comply with these instructions or have their credentials revoked. Observe and verify that the media has deleted or erased the images. Report the situation to the PAO immediately. Forward the reporter's name, agency and credential numbers to the PAO.

    d. Individuals documenting ECP procedures who do not possess any form of credentials will be detained and treated in accordance with the current policy.

    e. At no time will the media representative be allowed into an operations centre/room or sensitive area without first making positive hand-off to a PAO representative.

Annex 4-I   Preparing for a News Conference

1. **Preparation.** Use the following points as a guideline for organising and conducting the news conference:

   a. Obtain appropriate approvals. Your news conference should not come as a surprise to the chain of command.

   b. Consider national and international linkages and issues. Local issues may have something in common with regional, national, and international issues.

   c. Is a news conference the appropriate way to deliver the message? What effect are you seeking to achieve and is this announcement or occurrence of important news value? Identify measurement parameters (how are we defining success?) based on desired effect.

   d. Select the proper spokesperson. The principal spokesperson should be the most senior and knowledgeable person available. You should thoroughly brief this spokesperson using background material and relevant Q&As and then conduct a rehearsal. Likewise prepare appropriate SMEs.

   e. Select the proper venue. Choose a location large enough to accommodate the numbers of journalists likely to attend. Confirm adequate electrical power is available to accommodate television lights. Ensure facility has WiFi accessible to the media. Make sure the location is easily accessible, and that media do not have to carry heavy equipment long distances.

   f. Access to venue. Facilitate access to the location of the news conference, to include gate/ post access.

   g. Interpreter. Determine if Interpreter is needed for press conference. If yes, how will interpretation be done? Simultaneous and Sequential?

   h. Send out invitations. Once coordinated with Higher HQs, send out a media advisory usually about two-three days before the news conference, unless a news conference is called at short notice following breaking news. Distribution for the media advisory should include posting on the website, emailing to media distribution list and potentially posting on social media platforms. Follow up the day before with a telephone call to media, editors, or news directors. The day of the news conference, set up a media register to record which agencies attended. If time permits after the event, check back with those who did not show to find out why and to offer them a copy of the media package you prepared for the event. This demonstrates interest on your part, and it may help you get a better turnout at future news conferences.

   i. Establish ground rules. Based on the location of the news conference, identify the media ground rules. Coordinate ground rules with host nation and higher headquarters.

   j. Prepare media kits and handouts carefully. Media kits are valuable aids because they allow the officer who is conducting the news conference to refer to the kit for technical questions or statistical details. The person giving the news conference must be completely familiar with the contents of the kit, since credibility can suffer

if that person mistakenly refers to information not included in the kits. Distribute the information kits and copies of prepared remarks before the news conference starts. Refer to Annex 4-F Media Kit Guidelines.

k. Identify a moderator. As the PAO on site, you will often serve as moderator. The moderator introduces the person giving the news conference, summarises the contents of the information kit, and indicates who is next in line to ask questions. Basically, the moderator is a low-key master of ceremonies. As the moderator, state the ground rules for the news conference and indicate the scope of material to be covered in advance of the spokesperson's arrival. If there is a time limit, let the media know from the beginning. The moderator also has the important job of bringing the news conference to a smooth conclusion, such as "I see we're nearly out of time. I'll take one last question, please."

l. Select visual aids carefully. Make sure the media know from the outset which visual aids will be available. For example, both television and print journalists will want copies of photographs, B-Roll, charts, infographics and other available products. If copies are not immediately available, you should say so, but be prepared to provide them later on.

m. Accommodate all media. The table or lectern for the spokesperson giving the news conference should be the focus of the proceedings, at the front of the room, ideally on a slightly raised platform. You should prepare a large central aisle to permit camera operators to shoot straight on. If you provide a centre aisle, make sure there are also wide side aisles to give camera operators the freedom to move during the news conference and to allow for unobtrusive access for late arrivals. Alternatively, you should provide camera risers at the back of the room to permit filming over the heads of other participants. In an outdoor setting, you can mark off a semicircle facing the spokesperson, to allow the news conference participants and the media to arrange themselves according to their requirements. Television reporters usually want to maintain eye contact with their camera operators, and broadcast reporters generally prefer to sit near the front of the room so they can adjust sound levels. Generally speaking, print journalists can sit anywhere. From a technical point of view, make sure appropriate audio-feed facilities are available for all journalists who want to record the news conference. This usually includes a set up of splitter boxes or patch boards off to one side or in the middle in front of the cameras. These boxes or boards negate the need for every journalist to place a microphone in front of the spokesperson giving the news conference.

n. Be prepared for frequent movement during the news conference. Movement is a feature of news conferences which is often unexpected by those taking part for the first time. Broadcast reporters move about to change adjust levels, television-camera operators wander around looking for interesting angles, and photographers move back and forth to obtain a variety of pictures. Be prepared for movement within the Ground Rules, and brief the spokesperson/ SME giving the news conference accordingly.

o. Time the news conference well. Ideally, news conferences should take place between 10:00 and 11:30 a.m. This allows assignment chiefs time to locate and assign reporters and gives media enough time to prepare for the event. A late-morning news conference also ensures that night-shift personnel are off duty, and

day-shift people are well into their workday. This timing permits editors and news directors to feature the material from the news conference on noon newscasts and in afternoon and early-evening editions. News conferences in the afternoon run the risk of being overtaken by fast-breaking stories. Also, media are sometimes late. The later a news conference is scheduled, the more likely the chances that the reporters assigned to cover it will be delayed or reassigned. In scheduling the date and time for the news conference, consider the competition from other scheduled events in the area.

2. **Procedure for Conducting News Conferences.** News conferences follow a set procedure to ensure that the process is fair for both the organisation holding the news conference and the media.

   a. Moderator and spokesperson meet before the news conference starts to discuss any final points. The moderator tells the spokesperson which media are present and re-iterates main three points to be made at the news conference.

   b. Five-minutes prior the appointed start time of the news conference, the moderator introduces him/herself and outlines the procedure for the news conference and the ground rules (as previously coordinated with Higher HQs, staff, spokesperson, SME). Media are usually given one question then a supplementary.

   c. Moderator gives a one-minute warning. Reminds media to silence all equipment.

   d. Moderator introduces the spokesperson.

   e. Spokesperson gives the prepared statement.

   f. Moderator begins the Q&As session.

   g. Q&As.

   h. Moderator announces "Last Question."

   i. Last question or time limit is met.

   j. Spokesperson ends with final statement, reiterating top three points.

   k. Moderator ends news conference.

   l. Spokesperson exits briefing room by the most direct route.

   m. Conduct follow-on interviews if appropriate.

   n. Debrief spokesperson.

   o. Evaluate news conference comparing with measures of success defined during the planning process.

Briefing Set-up Checklist

Briefing Subject		Briefing Date	Briefing Time
Speaker		Briefing Location	
Personnel Prep			
	Speaker provided talking points and 5 "most expected/ 5 "most challenging" questions		
	Information environment assessment conducted		
	Speaker media prep "murder board" conducted		
	Facilitator selected and briefed		
	Escorts selected and briefed		
	Interpreters selected and briefed		
	Rehearsal conducted		
	SMART[37] aims established		
Site Prep			
	Briefing area secure and separated from the from the HQ's/unit's operations centre or other sensitive spaces		
	Briefing area separated from generators or other noise		
	Briefing area large enough to accommodate anticipated audience with seating		
	Adequate electrical power and outlets for video equipment		
	Sufficient lighting and has it been checked/tested		
	Suitable WiFi		
	Suitable backdrop		
	Are the following items on hand (as appropriate):		

	Podium		Pointer
	Public address system		Computer w/ CD/DVD
	Projector screen		Video Projector
	Splitter box		Television monitor
	Lighting system		Visual aids
	Maps of area of operation		News releases / press packets
	Interpreter booth		

	Video camera or digital voice recorder to record briefing		
	Event catered or refreshments provided (as per funding regulations)		
Sequence Plan			
	Secure media reception area		
	If necessary, media searched passing through security (Entry Control Point, Building security, etc.)		
	Escort media into briefing area		
	Ground rules established by facilitator prior to SME arrival		
	SMEs introduced		
	Questions monitored and ground rules enforced		
	Escort media to reception area when briefing complete		
	After action review (AAR) completed and forwarded to CPAO		

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[37] Specific – target a specific area for improvement; Measurable – quantify or at least suggest an indicator of progress; Assignable – specify who will do it; Realistic – state what results can realistically be achieved, given available resources; Time-related – specify when the result(s) can be achieved.

General Layout for a Press Conference
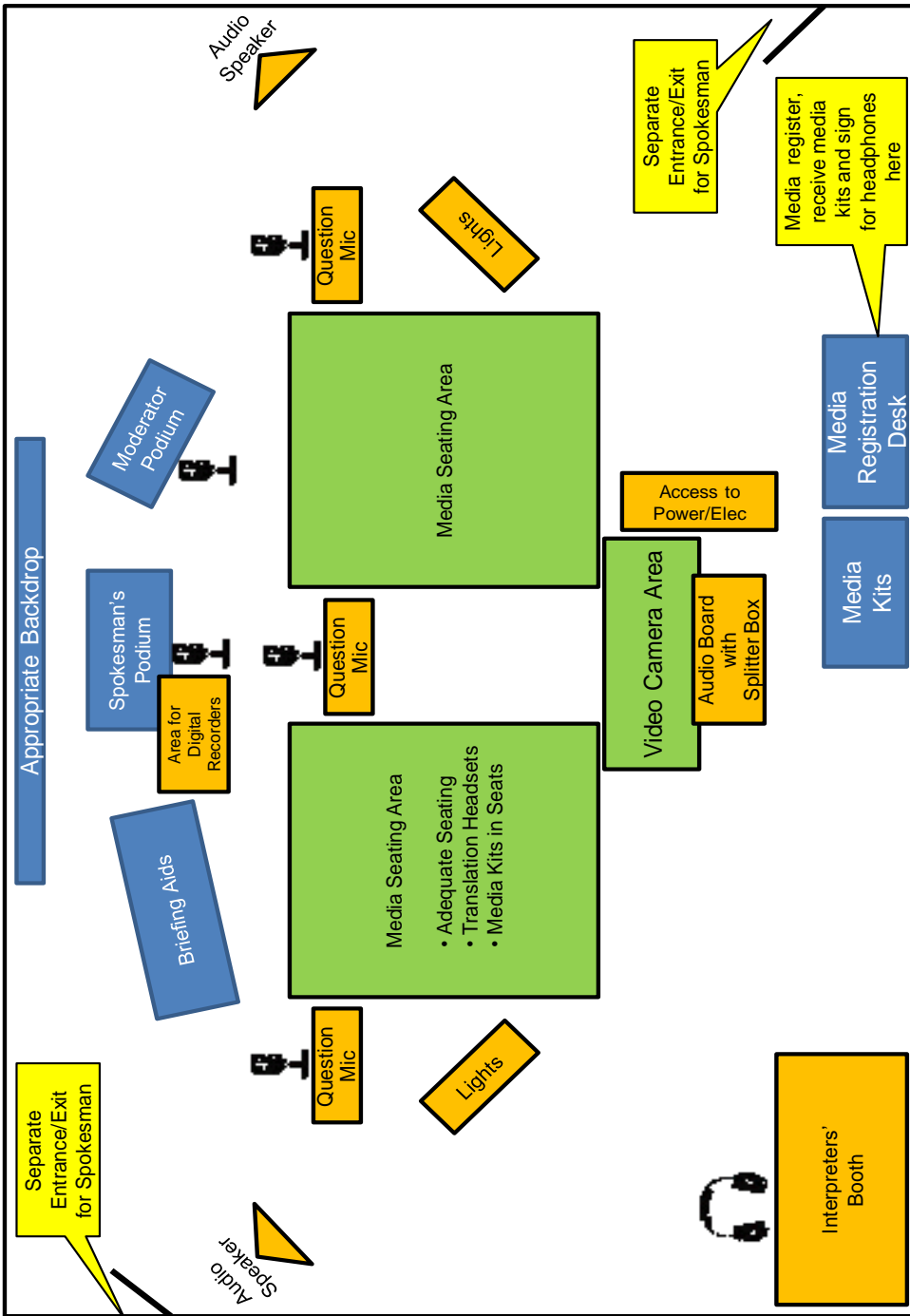
Annex 4-J   News Release Checklist

A News Release/ Press Release is a written communication that reports specific but brief information about an event, circumstance, new equipment, or other happening.

The following checklist highlights the considerations for preparing a news release:

Decision Criteria
1. Is the information newsworthy?
2. What are we trying to achieve with the news release?
3. Is it more appropriate to have a news conference to get this information out?
4. For example:
   a. Is the issue too complex for a news release?
   b. In crisis situations, it is important to show that NATO has control of the situation and who is in charge.
   c. Will a news release give the perception that the organisation is hiding something?
5. Are we the appropriate organisation to be putting out this information? We do not speak for NGOs, our allies, other governments or civilians.
6. Use news releases judiciously. Constantly posting releases with nothing substantive become 'white noise' and are soon ignored.

Production
1. Does the release answer the five Ws and two Hs? Are there any other details that should be included?
2. Information arranged in descending order of importance (inverted pyramid)?
3. Does the release simply state the facts and events - no adjectives or adverbs?
4. Is the news release brief enough?
5. Does the news release conform to NATO style considerations?
6. Is the news release on proper letterhead with the name of a contact person?
7. Is the news release properly dated?
8. Is the news release for general, immediate, or delayed release?
9. Are the words '-END TEXT-' positioned at the end of the news release?
10. Are 'Notes to the Editor' positioned after the '-END TEXT-'?
11. Make sure that you 'accept all changes' in the document and resave it to remove traces of earlier edits AND the DRAFT watermark.
12. Have you checked that the contact phone number works what happens out of working hours? Is there a duty officer number?
13. Has the news release been translated (if required and after approval)?

Approval
1. Have proper clearances by the chain of command been obtained?
2. Is the PA TechNet aware?

Release
1. To whom will you send the news release? Have you given copies of the news release to all of the appropriate agencies?
2. How will you issue the news release?
3. When exactly will you release it?
4. Have you prepared a web version of the news release?
5. Will the release be posted on the social media sites?

Post Release
1. Is the original hard copy news release with original approval signatures on file?
2. Is the final, approved electronic version of the news release filed in the office electronic archive?
3. Did we meet our aims in distributing this news release?

Annex 4-K   News Release Example

SUPREME HEADQUARTERS ALLIED POWERS EUROPE
ALLIED COMMAND OPERATIONS
PUBLIC AFFAIRS OFFICE
B-7010 SHAPE, Belgium

NEWS RELEASE
SHAPE welcomes Romanian Chief of Defence Staff

13 January 2020

SHAPE, Belgium – The Romanian Chief of Defence Staff Lieutenant General Daniel Petrescu visited Supreme Headquarters Allied Powers Europe (SHAPE) in Mons, Belgium on Monday, Jan. 13, 2020.

Supreme Allied Commander Europe General Tod D. Wolters hosted Lieutenant General Petrescu during the scheduled visit. The two and their staffs took part in discussions focusing on: Headquarters Multinational Division South-East, Romania's contribution to NATO's Readiness Initiative and Command Structure Adaptation, and the status of training initiatives along with the country's focus within NATO throughout the new year.

Romania joined the Alliance as a member nation in March 2004 after the Prague Summit. They have contributed to missions in Bosnia and Herzegovina, Albania, Afghanistan and Iraq.

Lieutenant General Petrescu was appointed to the position of Chief of Defence in December 2019. He has also held various tactical, operational and strategic level positions within the Romanian Armed Forces, NATO Headquarters and in multiple theatres of operation.

- END -

SHAPE, Belgium (Jan. 13, 2020) Supreme Allied Commander Europe General Tod D. Wolters, left, greets Romanian Chief of Defence Staff Lieutenant General Daniel Petrescu during a visit to Supreme Headquarters Allied Powers Europe. During the visit General Wolters and Lieutenant General Petrescu held discussions focusing on Romania's involvement within NATO for the New Year. (SHAPE Photo by MC1 Brett Dodge)

Allied Command Operations Public Affairs Office at SHAPE:
Tel: +32 (0)65 44 4119 (week days 0830 – 1730)
Mobile: 0032 (0) 475 77 31 05 (week days 1730 – 0830, weekends and holidays)
Email: shapepao@shape.nato.int

Annex 4-L   Media Advisory Example

NORTH ATLANTIC TREATY ORGANIZATION
ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD
HEADQUARTERS, SUPREME ALLIED COMMANDER TRANSFORMATION
7857 BLANDY ROAD, SUITE 100
NORFOLK, VIRGINIA 23551-2490
Public Affairs Office
+1-757-747-3600

March 13, 2019

FOR IMMEDIATE RELEASE

Media Advisory

Model NATO Challenge 2019 to be hosted at Virginia Wesleyan University

NORFOLK, Va. – The North Atlantic Treaty Organisation's (NATO) Allied Command Transformation and the Norfolk NATO Festival will co-host the 2019 Model NATO Challenge at Virginia Wesleyan University on March 20 at 3 p.m.

The Model NATO Challenge is a scholarship competition in which the top 29 young adult applicants from Hampton Roads are chosen to participate in a mock global crisis simulation, confronting issues facing today's 29-member NATO Alliance. Many of the applicants are from Norfolk high schools.

Following the selection process, student diplomats are assigned mentors, who are military officers assigned with NATO's Allied Command Transformation located in Norfolk, Virginia. The international staff officer mentors assist in preparing the students for the challenge through formal discussions focused on their country's culture, military resources and political backgrounds.

During the challenge, student diplomats work together to address a mock crisis scenario such as piracy, immigration or another global issue that could potentially impact the Alliance. Student diplomats will be judged on their leadership and diplomacy skills, and the top three finalists are awarded scholarships.

The Model NATO Challenge serves as a great bridge between the local community, academia, military organisations and the NATO Alliance. Media in attendance will have an opportunity to interview with student diplomats, mentors and community leaders from the Norfolk NATO Festival.

All interested media must register with U.S. Navy Lt. Cmdr. Dawn Stankus (dawn.stankus@act.nato.int, +1-757-685-9814) in the Allied Command Transformation Public Affairs Office by 4 p.m. EST on March 18. Media are expected to arrive at Virginia Wesleyan University no later than 2 p.m. on March 20 to be escorted to the event location. Additional details will be provided to media following their registration.

For additional details about the Model NATO Challenge, please visit: https://www.vafest.org/norfolk-nato-festival/education/model-nato-challenge/

For more information on NATO's Allied Command Transformation visit: http://www.act.nato.int/

Annex 4-M   Fact Sheet Example

Exercise Dynamic Mariner Flotex – 19
NATO Crisis Response Exercise

Overview

Exercise Dynamic Mariner/Flotex-19 is a Crisis Response Exercise with an emphasis on the training of the NATO Response Force Maritime element (NRF/M) and NATO Forces on the littoral. The exercise is also a part of the Spanish Maritime Forces (SPMARFOR) certification process for the NRF 2020.

The exercise will take place off the coast of Spain in the Atlantic Ocean, Mediterranean and the adjacent territorial waters, land and airspace of Spain in the period 7-18 Oct 2019.

The exercise will be conducted in the following phases:

Phase 1: Harbour Phase (06-07 October 2019)

Phase 2: Training Phase (08-13 October 2019)

Phase 3: Operational Phase (13-18 October 2019)

Distinguished Visitors and Media Day (DVD/MD) will be held in two periods in 11 October 2019. The first period will be held in Sierra Del Retin area where DVs and media will follow amphibious landing operations between 0900-1100. DVs and media will then be transported onboard ESPS Castilla. Press Conference will be held between 1230-1300 on board ESPS Castilla, finally between 1430-1600 DVs and media will follow Aero-Naval demonstrations.

Note: The NRF is a highly ready and technologically advanced, multinational force comprised of land, air, maritime and Special Operations Forces (SOF) components that the Alliance can deploy quickly, wherever needed.

Participants

The exercise involves more than 2000 sailors from 11 NATO nations; Belgium, Canada, France, Germany, Greece, Italy, Norway, Portugal, Spain, Turkey and the United States. 23 surface ships, 2 submarines and 18 air assets (including Maritime Patrol Aircrafts and Helicopters) will participate this exercise. NATO Command groups will also participate including Allied Maritime Command, Standing NATO Maritime Group One (SNMG1) and Standing NATO Maritime Group Two (SNMG2).

Operations

The exercise will include specific training such as; Surface, Air, Anti-Submarine Warfare (ASW), Anti-Surface Warfare (ASuW), Mine Counter Measures (MCM), Amphibious, Hybrid and Force Protection (FP) operations.

Participant Nations

Participant Assets

Nation	Ship
🇧🇪	LEOPOLD I *(FFGH)*
🇨🇦	HALIFAX *(SNMG2 FLAGSHIP)*
🇫🇷	FS VAR *(A)*
🇬🇷	ADRIAS *(FFGH)*
🇮🇹	ITS ALLIANCE *(ITA)*
🇳🇴	THOR-HEYERDHAL *(FFGH)*
🇵🇹	- FRANCISCO DE ALMEIDA *(FFGH)* - CORTE REAL *(FFGH)*
🇪🇸	- CASTILLA *(LPD- SPMARFOR FLAGSHIP)* - JUAN CARLOS I *(LPD)* - ALVARO DE BAZAN *(FFGH)* - JUAN DE BORBON *(FFGH)* - REINA SOFIA *(FFGH)* - SANTA MARIA *(FFGH)* - NUMANCIA *(FFGH)* - BLAS DE LEZO *(FFGH)* - RAYO *(P)* - SEGURA *(MCM)* - TAMBRE *(MCM)* - TAJO *(MCM)* - CANTABRIA *(A)* - PATINO *(A)*
🇹🇷	GIRESUN *(FFGH)*
🇺🇸	GRIDLEY *(FFGH-SNMG1 FLAGSHIP)*

Nation	Submarine
🇪🇸	ESPS MISTRAL
🇵🇹	NRP TRIDENT

Nation	Maritime Patrol Aircraft
🇩🇪	P-3C
🇫🇷	ATL-2
🇪🇸	P-3M/MACA
🇺🇸	P-8

Annex 4-N   Interview Planning Guide

Journalist's Name			
Agency		Type of Medium	
Office phone		Mobile phone	
Email			

What is the issue?	
Which aspect is the focus?	
What is the story or angle?	
What effect do we want to achieve?	
Who else is being interviewed?	
How much is already known?	
Does journalist need background information?	
When will the story run?	
What is the journalist's deadline?	
Will the interview be live or edited for broadcast?	
Where will the interview take place?	
How will it be conducted?	
Summarise agenda and boundaries	
Arrange a time when you will call the journalist	
Determine who is the right person to be interviewed	
Obtain authorisation if required	
Prepare yourself	

Annex 4-O   SME Interview Preparation Worksheet

Interview Subject	To be defined through negotiation process with journalist
Your Goal	What you wish to accomplish from the interview
What's Your Position?	Opening statement that outlines your organisation's view point
Theme	Choose a central theme that will appeal to your audience
Who are the messages aimed at?	1. 2. 3. Internal audience (your co-workers)
Main Messages (include for each: Sound Bites, Examples, Analogies)	These are the main points to be addressed **Message, Example, Evidence** 1. 2. 3.

DEVELOP AND PRACTISE QUESTIONS AND ANSWERS	5 Good	5 Bad
	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.

Annex 4-P   NATO Military Spokesperson Training Debriefing Form

Date: Candidate:

Type of Event:				
Performance :				
Non-verbal communication:				
Confident	In control	Prepared	Body language	Posture
Attitude:				
Respectful	Courteous	Focused	Not intimidated	Response to unexpected
Delivery:				
Voice	Eye contact	Gestures	Facial expressions	Mannerisms / Tics
Content:				
Messaging:				
Early mention	Clear	Complete	Repetition	Bridging
Language:				
Appropriate	Articulate	Sound bites	Jargon	Clear and concise
Constraints:				
Operational Security		Next of Kin Notification		Propriety

Remarks:

_____
Signature of Debriefer

100

Annex 4-Q   Media Embedding Guidance to PAOs

1. **Intent.** Consistent with Article 2 of NATO's founding treaty, NATO encourages transparency and media access to operations and exercises. Accommodating media through allowing access to operations - what is traditionally known as embedding with a unit - provides an opportunity for journalists to get a better understanding of the issues faced by our forces and gives context to their reporting. Providing multi-national media with access is important as it broadens the scope of their reporting and provides audiences with a better understanding of the collaborative nature of allied operations.

2. **Policy.**

   a. NATO does not have an agreed media embed policy and some nations are apprehensive about a directive embedded media policy for a variety of concerns such as the legal and medical ramifications, service member privacy, etc.. For this reason, the ACO/ACT policy is that media embedding is coordinated with host nations to ensure full understanding of respective national policies and procedures. PAOs working for NATO will defer to those national policies.

   b. Throughout MC 0457/3, the terms integrated, embedded and hosted media are used. For simplicity, the term 'embedded' refers to a unit hosting a media representative for the purpose of reporting on operations, training and exercises for more than a 24-hour period.

   c. For nations without established media embedding policies or ill-defined policies, this Handbook provides recommendations and suggestions of best practices.

3. **Embed Requests.** PAOs who are approached by media to facilitate embedding should generally seek to do so at the lowest level possible, through the chain of command in theatre or via the operational HQ/SHAPE. The decision to accommodate a journalist will be a command decision influenced by PAO recommendation.

4. **Guidelines.**

   a. The goal is to provide the international community with as much accurate information as possible about NATO efforts and requests will be prioritised using the following criterion:

      i.   Priority 1 – International media and wire services.

      ii. Priority 2 – National media relevant to the units in the AOR; and

      iii. Priority 3 – Freelance media. Freelance media, photographers and documentary filmmakers will not be embedded unless they are under contract to a media outlet that will publish/broadcast their material.

   b. Embed durations will be agreed to prior to the journalist embedding with the unit. The commander approving the placement is the authority to grant or deny extensions. It should be made clear at the outset that extensions are not automatic and will be considered on a case-by-case basis.

5. Ground Rule Agreements.

a. Ground rule agreements will be signed by the embedding journalist and the unit accommodating them. Deployed units accommodating media should use either the national process and agreements for embedded media or the examples annexed to this chapter. Ground rule agreements are 'gentlemen's agreements.' Punitive repercussions other than discontinuing the embed and restricting future access, transportation and assistance are rare.

b. It should be noted that although media may sign an indemnification agreement and liability waiver, such waivers may have limited utility. National laws concerning liability waivers differ. Consult a legal advisor familiar with the specific situation.

6. Accreditation and Registration. Embedding journalists must be accredited by a media agency or organisation. Freelance journalists may embed but must have a letter from the agency or organisation that has hired them. All journalists need a current, valid media ID card to register with a NATO theatre of operation. Journalists should have appropriate life and medical coverage to mitigate legal issues against the hosting nation.

7. Accommodation Authority and Agreement.

a. Nations may be willing to embed media proposed through an ACO/ACT PA office. The Commander of the hosting unit should seek any national approvals required. In the event that this cannot be resolved locally and the NATO PA office feels that the request is valid it should be referred to the next higher HQ for action.

b. As part of the embed agreement the media outlet and journalist must complete and sign the following documents:

    i. Ground Rules for Embedded Media on NATO Operations (see Annex 4-Q);

    ii. Indemnification Agreement and Liability Waiver (Annex 4-R);

    iii. Personal Biographical, Medical and Preference Statement (Annex 4-S).

c. Copies of these documents must be kept by the embedding journalist, theatre/ operational PA office and the unit with which the journalist is embedding.

8. Terminating Accommodation.

a. The accommodating unit's PAO, with acknowledgement from the immediate Commander and higher headquarters CPAO may terminate the agreement early if an embedded journalist breaks the ground rules or if the operational situation changes and the arrangement is no longer workable. However, early termination of an arrangement without good reason may result in adverse publicity. The Commander approving the placement must understand the media ground rules when the initial request is made.

b. Embedded journalists are only supported while they remain with the unit or command. If a journalist leaves the formation or unit, even temporarily, to cover non-NATO related news, that journalist will temporarily lose embedded status. The individual and the media outlet will be responsible for their own safety in these circumstances. The Commander in charge of the operation will be kept advised of

any significant change to the status of embedded media through the theatre CPAO.

c. ACO and ACT reserve the right to deny, postpone or cancel any embed request and will not be liable for any expenses incurred by the journalist or media outlet in preparation for the embed program, including the cost of airline tickets, vaccinations, passports, visas, etc.

9. **Ground Rules.**

a. The aim of media ground rules during embedded media operations is to protect OPSEC and ensure that embedded journalists have clear guidance regarding what they can expect from the host unit. The media ground rules recognise the journalist's right to report and are not intended to prevent the release of derogatory, embarrassing, negative or non-complementary information. There is no specific review process for media products, however some nations may require factual review of media reports. With respects to OPSEC, PA staff has the authority to review any reporting of potentially sensitive operational issues to ensure there are no breaches of security prior to release to the media and to the general public. The PAO's objective should be to work with the journalist to remove the sensitive material in an amicable, professional manner. Content will not otherwise be restricted.

b. Should a journalist obtain photographs or video of operationally sensitive information or casualties the PAO should review the images, determine the risk to OPSEC and either embargo the photos until release would no longer threaten NATO lives or missions or request that the journalist delete or record over the images. At no time with the PAO, escort or NATO personnel confiscate accredited, registered media's camera or equipment.

c. Embedded journalists must understand the ground rules and agree to follow them. Ground rules will be agreed to in advance and signed by the embedding journalist and by an appropriate supervisor/representative of the media outlet prior to the embed. Violations of these rules may result in termination of embed status and removal from the NATO area of operations. A standard set of ground rules are at Annex 4-Q to this chapter. Journalists should be encouraged to carry a signed copy of the ground rules with them at all times while embedded.

10. **Disputes.** Disputes on ground rules should be settled as soon as possible at the lowest possible level by negotiation without recourse to any outside jurisdiction or third party. If the issue cannot be resolved locally, it will be forwarded through the chain of command to the theatre Commander through the theatre PAO for final decision.

11. **Administrative Requirements, Medical and Physical Fitness**. Journalists must meet the following conditions prior to authorization of an embed:

a. Journalists should be medically certified that they are physically fit for travel, can withstand the climate, and can cope with the physical demands of the operation before arriving in theatre. Journalists are responsible for bringing any allergy kits and personal medication, and to advise the operational PAO and the specific formation or unit of any special medical requirements before agreeing finalizing the

embed. The journalist must complete the Personal Biographical, Medical and Preference Statement at Annex 4-S;

b. Journalists selected for embed are responsible for ensuring that they receive the proper immunisations specific to the AOR and be prepared to provide documentation;

c. Journalists should be physically fit and prepared to withstand the rigorous conditions required for the particular environment in which the NATO formation or unit will be operating;

d. Journalists are responsible for obtaining their own passports and visas and any additional life, medical and air evacuation insurances. Journalists or their employers will be responsible for costs incurred while in a civilian medical facility; and

e. Embedded journalists will provide necessary personal information for records purposes. This information will be accorded a protected category and will only be used for the purpose for which it was collected.

12. **Logistics.**

a. Out-of Theatre Transportation. In most instances, the journalist will be responsible for travel to and from the AOR and will pay for food and accommodations while staying in a commercial facility. Journalists will not be allowed to use their own vehicles while operating with military units.

b. In Theatre Transportation. NATO forces will only provide transport to media while covering NATO operations, events and activities. Journalists who choose dis-embed to cover non-NATO stories are responsible for their own transportation.

c. Rations and Billeting. Rations and billeting must be agreed upon with the host unit. The general principle is that the media should get the same treatment as a service member, with no special care or appeasement in order to give that journalist the best view of what service members are experiencing.

d. Level of Access. Level of access (escorted at all times, escorted part-time or unescorted) must be determined with the host unit and agreed upon by the PAO. It is the PAO's job to explain this to the journalist and a dual responsibility between the host unit and PAO to enforce the agreement.

13. **Media Injuries and Casualties.**

a. NATO forces will provide emergency first aid treatment to any media representative who has been injured while embedded with a NATO formation or unit in accordance with NATO or national regulations. Injured media who are also contaminated by chemical, biological, radiological and nuclear (CBRN) may not be repatriated until the situation is resolved. Repatriation of journalists who have been killed or injured is the responsibility of the media organisation employing the journalist. Media outlets employing freelance journalists must pay particular attention to this responsibility.

    b. Embedded journalists and the media organisation they represent are responsible for ensuring they have adequate indemnity and insurance coverage.

    c. If an embedded journalist is seriously injured or killed in the course of military operations the following procedures will be followed:

        i. The unit to which the journalist was embedded must immediately notify the chain of command and the PA office that facilitated the embed. The death of a journalist while embedded with NATO troops would be a significant news story, therefore, the information must be passed informally up the PA chain, through PA duty staff, concurrently with chain of command notification.

        ii. The PA office that organised the embed will confirm the facts with J3 and then notify the journalist's registered contact immediately.

        iii. The theatre headquarters PAO will act as the in theatre point of contact for the journalist's parent organisation or nominated POC. In some instances it may be possible for national air assets to evacuate or repatriate journalists injured or killed while embedded with NATO troops but the primary responsibility lies with the journalist's parent organisation or next of kin.

14. Equipment, Clothing and Services.

    a. Journalists are responsible for providing an appropriate carrying bag or rucksack for their own personal equipment, clothing, sleeping bag, personal protective equipment, and hygiene items. They should also provide their own environmental protection items (e.g. insect repellent, sunscreen), water bottle, flashlight, and eating utensils. All clothing and equipment must be subdued in colour and appearance.

    b. While stationed at established bases of operation, the military organisaton will provide rations, workspace and basic accommodation commensurate with that of the service member. Media may have access to morale facilities, mess, and postal services where they exist according to local policy. Embedded journalists should be aware that conditions of forward outposts or on board ships may be more austere than those found at established operational bases. The basic needs (security, food and water) of the journalist will be met to the greatest extent possible during forward deployed operations or when embarked; however, it should be understood that comfort, story filing/transmission and workspace limitations may exist.

15. Communications Equipment.

    a. Embedded journalists must provide their own communications equipment. However, if these are unusable, the Commander may authorize and is encouraged to permit the use of unclassified military communications equipment for transmitting media products depending on operational tempo and availability of the equipment. The NATO aim in facilitating media access is to enable the journalist to report on the operation, therefore necessitating the ability to file products. Restricting access to communications must not be used as a deliberate means of censorship. Specific guidance should be included in respective Annex TT to the

OPLAN Paragraph 5 (Command and Signal), and should be coordinated with the J-6.

b. No communications equipment used by media (e.g. mobile phone, satellite phone, wireless internet computer) will be specifically prohibited. However, the Commander may impose temporary restrictions on those devices or embargoes on the information in order to safeguard classified information or for other security or operational reasons (see paragraph 19). Unless specifically authorized by the Commander or a designated representative, media will seek approval to use electronic devices while on patrol or tactical missions to prevent the risk of undesired detection, electronic interference or detonation of signal initiated weapons.

16. **Protection of Media and Equipment.**

a. Journalists who have been granted embed status with NATO forces will be accorded protection of their person and equipment as allowed within authorized Rules of Engagement. It should be recognised that NATO in pursuing its mission cannot guarantee the personal safety of embedded media or their equipment.

b. Journalists who leave the protection of a NATO facility or forces to meet their organisation's 'fixers' or support personnel do so at their own risk. If media wish to cover news outside of NATO forces and facilities on a regular basis, they should officially withdraw from embedded status so that other journalists may have the opportunity to cover NATO operations, training and exercises.

17. **Media Access.**

a. The aim of embedding media is to provide them access to allow them to report what is happening and to add context to that reporting. To that end, every effort must be made to allow embedded journalists to see a full range of activities undertaken in support of the mission, view mission preparations and debriefings and to speak to people who can explain NATO's position. Some of these discussions will be on background and others on the record. Staff should always be aware that even if a discussion is on background classified information is not for sharing with journalists.

b. A liaison officer may be assigned to large groups of media from the same agency. This person will be responsible for ensuring that the journalists are assisted while with the formation/unit and that they receive the appropriate support. The liaison personnel will also be responsible for assisting the media in observing activities once authorized by the Commander.

18. **Training and Briefings.** Journalists will be required to attend security/safety briefings when deploying into theatre and will be given additional briefings depending on the type of operation they will cover. Journalists will not participate in weapons training.

19. **Embedded Media Reporting on Casualties and Missing Personnel.**

a. Mil PAOs will release as much information as possible to the public commensurate with OPSEC and next-of-kin (NOK) notification of the casualty's nation. OPSEC, patient welfare, patient privacy, and NOK/family considerations are the governing concerns related to media coverage of wounded, injured, and ill personnel located

in medical facilities or other casualty collection and treatment centres. Permission to interview or photograph a patient, including those inside operating rooms during operating procedures, will be granted only with the consent of the attending physician or facility Commander and with the patient's informed consent, witnessed by the person responsible for escorting the journalist. 'Informed consent' means the patient understands his or her picture and comments are being collected for news media purposes and they may appear in any news media reports. The attending physician will confirm that the individual is medically capable of giving informed consent.

b. Media visits to medical facilities will be in accordance with applicable regulations, standard operating procedures, operations orders and instructions by national policies and attending physicians. If media visit a medical facility, Mil PA or medical personnel must provide an escort. Visits must not interfere with medical treatment.

c. The issue of missing persons is particularly important since it may be necessary to withhold information due to the security classification of the information (i.e. in anticipation of a rescue mission or the need to safeguard the information from an adversary in the event the person is trying to evade capture). A restriction on the access or an embargo on the release of information related to a missing person may be established in such cases.

20. Release of Information.

a. The Commander has the right to have any reporting of potentially operationally sensitive issues reviewed to ensure there are no breaches of security prior to release by the media. Content will not otherwise be restricted. Technical information may be reviewed by a SME but will not involve editorial changes.

b. In the event that personal information is provided to media during a briefing and the media are told that its release would result in a violation of national privacy legislation pertaining to that individual, NATO may choose to take legal action against a journalist who proceeds to release the information thus exposing NATO forces to potential liability. Media should also be informed that violations of directions regarding force protection and the release of sensitive information might result in loss of embed status.

21. Final Authority. The NATO Theatre Commander is the final authority, through the chain of command, for the provision of support to embedded media and may add supplementary instructions or rules for accommodating embedded media.

22. Lessons Learned. Media outlets and journalists should be encouraged to provide feedback on the embed program to ACO and ACT through Mil PA offices.

Annex 4-R   Recommended Media Accommodation Guidelines

GROUND RULES FOR EMBEDDED MEDIA ON NATO OPERATIONS

1. **Introduction.**

   a. In the spirit of transparency and the democratic ideals of open reporting, NATO encourages media coverage of its operations. In this context, ACO has prepared these guidelines for use where national policies have not been established.

   b. The following ground rules set out the terms upon which journalists are embedded within NATO operations and exercises (Embedded Media). If followed, they will help to ensure that embedded media activity does not adversely impact on operational security (OPSEC) and service member privacy. Likewise, they address certain practical matters with respect to the journalist's health and notification procedures. They are not intended to prevent the release of negative coverage or embarrassing information. However, the rules necessarily restrict the release of certain categories of information which could provide information useful to an enemy and put military and civilian lives at risk.

   c. Violations of any of the following rules may result, at the sole discretion of the first line Commander in termination of a person's embedded status.

2. **Administrative Issues**.

   a. Passports, Visas and Travel. Unless supported through national programs, Embedded Media are responsible for obtaining the required passports and visas for their entry into, and exit from, the area of operations.

   b. Immunization. Embedded Media are strongly advised to be immunised in accordance with World Health Organization recommendations for the region or country prior to deployment with NATO units.

   c. Identification. Embedded Media must wear their NATO media credentials in a clearly visible place on their person at all times while in the AOR.

   d. Personal Equipment. Embedded Media are responsible for procuring and using personal protective equipment to include, as minimum, military-grade helmet and body armour. Clothing and equipment will be subdued in colour and appearance, but non-military in appearance. Embedded Media are responsible for supplying, caring for, the security and carriage of, their own personal and professional equipment.

   e. Media representatives, support staff, producers or personal protection teams will not carry firearms while embedded.

   f. Dispute Settlement Procedures. Any disputes raised by Embedded Media personnel should be raised with the local NATO PAO point of contact. The NATO PAO community will endeavour to resolve the work as the honest broker but the ultimate decision to accommodate media is held by the Commander.

3. **Movement Rules.**

   a. Embedded Media will not enter any classified areas e.g. Tactical operations centres or Intelligence cells without a military escort.

   b. Embedded Media will follow instructions regarding their activities and movements.

   c. Embedded Media working with national units under NATO command will be required to comply with relevant national military codes of conduct and rules for embedded media.

4. **Interview Rules.**

   a. All interviews with NATO personnel will be on the record. Security of information will be the responsibility of the NATO personnel being interviewed. Prior to any interview taking place, Embedded Media must inform the NATO member that he or she is being interviewed on the record. NATO personnel always have the right to decline to be interviewed.

   b. Interviews with NATO personnel are authorized upon completion of missions and patrols; however, release of information remains subject to compliance with these rules.

5. **Release of Information and Embargoes.**

   a. Embedded Media will take care when datelining products to avoid releasing location information which may jeopardise OPSEC. If in doubt advice should be sought from the PAO.

   b. Embargoes may be imposed to protect OPSEC. Embargoes will be lifted as soon as the OPSEC issue has passed.

   c. Embedded Media are to be self-sufficient with respect to filing product. On occasion, Embedded Media may, subject to national regulations and availability limitations, be allowed to file products via military communications systems. Embedded Media may not be allowed to connect privately-owned computers or USB thumb drives to military communications systems. Therefore, they should have the capability to burn to CD/DVD. Bandwidth limitations may restrict the ability to file video and large files.

   d. The following categories of information **are** releasable, subject to the restrictions set out in Paragraph p. (below):

      i. Arrival of NATO units in the AOO when officially announced;

      ii. Approximate friendly force strength figures;

      iii. Non-sensitive, unclassified information regarding air, ground and maritime operations, past and present;

      iv. The size, composition and capabilities of a force participating in an ongoing action or operation may be sensitive and Embedded Media may be removed for breaching OPSEC when reporting on those aspects of the operation. If in doubt advice should be sought from the PAO;

    v.   Generic description of origin of air, land, maritime, cyber operations;

    vi.   Date, time, location and results of completed military operations and actions;

    vii.   Types of ordnance expended in general terms;

    viii.   Number of aerial combat or reconnaissance missions or sorties flown in the Area of Operations; and

    ix.   Casualty Reporting (subject always to the further instructions set out in these Rules).

    x.   Weather and climatic conditions.

e. The following categories of information **are not** releasable:

    i.   <u>Force numbers and equipment.</u> Specific information on troop strength and capabilities, equipment or critical supplies (e.g. artillery, radars, trucks, water, etc.);

    ii.   <u>Aircraft numbers and origin.</u> Specific number of aircraft in units below wing level, or identification of mission aircraft points of origin, other than land or carrier based. Number and type of aircraft may be described in very general terms such as 'large flight', 'small flight', 'many', 'few', 'fighters', 'fixed wing';

    iii.   <u>Individual Identification</u>. Embedded Media will not report the identity of NATO personnel who kill or injure opposing forces without the prior approval of the theatre level CPAO;

    iv.   <u>Operational Information</u>. Information regarding planned, postponed or cancelled operations – unless authorised by the CPAO. Extra precaution in reporting will be required at the start of an operation to maximize operational surprise. Therefore, broadcasts from airfields by Embedded Media are prohibited until authorised by the unit Commander. During an operation, specific information on friendly force troop movements, tactical deployments, and dispositions that would jeopardise OPSEC or lives. Information about on-going engagements will not be released unless authorised by the on-scene Commander. Any other information that, due to operational requirements, may be restricted from time to time when notified by the CPAO or first line Commander.

    v.   <u>Imagery that would show security precautions</u> at military installations or camps, especially aerial and satellite imagery which would reveal the name or specific location of military units or installations;

    vi.   <u>Rules of Engagement</u>. Details of the rules of engagement (ROE), escalation of force or force protection measures to include, but not limited to, those at military installations or camps, unless explicitly intended to be visible to non-combatants (such as warning signs);

    vii.   <u>Intelligence Collection</u>. Information on intelligence collection activities including targets, methodology and results. Information on friendly forces

electronic warfare equipment or procedures or friendly forces counter-IED activities;

viii. Search and Rescue Operations. Information on missing personnel or sensitive equipment or downed aircraft while search and rescue and recovery operations are being planned and executed unless expressly authorised by the CPAO;

ix. Special Operations Forces. Information on NATO Special Operations Forces in the Area of Operations. Embedded Media will not interview, photograph, film or report on NATO Special Operations Forces or operations they conduct or participate in, without prior approval of the NATO Special Operations Forces Commander;

x. Enemy Forces Information. Information on effectiveness of enemy camouflage, deception, targeting, direct and indirect fire, intelligence collection, electronic warfare or security measures; and

xi. Detainees. All imagery of detainees or any transport of detainees will respect the detainee's rights, and protect the detainee from public curiosity in accordance with the principles of Article 13 of the Third Geneva Convention. No visual media showing a detainee's recognisable face, nametag or other identifying feature or item may be taken.

6. OPSEC Issues.

a. Light Sources. Visible light sources and infra-red devices, including flash or television lights, will not be used when operating with NATO personnel at night unless specifically approved, prior to the commencement of the operation, by the on-scene Commander.

b. Noise Discipline. Embedded Media will follow instructions to comply with tactical movement and noise discipline requirements while covering operations.

c. Although the use of communications equipment (such as cell phones) is not generically prohibited, unit commanders may impose temporary restrictions on their use for OPSEC reasons. Embedded Media will comply with such temporary restrictions.

d. If, in the opinion of the unit Commander, Embedded Media do not meet the requirements to operate within a particular environment, or in doing so would put the safety of their or other personnel at risk, the unit Commander may limit or prevent the Embedded Media's participation in an event or operation.

e. Visual Recording Exclusions. The following will not be visually recorded without the explicit approval of the local Chief Public Affairs Officer (CPAO) and the local NATO Commander:

i. Restricted military areas, facilities or installations, such as operations centres and perimeter security measures;

ii. Images of maps, navigation devices, communications equipment or Counter Improvised Explosive Devise/ Electronic Warfare equipment. Care

should be taken in tactical vehicles to ensure these categories of sensitive equipment are not documented;

iii. Classified systems, equipment or demonstrations of capabilities;

iv. Any flight line (being any runway, storage area, control tower or related facility or equipment) in the Area of Operations and military aircraft operating on or near it. Embedded Media will adhere to specific rules relating to coverage of ramp ceremonies for deceased personnel. Such rules will be briefed prior to each ceremony.

7. Medical Treatment and Fatalities.

a. Injury or Death of Embedded Media. NATO forces will provide immediate emergency medical treatment and evacuation to an appropriate medical facility. If Embedded Media are injured or killed in the course of military operations, NATO will notify the injured or deceased's nominated emergency point of contact in accordance with instructions provided on the accommodation application. That point of contact will be responsible for further notification of next of kin. Repatriation of Embedded Media who have been killed or injured is the responsibility of the media outlet employing the journalist. Media outlets employing freelance journalists must pay particular attention to this responsibility.

b. Casualty Reporting. Unless otherwise advised by the host unit CPAO or commander, the following procedures and policies apply to coverage of dead, wounded, injured, and ill NATO personnel (NATO casualties).

i. Embedded Media will follow national policies for release of names and identity of NATO casualties. National policies differ from nation to nation, the detail of which are beyond the scope of these rules. However, Embedded Media who witness the deaths and injuries of NATO personnel will not disclose, through any medium, the identities of the NATO casualty until the relevant nation has notified next of kin. Because of the particular sensitivities involved in releasing information about NATO casualties, Embedded Media should contact the CPAO for release advice.

ii. Embedded Media will not be prohibited from reporting on casualties provided the following conditions are met:

1. Names, video, identifiable written/oral descriptions or identifiable photographs of NATO casualties will not be released without the casualty's prior written consent. If the casualty dies, next-of-kin reporting rules then apply.

2. National policy dictates the policy on release of names of the death of NATO personnel in the Area of Operations. In respect for family members, names or images identifying NATO personnel who die in the theatre of operations will not be released prior to national notification of next of kin. The names of NATO personnel who die in the theatre of operations may be released after the national announcement has been made. Embedded Media should contact the CPAO for release advice.

iii.　Media visits to medical facilities are authorized and will be conducted in accordance with applicable national regulations, standard operating procedures, operations orders and instructions by attending physicians. If approved, service or medical facility personnel must escort media at all times.

iv.　Patient welfare, privacy, and next of kin/family considerations are the governing concerns about news media coverage of the wounded, injured, and sick in medical treatment facilities or other casualty collection and treatment locations.

v.　Permission to interview or photograph a patient will be granted only with the consent of the attending physician or facility commander and with the patient's expressed, informed consent, which must be, witnessed by the escort. 'Informed consent' means the patient understands his or her picture and comments are being collected for news media purposes and that they may appear in news media reports.

8. **Conclusion.** In the event of any doubt as to the requirements placed upon Embedded Media by these ground rules clarification should be sought through the Public Affairs Office which facilitated the placement.

I, (print) _____, confirm that the following information is accurate:

a. "I am not aware of any existing physical or health conditions which would adversely affect my participating in strenuous activities."_____ (Initial) (Medical certificate is enclosed)

b. "I have read the media ground rules provided to me by (insert unit) Public Affairs staff and agree, with my signature, to abide by them. I also understand that any violation of these ground rules is cause for the revocation of my accommodated media status with NATO."_____ (Initial)

Journalist's Signature		Date
Media Organisation	Bureau Address	Phone Number
Media Outlet Supervisor Signature		Date
(insert unit) Witness Signature		Date
(insert unit) Witness Printed Name	Rank	Organisation

Annex 4-S   Recommended Liability Waiver

Indemnification Agreement and Liability Waiver

1. I, _____ (Print Name), on behalf of myself, my heirs, my executors and administrators, in consideration of being permitted to become registered as an embedded journalist with NATO's (insert named operation) from on or about _____ (insert start time and date) to on or about _____ (insert end time and date) at _____(insert location) and the surrounding area.

2. Acknowledge and agree that covering combat and other military operations is inherently hazardous and may result in death, personal injury, whether physical or otherwise, or damage to property, and wishing in any event to participate in covering combat and other military operations, voluntarily consent to participate and assume any risks that may be associated with said participation.

3. Acknowledge, agree and declare that I have been advised of the nature of covering combat and other military operations, that I have been advised of the procedures and safety measures in effect and that I agree to abide by them.

4. Acknowledge, agree and declare that I have been advised that NATO's Allied Command Operations, in pursuing the successful accomplishment of its mission, cannot guarantee my personal safety or the safety of my equipment.

5. Waive all claims of any nature or kind, including, but not limited to claims for personal injury or damage to property, against NATO, Allied Command Operations, Supreme Headquarters Allied Powers Europe, and its military personnel and civilian employees, in any manner arising out of, based upon, occasioned by, attributable to or connected with my participation in covering combat and other military operations while being an accommodated media:

    a. Agree that I will not commence or maintain against any person, any action or proceeding which will give rise to a claim against NATO, Allied Command Operations, Supreme Headquarters Allied Powers Europe, and its military personnel and civilian employees for contribution or indemnity;

b. Acknowledge, agree and declare that my signing this agreement is a condition to being registered to cover NATO's Allied Command Operations missions and receiving assistance for that coverage; and

c. Acknowledge having read this liability waiver in its entirety and, understanding that this waiver is intended to be broad and all-inclusive so as to preclude any claims, I voluntarily indicate my acceptance of this document by my signature.

Dated: (DD/MM/YYYY)

Media Member:	(insert unit) Member – Witness:
(Print Name)	(Print Name)
(Address)	(Rank, Unit/Organisation)
(Tel)	(Tel)
(Mobile)	(Mobile)
(Email)	(Email)

_____ _____

Signature of Media Outlet Supervisor   Date

(Assignment Editor, News Director)

(Print Name)_____

Annex 4-T   Example Journalist's Biographic, Medical and Preference Statement

Media Personal Information Sheet

Affix photo of Journalist

Journalist Information

Full name (print):	
Address:	
E-mail Address	

Phone (Mobile)		Phone (Land)	
Organisation		Date of Birth and Age	
Height		Date of Birth	
Weight		Blood Type	
Nationality		Passport Number	
Passport Country of Issue		Date of Expiry	

Employer Information

Name of Organisation	
Address	
Supervisor	
Supervisor's Location	
E-mail Address	

Phone (Mobile)		Phone (Land)	

Personal Emergency Notification - Emergency notification is the responsibility of the media outlet. Who at your media outlet do you suggest to perform this function?

Primary Agent Full name (print):	
Address:	
E-mail Address	

Phone (Mobile)		Phone (Land)	
Organisation			

Relationship		I authorize the PAO to contact this person in case of an emergency	YES	NO

Secondary Agent Full name (print):	
Address:	
E-mail Address	

Phone (Mobile)		Phone (Land)	
Organisation		I authorize the PAO to contact this person in case of an emergency	YES	NO

I declare that the above statements are, to the best of my knowledge, correct.

Signed _____ Date _____

Witnessed _____ Rank _____

(CPAO)

Medical History Questionnaire –

Civilian Media Accommodated with Allied Command Operations

Name_____ Age _____

Gender: Female   Male
Smoker: Yes   No
Current Medications: (Name / Dose / Frequency)

Medication Allergies:

Environmental Allergies:

Past Medical History:

Condition	Yes / No	Date
Angina		
Heart Attack		
Cardiac Arrhythmias		
Asthma		
Chronic Bronchitis		
Emphysema		
Asthma		
High Blood Pressure		
Kidney Stones		
Hypothyroid		
Hyperthyroid		
Depression		
Diabetes		
Hypoglycaemia		
Other Psychiatric Illnesses		
Surgeries (list)		

Physician's Comments:

I certify that _____ is in good general health, and has no medical ailments that would impede their ability to accompany NATO's Allied Command Operations units on deployed operations in their theatres of operations.

_____
Name (please print)

_____
Signature

_____
Date

Annex 4-U   Media Escort After-Action Report

This After-Action Report serves as the official record of the media contact / escort mission. The report will assist the PAO Staff track and analyse the operation environments and enable improvement of media operations. Complete the AAR format as completely and with as much detailed information as possible. Forward completed AAR Form to the through your chain of command to the PAO.

Unit Reporting		Date Submitted		PAO Control #

Individual Completing Report		Phone Number	E-mail Contact

Who	Media Reps' Names	Media Reps' Agencies
1. 2. 3. 4. 5.		

What (Event Name)	

When	
Where	
Why	

Media's Story Angle	Story Publication Date

Comments on Reporter(s)

Additional Comments / Lessons Learned

Overall Assessment of Impact on Operations

Annex 4-V   Example of Media Registration Form

MEDIA REGISTRATION FORM
(INSERT NAME OF HEADQUARTERS) PUBLIC AFFAIRS OFFICE (INSERT ADDRESS)

TEL: (complete)	FAX: (complete)	E-MAIL: (complete)

Name / Nom:	First Name / Prénom:
Date of Birth / Date de Naissance (DD/MM/YY):	**Place of Birth / Lieu de Naissance:**	**Nationality / Nationalité:**
Passport or National ID Number / N° du Passeport ou Carte National d'Identité:	Issued by / délivré par:
Press Card Number / N° de la Carte de Presse:	Issued by / délivrée par:
News Agency / Organe de Presse:	Country of News Agency Organisation / Pays de l'Organe de Presse:
Office Address / Adresse du Bureau: Street / Rue: Postal Code & City / Code Postal et Ville:	
Telephone / Téléphone: Mobile / Portable:	E-Mail:

Please mark the appropriate answer / Priére d'indiquer la mention convenable:

☐ Newspaper / Presse écrite   ☐ Television, Films (news)/ Télévision, Cinema Actualités
☐ News Agency / Agence de Presse   ☐ Reporter / Rédacteur
☐ Photographer / Photographe   ☐ Cameraman / Caméraman
☐ Reporter-Online / Rédacteur en ligne   ☐ Technician / Technicien
                                                              ☐ Radio

Date(s) of your visit / Date(s) de votre visite (DD/MM/YY):
Other Remarks / D'autres Commentaires:

Place, Date / Lieu, Date   Signature

Chapter 5 - Internal Communications / Command Information

1. **Introduction.**

   a. Perhaps more than any other function, internal communications is both a chain-of-command and a collective responsibility that cuts across all levels of ACO and ACT. The central goal of Internal Communication is to create alignment between the 'big-picture' goals, plans, and strategies proclaimed from leadership and the entire staff in the Directorates, Divisions, Branches and Sections.

   b. Effective internal communication aims to ensure staff at all levels have line-of-sight to leadership and understand the connection between high-level objectives and their daily work. **It plays its part to foster a culture where staff actively contribute to organizational goals. Investment in effective internal communications is essential; staff that feel well informed, engaged and consulted are more effective in supporting the organization's objectives and can be empowered as ambassadors representing the organization**.

   c. Personnel that are actively engaged can carry considerable credibility with external audiences and enhance the reputation and relevance of the Alliance. Internal Communications has evolved from a news and information distribution business to one that builds information rich environments where people have the information they need when they need it to perform at their peak.

   d. Internal Communications becomes more and more a strategic management function within the organization. Internal Communications can or should be regarded as the organization's central nervous system; when it works well, staff members are engaged, focusing on achieving Command priorities and facilitates external communications.

2. **Components.** There are two components of internal communications: Organisational communications which is usually top-down, leadership-driven, and entails direction and guidance given by the chain of command; and internal communications which is facilitated by PA staff. Both are integral to a co-ordinated and effective internal communications plan.

   a. <u>Organisational Communications.</u> Leaders at all levels of ACO and ACT must strive to pass business/ mission essential information quickly through the chain of command to all staff involved. While business essential information can be delivered using a one-way communications approach; however, a feedback loop should be made available to measure understanding, concerns and challenges early on. Face to face is often the best and most effective form of internal communications, depending on time and space of the workforce. Other organisational communications methods include public announcements, messages/ emails, virtual or on location conferences, print and digital publications. Consistent and continuous effort must be made at all levels within ACO and ACT to only use credible and accessible communications vehicles to keep staff informed of issues that affect them.

   b. <u>Internal Communications.</u> The second component, facilitated by PA, aims to inform and engage staff to perform to the best of their ability. In order to achieve this, professional communicators shift from managing communications to enabling

managers to communicate. Content can be produced by PA staff in support of leadership or/ and staff-generated under overall PA guidance. Internal Communications only provides added value to the organization when people feel informed and inspired, have a voice to shape their part of the organization's activities and feel a sense of ownership over issues that affect them. Effective Communications requires a two-way communications approach in an openly designed communications architecture; feedback from personnel is essential to shape an organizational culture that is responsive, minimising the "say-do-gap" and nurturing and innovation mindset in a chain-of-command environment. Traditional internal / corporate communications focusing solely on one-way, top down, and 'one-size-fits-all' approach does not fully unlock staff potential that drives success.

3. **Integration.** The ability to communicate effectively within an organization is as important as the ability to reach the external public. Large organizations like NATO are involved in numerous operations, and employ thousands of people. Rules, regulations, guidelines, operating procedures, formal orders, as well as corporate objectives, messages, and news, must all be passed on to ACO and ACT units and individuals. In addition, staff should be enabled to share their ideas, promote their projects and activities, should be able to crowdsource topics leveraging the collective knowledge of the entire staff to advance their individual as well as the goals of the organization. Leadership must be enabled to listen to staff-generated content in order to potentially adjust their course or better focus staff priorities. Therefore, internal communications must be carefully designed and fully integrated into the decision making process for policy development, service delivery, business development and military operations.

4. **PAO's Role.** ACO and ACT PAOs have a key role in supporting and facilitating internal communications in all of its facets:

    a. Effective internal communications must support the overall communications strategy of the organization. It is not a standalone function and must be aligned with all other communications functions so that the internal audience can be informed, engaged with and is able to co-create topics with leadership. This establishes and maintains trust and credibility on all levels that may unlock staff members' potential to significantly advance organizational goals.

    b. Incorporating internal communications into PA plans. This could be as simple as the Commander walking around the HQ and informally talking to staff, Subject Matter Experts holding regular 'town hall' meetings to raise awareness about topics and receive valuable input from their peers, or posting (multimedia) content on the organisation's intranet/internal website or Enterprise Social Network for all to see and respond to.

    c. Allocating adequate resources to internal communications to achieve planned objectives; of note, internal communications cannot be outsourced; it is a Command activity and must visually include leadership.

    d. Including internal communications when implementing PA programs;

    e. Methods to be used must have a feedback loop built-in and be designed to support an open communications environment avoiding stovepipes and enabling

knowledge retention. Two-way internal communications is absolutely required. It is important that personnel feel that they have a channel to 'feed' ideas/information up the chain and across to their peers. In addition, staff should feel secure sharing information and perspectives, even when they may diverge from the command line and their chain of command.

5. **Internal Communications Tools**.

   a. The most effective method of internal communications is often one-on-one/ face-to-face based on the close interaction between the sender and receiver of the message. With this method, the receiver can immediately ask clarifying questions or voice concerns to ensure the message is understood or is adjusted.

   b. If face-to-face is no option, an Enterprise Social Network should be used to constantly engage the workforce and produce benefit for the organization. To make a difference, it is of crucial importance to bring relevant content from the virtual into the real world. PA staff should be well positioned to make that happen.

   c. Corporate Email has an important role to play in every organization. However, this channel has to be used wisely as a point-to-point or one-way top-down communication vehicle. **To maintain a credible corporate email system, messages to 'all hands' have to be limited to "business essential" information only.** In addition, email cannot be used to share information; sharing of content can only be achieved by using Enterprise Social Networks or other tools like SharePoint or EDMS.

   d. The least effective method of internal communications is through communications channels that do not allow for feedback. In this case, there is no opportunity for the receiver to ask questions or the sender to ensure the message was well received. For direct orders or other business essential information, one-way communications is acceptable in a military environment. A PAO therefore needs a variety of tools and needs to advice on what vehicles to use to reach ACO's or ACT's internal audiences: NATO military members and NATO civilians.

   e. Internal Communications Tools (this is list is not all inclusive but provides options based on command and situation).

      i. Emergency Information Services to quickly inform about essential information (weather alerts, lock-downs, critical activities, etc.)

      ii. Corporate Email to disseminate relevant content following a one-way communications approach.

      iii. Face to face (one-on-one) – town halls, conferences, interviews.

      iv. Enterprise Social Networks designed to engage with all personnel, providing staff a voice and enabling them to co-create with their peers and leadership.

      v. Personal phone calls/ Direct Messaging/ Webinars.

      vi. Face to face (group) – road shows/clear lower decks/mass briefings.

vii.   Signage Systems/ displays/ notice boards (for messages and staff updates).

viii.   Corporate Social Media channels.

ix.   Audio messages.

x.   Visual email (video).

xi.   Email – mass distribution emails.

xii.   Intranet.

xiii.   Internet.

xiv.   NATO Magazines such as Joint Warfare Centre's 'The Three Swords', SHAPE Community Life, LANDCOM's 'LANDPOWER', etc.

xv.   Mass media.

6. **Writing Standards**. When writing internal communications products, such as newsletters or content for the Intranet, apply the basic journalism standards. See Appendix C, Basic Journalism and Appendix D, ACO/ACT Style Guide.

7. **Conclusion**. ACO's /ACT's personnel are ambassadors in their respective organizations. By keeping our personnel informed of operations, events, and policies, and fully engaged, they can contributing significantly to the mission objectives of the organization. Obviously, the rules governing release of information and information security apply when communicating in- and outside of ACO/ACT and NATO. The range of methods used to deliver internal information will ultimately depend on the organization, Commander's preferences, its personnel and the existing organizational culture, the resources available, and the PAO's initiative.

Annex 5-A   Feature Story Example which could appear in internal magazine

U.S. SOLDIER REPRESENTS JFC NAPLES AT NCO WINTER CAMP IN SLOVENIA

NAPLES, Italy - There's not much U.S. Army Sergeant 1st Class Leverion Wynn hasn't done in his nearly 20 years of military service and four combat deployments.

The 38-year-old native of Dudley, North Carolina, can now add one more accomplishment to his resume. Thanks to a recent non-commissioned officer course, he learned to ski.

Wynn, who currently serves as a logistics operations NCO, was chosen to represent Allied Joint Force Command Naples at the 10th International NATO and Partners for Peace NCO Winter Camp at Pokljuka, Slovenia, March 3 to 10, 2017.

The course, which included 28 NCOs from 14 NATO and Partners for Peace nations, culminated with a biathlon competition that combined skiing and shooting.

For a Soldier who had never donned skis before, Wynn was pleased with how far he came during his week in Slovenia. He described standing on top of the biggest hill around at the beginning of the course, weighed down with his rucksack and gear, hoping his skis would guide him to the bottom.

Members of Slovenia's Armed Forces and instructors of the 132nd Mountain Regiment and Mountain Warfare Centre of Excellence utilized the sink-or-swim approach to see which participants would need more training to get up to speed with skis. Wynn said another Albanian Soldier was also struggling during the first run, but they motivated each other to the bottom of the hill. A more experienced British participant also helped the duo through their initial run.

"I kept falling," Wynn recalled. "I was going fast, but I couldn't stop. By the end, I was getting good."

Although the camp participants spent a lot of time skiing – up and down as no ski lift use was allowed - it wasn't just slope skills that were enhanced during the course. The NCOs also studied leadership, rappelling, mountain climbing and participated in education exercises. The group also took in a local museum where they learned Slovenian history.

The participants even took on the challenge of learning mountain survival skills. At one point, the instructors placed objects in the snow, and the NCOs had to probe and use tracking devices to locate the hidden objects. Wynn said that he got a great appreciation for how critical time is when an emergency happens like an avalanche.

Although skiing for the first time and trying to maintain steady aim with a rifle after cross-country skiing during the biathlon was satisfying, Wynn said overcoming challenges with his international peers was the highlight of the course.

"In a week we built some strong relationships," said Wynn. "The camaraderie and being with those other guys…that was the best part of it."

Wynn highlighted the benefit of learning and talking about how different countries operate, specifically with their NCO structure. He did say despite some differences, there are striking similarities.

"All the NCOs there have the same values," Wynn said about his international peers at the course. "Although each has different tools to work with, we have a common goal."

Another proud moment for Wynn occurred one day during a lunch break. A group of kids were gathered at a nearby table, and Wynn heard them whispering and looking his way.

He decided to get up and greet the children, and they were eager to shake his hand and say "What's up" in their best English.

According to Wynn, additional benefits to the course are the lessons in leadership and culture that troops can take back to their units after completing the camp.

"More NCOs need to make efforts to get to these schools," said Wynn.

Story by JFC Naples Public Affairs Office

– END TEXT –

U.S. Army Sgt. 1st Class Leverion Wynn was chosen to represent Allied Joint Force Command Naples at the 10th International NATO and Partners for Peace NCO Winter Camp at Pokljuka, Slovenia.

Chapter 6 - Outreach and Community Relations

1. **Introduction.** Efficiency and unity of effort dictate that the communication capabilities and information staff function should be structurally grouped together. The particular requirements of each communication capability and information staff function must still be met through retention of their functional responsibilities and where appropriate dual-hatting. As such, at the Strategic Level (ACO/ACT), Engagements (Outreach and Community Relations) is combined to form a separate branch. While a separate branch from Mil PA, it works closely with Mil PA, to ensure unity of messaging and effort.

2. **Outreach Activities.** Outreach activities are aimed at fostering strategic relations with key external stakeholders who have an interest in military issues and activities, such as think-tanks, academia, military-related associations, and other key stakeholders. They are often invited to comment as unbiased Subject Matter Experts (SMEs) in the field of security and defence policy, and more specifically on NATO policy, decisions and actions, and can therefore provide a sustainable "force multiplier" effect.

3. **Community Relations.** Community relations programmes are associated with the interaction between NATO military installations in NATO Nations and their surrounding civilian communities. These programmes address issues of interest to and foster relations with the general public.

4. **Why Outreach and Community Relations are important.** Active engagements programs enable commanders to enhance morale, public trust and support. Military personnel involved in the communities where they live become front-line ambassadors for NATO. Through active programs, NATO demonstrates it is a community partner and a responsible steward of resources.

   a. In order to effectively manage misunderstandings and disagreements that may arise from time to time between NATO military installations and their surrounding communities, it is important to foster and maintain personal relationships between both groups.

   b. The most amicable relationships, established at the Commander-Mayor level can be seriously damaged overnight by the thoughtless or insensitive actions of a small group, or even one individual. Having no relationship at all with your local community can be disastrous during a crisis. The case study at Annex 6-A demonstrates the value of a strong community relations program. To that end all ACO/ ACT units shall develop a community relations program with their local community.

   c. Outreach, both at garrison and deployed locations/units, can be as simple as small groups of people on the installation independently providing support to organisations or families in the surrounding communities. This form of community interaction often happens with and without PAO knowledge. It is best that PAO work to track these activities to capitalise on them in future references with the media and also to be aware in case friction arises between the two entities or others.

5. **Engagements while deployed – Key Leader Engagements (KLEs).** In a deployed environment, Engagements may take the form of KLEs or outreach programs. Consult

with the J-9, CIMIC, Info Ops and Legal Advisors to ensure that you stay within the PAO lane when getting involved in non-traditional Engagements activities. A KLE typically involves gathering local community leadership together to discuss issues impacting the battlespace environment. Examples of KLE in operations include:

a. The senior NATO Commander meets with high level political and military officials to share future plans for military deployments or withdrawal of troops in order to coordinate governmental support of smooth transition between international and indigenous forces.

b. Regional Commander meets with the local provincial police chief to ensure that respective standards of conduct are understood.

c. Local leaders from a coastal village in Somalia meet with the crew onboard a NATO counter-piracy warship to establish an open lone of communication with the local population of coastal Somali villages.

d. A Task Force level Commander meets with a local religious leader to foster a sense of cooperation and to assess how the local population perceives the task force presence.

e. PAO needs to maintain awareness of the other players, both NGOs and GOs, and stay abreast of the issues and areas of responsibility that can cause friction if crossed. Many NGOs have highly developed skills and understandings of the local areas and might know how to interact with the culture better than a recently deployed military force. However, keep in mind that most NGOs do not want to be perceived as interacting with the military because it gives the appearance of collusion, thus making them a target for insurgents or tarnishing their reputation as independent entities. Approached with sensitivity, they may be prepared to develop constructive relationships and share some information, but will probably be very keen to avoid any publicity.

f. When deployed, military members, families and home station civic organisations often enjoy collecting clothes, toiletries and toys to give away at locations where they are needed most, such as refugee camps and orphanages. This may be a rewarding experience for the military members and done with the best of intentions to help people that need these items, but it can cause repercussions for the local governments, tribes, refugee community and organisations that oversee these issues (such as the United Nations High Commission for Refugees). Likewise, actions like these occasionally present logistics issues that the PAO cannot solve without significant assistance from outside of the PAO's immediate control.

6. **Planning Considerations.** Engagements can be very effective when done correctly. Prior to engaging in a Engagements event, consider the following:

a. Know Your Organisation. Before conducting Engagements, it is critical to understand the history, purpose and objectives of your military organisation (NATO military installation). Make sure you know what past issues have shaped the current relationship that exists with the community. Identify the military units that comprise your organisation and the principal decision makers.

b. Know Your Community. It is equally critical to know your local community; specifically, what it knows and thinks about your organisation. If applicable, to

better understand your community, recommend close coordinate with your Base Support Group/ Garrison Command as they work closely with the local community. To this end, a community-survey file can help you structure some of the information you need to gather to better understand your community. A community-survey file template can be found at Annex 6-B.

c. Building Better Relationships. To help you foster and maintain the relationship between your military organisation and your local community, the following five elements should be included in your Engagements program:

   i. Networking: building an extensive network of contacts within the community is the first step towards developing a strong relationship. Find opportunities within the community to go out and meet community stakeholders.

   ii. Presentations: presentations allow one-on-one contact between the community and military leaders. Identify opportunities to make or organise presentations to the community that inform them about the issues that most concern them. During these presentations, continue to build on your network of community contacts by inviting your stakeholders to bring along a guest.

   iii. Community Events: being seen in the community is important to building and maintaining a strong relationship. To that end, with the help of your community stakeholders, identify community events in which members of the NATO military installation can participate.

   iv. Special Events: invite the community onto the base or ship to provide them with an opportunity to meet military personnel in an environment that is both new and interesting. An example OPORD for an installation open house is at Annex 6-E.

   v. Local Media: the local media can have a strong influence on the community, and may represent an excellent way of communicating with it. You will likely meet local media at community events. Over time, your relationship with the local media will provide you with a greater understanding of the community, and will allow you to communicate more effectively with the community.

d. Engagements Event Sponsors. At times it may be appropriate to co-host a Engagements activity or have an event sponsored by a local group. In these circumstances, ACO/ACT directives and regulations on contracting and partnering must be observed. Prior to involvement with these activities, a PAO should ensure:

   i. The event does not appear to endorse, selectively benefit or favour, any private individual, special interest group, business, religious, ideological movement, commercial venture, political candidate, or organisation;

   ii. The event does not solicit votes in a political election; and

   iii. Does not endorse commercially sponsored events intended to increase sales and business traffic (such as a business, mall grand opening, motion picture promotion, etc.)

   iv. Confer with the legal advisor prior to committing to support to such events.

e. <u>Engagements/ Base Tour General Guidelines.</u> Tours tell a portion of the NATO story to visitors and should be tailored to coincide with the interests of different age groups. Often referred to as civic leader tours, the audience is composed of key community leaders connected to a local issue or where general civic education can be justified.

   i. Include participants from a cross-section of community or business leadership (consider age, gender, race, ethnic and occupational backgrounds). Theme-based tours, such as environmental, small business, personnel, education, to name a few, can be excellent ways to focus in on key community leaders and their issues without diluting the message by doing a broad-based tour. Community and opinion leaders who can influence public opinion for the theme/objective selected for the tour, or inform and educate their communities and peers, should be considered.

   ii. For all tours, specific communication objectives should be developed. Limit time spent in briefings and increase contact with people and operations.

   iii. Orientations, demonstrations and briefings should be scheduled during normal duty hours as much as possible so the impact on your personnel's off duty hours limited. PAOs working with SMEs shall ensure that all briefings, demonstrations, and orientations are security cleared for presentation to the general public.

   iv. A planning checklist for base tours is at Annex 6-F.

Annex 6-A   Case Study

Community Relations - an Essential Part of Public Affairs

by LT Cappy Surette, U.S. Navy (1999)

Let me offer one word that demonstrates how vital a solid community relations (Engagements) plan is — Vieques. In a Nov. 4, 1999, press briefing, Secretary of Defense William Cohen told reporters that the Navy was at least partly at fault for the crisis.

"The Navy has not really done a very good job in their relations with the people of Vieques and Puerto Rico," said Cohen. "We hope to do better in that regard."

What happened in Puerto Rico could just as easily happen elsewhere should we not learn from it.

The necessity of a good program was driven home to me as the firestorm of public outrage erupted Feb. 3, 1998, after a Marine EA-6B Prowler severed a cable car line near the Italian ski resort of Cavalese killing 20.

As U.S./Italian bilateral relations deteriorated as a result of this accident and the highly publicized trials that followed, it became abundantly clear just how necessary it was to have good relations with our local communities before something like this happens.

The importance of interacting with the local Italian community to promote trust had never been greater. The Cavalese cable car incident presented us with the challenge of mending fences and strengthening bonds here in Sicily.

Prior to the disaster, I would classify our Engagements program as merely adequate. While I didn't find it to be the most exciting aspect of the base PAO job, we did run the occasional base tour, hosted parties for orphans and threw the gates open for the locals every summer for an annual Fourth of July blowout.

Following the Cavalese incident, we sat down, re-evaluated our programs and saw the need to turn up the heat. After going back to the drawing board, we created a new battle plan.

The difficulty with Engagements in general is that it's a vague term and success is difficult to measure. To attempt to counter this, we articulated a goal — bolster the image of deployed American service members and their families.

We surmised that by engaging in comprehensive and proactive Engagements, we would attempt to dispel speculations and suspicion of U.S. activities behind the gates of Naval Air Station Sigonella (NASSIG). Involvement with all facets of the general population would promote a better understanding of the U.S. military, its members and our reason for having a presence in their community.

To do this, we targeted four principal audiences to provide a variety of ages and social classes — a wide cross-section of Sicilian society — to promote a better understanding of U.S. presence in Italy. The following groups have been the focus of the effort since the program kicked off in March 1998:

1) Business and Civic Leaders: Base tours were offered and given to business organizations such as the Lion's Club and Rotary Clubs of several cities to educate business leaders on the role of the U.S. military in Europe. Targeting business and

social leaders ensures positive reaction to U.S. involvement in Sicily is filtered to upper income groups.

2) Municipalities: Social functions and joint training were coordinated with municipalities such as local law enforcement, disaster preparation teams and fire fighters to provide for better cooperation when the need arises.

3) Schools: School and base visit programs expose students to Sailors and American school children with the goal of creating a long-standing relationship of understanding and teamwork between Italy and the United States early on.

4) Religious organizations: With Italy being more than 95 percent Catholic, interacting with local religious leaders and sponsoring more than 20 local orphanages enabled NASSIG representatives to demonstrate we are good neighbours.

Between educating the local populace about the mission of the base and promoting cooperation, we hoped to show the U.S. military presence abroad in a positive light to reduce misperceptions.

The final part of the plan was to strengthen relations with small Sicilian media outlets. We hosted a few media days and worked closely with Commander, Naval Air Forces Mediterranean (COMFAIRMED), AFSOUTH [now JFC Naples] and the U.S. Embassy in Rome to generate a large media embark of the small Sicilian press agencies (TV, radio and print) that visited Sigonella for a NATO Maritime Patrol Exercise in late February 1999.

The timing of that visit was pure luck as NATO air strikes in the former Yugoslavia began a week later. Establishing a relationship with the smaller markets as well as maintaining a good one with the larger markets paid dividends as 80 percent of the reporters who were part of the embark returned for official comment on the campaign. The stories that saw print were not only glowingly positive, but they seemed to actually cheer NATO on. The lesson we learned here was, "don't forget the small press".

We were able to measure our overall progress of strengthening relations two weeks later when we received word that a protest against NATO aggression in Yugoslavia would occur outside our gates the following day. We braced for an ugly crowd but only about 60 protesters actually showed up. We later learned 40 had been bussed in from Naples. Interesting, considering that our neighbouring city of Catania has a population of more than 380,000.

A strong Engagements plan is worth its weight in gold, and although essential, it doesn't need to be overly complicated. Simple face-to-face contact between our Sailors and a wide range of people can establish a trust that will support us in accomplishing our mission as well as help us weather the occasional storm.

Lieutenant, now Navy Captain (ret.), Surette was the public affairs officer at NAS Sigonella, Italy, at the time of the incident. His case study is reprinted with his permission.

Annex 6-B   Sample Outline for a Community-Survey File

The Area

- Geographical description:
    - o   Size of area.
    - o   Population and demographics.
    - o   Climate, topography, annual and seasonal temperatures, rainfall, etc.
- Historical data.
- Economic data:
    - o   Types of industry.
    - o   Unemployment rate.
    - o   Cost-of-living index.
    - o   Direct benefits of base.

Recreation and Entertainment

- Cultural attractions.
- Commercial facilities.
- Parks.
- Spectator sports.
- Amateur sports.

Civic Government

- Key personnel in local and regional governments.
- Offices of federal and provincial elected officials.

Organisations

- Civic.
- Fraternal.
- Women's groups.
- Youth groups.
- Business groups.
- Labour groups.
- Veterans' groups.
- Interest groups.

Housing

☐ Housing units available.

☐ Housing regulations and zoning laws.

☐ Cost and adequacy.

Other Community Facilities and Services

☐ Utilities.

☐ Transportation:

   o Highways.

   o Buses.

   o Taxi services.

   o Rail.

   o Air.

☐ Education:

   o Public.

   o Private.

   o Higher.

☐ Health care.

☐ Fire protection.

☐ Police protection.

☐ Churches.

☐ Sanitation services.

☐ Hotels and motels.

☐ Convention centres.

Communications Media

☐ Newspapers, magazines, and newsletters:

   o Writers and contacts on military issues.

   o Key personnel.

   o Deadlines.

   o Policy considerations.

   o Wire services.

   o Type of ownership.

- Broadcast media:
    - Radio:
        - Type of format.
        - Key personnel.
        - Deadlines.
    - Television:
        - Network affiliation.
        - Key personnel.
        - Deadlines.
        - Policy considerations.
        - Tape format.

Public Relations and Lobbyists

- Contacts and services, listed by company Community Leaders.
- List those in the community, and the types of issues they influence.

Annex 6-C   Special Events, Exhibitions and Displays

1. **Introduction**. Special events can be used as strategic PA activities in support of a larger PA strategy or campaign, part of a Engagements program (particularly if they are done in conjunction with the host community) or they can be stand-alone events. They can include exhibits and displays, imagery, print material, and give-aways.

2. **Planning Considerations for Special Events**. Special events may consist of equipment displays, parades, VIP visits, etc., hosted by a formation, a base, or even an individual unit. These events may involve many hundreds of military personnel, a few dozen or even just a few individuals. Special events may serve a PA function that focuses on an external audience, or they may be conducted primarily to entertain or to educate an internal audience. Audiences could range from the local community to high-ranking officers within NATO.

   a. In terms of complexity, special events may range from a single unit 'open house' to one involving an entire formation with equipment displays from units garrisoned in different locations, or even a visit to an ACO or ACT establishment by a small group of high-ranking military or civilian VIPs from a member nation. VIP visits may be high or low profile and in all cases, the PAO must know what the chain of command's expectations are with respect to PA support.

   b. Regardless of their size, complexity and purpose, special events, like any other military activity, must be carefully planned. Special events require a significant amount of logistics support (e.g. parking, security, food, medical assistance) that must be coordinated with other staff – not just staff PAOs. Bear in mind that special events almost always involve host nation or visiting VIPs, and they require a significant amount of coordination and attention to a broad range of detail. Consult Protocol for advice.

   c. It is important to note that, although special events may have a PA purpose, a PAO should not be the overall coordinator of such an event. Special event planning is usually quite complex and will involve much time as well as significant staff and equipment resources. PAOs should be careful about what they volunteer for and if necessary, consult the PA TechNet before agreeing to something because their actions may have an impact on ACO/ACT PAOs in other locations. The PAO's involvement should be limited to the PA aspects of the event, not the overall execution of the event. The PAO will be far more effective developing and implementing a PA plan to support the event and then marketing the event.

   d. Special Events can incorporate such things as a Change of Command ceremony, an event featuring the arrival of a new ship to a fleet or an air show featuring a nation's air demonstration team. Change of Command parades should have PA and imagery support and should be closely coordinated with the staff organizing the parade itself. The Commander is the face of the organisation in the local community, and building his/her profile can help with your Engagements program. Set up an exhibit and invite the local community.

   e. Often times, NATO operations are held in countries far away from the Troop Contributing Nations. Special events, exhibits and displays are often the only real mechanisms (outside of media coverage) that serve to inform the public of the

personnel and equipment resources that NATO has at its disposal to support NATO mandated operations.

f. Many NATO member nations hold special events, open houses or military equipment displays and capability demonstrations at their bases, wings and unit levels. These activities are often an important component of community relations programs, and also fall into the category of special events, exhibits or displays and give members of the public an opportunity to acquaint themselves with the myriad tasks NATO nations perform each day.

g. Special events invariably involve media operations and media coverage. A supporting media plan must be included in the overall PA plan for the event and must include media requirements, before, during and after the event.

h. In addition to a visual display or show, special events usually also include other more static exhibit components such as exhibits or displays.

3. **Exhibits and displays** are a highly effective mechanism to attract public attention and interest in order to deliver selected messages using a low-tech format.

   a. Exhibits and displays are organised at all levels within NATO and, in most instances, they are intended for the general public. Exhibits and displays can support a special event or may be a stand-alone attraction. Many NATO nations already use exhibits and displays in support of nations recruiting activities but they are also an integral part of Mil PA activities at the Operational and Tactical level.

   b. ACO/ACT headquarters co-ordinates exhibitions and displays that are primarily targeted at the Strategic level. These exhibits and displays are designed to target the public and generate or enhance specific NATO PA objectives at the Strategic level. Previous examples include displays at the NATO summits and various ministerial level meetings.

   c. When planning an exhibit, consider its purpose and ask some basic PA planning questions before you begin:

      i.   Who is your audience?

      ii.   What is your message?

      iii. How are you going to tell them?

      iv.   When are you going to tell them?

      v.   Are there security, privacy or other limiting factors?

   d. It is a good idea to plan for and develop promotional material that you know will be effective for the audience you are trying to target to enhance your ability to deliver your key messages. Supporting material can include posters, information brochures, and give-'away' promotional items such as lapel pins, pens, etc. On the more elaborate side, DVD/videos can be produced which inform your audiences of your specific unit activities. Be aware that these are more costly and require much more planning time but can be very effective products.

e. While JFC/CC exhibits displays do not need to be elaborate or expensive there is almost always some cost associated with these capabilities. More importantly, the exhibit equipment elements require time to develop, design, and produce. Some of the very best features of an effective exhibit are the very equipment that nations' soldier, sailors and air force personnel use. Even serving up military rations to the general public goes a long way to educating the public (or even guest military visitors) about NATO nation's missions and roles. Visitors will want to touch the items on display, climb into and to clearly understand their uses and capabilities. Displays can consist of nothing more than a piece of equipment, a weapon, a vehicle, or an aircraft.

4. **Exhibit Staff**. It is absolutely critical to have knowledgeable staff (both military and civilian) working at your exhibits and displays. These personnel are the public face of ACO and ACT, so they should be personnel who enjoy their work and are capable of passing along information in plain, simple terms. The staff needs to be able to effectively engage the public. The staff needs to be provided with the appropriate and most current NATO messages and, where possible, formal training to exhibit staff personnel would be ideal.

   a. PAOs should never be the automatic default exhibit staff. The public and the media want to talk to operators, military personnel who have been on operations and who can explain how to use any military equipment that is on display. If an exhibit is part of a larger special event with media in attendance, the PAO will be far too busy with the media to be able to staff the exhibit.

   b. All ACO and ACT exhibit and display material (display walls, promotional material to accompany the exhibit) shall conform to the NATO Visual Identity Guidelines.

5. **Professional Exhibit Design and Production**. Many commercial companies offer services to assist you in the development, design and production of exhibit components – exhibit walls, racks to display information brochures, even light shows that are very effective in attracting visitors to the exhibit. To contract these types of commercial services, proper NATO contracting rules and regulations must be followed.

6. **Budget**. As mentioned, Special Events, Exhibits and Displays do not have to cost a lot of money, but taking the time to plan out a budget will go a long way to ensuring adequate financial resources are available when it comes time to execute the PA plan with the special event, exhibit or display.

Annex 6-D   Special-Events Checklist / Aide-Memoire

1. Regardless of the type of event you select to showcase, there are certain fundamentals which apply to staging or coordinating all special events. PAOs must consider certain basics to ensure the event succeeds.

2. Although there is a great deal of difference between an air show and a Change-of-Command parade, both events are similar from a planning point of view.

3. The following checklist includes some of the major factors which PAOs responsible for organizing or coordinating special events must consider. Note that the non-PA tasks must be assigned to someone in the Command Group/organizing committee.

The Event Objective or Aim

☐ Identify the objective or aim for holding your special event.

- o   Is it purely for public relations?

- o   Is it to inform, educate, or entertain?

☐ Identify the audience to whom you are communicating.

- o   Is your audience military community, local opinion leaders, or the general public?

☐ How often do you want to hold this type of event?

- o   Is it an annual event? Or is it a one-time-only activity?

Co-ordination

☐ Obtain from the Commander a clear statement of responsibilities for event-related activities. In most situations, PAOs do not have tasking authority and will require the support of the Headquarters Support Group or J-3.

☐ Prepare a schedule of critical deadlines and activities leading up to the event.

☐ Arrange for imagery support.

☐ Plan progress review meetings for agencies to report status and problems.

☐ Keep the Commander informed of progress.

Location

☐ Select an appropriate, accessible location or locations.

☐ Select an alternate location in case of inclement weather.

☐ Make sure the required facilities, such as power, water, and washrooms, are available at the chosen locations.

Promotion

☐ Provide internal audiences with event information through such media as base newspapers, routine orders, flyers, and posters.

☐ Provide external audiences with information through the local media by using news releases, public service announcements, and appearances on local radio and television programs.

☐ Invite local media representatives to preview the event 24 hours before it takes place or, in the case of parades, to attend dress rehearsals.

☐ Designate spokespersons and media contacts.

Communications

☐ Find out whether you will need a public address system.

☐ Arrange for mobile phones or hand-held radios for staff to communicate.

☐ Make arrangements for media needs, such as remote or live-broadcast.

Administration and Logistics

☐ Issue VIP invitations in coordination with Protocol (if applicable).

☐ Prepare print material early to allow time for translation, film work, or printing.

☐ Establish parking areas and arrange pass system (if necessary).

☐ Arrange for VIP and media areas in coordination with Protocol.

Special Arrangements

☐ Prepare accident/incident contingency plans.

☐ Arrange for emergency medical facilities.

Follow-Up

☐ Prepare a thorough and objective after-action report.

☐ Establish solid recommendations on how to improve future special events.

Annex 6-E   Example Operations Order for an Installation Open House

TO: SEE DISTRIBUTION

SUBJECT: OPORD – Heritage Days/Journees Du Patrimoine, 8-9 Sep 2013 and Fun Fest Bus Tour 1 Sep.

1. **SITUATION:** The Belgian "Journées du Patrimoine – Heritage Days" will take place in the Walloon Region of Belgium on 8 and 9 Sep 2013. The theme of the Heritage Days this year is military architectural heritage. SHAPE has agreed to open its doors on these two days, between 13:00-17:00 hours. Visitors from all over Belgium may take advantage of this unique opportunity to visit SHAPE HQ. In addition, the Fun Fest, 1 Sep, will be used to allow families to visit SHAPE as a tour rehearsal for the Heritage Days. An additional day of tours for VIPs and media will be held 7 Sep.

2. **MISSION:** SHAPE will conduct a series of "Open House" tours as a function of the "Journées du Patrimoine – Heritage Days" consisting of a bus tour and a visit of the SHAPE Command Centre. Total time of the proposed tour: 90 minutes.

3. EXECUTION:

   a.   Concept of Operations:

   1). SHAPE personnel will conduct visitor tours on the following four days:

   i). Morning 1 Sep (11:30) as a dry run for the guides (1 bus);

   ii). Afternoon 1Sep (13:00) for families at Fun Fest (5 or 6 buses);

   iii). VIP and media visits 7 Sep (1 bus) will be an additional rehearsal at 10:00 for the Media and 13:30 for the VIP's.

   iv). Heritage Days 8 and 9 Sep (5 or 6 buses).

   2). Visits during the Fun Fest will begin and end by the Carrefour parking lot.

   3). Heritage Days visitors: All visitors will be directed to the Visitors' Centre in the SHAPE Events Centre. It will contain a visitors' control desk in the entrance of the building, a concession stand for snacks/ drinks and souvenir sales in the Doom room, with a small area for the SHAPE Band and two PUA information-briefing rooms. Visitors will leave their cars in the designated car park(s) (cordoned off) next to the SHAPE Events Centre and if overload to the library parking lot. They will be directed to the Welcome Desk in the Visitors' Centre.

   4). Two SHAPE buses will leave every half hour. There will be a guide for each bus and a sufficient ability to cater to French, Dutch and English. The SHAPE Command Centre (Bunker) visit is planned at the end of the circuit and will last approx. 30 minutes. Mr. (NAME, phone) is the POC for this part of the visit. He will ensure the bunker is properly prepared and staffed for the visit.

   5). Rehearsals will start 1 Sep at 11:30 (SHAPE Fun Fest). The Media/VIP day will be an additional rehearsal and is scheduled for 7 Sep.,see schedule for rehearsals under Para c, Coordinating Instructions.

6). Specific itineraries and tour scripts will be published prior to the event.

b. Responsibilities:

1). DOM and NMR Echelon are requested to task divisions/NMRs to provide escorts/guides and support personnel as per the attached excel sheet.

2). Commander NCIA Sector Mons is requested to provide:

    i) Sound support for the SHAPE Events Centre. The sound systems and the Public Announcement system must be in place and tested before the VIP/Media Day on 7 Sep. A sufficient number of speakers should be available to permit all attendees to hear the announcements in all the rooms that are to be used;

    ii) Sound support personnel 7, 8 & 9 Sep, 30 minutes before the event.

3). ComDiv (Engagements and Mil PA) has overall responsibility for all events, and will:

    i) Provide public information/media relations;

    ii) Provide coordinating staff throughout the weekend and rehearsals;

    iii) Produce information leaflets for handout to visitors;

    iv) Provide articles to SHAPE Community Life before and after the event;

    v) Provide photographic support;

    vi) Coordinate artwork for all required signage.

4). BSG is to:

    i) Provide and set up a tent with a table and 2 chairs for the Fun Fest visit.

    ii) Block use of SHAPE Events Centre for 7-8-9 Sep;

    iii) Prepare SHAPE Events Centre for Media/VIP Day and Heritage Days NLT 10:00, 7 Sep;

    iv) Provide small musical ensembles of the SHAPE band during visiting hours

    v) Ensure snack food, coffee and other appropriate beverages are available for sale, as well as tables and chairs;

    vi) Provide souvenir items for sale (Arts and Crafts); and

    vii) Produce signage as required.

    viii) Ensure the lobby and exterior areas of the SHAPE Events Centre are thoroughly cleaned prior to the Heritage Days;

    ix) Provide and arrange NATO and PfP flags and stands in co-ordination with BSG Action Officer;

x) Schedule latrine cleaning personnel and extra toilet paper;

xi) Ensure the fire station is aware of the visit and ready to intervene. If desired, the Fire Service may wish to place one of their trucks in the parking lot by the SHAPE Events Centre as an attraction and fire safety awareness demo for visitors as they wait for their tours.

xii) Provide one bus for 11:30 dry run on 1 Sep for rehearsal on Fun Fest day;

xiii) Provide four buses from 13:00 to 16:30 on 1 Sep;

xiv) Provide one bus on 7 Sep for Media day at 09:50, and for VIP's at 13:20,

xv) Provide up to 6 buses between 1230 and 1830 hours on 8 & 9 Sep;

xvi) Provide one mini-van on standby on 8 & 9 Sep for any emergency local trips outside of the SHAPE Events Centre;

7). Base/Installation Provost Marshal's Office is to:

i) Issue separate police OPORD, delineating necessary traffic control, a car-parking plan, security at entrance of the Visitors' Centre and Bunker;

ii) Co-ordinate with the SHAPE Federal Police (SFP) on the impact on traffic safety on Rue Grande/Chaussee de Bruxelles caused by increased traffic arriving for the Heritage Days;

iii) Co-ordinate with ComDiv Engagements and BSG as to proper control of visitors;

iv) Seal off SHAPE Events Centre car park for the Heritage Days.

v) Manage visitor parking on both days;

vi) Close roads as appropriate or required to avoid having visitors wandering in the SHAPE compound, while not interfering with Shapians' movement;

vii) Co-ordinate security sweeps of SHAPE Events Centre as required.

viii) BSG Host Nation Liaison is responsible to coordinate with the Host Nation in order to provide an ambulance for emergency medical coverage during the event.

8). SHAPE Protocol will coordinate all aspects of the VIP visit 7 Sep.

c. Co-ordinating Instructions:

1) The last coordination meeting will take place in the PUA briefing room (Bldg 102 room 248) 31 Aug at 13:30.

2) Dress for both rehearsals (1 and 7 Sep) and Heritage days: National Service dress (preferable combat clothing).

    3) Rehearsal Schedule:

        i)   A dry run will be held at 11:30 on 1 Sep for all guides and the two buses to be used that day. Between 13:00 hours and 16:30 hours, the visit will be run using four buses. A bus tour for SHAPE families will be organized along the same lines as planned for the Heritage Days.

        ii)   There will be an additional rehearsal on 7 Sep when local media and local VIPs will be invited. Timings are for Media at 10:00, and for VIP's at 13:30.

  d. The ComDiv Coordinator is (RANK, NAME), ext. 1234; the SG Project Officer is (RANK, NAME), ext. 5678.

FOR THE DOM (*or appropriate authorising/issuing authority*)

(NAME, RANK)

DISTRIBUTION:
COS
DCOS Operations
DCOS Resources
DOM
Commander, NCIA Sect Mons
SO NMR Echelon
Commander, SHAPE Healthcare Facility

Internal –
Action:
Chief, Public Affairs Office
SHAPE Protocol
BSG Commander
HNLO
PMO
BSG BSM
BSG PWL
BSG SES
MWR
BSG EXO
BSG Admin Supervisor
BSG SCC
Bandmaster, SHAPE International Band

Annex 6-F   Base Tour Checklist

Briefers and Speakers

☐ Have they been requested and confirmed?

☐ Have they been given background information on the group?

☐ Who will introduce them?

☐ Will they be invited to eat with the group? Who will pay?

☐ Have they been informed what uniform to wear?

☐ Is background information on the speakers required?

☐ Have briefings, presentations, and speeches been tailored to the group?

☐ Who will prepare them?

☐ Will copies be distributed?

☐ Do speeches have to be cleared with higher headquarters?

☐ Have briefing rooms been scheduled?

☐ Is audio-visual support arranged (equipment, spare bulbs, operators)?

☐ Do speakers desire a podium, microphone, or other public address system?

☐ Water?

☐ Will the speakers be tape recorded or videotaped? Have they been notified?

☐ Is a dry run required for any presentation?

☐ Should seats be reserved for speakers waiting their turns to speak, staying to hear other speakers, or requiring staff members to listen?

☐ Will questions be allowed?

☐ Are speakers prepared to answer questions likely to come from the particular group (i.e., noise complaints, base construction, and civilian employment)?

☐ Is there a plan for keeping speakers within their scheduled times if the itinerary is rigid? Do the speakers know?

Escorts

☐ How many will be required? Are backup escorts necessary?

☐ Have they been briefed on their responsibilities?

☐ Have they been given background information on the group?

☐ Have meals, other accommodations, been arranged for escorts? Who will pay?

☐ Have they been told what uniform to wear?

☐ Do they know locations of all tour stops and activities? Can they answer questions about other arrangements made for the group?

☐ Do they know locations of restrooms, water fountains, off-base capable telephones, etc., along the tour route?

☐ Is a dry run required?

☐ Where will the escorts assemble?

☐ Do they have appropriate names and phone numbers to contact if problems or delays occur?

Itinerary and Agenda

☐ Is there a backup plan for events that are tentative or might be affected by adverse weather?

☐ Has appropriate participation by the Commander been coordinated?

☐ Are other activities or exercises scheduled for the same dates? Will the activity serve as a detriment to desired tour support or could the tour be enhanced by including the activity in the itinerary?

☐ Have all restricted areas been identified and provided for?

☐ Will guests be allowed to bring personal cameras? What safekeeping measures will be taken if they cannot take cameras into certain areas?

☐ Are restroom breaks included?

☐ Will all affected areas be clean and spruced up for the visit?

☐ Will the group make any presentations to base officials? Will base officials make any presentations to the group? Have recipients been advised?

☐ Is a photographer required?

☐ Can refreshments be provided?

☐ Is WiFi available?

☐ Is there an appropriate mix of standing, sitting, and walking stops on the tour, for the comfort of the group?

☐ Do all supporting personnel have a copy of the itinerary?

☐ Will one person be available in the ComDiv Engagements Office to coordinate last-minute changes?

Arrival

☐ Escorts should be early and standing by waiting in the event the group is early?

☐ Has security forces been briefed on arrival time and location?

☐ Have information packets been prepared (agenda, fact sheets and biographies)? Will they be distributed upon arrival or placed in rooms?

Media

☐ Is there local media interest?

☐ Should the tour be covered by your unit magazine or newspaper?

☐ Have ground rules been discussed with them? Has the Command Group and others who might be affected been advised?

Follow-Up

☐ Are letters of appreciation appropriate?

☐ Will photos be sent to the group?

☐ Are after-action reports required?

☐ Is there a way to get feedback from the group for use in fine-tuning future tours?

Chapter 7 - Media Monitoring and Analysis

1. **Introduction.**

   a. Media Monitoring and Analysis is the process of reading, watching, or listening to the editorial content of media sources continuously, and then identifying, comparing and analysing findings. In this way, Media Monitoring and Analysis allows a PAO to determine what's being said about their organisation or about a particular topic in the media space; to flag potential problems; and to measure PA performance and indications of effect.

   b. Media monitoring and analysis should always be considered one piece of a wider informational puzzle. It is neither an exact reflection of audience sentiment, nor does it represent the Information Environment in its entirety.

   c. Insights gained from Media Monitoring and Analysis should therefore be considered in tandem with those gathered from elsewhere in the Information Environment. Techniques such as focus groups and surveys are particularly important for a holistic understanding both of baseline audience attitudes and of the extent to which PA efforts might have 'moved the needle' towards a particular goal.

   d. In contributing to this wider understanding of the Information Environment, Media Monitoring and Analysis is a useful PA tool. It helps a PAO:

      i.   Develop an understanding of an audience

      ii. Monitor overall 'brand' and reputation

      iii. Mitigate risk

      iv. Evaluate performance and indications of effect

2. **Developing an Understanding of an Audience.**

   a. Before communicating within a specific information space or towards a particular audience, PA staff must conduct detailed research specific to the intended audience and operations environment.

   b. Such research is necessary since Western military cultural ideas about communication and credibility will not always apply in other parts of the world and sometimes not even within segments of their own population. Too often, communications strategies are developed on predetermined conceptions, cultural or political biases or general naivety about the particular environment. Western communicators often assume that experiences from their own environment can be overlaid against other cultures. This false assumption often leads to more serious problems and frustration on the parts of both the communicator and the audience. Even if communicating within a familiar information environment, different audiences look for information in different places depending on the topic. Community-based social media groups might be a main source of community information on one topic, for instance, while the same audience might look to international outlets for information on another issue. For this reason, it is vital that PA research be conducted prior to launching a PA campaign, and for that research to be focused on a specific audience and topic.

c.   To conduct this Media Monitoring and Analysis research successfully, the PAO therefore first needs to be clear on the nature of the campaign and particular intended audience. Is this an internal communications effort intended for members of the military community and their families? Is this a community-based campaign, or a theatre-based effort to support wider operational objectives? Or perhaps a strategic-level campaign to support improvement of organisational reputation internationally? Having the nature of the campaign and intended audience in-mind will ensure that Media Monitoring and Analysis is focused and thus a relevant and useful element of the planning process.

d.   Media Monitoring and Analysis can support PA planning by identifying the information needs of an audience: who they are influenced by and how they receive messages; what the base-line opinions might be; and the appropriateness and required intensity of PA efforts. In particular, Media Monitoring and Analysis research should be focused on answering three main questions:

   i.   How does the intended audience receive messages on a particular topic?

      1.   For internal audiences, is there an internal newspaper or newsletter, or do members of the internal community communicate between themselves on social media? If the latter, is there perhaps a dedicated Facebook group for the internal audience, or is another platform more widely used? How often do members of the internal community communicate on this platform, and does it reach all members of the intended audience?

      2.   For community audiences, which local newspapers or TV/radio stations are particularly followed regarding this topic? Which local journalists are particularly well-known and respected within the community who might be able to carry the message? Are there social media groups dedicated to community life?

      3.   For external audiences, which outlets are most trusted and consumed; which journalists have particular standing on which topic; and to which extent does the audience consume news content in traditional outlets rather than using social media as the main source of information? Are there social media 'influencers' who are particularly important in shaping opinion?

   ii.   What is the current baseline for media attitude towards your organisation and topic?

      1.   Are outlets already 'on-side' or does the media itself need to be considered an audience for opinion change, rather than just as a carrier of a message? For instance, internal newsletters and newspapers are likely to be willing to carry an internal communications message in entirety, while local outlets may, for instance, have a history of publishing negative stories on the presence of a military base in a community. The degree to which outlets themselves need to be 'brought onside' is an important media analysis research point which can assist PA planners in their efforts.

2. What is the current attitude of influential journalists or social media opinion-leaders towards your organisation and topic? Are there any in particular who you can recommend to PA planners to engage, so that they might carry your message to the intended audience?

3. Are there any outlets who are particularly specialised in this topic or focused on this issue already? Which hashtags are being used surrounding this topic?

iii. What share of the conversation does your organisation currently hold regarding this topic?

1. Is your organisation often reported on in parallel to this topic, or is it absent from the conversation? Do outlets or influencers on social media consider your organisation to be an authority on this topic, or are audiences getting their information on this topic from elsewhere?

2. How susceptible might the intended audience be to disinformation and other adversarial information confrontation efforts? How often is disinformation picked up in media outlets or shared in social media groups? Are there any indications that this is an increasing or decreasing trend?

e. The answers from Media Monitoring and Analysis research can be put together with insights from other PA planning efforts – for instance insights from focus groups and surveys – to support a developed understanding of an intended audience. With this understanding, a PAO can begin to formulate a plan towards reaching their goal: understanding which segments of an audience need to be engaged; with which message; using which means; and to which degree. This research also provides a baseline on which to measure change during and at the end of a campaign, see paragraph 5, Evaluating Success in this chapter.

3. **Monitoring 'Brand' and Overall Reputation.**

a. NATO is a brand. While it does not sell things, it does provide an important service to the citizens of nations: it safeguards peace, freedom and security. The 'brand' of NATO and its military commands is the way that our publics, our partners, and our potential adversaries perceive our Alliance, and how they think and feel about its decisions and actions.

b. Just like in a private company, NATO's 'brand' rests on reputation and needs to be monitored. Media Monitoring and Analysis can provide an insight into how an audience – whether that be at the local tactical or international strategic level – feels about NATO and its actions.

c. Content Assessment is a quantitative and qualitative means of measuring, recording and assessing what the media are saying about the command or organization. This involves scraping data from traditional and social media, and tracking it over time to identify trends. Care should be taken that data is scraped according to the command's "level" within the Command Structure. Tactical components should focus on data which reflects reputation within their AOR (local media, local social media posts), while a strategic-level Headquarters should be

focused on international reputation (international outlets, global social media trends).

d. Data-scraping can be facilitated with online tools, both free and commercial. However, analysis needs human involvement in order to be able to assess tone accurately. This is particularly true with military topics, since automated sentiment analysis usually codes military-related vocabulary, such as 'adversary' or 'tank,' as negative. However, such words are an innate part of NATO's messaging, and pick-up of these messages should not be counted as negative. It is important, therefore, that a human analyst is in charge of analysis of sentiment, and that only data-gathering is automated.

e. To develop a clear picture of a media environment, it is helpful to separate coverage into the following three categories:

   i. Owned content: This is content produced by a command, wider NATO, or an affiliated body such as a national military. Examples might include a tweet; Instagram picture; web article; or military-produced video footage. Since this is self-produced, such content should always be on-message and orientated towards goals. How widely this material is picked-up (for instance re-tweeted, downloaded from DVIDS and re-purposed) and reaction to this (social media comments, for instance) can be tracked over time to establish which content resonates with audiences and thus particularly contributes to brand and reputation strength. Social media platforms have free tools with which to automate the tracking of 'owned' content performance (for instance Twitter Analytics or Facebook Insights). Traffic to websites can also be tracked, as well as the destinations of video content uploaded to DVIDS. As above, however, only volume should be automated, while the tone of social media comments will need human analysis to assess tone accurately.

   ii. Earned content: This is 'organic' content produced by a non-affiliated third party. Examples might include a newspaper article; a tweet about NATO or your command by a member of your 'audience'; or a photo of a local military event taken and shared by a journalist or member of the public. Earned content can be both on-message or counter-message, and positive, negative or neutral in tone. Positive, on-message 'earned' media is the gold-standard of media coverage, particularly if it is then shared more widely. Earned content can be tracked either using commercial data-scraping products or, if budget does not allow, through hashtag monitoring and Google searches.

   iii. Hostile content: This is content produced by an adversarial actor, either openly or covertly, with the express purpose of countering NATO's message and mission. Examples include negative media coverage by adversary-parented outlets designed to skew opinion against NATO; disinformation and propaganda; or social media trolls and bots. The focus of a PAO's Media Monitoring and Analysis of hostile content should be on that designed for consumption for the specific audience – perhaps in their language or linked to social media discussions relevant to the command's AOR.

f. Data on all three categories - but all the while specific to a command's specific "level" and AOR - should be collected, analysed and assessed. A qualitative

assessment detailing tone and sentiment (together with any indications of trends or change) should be written to accompany the data. While qualitative assessments will inevitably be subjective, it is most effective if the same person conducts these assessments periodically so that the assessment is as consistent as possible.

g. These findings should be reported up the Command Chain to the higher Headquarters, and then onto NATO HQ on a periodic basis (monthly, if possible), which will compile findings by all commands and issue top-down guidance as necessary and appropriate. Comparing volume, tone, prominence and dissemination will enable a holistic understanding of the media space and of NATO's share of the voice. Periodic monitoring allows identification of baselines and trends, from which to measure success later.

4. Mitigating Risk.

a. Once a particular media environment is being monitored on a constant basis and reported on periodically, it becomes possible to identify outliers of data which merit further investigation. Such outliers, or variants from the norm, might serve as indicators and warnings of developing trends or issues to keep an eye on. This information allows a PAO to take timely and well-considered action.

b. To take one example, media monitors might notice a sudden rise in disinformation on social media regarding a particular topic. Armed with early awareness of this, a PAO could, for instance, decide either to set the record straight or increase the intensity of their own messaging among a specific audience group in order to passively counter the information confrontation. Whichever action (to include no action) is taken, Media Monitoring and Analysis allows early awareness of an issue on which to take a considered decision.

5. Evaluating Success.

a. In the planning stage of a campaign, SMART objectives (objectives which are Specific, Measurable, Achievable, Realistic and Time-bound), as well as specific benchmark indications of success, will have been decided upon. Depending on the SMART objectives of the campaign, Media Monitoring and Analysis may allow a PAO to measure the performance of their efforts. The findings may also act as an indicator of Measures of Effect.

b. Measures of performance:

    i. Media Monitoring and Analysis can be used to measure campaign performance in a quantitative and qualitative way. Depending on the pre-established benchmarks, a change in volume or reporting tone might be considered a measure of how the campaign is performing in the media space. For instance, an increase in on-message earned media, or widespread sharing of owned social media posts, tracked over time could demonstrate that the message is resonating within the media space, while a volume which remains the same might indicate that the campaign is nor performing as well as might have been hoped. With this knowledge, a PAO can make data-driven decisions mid-campaign in order to tweak messaging or slightly shift the direction of a campaign to improve performance.

ii. A non-exhaustive list of specific criteria that a PAO might consider in assessment of performance include:

1. volume of coverage within target outlets, and any increase or decrease

2. the relevance of placements to the desired audience/AOR (i.e. local radio or local newspaper)

3. the prominence of placements (front page? Visible on digital media landing page? *Note here that personalised algorithms will affect landing pages. The "front pages" of digital outlets appear differently to different people, depending on their search history).

4. the prominence of messaging including on-message headlines, whether a spokesperson is quoted in the lead of articles / within the first 15 seconds of broadcast

5. the degree wo which on-message posts are shared by third-party influencer with a large number of followers

c. Measures of Effect: The SMART objective of a campaign will be focused on a desired 'think-feel-act' change in the audience (inspiring a specified audience to think, feel or act in a way that is favourable to the objectives and mission). Therefore true Measures of Effect must come from sources other than the media (direct assessment efforts such as audience surveys or observed change in action).

d. While Media Monitoring and Analysis cannot therefore be used as a true Measure of Effect, it can however provide indications of campaign success. For instance, depending on the benchmarks established during the planning phase, exposure to a message, over time and with repetition, might be considered an indication that audience opinion could be trending more positively than prior to your campaign. Such insights can be combined with indications from elsewhere in the Information Environment to assess the true effect on an audience.

e. It is important not to directly equate media success with audience effect. The negativity heuristic demonstrates that negative messages are much more quickly recalled and leave a deeper psychological impression than positive stories: a majority of positive media coverage does not necessarily equate to a corresponding effect on an audience, particularly if negative stories were circulated among the positive ones, therefore.

6. Writing Reports.

a. Description vs analysis. It is important in reports that coverage is analysed, rather than described. Reports should also answer the questions "so what?" and "what next?" and provide useful insight to improve. The aim of analysis should always be to evaluate why collected coverage is important; to what extent the coverage helped achievement of the core aim of the communications campaign; and then to suggest next steps.

b. Consider the difference between the following:

     i.   Description: "SACEUR's visit to XXX region and corresponding media engagements in countries A, B and C garnered significant coverage in local media outlets including 3 front pages with colour photos and online mention in 57 other outlets. Headlines were large and factual in tone. NATO quotes were mentioned in 86% of stories, in the body of the text. Our social media posts were shared 160 times and received more than 400 'likes.'"

     ii.   Analysis: "SACEUR's visit to XXX region and corresponding media engagements significantly increased positive media coverage of NATO in the region during the visiting period. While such coverage had been anticipated in Country A and B, the unexpected volume of positive reporting in country C's media space may indicate the beginning of a turn-around of previous negative reporting on NATO. While it should be kept in mind that Country C's media environment is volatile and the tone is subject to quick changes, SACEUR's visit and media engagements certainly set the stage for moving the needle towards more continuous on-message reporting. Media coverage throughout the trip was localised, for the vast majority in local languages as per the target media audience, though with sporadic international pieces in English. As such, continued regional engagement, and particularly continuous engagement within Country C, is recommended to maintain momentum. During the next visit, there remain opportunities for further engagement: for instance neither of NATO's Liaison Offices in these countries mentioned the visit on their Twitter accounts. Consideration could be given to prior engagement with social media teams, or tweeting @ them in the future."

7. **Disinformation, trolls and bots.**

   a. When monitoring and analysing the media, a PAO must be cognizant of misinformation and disinformation as well as bots and trolls which are increasingly prolific throughout the media space.

     i.   Misinformation is defined as any false information, regardless of intent, including honest mistakes or misunderstandings of the facts.

     ii.   Disinformation, on the other hand, typically refers to misinformation created and spread intentionally as a way to confuse or mislead.

     iii.   Bots are automated social media accounts run by software, which pose as real people.

     iv.   A troll is someone on social media, either paid or acting on their own, who purposely says something controversial in order to get a rise out of other users.

   b. Disinformation can be particularly damaging for NATO's mission, since it purposefully pollutes the media environment with un-truths and half-truths, potentially causing confusion and distrust among an audience. Monitoring and analysing the spread and frequency of disinformation is important, since it provides actionable data on which a PAO can decided a course of action.

   c. Meanwhile bots can be challenging for monitoring, since they skew statistics and make representative quantitative analysis difficult. When assessing the volume

and spread of social media posts, analysts should sample data for indications of how extensively data needs to be cleaned before analysis.

d. Many commercial analysis products include automated tools to exclude bots from social media statistics. If commercial monitoring platforms are not an option for budgetary reasons, it is possible to identify bots by comparing with the following shared characteristics:

   i. Activity: Posting a huge number of tweets per day. Activity can be calculated by visiting the profile page of the user and dividing the number of posts by day. Posting 72 tweets per day (one every ten minutes for twelve hours at a stretch) is considered suspicious.

   ii. Anonymity: In general, the less personal information an account has, the more likely it is to be a bot. Anonymous handles, screen names and generic pictures can be particularly indicative.

   iii. Amplification: One main role of bots is to boost the signal from other users by retweeting, liking or quoting them. The timeline of a typical bot will therefore consist of a procession of retweets and word-for-word quotes of news headlines, with few or no original posts. A simple identification is possible by clicking on the account's "Tweets and replies" bar and scrolling down the last 200 posts, which will give a reasonable and manageable, large sample.

e. Botnets are accounts which belong to a single network, and work by re-tweeting each other's content. They can often be identified because, despite having only a handful of followers and having only tweeted a few times, their tweets are often shared many thousands of times. The tweets of bots in a botnet (network) will often be identical.

Chapter 8 - Digital Engagement [38](aka Social Media and Internet-based Communications)

1. **Introduction.** ACO/ ACT use a wide variety of channels to engage in the digital environment, which support a range of media types including text, video, audio, and photography. ACO/ ACT use digital engagement to tell the ACO/ ACT and NATO story, communicate messages and engage audiences. Successful digital campaigns must be well planned and managed, adequately resourced, flexible, timely, responsive and engaging. Most importantly, they must be aligned with SACEUR's/ SACT's Strategic Communications (StratCom) guidance. Social media can also be used to assess the Information Environment (IE) and to counter disinformation or misinformation. Commanders and units are strongly encouraged to embrace and utilize the communications advantages of digital engagement, mindful that it is as much about engagement with other people as it is about sharing content.[39]

   a. Digital engagement is used by ACO/ ACT to truthfully disseminate information in a transparent and proactive manner, as well as to engage audiences. Social media may also be used by certain authorised personnel, such as PSYOPS, on North Atlantic Council (NAC)-approved audiences. In an operational environment, close coordination with these entities is essential, while maintaining an honest and open policy on the sites and platforms. The benefits of adhering to this steadfast rule is that it creates trust, demonstrates transparency and allows us to reach broad audiences.

   b. ACO and ACT commands use a wide variety of social media platforms, which support a range of media types including text, video, audio, and photography. The purpose is to use social media to tell the NATO story, communicate messages and engage audiences.

   c. ACO Directive 095-003 sets social media policy for ACO. This document should be consulted before engaging in social media activities and local SOPs and policies should be consistent with it. The Digital Media Management Guide (DMMG[40]), version 2017 also outlines a variety of best practices when engaging in the digital domain for messaging purposes.

   d. ACO/ACT units will develop their own digital engagement strategies to meet their particular set of aims and objectives. These strategies must include objectives, audiences, activities, and measurement/ assessment factors. All ACO/ ACT commands should create strategies that are synchronised with the overall StratCom objectives.

2. **Planning Considerations**. The following questions aid in determining the best use and choice of a website or social media platform. For this purpose the OASIS[41]

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[38] Digital engagement is any conversation that takes place in the digital environment. This can be online, via social media channels, or application based platforms.

[39] Refer to ACO Directive 095-003, ACO Directive on Digital Engagement for more information on policy, direction and guidance.

[40] DMMG: Digital Media Management Guide, describing best practices towards research, planning, execution, distribution and monitoring aspects of digital media in general, with do's and don'ts in each area explained. The 2017 document can be found on the SHAPE website at: https://shape.nato.int/public_affairs_office)

[41] OASIS planning tool. Determining Objectives, Audiences, Strategies, Implementation plan and Scoring (Measuring success/effects)

planning model is often used. Following the DMMG is an alternative way to successfully set up web/social media campaigns and products. Using OASIS the following questions are relevant:

a. What do we want to achieve with our site/account.

b. Which objectives can we meet using the website or social media account/platform?

c. Consider any disadvantages to using the Internet?

d. Who are the selected audiences we are trying to reach?

e. What web/social media strategies we have to develop for using the particular platform effectively?

f. What are the communications needs for implementing those strategies?

g. How do we intend/plan to monitor and measure the success of the campaigns on the web or social media platforms?

3. Responsibilities.

a. Prior to the initial stand-up of an unit web site, careful planning must occur to ensure the site can be properly supported and is adequately protected. All commands, are encouraged to adopt this community of websites and benefit from NATO wide similar branding, professional look and centralised training.

b. For ACO websites refer to ACO directive on 'website synchronisation' (AD 095-005) which are set up and developed by a commercial contractor, with hosting and security services currently provided by the NCI Agency[42] and another commercial contractor. These external stakeholders have a robust SOP in place to not only provide a professional and continued up-to-date 'look and feel' but guarantee an enterprise wide hosing and security suite, paid by a centralised NATO budget. An annual fee is required from each command to pay for the management of the websites via the respected Financial Departments. This is renewed every year. SHAPE PAO office has the responsibility to arrange the training for the community web editors and monitors writing standards on our collective websites.

c. Setting up a specific Social Media account on any of the existing platforms, like Facebook, Twitter, Instagram, YouTube and others, is a Command's/HQ's responsibility, provided that all (intended and current) accounts are registered as 'trusted' accounts, and are known to the higher headquarters, such as SHAPE for all of ACO's Social Media accounts, and ACT for all of the NATO entities that fall under the responsibility of ACT.

d. The main issues which need to be covered by the commercial contractors and/or the Social Media companies are, but are not limited to:

    i.   Denial of service attack (risk to reputation and availability of the site).

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[42] NATO Communications and Information Agency, permanent semi-external contractor for a wide range of IT-services for the entire enterprise.

ii. Hacking and defacement or infection (risk to reputation and operability).

iii. Inadvertent uploading of classified material.

iv. Potential for embedded metadata to be aggregated thereby revealing information about the source system.

v. Inappropriate discussions or content introduction (risk to reputation).

vi. Old/outdated information (risk to credibility).

4. Digital Engagement in an Operational Environment.

a. The following instructions and considerations are applicable in an environment in which the use of digital media, as a tool for Information Operations (INFO OPS) and Psychological Operations (PSYOPS) are authorised according to MC 422 (INFO OPS) and MC 402 (PSYOPS), which required NAC approval.

b. The general practices and principles governing the use of digital media during operations do not vary significantly whether they are being conducted during peacetime, or during a NATO operation. This chapter briefly provides clarification regarding the areas of responsibility and authority regarding digital media during operations. Various policy documents, derived from MC 422 (INFO OPS) and MC 402 (PSYOPS), will give more instructions and guidance and how these communication domains differ in aim/objectives and the ways it is used.

c. Coordination of efforts. Other than using digital media in Public Affairs, where PA teams are engaged and involved in creating and posting content in the digital environment, additional entities will be involved in these tasks during operations. In order to maximise the desired (StratCom) effects and ensure consistency, all digital media activities must be coordinated. Within each command/HQ, the commanders will ensure this coordination through existing Information Environment Assessment coordination boards (all disciplines represented) such as, Information Operations Coordination board, Strategic Communications Working Group and the Information Environment Assessment Working Group. Any conflicting issue on the usage of digital media which cannot be agreed in these coordination boards, will be solved and decided by commanders.

d. PSYOPS in Social Media. Unity of effort is essential to achieve consistency of word and action in all operations. National and NATO PSYOPS must be closely coordinated to present consistent messages aligned with the NATO StratCom guidance to audiences approved by the North Atlantic Council (NAC) in support of alliance goals and objectives. PSYOPS are planned, conducted and represented on staffs by a special staff element, especially trained in the planning and execution of PSYOPS.

e. PSYOPS activities are incorporated within the normal planning and targeting cycles of a unit and are reflected in the products developed within these cycles. PSYOPS activities in digital media will be coordinated through the INFO OPS staff function within the existing working groups and boards in the relevant headquarters.

f. More guidance and instructions on the release of information during operations are listed in annex 8-A in this Handbook.

5. Appearance and Content.

a. PAOs are responsible for content management and the appearance of their respective Internet websites and social media platforms. Posting information on the Internet for public access is the same as releasing information through any other means. Clear approval procedures must be established for the release of information.

b. PAOs must be fully versed in the cultural sensitivities of all NATO nations and be mindful when creating content. Furthermore all NATO nations should receive equal publicity when possible. No one nation should be highlighted on a regular basis.

c. ACO/ACT websites and all respective NATO related accounts on social media platforms need to be current, easily navigable, visually appealing, interactive, and consistent in 'look and feel' with the NATO Brand Identity Manual (BIM)[43].

d. ACO/ACT websites and related accounts on social media platforms should not duplicate content from other NATO websites but may use extracts and command specific language to attract attention to the topic issue and then link, share or retweet (to) the original. Understanding web and social media algorithms it must be noted that better reach and results will always be with original content. Enough manning and resources must be acquired within the commands/HQs to enable collecting original content from VIP engagements, operations, missions and activities.

e. Images posted to ACO/ACT websites and/or social media platforms should be carefully selected to support a narrative and should be compliant with the instructions as per Chapter 11 of this handbook.

f. All websites must contain up-to-date contact information that includes an official e-mail address and phone number of the PA (duty) office(r) or social media administrator as a minimum. ACO and ACT accounts on social media platforms should contain convenient links to the respective commands/HQ's website for this contact information, and should also have links to other important sites within NATO.

g. The public website synchronisation initiative created a consistent 'look and feel', including a standardisation of content elements. For ACO, it is monitored and supervised by SHAPE PAO in close coordination with the website developer. Specific direction and guidance is provided in ACO Directive 095-005: Website Synchronisation. It guarantees all of the websites to have at least the following information listed below:

i. news articles, latest videos, fact sheets on current missions and operations, backgrounders

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[43] BIM (Brand Identity Manual), which comprises of a range of regulations and instructions for the benefit of further and consistent 'NATO Branding', and will be applicable to all of NATO bodies and units.

      ii.   biographies of key personnel assigned to each Command/HQ a separate subpage on the commander of the HQ/Command

      iii.   the command/HQ's mission statement

      iv.   information about current operations and missions

      v.   information about current exercises and other activities;

      vi.   information or links to the HQ (facilities, community life, etc.);

      vii.   links to the accounts on social media that the HQ/Command has, such as Facebook, Twitter, Flickr, Instagram, YouTube etc;

      viii. links to other sites (i.e. NATO HQ, ACO/ACT HQs, MoDs of NATO countries, International Organisations, Military Institutions, etc.); and

      ix.   archived information.

h. For creating web articles and other content on the corporate website, following initial items must be adhered to:

      i.   Text must be written in British English.

      ii.   Text must adhere to the Reuters Handbook of Journalism.

      iii.   Web editors must follow the inverted pyramid model with a lead, bridge and body.

      iv.   The stories must be 5-8 paragraphs in length.

      v.   The stories must contain (direct) quotations, to enable commanders to communicate their messaging while enhancing credibility.

      vi.   Web editors should not editorialise and give personal opinions.

      vii.   The stories must include a minimum of three images, including captions as described in Chapter 11 of this handbook, and attribution to the photographer.

      viii. The stories must include a place line to indicate where the information is being released from i.e. RAMSTEIN, Germany

      ix.   At the end of the article, attribution is to be given to the release authority, i.e. 'Story by XXX Public Affairs Office'.

i. More information on writing standards can be found in Appendix C, Basic Journalism and Appendix D, ACO/ACT Print Style Guide of this handbook.

6. Social media guidance and instructions.

a. <u>Social media general instructions.</u> Together with the guidance provided in AD 095-003 on the use of Social Media, the following instructions apply for the correct and safe use of content digital platforms:

i. Building a social media strategy is vital. You need to know who you want to reach and what you want to 'say' before you produce content.

ii. Always put audience first by asking yourself why the audience should care.

iii. Aim for high-quality content that brings added value. Customize content for different channels/platforms.

iv. Tailor content to the specific to the digital platform so it is more appealing to the audience.

v. Use evaluation tools to measure the effects and success of specific campaigns and posts, to enable to learn and to optimize/improve aspects of the use of social media.

vi. Consider paid content, as offered by some of the social media platforms and arrange a practical way for on-line payment by the platform/account manager(s).

vii. Speak with one 'voice' using command messaging. Avoid contradicting messages on the different websites and social media platforms that you use.

viii. Use the 'less is more' principle. Using minimum text, also in video products conveying the message often does not need lengthy clarifications and descriptions. If the audience wants to learn more, direct them ('call to action') to the website you have.

ix. Always attempt using dynamic imagery and videos since those are more appealing to the audience. Creating organic content as much as possible, but not hesitate posting or sharing any 'positive' stories on ACO/ACT or NATO in general from non NATO/Government entities.

x. Follow and share messaging from subordinate commands and higher HQs and utilise it to enable 'adding' own level messaging.

xi. **The best way to counter disinformation / misinformation on digital engagement platforms is with factual posts, to include web stories, videos, infographics, factsheets.**

b. Specific for Facebook**.**

i. Check Facebook analytics for the best times to post.

ii. Keep the text to a minimum as research shows that audiences on Facebook do not like lengthy posts.

iii. Use hashtags and automated links, if applicable, however do **not use the 'auto-tweet' functionality to Twitter, since not all information (such as imagery) will be transferred and the tweets will look unprofessional**.

iv. Do not spam the platform with too many posts.

c. <u>Specific for Twitter</u>**.**

    i.   Keep hashtags to a minimum (no more than 3).

    ii.   Check the hashtags before use.

    iii.   Spread your tweets throughout the day; it is ok to retweet yourself to reach audiences on specific additional times.

    iv.   Schedule tweets if pressed for time or during off hour.

d. <u>Specific for Instagram</u>**.**

    i.   Content is king. Consistent quality images are vital for this platform, mainly focussing on younger audiences. No content is better than 'bag' content that immediately takes away credibility and trust to the page. Seek to provoke 'emotion' with the quality products/posts.

    ii.   The content published to Instagram highlights the people, hardware/technology and missions of those serving within, for or alongside NATO. This is done by sharing the mission, vision, values, etc. from within the current command being served in.

    iii.   The tone of the accompanied text to the photo or video is important. Tell the audience on this platform what they see and why. Recommend an approach similar to news captions, but add questions, facts and/or quotes to spark continued interest.

e. <u>Avoid posting or tweeting the following types of information</u>**:**

    i.   pre-decisional information, proprietary information, business sensitive information, information designated as For Official Use Only;

    ii.   information that is not based on personal experience or not in the scope of personal duties;

    iii.   information — other than authorised news releases — about casualties prior to official confirmation that next of kin have been notified and some competent authority authorises publication of specific casualty information. Commanders are reminded that casualty information is to be tightly controlled and heavily scrutinized;

    iv.   information — other than authorised news releases — regarding events or incidents currently under investigation;

    v.   information that is under copyright or trademark, without permission of the holder;

    vi.   unit or other personnel lists/rosters, charts or directories, or the names, addresses and telephone numbers of unit members; and

    vii.   any image, still or motion, of any military operation or activity unless that image is personal and has been cleared for release by the proper authority.

viii. Avoid gifs or memes that could detract from the professional tone of the organisation.

f. <u>Operations Security (OPSEC)</u>. OPSEC guidelines must be followed by all units and HQs in ACO/ ACT involved with digital media campaigns:

    i. Establish a robust standard operating procedure (SOP) with the designated web/social media administrators to ensure that digital media content is approved by the proper authority and trained in OPSEC.

    ii. Monitor official digital media to ensure no inappropriate or sensitive information is released on the official platforms.

    iii. Conduct regular OPSEC training with the PA teams associated with producing and publishing digital media content.

    iv. Next to maintaining a corporate command/HQ website, the use of digital engagement is the norm and is a convenient means for ACO/ACT commands and their commanders to communicate in real and near-real time with their audiences. These accounts are often maintained by dedicated Public Affairs personnel that write, post and tweet on behalf of the command or commander. It is vital to realise that the content is the 'voice' and position of the command and/or the commander. It is meant to communicate the commander's intent and philosophy. The aim is to broaden and deepen the understanding of ACO/ACT and by engaging with audiences we can explain our mission, generate support and temper opposing views.

Annex 8-A   Policy on the Release of Information

All ACO and ACT PAOs will abide by national policies and ensure at all times that Next of Kin (NOK) is informed by the nation before any information is released by NATO personnel.

The following are the general policies for the release of information during NATO operations.

Specific policy should be addressed in the OPLAN, which in turn, will be approved by the Military Committee and the North Atlantic Council.

1. **Personal Information.**

    a. Avoid release of inappropriate personal information. Generally the name, rank, position and nationality of a service member is appropriate, but national policies will dictate. Some nations encourage the release of hometowns in order to draw public support but other nations discourage this policy for security reasons.

    b. It is usually inappropriate to release the names of family members, pay scales, or other information of a personal nature.

2. **Casualty Information.**

    a. Deaths or Killed in Action.

        i.   NATO PA offices in theatre will acknowledge deaths or serious injuries to personnel under NATO command in accordance with the PA principles. Ideally, NATO Mil PA will inform the media first, and thus be ahead of adversary efforts to shape and frame media coverage of the situation for their own purposes.

        ii.   Release of names, nationalities and personal details of service members killed or seriously injured is a national responsibility. Where casualties are incurred during an ongoing operation, relevant and verified information will be disseminated by NATO PA to the media in a timely fashion, while respecting the prerogative of troop contributing nations to confirm the nationality, detailed nature of casualties and the circumstances of the event. This requires speedy and proactive coordination to ensure message consistency amongst NATO and national PA communications.

        iii. PAOs should take care to ensure that the casualty release does not identify the nation (e.g. if only one nation is operating in a particular region, announcing that region will identify the nation and subvert the national prerogative to release the information). Pro-active staff work will identify the potential for such issues and the CPAO should coordinate ahead of time for an amicable solution with the nation.

    b. Wounded, hospitalized or ill.

        i.   National policies dictate the release of information with respect to wounded and sick NATO service members.

ii. OPSEC, patient welfare, privacy, and NOK/family considerations are the governing concerns related to media coverage of wounded, injured, and ill personnel located in medical facilities or other casualty collection and treatment centres.

iii. Permission to interview or photograph a patient, including those during medical procedures, will be granted only with the consent of the attending physician or facility commander and with the patient's informed consent, witnessed by the person responsible for escorting the journalist. 'Informed consent' means the patient understands his or her picture and comments are being collected for news media purposes and they may appear in any news media reports. The attending physician will confirm that the individual is medically capable of giving informed consent.

c. Persons Missing in Action.

i. The issue of missing persons is particularly important since it may be necessary to withhold information due to the security classification of the information (i.e. in anticipation of a rescue mission or the need to safeguard the information from an adversary in the event the person is trying to evade capture).

ii. A restriction on a journalist's access or an embargo on the release of information related to a missing person may be established in such cases.

3. **National Issues Related to Involvement in NATO Operations.**

a. National Caveats.

ii. NATO does not discuss national caveats or restrictions imposed on forces involved in NATO operations. Such caveats are national business, outside the prevue of Mil PAOs to comment.

iii. Should question regarding national caveats be posed, the PAO will politely decline to discuss, while inviting the journalist to contact the appropriate MOD.

b. National Troop Contributions.

i. The political headquarters will take the lead on announcing national troop contributions. Although the numbers might be taken from the theatre personnel tracking systems, NATO HQ will validate the numbers with the various national authorities to ensure that the number is accurate and releasable.

ii. Once NATO HQ releases the number (typically on the product named "the Placemat"), Mil PAOs may refer to those numbers on the NATO Website.

4. **Prisoners of War (POW) and Detainees.**

a. The Geneva Conventions relative to the Treatment of POWs need to be taken into consideration when providing the media information about POWs. While the conventions do not specifically mention the release of public information, various languages in the conventions clearly imply some limitations.

b. Article 13 states that POWs must be protected "against insults and public curiosity". Public curiosity certainly can be taken to mean the news media. Article 14 states that POWs are "entitled in all circumstances to respect for their persons and their honour". If potentially disrespectful images were released to the media, or if the release of an image in itself could be seen as disrespectful, this could be seen as a violation of the conventions.

c. Finally, Article 16 states that, taking into consideration other provisions in the convention, "all prisoners shall be treated alike". Thus, to single out a prisoner of war to be displayed on TV, might be construed as a violation of the convention.

d. This is not to say that prisoners should never be shown on TV or exposed to the media. The need to inform the public may well mitigate the release of images or information about POWs if this is done appropriately and with respect for privacy.

e. Finally, ultimate responsibility for the release of information about POWs is left to the POW Information Bureaus called for in the conventions. These bureaus collect and share information so nations and next of kin can be duly informed.

f. When it comes to the release of information about prisoners of war, it is prudent to be very cautious. The privacy rights of prisoners must be weighed against the need to inform the public. General images designed not to embarrass or single out prisoners, but simply to inform the public, are likely acceptable.

5. **Court Proceedings, Indictments, Investigations and Evidence.**

a. Details about active investigations. Neither PAOs nor Spokespersons should comment on on-going investigations, whether procedural or criminal. Most investigations into criminal wrong-doing will be handled by either host nation or alliance national authorities. PAOs should acknowledge an on-going investigation and refer questions to the respective authority.

b. War crime indictments. NATO does not prosecute war crimes, therefore any queries with respect to war crimes or indictments should be referred to either the national authority or the presiding organization (e.g. The Hague).

6. **Operational Security (OPSEC) and Rules of Engagement.**

a. Information about Special Operations Forces. Names, units, tactics, techniques, and procedures should not be released or discussed without the NATO Special Operations Force Commander's expressed authorization. Respect national rules concerning release of information regarding SOF.

b. Intelligence gathering/sharing. Information regarding intelligence gathering, sharing or collecting should not be released or discussed.

c. ROE. Details about Rules of Engagements and detailed Escalation of Force procedures should never be released or discussed.

When in doubt, consult your Legal Advisor and Higher HQ PAO.

Annex 8-B   General Comments Policy for Digital Engagement

1. ACO and ACT policy is to allow comments by external users on all of its social media sites. Engage with the audience when appropriate, provided this is done by, or in consultation with the applicable media operations desk officer.

2. Where an answer can be given quickly and simply, respond directly to online questions and queries. More difficult or detailed questions should be referred to existing official channels. Media queries should be directed to the appropriate Mil PA office.

3. All social media platforms should include a clearly posted comment policy that indicates to users the rules surrounding online interaction. This maintains credibility when deleting comments that do not adhere to the policy. An example of a comment policy is as follows:

    a. No graphic, obscene, explicit, abusive, hateful, racist or defamatory comments will be tolerated. These will be removed as soon as identified and offenders may be banned.

    b. No solicitations or advertisements. This includes promotion or endorsement of any financial, commercial or non-governmental agency. Similarly, we do not allow attempts to defame or defraud any financial, commercial or non-governmental agencies.

    c. Details about ongoing investigations, or legal, or administrative proceedings that could prejudice the processes or could interfere with an individual's rights will be deleted from this page.

    d. Apparent spamming or trolling will be removed if (technically) possible on the specific platform, and may cause the author(s) to be blocked from the page without notice.

    e. No copyrighted or trademarked images or graphics may be posted. Imagery posted should be owned by the user.

    f. No comments, photos or videos that suggest or encourage inappropriate or illegal activity. No documents of any kind should be posted on this page.

    g. You participate at your own risk, taking personal responsibility for your comments, your username and any information provided.

    h. All information posted to social media sites will be no higher than unclassified.

    i. The appearance of external links or the use of third-party applications on this site does not constitute official endorsement on behalf of NATO/SHAPE/ACO/ACT.

Annex 8-C   NATO Multimedia Portal

1. **The NATO Multimedia portal.** Through this portal, you can easily download professional quality media:

   a. B-roll of VIP visits to NATO, including high-level meetings

   b. B-roll from exercises and operations

   c. Voiced/edited video packages

   d. Animations

   e. Social media clips

   f. Stock shots following news and current affairs

   g. NATO press conferences and speeches

   h. Archive footage

   i. This service is free of charge

   j. Use of content

2. **Guidelines for the external use of NATO content.**

   a. No material produced by NATO is to be sold, used for outside advertising or promotional purposes of any kind.

   b. All content taken from NATO and republished must be clearly credited or sourced to NATO.

   c. Photos, videos and articles are released under the legally recognised terms of "Fair Use" to members of the press, academia, non-profits and the general public.

   d. No material is to be used in programs, articles or online publications of any kind that defame NATO or its member countries.

   e. Material is provided, free of charge, for use in objective and balanced content, even if at times the end products may be critical of NATO.

   f. In instances where a member country is criticised, NATO wishes it to be made known that it does not associate itself with the contents of the article, publication or broadcast.

3. NATO reserves the right to request the removal of NATO copyrighted material from any externally created content.

4. Registration is on the website: https://dams.natomultimedia.tv/portal/Register.html

Chapter 9 - Public Affairs Training

1. Introduction.

a. As with all military activities, to be confident, proficient and effective, PAOs, PA staff members and spokespersons require training at various levels and across a wide spectrum of topics. Unfortunately, in the heat of conducting real-world PA operations, training often becomes a secondary priority forcing the PA staff to learn by 'on the job training'. Obviously, being expected to perform at a high state of effectiveness in this manner is not the optimal solution. But with the limited time available, high real-world operational tempo, differing skill levels, skill sets and languages of an ACO/ACT PAO staff, how can the PAO meld the team into an efficient organisation? This chapter will provide a primer for the PAO to develop training concepts.

b. To deliver effective StratCom requires the Communications Division/ Branch to be staffed with trained and experienced communications practitioners. NATO StratCom Education and Training, AJP-10 (DRAFT FEB 2020), defines the minimum level of proficiency for all personnel assigned to positions within NATO ComDivs/ Branches in order to adhere the StratCom Education and Training (E&T) delivery of Allies (which are diverse due to differing national approaches to the concept of StratCom) with the needs of the Alliance.

c. NATO StratCom success is heavily dependent on the competence of individuals. This competence is determined by criteria including: ability, knowledge, understanding, capability, interaction, experience and motivation. These can only be achieved by effective E&T; initially performed by the nations, then enhanced by NATO. Effective training requires appropriate allocation of resources by both Nations and the Alliance in terms of manpower, finances, infrastructures, equipment and time.

d. This chapter briefly introduces:

   i. ideas, recommendations and techniques for the PAO to formulate a collective training program for the Mil PA section. These ideas will help maximize those individual skills taught through national and ACT programs to apply them to a collective team environment in preparation for real world missions (including unforecasted ones);

   ii. ideas to prepare spokespersons, non-PA service members and family members for media engagements;

   iii. assessment tools for the PAO to tailor to own training needs.

2. Roles and Responsibilities.

a. Key Responsibilities.

   i. Allies are responsible for ensuring personnel arrive in post meeting the BASIC Education and Training (E&T) requirements.

   ii. The Requirements Authority (RA) is responsible for setting the ADVANCED E&T requirements.

    iii.   Through the Requirements Authority, the RA is responsible for identifying any additional ADVANCED training requirements not identified in this STANAG.

    iv.   The StratCom Department Head (DH) is responsible for identifying and managing the ADVANCED E&T solutions.

    v.   Costs for BASIC E&T falls to nations.

    vi.   Costs for ADVANCED E&T designated as ESSENTIAL in a Job Description (JD) falls to nations.

    vii.   Costs for ADVANCED training designated as DESIRABLE in a JD falls to NATO.

3. National Responsibility.

a.   Nations providing personnel to serve in NATO StratCom Peacetime Establishment (PE) and Crisis Establishment (CE) positions must educate, train, and qualify their personnel to the level set out in the BASIC CCRs. The fulfilment of the Commanders Critical Requirements (CCRs) can be achieved through a combination of course attendance and experience gained through 'on the job' training.

b.   Nations are also responsible for ensuring that their personnel have attended any NATO training specified as ESSENTIAL in the relevant JD prior to taking up post.

c.   To increase interoperability, Allies and Partners are encouraged to adapt their national E&T programmes to reflect the BASIC CCRs in this STANAG and make courses available to other Allies.

d.   Where national training meets the ADVANCED CCRs, nations are encouraged to have it certified as a NATO course and made available to other Allies.

e.   Nations wishing to bid for NATO StratCom PE/CE positions, but without the capacity to train their own personnel, must utilise the BASIC E&T opportunities (resident, distance learning, mobile training, etc.) offered by other Allies through the NATO Education and Training Opportunities Catalogue (ETOC).[44]

f.   NATO Partners can participate in NATO StratCom E&T courses provided their personnel meet the pre-attendance training and experience standards, and subject to availability. Attendance may also be dependent on security clearance limitations. Applications are to be submitted through NATO Bi-SC Military Partnership Directorate (MPD).

4. NATO Responsibility.

a.   <u>NATO Military Authorities (NMA).</u> NMA are responsible for ensuring personnel posted into StratCom positions meet the minimum standards set out in this STANAG and the Job Description.

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[44] accessible via www.act.nato.int

b. <u>Supreme Allied Commander Europe (SACEUR)</u>. SACEUR is responsible for appointing the Bi-SC-agreed StratCom Requirements Authority.[45]

c. <u>Supreme Allied Commander Transformation (SACT).</u> SACT is responsible for NATO E&T and appointing the E&T OPR. The OPR is responsible for maintaining the highest possible standard and quality of training at NATO accredited schools, with a primary focus on NATO School Oberammergau StratCom and MilPA courses. The OPR shares insights with the NATO communications community to ensure course curriculums are aligned with NATO TRA and TNA.

d. <u>ACT DCOS Joint Force Development (JFD).</u> DCOS JFD directs and coordinates all NATO E&T activities. Global Programming is the primary instrument for managing these activities. DCOS JFD is functionally responsible for Global Programming, including establishing the Governance Framework and maintaining the discipline structure.

e. <u>Requirements Authority (RA).</u> The RA is responsible for articulating the operational requirements for the StratCom disciplines.

f. <u>StratCom Department Head (DH).</u> The DH is responsible for the centralised coordination and decentralised execution of E&T activities in order to provide training solutions to the RA-defined requirements; thus closing the E&T and performance gaps identified during the TRA process. The DH also maintains close contact with military and civilian centres of learning (NATO Centres of Excellence, Nations' Defence Colleges, universities, and military and civilian specialist training facilities) in order to keep abreast of emerging developments and new concepts and ideas. The DH sits at NATO StratCom COE and is the steward at the Annual Discipline Conference where a Discipline Alignment Plan is finalized.

g. <u>NCS/NFS Commands</u>. ACO Units and HQs are responsible for reviewing and updating JDs, using the ADVANCED CCRs in this STANAG to establish minimum essential requirements. HQs are also encouraged to report changes in job requirements to the RA, through the PE/CE review process, and/or to propose the need for new requirements at the Annual Discipline Conference or during the scheduled Working Groups (WGs).

5. **Education And Training Facilities (ETF) Responsibilities.**

a. <u>National/Multinational ETFs.</u> National/Multinational ETFs are strongly encouraged to redesign their StratCom E&T solutions to align with the BASIC CCRs in this STANAG. This will ensure that personnel attending the courses are eligible for assignment to positions with NATO ComDivs and meet the pre-attendance standards for NATO ADVANCED E&T solutions.

b. National/Multinational ETFs are also encouraged to develop E&T solutions to satisfy the ADVANCED CCR requirements; enabling them to achieve NATO course certification.

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[45] StratCom RA has responsibility for the entire StratCom discipline; incl. StratCom, Info Ops, Mil PA, PSYOPS.

c. ETFs are required to keep E&T solutions up to date and ensure the content is continuously reviewed in line with D&G from DH.

6. Developing a Training Plan.

a. <u>Analysis</u>. Developing a training plan begins with an analysis of the mission, Commander's guidance and Higher HQs specified and implied tasks. This analysis should not be limited to the purely PAO tasks but should also take into consideration the mission and tasks for the unit that the PAO section supports.

b. <u>Critical Task Development</u>. From this analysis, the PAO then determines four or five critical tasks required for accomplishing that mission and fulfilling the stated guidance. These critical tasks will normally be larger scale collective (team) tasks as opposed to individual service member tasks. For example, a PAO preparing to deploy might assess the PAO section critical tasks to be:

   i.   Critical Task 1.Establish and run a NMIC.

   ii. Critical Task 2.Prepare the Commander/Spokesperson/SME for media interviews.

   iii. Critical Task 3.Develop and execute an imagery strategy.

   iv. Once establishing these critical tasks, they become the cornerstone for allocating time and resources towards developing the PAO section's proficiency.

c. <u>Sub-task Development</u>. After critical tasks are chosen, sub-tasks can be developed. The subtasks begin to identify lower-level collective and individual tasks which are required to be proficient at the critical task. In other words, the subtasks are the 'bite-sized chunks' that can be trained daily. The multiple sub-tasks should complement each other, building the various skill sets of the section towards accomplishing the critical tasks.

d. <u>Taking our example forward</u>, the PAO may decide to focus on the imagery requirements of the mission. The PAO should develop the sub-tasks which support the critical task as follows:

   i.   Critical Task 3. Develop and execute an imagery strategy

   ii.   Sub-task a.   Identify imagery opportunities

   iii. Sub-task b.   Determine imagery needs

   iv.   Sub-task c.   Develop photography skills

   v.   Sub-task d.   Develop video skills

   vi.   Sub-task e.   Format imagery for internet release

   vii. Sub-task f.   Assess imagery for OPSEC or policy compliance

   viii. Sub-task g.   Archive and retrieve imagery

   ix.   Sub-task h.   Plan and execute logistics support for the imagery strategy

e. <u>Training Management</u>. The PAO, operating in a time-constrained environment must first prioritize the training focus and resources. Some recommendations, based on our imagery critical task example, follow:

   i. Assess existing skills. Assess what the section is already good at and what skills they truly need to develop. For instance, if the imagery section is proficient in photography composition and editing, perhaps the training should jump to policy or logistics. The PAO has to make this decision based on an assessment of current proficiency.

   ii. Prioritize. Decide what the key, most important skills are and focus training on those skills. For example, if your photographers lack sufficient camera function and composition skills, this should be the first priority for training. All of the DVIDS work, logistics planning and archiving will not matter if the photographic skill sets are lacking.

   iii. Focus on sub-tasks initially. Once a base proficiency level has been reached with sub-tasks, the critical tasks begin to take shape. A foundation of multiple sub-tasks will cascade toward proficiency at critical tasks.

   iv. Utilize NCO's talents. NCOs are the technical experts. Use their skills and experience to your advantage.

   v. Co-opt. Seek other agencies or assets requiring or providing the required training. For instance, local newspaper photographers might be willing to establish a training partnership in return for embed opportunities.

   vi. Protect training time. In real-world PA it is very easy to get caught in daily operations, overlooking training time. Daily staff requirements will invariably encroach on training. In this case, the PAO must make clear that training is a priority and must protect the PAO section from outside interference. This might require standing up to the chain of command, but it is vital to ensure that the section is prepared to accomplish its mission.

   vii. Battle Drills. In real world operations, certain tasks must happen automatically. The team must recognize the trigger of the event, and then begin to accomplish specified tasks in accordance with standing operating procedures. When an incident occurs, the unit must know, almost instinctively, how to react as a team. In combat arms branches these are call 'battle drills'. Smooth execution of battle drills are a result of repetitive training and rehearsal of that task. When applied to PA, this could mean reacting to a casualty situation. The trigger in this case might be the notification by the PA liaison in the operations centre to the Media Operations section of the casualty report. The Media Operations section would then work through the liaison and J-3 to gather facts on the incident, draft a press release, coordinate with higher headquarters, and review the release for factual correctness and policy compliance. The final tasks would involve gaining approval from the CPAO and Command Group and completing the drill by releasing the news release within a specified number of minutes. Other battle drills might include: identifying and releasing weapons sight video to rebut enemy propaganda statements;

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preparing commanders and SMEs for impromptu, opportunity media engagements; or setting up the DVIDS satellite equipment.

viii.   Do not limit training battle drills to purely PA functions. PA should strive to integrate into operational battle drills as well. Examples for this include PA photographers and PA staff establishing an immediate NMIC and documentation of an incident site.

ix.   Performance Measures. Once the training tasks and objectives are identified, the PAO must identify how training will be evaluated – typically this is done by comparing the training against performance standards. Performance standards form the basis of the lesson plans and evaluation. They should identify the specific skills and tasks required to perform a sub task well. This Handbook provides policy recommendations, templates and examples of PA products that the PAO may use to develop performance standards. Continuing with our imagery example, the PAO can use Chapter 11 – Imagery to evaluate a photographer's captioning skills. In addition to the Handbook, many national PA schools maintain very specific performance standards for a variety of tasks.

x.   Training Appraisal and Feedback. A critical part of training is providing good, honest and critical feedback in a positive manner for growth and improvement. There are a variety of ways to provide feedback, most of which are beyond the scope of this text. It is important, however feedback is done, to ensure that the subordinate knows the standard and understands whether their performance met the standard or where and how it did not meet the standard.

xi.   Training Cycle. Training is an on-going process. The training process is never complete. The PAO must continually re-assess the competence level of the PA staff, modifying and tailoring the training plan, particularly during times of personnel transition, changes of mission or changes in equipment. Likewise, as a general proficiency is developed across the spectrum of tasks, the PAO should seek to increase proficiency to a higher standard.

xii.   Include Regional and Cultural Training. For PA to deploy and operate in a foreign environment, the PA staff must maintain a decent perspective on the host nation's language, infrastructure, and cultural nuisances. Such aspects should also be included in the PA training plan. A resourceful PAO might bring in SMEs to talk about the culture and media environment, arrange language training of develop a reading and viewing list of appropriate books, movies and documentaries to culturally sensitize the section.

xiii.   Basic Soldier Skills. Do not overlook the basic soldier and military skills required to survive in a hostile environment. This is important for two reasons: first and foremost, your PA service members must be able to operate within a military formation, defending themselves when necessary; secondly, they must always be seen as service members first and PA practitioners second to maintain the credibility of the career field.

7. **Non-PA Service Member Training.** PA training should not be limited to training PA soldiers. PAOs also have a responsibility to train commanders, spokespersons, non-PA service members and family members in military/media relations. Organic PA elements must develop training programs for their supported units. These can take the form of classes as well as pre-deployment briefings for units and family members.

8. **Training for commanders and SMEs**. Unit commanders and individual SMEs must be prepared to be interviewed. It is a PA responsibility to ensure they are familiar with the ground rules and understand to restrict statements and comments to their respective area of expertise. Preparation recommendations, interview techniques and assessment resources are provided in Chapter 4, Annex 4-N and 4-O as well as Annexe 9-A, B, C, and D.

   a. Commanders must also be trained on national and Alliance PA policies and potential issues which he might face regarding command philosophy, service members' relations with the media, and social media policies, for example. The PAO, working with other key staff functions, must inform, advise and train the Commander so he may make reasonable decisions in these matters.

   b. Training non-PA Service Members. Individual service members must be advised of the inevitability of media presence during operations. Units PA training should be part of NCO training time and consist of training the respective nation's media policies what they should and should not talk about when meeting the press. ACO/ACT encourages service members to address the media in a professional, informed manner, provided the service member's remarks fall within the servie member's lane of responsibility and within the respective nation's media policy.

   c. Training UPARs. As stated in Chapter 2, Role of the PAO, PA responsibilities might have to be delegated to a non-PA trained representative. PAOs should advise the Commander on selecting a competent, well-spoken and operationally informed UPAR to support the communications objectives. Once selected, it is the PAO's responsibility to train the UPAR and prove the tools and support to succeed. Annexes 9-G, H, and I provide examples of SOPs, checklist and training plans which can be tailored to fit the command's needs.

   d. Training for Family Members. PA training for family members consists of educating them on their rights and responsibilities when interacting with the media. Family members often know more about specific operations than should be revealed to the media. They must be advised not to discuss information, which may be used by the enemy against their spouse's unit, such as details about troop movements, destinations, missions, etc. They must also be advised that they have the right to refuse to talk to the media. **Family member briefings should be a standard element of pre-deployment activities.** A sample training outline is provided as Annex 9-D.

9. **PAO Professional Development**. PAO professional development is often neglected due to time constraints and high operational tempo. The PAO should make efforts to seek out training and professional development opportunities. Professional forums, recommended reading lists, PA TechNet collaboration and active pursuit of mentorship are all means to satisfy the need for professional development and growth. Additionally, ACT and several Alliance nations open enrolment of senior PA

courses to Alliance PAOs. There are great opportunities to, not only learn the PA craft, but also to develop multi-national contacts and insight.

10. **Indigenous/Partner Forces Training**. Contemporary operations show that Alliance PAOs will be called upon to training, mentor and assist indigenous and partner forces with developing and increasing their PA and communications capabilities. The recommendations and examples within this Handbook proved a good starting place to begin developing training programs. Higher headquarters, Ministries of Foreign Affairs and Embassies might also be a good source of information, material and guidance when pursuing partner force training.

11. **Training Products**. The following annexes are provided as examples to develop training resources for your unit's PA training. These are generic in nature and do not necessarily comply with each nation's PA of media policies. They should be tailored to your particular national policy, mission and Commander's intent.

Annex 9-A   A Leader's Guide for Succeeding with the Media

1. **Commanders, regardless of size or type of unit, have PA responsibilities.** Commanders must ensure that they meet the information needs of the higher HQ and other critical national audiences and that the unit is prepared to operate in a media environment.

2. **To operate successfully**, commanders need to understand the following PA principles:

   a. Feed Internal Audiences. Identifying, understanding and fulfilling information of internal audiences enhances morale, confidence and unit discipline and effectiveness.

   b. Inform External Audiences. Facilitating the efforts of the media fosters the confidence of Alliance and other interested publics and deters enemies and potential adversaries by communicating capability, readiness and resolve.

   c. Every service person is a spokesperson. Good commanders recognize the benefits of soldier-media interaction. They seek opportunities to train their soldiers how to interact with the media and find opportunities to encourage this interaction.

   d. Journalists are not the enemy. The media is an important information channel to the Alliance public, and most journalists strive to publish accurate, truthful, balanced stories. Commanders need to understand that the media's goal is not to undermine, interfere or misrepresent, although some stories will be negative, and misunderstanding, errors and criticism will occur. By proactively assisting reporters in obtaining information and access to personnel, units help educate the public and foster confidence in our organisation. Remaining silent or uncooperative, leads to antagonistic, counterproductive results and incomplete, inaccurate and imbalanced stories. **Remember, if we don't tell our story, someone else will tell it for us.**

   e. 'Maximum disclosure with minimum delay'. The Alliance has an obligation to keep the public informed. Therefore, information will be made readily available, within the bounds of OPSEC. Information should not be withheld solely to protect the mission from criticism or embarrassment. When speaking with a reporter be honest, accurate and candid. However, understand your Commander's information strategies and your role in supporting the command's objectives.

3. **Dealing with the media.** Commanders and their personnel must remember the following:

   a. Know to whom you are talking. When a reporter comes to your unit, verify credentials.

      ii.   If the reporter is properly accredited, assist in gathering information to tell the story.

      iii.   If the reporter is not accredited, inform reporter to request accreditation through military channels. If uncooperative, do not detain, threaten, or try to apprehend.

     iv.   Report the incident through you chain of command and to the PAO.

b. <u>Know your rights</u>. It is your choice whether or not to speak to reporters. If you decide to speak with a reporter, you may talk without fear of repercussion or punishment. Keep your answers brief, simple and to the point. **Avoid rambling explanations full of acronyms and jargon.** Always be both professional and courteous. If necessary, ask the reporter to repeat, clarify or rephrase their questions. Remember that it is okay to say you don't know, you may refuse to answer any question you feel is inappropriate, and you can end the interview or conversation any time you desire. If you chose to end an interview or conversation or chose not to speak with a reporter, know how to do it without causing animosity, anger or frustration.

c. <u>Know your limits</u>. Stick to subjects within your own area of responsibility and personal knowledge. Stay in your lane.

d. <u>Remain truthful</u>. **If you don't know something, say so. Don't speculate! Don't repeat rumours!** Be honest, accurate and candid. Do not respond to hypothetical questions, comment on remarks or statements you have not seen or heard. Do not discuss situations, issues, or subject matters which are outside the expertise of your command.

e. <u>View media visits as opportunities</u>. Provide escorts and support to accredited media whenever possible. Emphasize the positive aspects of your unit and mission, but don't try to hide problems. Introduce the reporters to yourpersonnel. Show them your equipment and training. Let them understand your motivation pride and morale. Their inside look at your unit can result in favourable coverage for your people, their accomplishments, the operation and NATO.

f. <u>Maintain 'Security at the Source'</u>. Don't violate OPSEC or aid adversaries. Actual and potential adversaries have access to the information published by the media. The most effective way to protect classified or sensitive information that might jeopardize your personnel, unit or mission, or be used as propaganda against our nation and force is to practice security at the source. If information is inadvertently provided, remain professional, seek the reporters' assistance and cooperation or obtain assistance through the chain of command. Do not attempt to forcibly confiscate the reporter's film, notes or equipment, or detain, threaten or apprehend the reporter.

g. <u>Maintain professionalism and composure</u>. When interacting with media, you must always maintain a professional attitude. Never lose your composure or temper or give sarcastic responses to questions you feel are inappropriate. Never try to mislead, equivocate or rationalize. Never threaten, or attempt to physically interfere with, detain, or apprehend a reporter. Never try to confiscate a reporter's equipment. Your Rules of Engagement (ROE) and SOPs should include policies in dealing with the media.

h. <u>Prepare your Personnel</u>. Prior to meeting with the media, personnel should be; made aware of PA guidance, informed of the NATO perspective, themes and messages, and briefed to ensure their information is accurate and up to date. They should not be told what they can and cannot say but should understand the significance of their actions.

    i.   Incorporate media contact into your SOPs, training scenarios, and rehearsals.

        i.   Just as you task organize your unit for CASEVAC[46] and POW[47] search, so should you designate and train media contact teams. Train these teams to understand how to deal with the media just as in any other battle drill.

        ii.   Interject media scenarios into your training. Periodically include PA classroom training and media role-players into field training.

        iii.   Rehearse actions on media contact as part of your preparation for combat and troop leading procedures.

    j.   Report Media contact. Report all media interaction to your command and the PAO. Use the PAO After Action Review (AAR) format when possible. This allows the PAO to track media trends and effectively address the media requirements. Also, good feedback assists the command in developing realistic training scenarios.

4. Understand the resources available to assist you with your PA program.

    a.   Seek PA guidance. Your chain of command or UPAR should be able to provide appropriate TPs, themes and messages for anticipated media contact.

    b.   Seek assistance from the PA Staff. The PAO is trained and resourced to advise and assist you in developing and executing your media training program.

5. PAO Contact Information – (insert e-mail, phone and mobile numbers)

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[46] Casualty Evacuation.

[47] Prisoner of War.

Annex 9-B   Interview Techniques

1. **Blocking.**

   a. Deftly avoiding the question.

   b. Never say "No comment" or refuse to answer with hostility.

   c. Try to explain briefly why you cannot answer, usually OPSEC.

   d. Bridge to your message.

   e. Stay in your lane!

   f. Only talk about things in your area of expertise and things of which you have direct knowledge.

   g. "There is a lot you can talk about without talking about what you can't talk about!"

2. **Bridging** is a well-known technique to deal with difficult questions and gets you from the question asked to the answer you want to give (often a key message). Bridging allows you to:

   a. Turn the discussion to your agenda.

   b. "Asked about a problem? Talk about a solution."

   c. Present your message and support it.

   d. When bridging: block or answer the question briefly, then use a transitional phrase as a bridge to your message. Common bridging phrases are "what I can tell you", "what you should consider", "what's important to realize", etc.

   e. When bridging, quickly reframe the question before you answer. By doing this you can turn a negative question, or a challenge, into something you want to say.

   f. Blocking and Bridging Sample:

   Q. "Do you think NATO should attack Syria?"

   A: "That's a question for our nations' leaders; what I will tell you is that soldiers at my base are trained and ready to perform any mission they are called on to do."

3. **Interview 'DO'S'**.

   a. Be polite but firm.

   b. Discuss how you would like to be addressed.

   c. Ask the reporters their names and try to break the ice.

   d. Use the reporter's first name instead of 'Sir' or 'Ma'am'.

   e. Respond to hard questions with 'bad news' as willingly as you do good news to establish credibility and a good relationship.

f. Take your time: formulate the answer in your mind before speaking.

g. Be brief & concise – 10-20 second responses are appropriate soundbites.

h. Try to avoid using large words, military words, jargon, and acronyms – the audience for your interview is the Alliance public.

i. Ignore the camera and talk to the interviewer.

j. Remain in control of the interview.

k. Reasoned responses will help you stay in control even if the questions are silly or aggressive.

l. Always think OPSEC.

m. Stay in YOUR LANE – only talk about matters within your responsibility or personal knowledge.

n. If you don't know, say so.

o. Don't make anything up or speculate.

p. If you can't talk about something, tell the media why.

q. Be careful of statements of absolute nature.

4. **Interview 'DON'TS'**.

a. Participate in an interview that will interfere with your mission.

b. Avoid repeating the negative and evoking the journalist's frame. Reframe the question in your words and illustrate the situation, what the organization has done to make improvements, explain (if true) there is more to come, etc.

c. Do not attempt to cover negative events with a cloak of security or secrecy.

d. It is okay to refer requests for details about serious incidents to higher HQs.

e. Don't offer 'off the record' information.

f. Never lie – you represent NATO and your unit.

g. Do not discuss exact numbers or troop strength (use descriptions like 'Light', 'Heavy' or 'Moderate').

h. Do not discuss political or foreign policy matters – you don't speak for the political leadership.

i. Resist grumbling or thoughtlessly complaining.

j. Don't forget the adversary is listening.

k. Don't get trapped.

l. If a reporter claims they have information from a higher HQ, refer them back to that HQ for clarification.

m. Don't try to answer something OUTSIDE your lane! You do not need to answer every question.

5. **Interview Presence** (Physical Presentation).

   a. Demonstrate Confidence

      i. Sound confident.

      ii. Be conversational and informal.

      iii. Vary your pace and be well-modulated.

      iv. Exhibit confidence; don't be nervous.

      v. Speak clear and strong.

      vi. Look at the interviewer.

      vii. Be open and relaxed.

      viii. Be lively, but remember the emotion of the day.

      ix. Be interesting.

      x. Be friendly, but remember this is business.

   b. Focus

      i. Control your eyes: Look at the reporter in one-on-one. Look at the person talking in a group. Look at the camera in a remote.

      ii. Use appropriate nonverbal reactions and facial expressions.

      iii. Listen carefully and attentively.

      iv. Take off sunglasses, headgear, and badges. If sitting, use a stable chair, not one that swivels/rotates.

   c. Clarity

      i. Keep it simple but don't talk down.

      ii. Assume your audience knows little about the armed forces. Explain necessary points and make analogies. Tell a short story.

      iii. Avoid jargon, acronyms and bureaucratic/pretentious language.

      iv. You're not briefing your boss; you're talking to the people at home. Explain it like you would to 'grandma'.

      v. No profanity!

   d. Be mindful of your presentation

      i. Open – or closed off?

ii.   Relaxed – or tense?

iii.   Confident – or nervous?

iv.   Lively – or stodgy?

v.   Interesting – or boring?

vi.   Friendly – or hostile?

vii.   Are you in the correct uniform (by national standards and by situation?)

Annex 9-C   Prepare a Spokesperson to Address the Media

1. Part of the PA mission is to provide media interaction training. Successful training ensures a spokesperson is prepared to address the media in a positive, correct and effective manner and can respond to questions while stating the command's position, knowing and understanding PA policy and release guidelines. Refer to Chapter 4.

2. When preparing a spokesperson, PA staff should:

   a. Determine if the spokesperson will address the media in a one-on-one interview dealing with one subject or in an open forum where reporters can ask about anything. Develop a draft script and prepare answers to anticipated questions for the briefer.

   b. If the topic of the interview involves an extremely complicated or highly technical subject, call on a SME to help you put the information in understandable terms. In most cases it is better to have the SME as the briefer. If that is not possible, ensure he is at the briefing and at the training session.

   c. Try to find out who the reporters are and how they handled previous military briefings.

   d. Establish enforceable procedures/ground rules on what will be covered and how much time will be allowed for questions.

   e. Determine uniform and protocol requirements.

   f. Prepare a draft script to familiarize the briefer with the format of a media briefing and the kinds of questions he will be asked based on the presentation and the current situation.

   g. Setup: Provide all the materials and equipment at the briefing site. Provide handouts/fact sheets to the media prior to delivering the opening statement.

   h. Visual aids: prepare handouts/fact sheets for the briefing. Add cues to the briefing text for visual aids. Ensure you have the proper equipment (video playback, projectors, chalkboards, flip charts, maps, etc.).

3. Develop Opening Statement (gives the '5 W's' and command messages).

   a. Introduction (greeting, purpose and procedures).

   b. Presentation of facts (summary lead, body).

   c. Conclusion (reinforce theme or message).

   d. Emphasize competence and caring in the event of tragedy.

4. Develop Questions and Answers.

5. Anticipate likely questions:

   a. 5 'most expected' questions – what you want the public to know.

b. 5 'hardest/ tough' questions – topics that will require the spokesperson to bridge to approved talking points.

c. Question the opening statement. How will people understand the position?

d. Coordinate media prep packet with proposed talking points, Q&As with SME as well as higher HQs Mil PA.

e. Identify 3-5 key points to be made and highlight them on the spokesperson's media prep.

PA Checklist for Conduct of a Press Interview

1. Pre-Interview.

a. PAO tasks to support the Spokesperson / SME:

- ☐ Explain PAO role in process.
- ☐ Research reporter and news organisation, read last stories and develop bio.
- ☐ While negotiating the terms of the interview with the reporter, ask reporter if they will provide the topics/questions in advance.
    - o Follow reporter on social media
    - o Ground rules.
- ☐ Coordinate with Media Monitoring and Analysis at SHAPE for pre-/post-analysis.
- ☐ Obtain and review PAG.
- ☐ Review command messages, talking points.
- ☐ What image/themes do you want and NOT want to portray...what do you want the audience to take away from the interview?
- ☐ Develop sound bite synopsis.
- ☐ Who is the target audience for your message?
- ☐ Attribution rules.
- ☐ Policy restrictions.
- ☐ Time limit.
- ☐ Physical setting of the interview.
- ☐ SME appearance and body language.
- ☐ SME concerns (nervous, distrust media, etc.).
- ☐ Give information on stance and style of reporter.

b. PAO coordination with Reporter:

- ☐ The general tone of the coordination and interview should be one of helpfulness and friendliness so as to minimize the immediate barriers to forthright communication
- ☐ Introduce self and explain role.
- ☐ Inquire about interview requests.
- ☐ Clarify attribution category.
- ☐ Review ground rules.
- ☐ Based on the topic/nation, is PAO requesting a review of the article in advance of publication?
- ☐ Confirm time limit.
- ☐ Discuss topic with reporter to have an understanding of the reporter's awareness of key topics to be discussed during the interview. If necessary, provide factsheet, media kit and other background information to ensure reporter has necessary information in advance of interview.

2. Interview

a. PAO tasks during Interview.

- ☐ Introduce reporter and SME.
- ☐ Restate ground rules and OPSEC concerns based on topic of interview.
- ☐ Establish comfortable, professional climate.
- ☐ If necessary, clarify any misunderstandings during or post- interview (prior to reporter's departure).

☐ Interrupt tactfully (gross violations policy or ground rules only).

☐ Record interview to develop interview skills of SME and to document the actual statements of the SME. This can be confused in translation or through political agendas.

☐ Keep a very simple, brief outline of notes will help keep the interview on the right track. Look for emerging patterns from how the reporter is asking the question to what the SME is telling the reporter. The simple notes help identify the angle of the story and helps determine whether you should provide additional information to the reporter right away.

☐ Watch body language of both SME and reporter. This will clue to angle of story and comfort levels.

b. Spokesperson / SME responsibilities during Interview.

☐ If necessary, clarify any misunderstandings during interview.
☐ Repeat the question in your answer, plus add your message.
☐ Do not repeat negative words or phrases.

3. **Post Interview**.

a. PAO tasks during post Interview with Reporter.

☐ Clarify any information needed by reporter.
☐ Clarify any potential misinformation given by SME.
☐ Confirm any of reporter's additional requirements.
☐ Confirm publication/broadcast DTG.
☐ Offer further assistance.
☐ Re-emphasize command's position.
☐ Identify who to contact – follow-up.
☐ Watch reporter/news organisation social media for first impressions and story.

b. PAO tasks during post Interview with SME:

☐ Provide feedback to SME on performance (body language, responses – did SME go off message?).
☐ Forecast story/coverage based on interview; what do you expect the headline to be based on responses.
☐ Provide publishing or broadcast time and date.

c. Provide higher command:

☐ Initial impressions report.
☐ Success in presenting command messages.
☐ Main theme of interview.
☐ Expected outcome.

Annex 9-D   Family Members and Media Interviews

1. Military families often become the centre of news media attention. Because of this, family members should know these concepts when dealing with the press.

2. Service members and their families sometimes don't realize they can be the best (sometimes the only) sources of information for news stories. Their individual stories are often the best way to tell the military's story, good or bad. Family members should keep the following guidelines in mind when interacting with media:

    a. You have the right to say NO to an interview request. Some reporters have coerced family members into submitting to an interview by emphasizing the public's 'right to know' and 'freedom of the press', but your right to privacy always takes precedence.

    b. It is NOT harassment if a journalist calls your home or stops you at the supermarket to ask for an interview. It is harassment to infringe on your privacy or persist after being told "no".

    c. Your home is your property. No one, reporter or otherwise, has a 'right' to enter your home or property unless you grant them that privilege.

    d. If you decide to talk with the media, establish ground rules before the interview. Prior understandings are for your protection, and responsible, professional reporters will respect these.

    e. If you desire, contact your PAO for assistance. PAOs have a working relationship with the media and can provide advice that will help protect your privacy, yet allow the news media to report the story.

    f. Know with whom you are talking. Before answering questions, get the reporter's name, organization and phone number - especially if you are going to decline the request. Your caution will discourage the reporter from persisting.

    g. When you agree to an interview, remember that you give away some of your privacy. Always keep in mind the family's best interest when dealing with the news media.

    h. If you consent to an interview, you may not want your full name to be used. You should always ensure that your address is not used. Television pictures of your house are not a good idea. Explain to reporters that your wish to maintain privacy at your home will help protect your family from harassment by a wide range of people who could learn through press coverage where the family lives.

    i. Appearing on television or being written about in the newspaper could identify you as a target for unscrupulous salesmen, crank calls, or crime.

    j. Know who will hear you. Family members often have information that would be useful to an enemy. Make sure they understand adversaries also watch television and read newspapers for intelligence purposes.

k. Know your limits. Talk only about what you know first-hand. It's okay to answer with "I don't know." Never make comments or answer questions that talk about what might happen or could have happened.

l. Know what to keep to yourself. If your spouse calls or writes with news about casualties, unit locations, or deployment timelines, keep such information to yourself. Deployments spawn rumours, and some of what you might hear could be wrong, sensitive, or subject to change.

Annex 9-E   Interact with Media (Non-PA Service Member Training)

Service Member's Name and Rank			
Unit		Date	

Requirement: Train non-PA service members to interact with the news media in a tactical environment.

Guidance: Train non-PA service members to perform the following functions:

- ☐ Determine whether he/she may participate in a media interview.
- ☐ Follow guidance put out by the chain of command.
- ☐ Military personnel have the right to express their personal opinion.

Performance Measures. Service member successfully:

- ☐ **Identified legitimate media.** Checked ID and press credentials. If the journalist produces identification and press credentials, continue with the interview. If not, referred the journalist to the chain of command or PA representative.

- ☐ **Recognizes rights.** Service member recognized the right to speak or not to speak to the media; understood he did not have to answer all the questions; controlled the length of the interview.

- ☐ **Recognized obligations.**
    - ☐ Maintained OPSEC.
    - ☐ Exercised good judgment and professionalism at all times.
    - ☐ Made no negative comments toward a race, religion or culture
    - ☐ Respected host nation sensitivities.
    - ☐ Informed the chain of command of media's presence, departure, the general nature of the interview and any violation of OPSEC or ground rules.

- ☐ **Implement these guidelines when speaking with the media:**
    - ☐ Gave concise, thoughtful, informed answers.
    - ☐ Did not lie or intentionally mislead the media.
    - ☐ Spoke at appropriate level; discussed only things the military member has direct responsibility for or has personal knowledge.
    - ☐ Did not speculate or answer speculative questions (what if) questions.
    - ☐ Avoided jargon, acronyms, slang and technical terms.
    - ☐ Used "I" not "we" when stating an opinion.
    - ☐ Explained not being able to answer a question (e.g. OPSEC, personal privacy, etc.).
    - ☐ Avoided using "no comment."

Annex 9-F   Unit Public Affairs Representative (UPAR) Training

UPARs in recent operations have often been the primary POC for media embedded with their units. Therefore, the higher headquarters PA should provide UPARs specific training in media facilitation, taking photos, providing information, newsletters, identify personnel for interviews, and identify interesting unit stories. The following section should serve as a starting point.

1. **Objective:** Support higher headquarters PA efforts through various Mil PA functions, to include media efforts by providing accurate, timely, balanced, credible coverage of the force and operation while minimizing the possibility that media will disrupt the operation.

2. **UPAR Media Escort Responsibilities and Checklist**:

   ☐ You are NOT responsible for the physical safety of the media. Assist them as you would any other Alliance civilian in a training or operational environment. Provide direction and guidance to assist them in making smart decisions.

   ☐ Ensure media does not violate standing force protection measures, such as noise and light discipline.

   ☐ Let leaders and service members do the talking.

   ☐ Trust service members to tell the unit story and the Alliance public to listen.

   ☐ Service members have the right not to talk – but not talking can send the message that the unit has something to hide – especially if the leaders avoid talking to the media.

   ☐ Remember that media are influential members of the public.

   ☐ Media are not the enemy – they are just out for a story. Make sure to tell your story.

   ☐ Secure classified or sensitive information and/or equipment.

   ☐ If you accidentally say or show something classified, remain calm, explain the situation and ask the media for their cooperation. Report the incident immediately.

   ☐ Never detain or confiscate any material or equipment from bona fide media – it will make matters worse.

   ☐ Do not refuse to speak to the media just because they are unescorted.

   ☐ Be courteous.

   ☐ While it is important to tell your organisation's story, remember, the operational mission of the forces comes first. This must be considered before accepting media embeds, interviews, etc.

3. **UPARs and Media Escort in Crisis Situations**:

☐ PA staffing, remote locations and logistics limitations can sometimes prohibit PA from being there during every crisis situation. Media escorts and UPARs should be able to provide the following services for the media:

☐ Coordinate with PA/Command on messages and releasable OPSEC details.

☐ Brief the media - the escorts must know the general situation or should have access to those who do. Arrange for briefing to the media to ensure accurate information is passed.

☐ Brief the media on the risks of the situation. Do not needlessly put the media in harm's way. Media members, especially photographers, will often go to great lengths for a story, ignoring the risk which might put your fellow service members at risk.

☐ Protect classified material.

☐ Issue and collect identification. Provide badges for escorts and media.

☐ Coordinate with Military Police or base defence for site access (if applicable).

☐ Confirm and log entry and exit of media - maintain a record of entries and exits.

☐ Know how to navigate to/from the crisis site.

☐ Have the tools you need to get the PA job done (communications, messages, PAG, background materials, camera, etc.).

☐ Don't speculate on causes – "an investigation is underway" is a good enough answer in the early stages of any crisis.

Annex 9-G: Media Pocket Card

Do's of Interviewing	General Tips	(YOUR HQ CREST HERE)	Don'ts of Interviewing
• Do be prepared. • Do tell the truth. • Do keep your answer short. • Do use plain English. • Do use single, clear sentences to make your point. • Do pause before answering. • Do answer the question. • Do communicate your messages. • Do state your message clearly and powerfully. • Do address your points to the public (reporters are not your ultimate audience). • Do repeat your points. • Do be friendly, honest and yourself. • Do keep calm. • Do use body language effectively. • Do maintain eye contact.	• Reporters generally feel overworked, underpaid and on deadline. Know this. Respect this. • You have more power and control than you think. Information is power and you have the ability to use that power in a positive way as a source of information. • To conduct a successful interview, answer questions in a manner that supports your messages. You may be asked questions that don't get to the points you wish to make. Bridge to your messages at every opportunity. • The physical appearance of a speaker should never overshadow what he or she has to say. It can, however, make the message more convincing. Keep this in mind as you prepare for a public appearance. Viewers will decide within eight seconds if you appear credible.	**POCKET GUIDE** **Media Interviews** "An interview is a seemingly casual but directed conversation that clicks open locked doors, organizes scattered memories, and penetrates privacy chambers". Two-time Pulitzer Prize-winning investigative reporter Eric Nalder **(YOUR HQ TITLE HERE)** **Public Affairs Office**	• Do not speculate or guess. • Do not discuss hypothetical situations or unfamiliar matters. • Do not offer personal opinions. • Do not lie or bluff. • Do not use jargon or long explanations. • Do not lose your temper. • Do not continue talking after you make your point. • Do not fill awkward, silent pauses. • Do not go 'off the record' unless you have good reason to trust the reporter. • Do not fidget. • Do not use sympathetic nodding, which could be interpreted as agreement. • Do not wear sunglasses or a hat. • Do not wear distracting clothing, as it gets in the way of your message. • Remove badge.
Professional Interview Techniques Preparations The media is a vehicle for conveying your organization's messages to the public. If you don't have a clear sense of what you want to convey, how the headline should read, and what you want people to know about your issue, then the chance is slim that you will be satisfied with the result of the interview. Be prepared: • Ask yourself "What is my goal with this interview?" • Know the key points you want to make (main messages). • Have back-up data to support your points. • Get to know the media outlet: the type of publication or program, the interview format - live, taped, solo or multi-guest, length?	**Professional Interview Techniques General rules** *REMAIN CALM*. Calm always wins the day. Defensive and angry are signs of a person in a weak position. If you are easily excited or angered, take a breath and pause before speaking. *KNOW YOUR FACTS*. Support your messages with anecdotes, statistics and sound bites. *STAY ON MESSAGE*. Use 'off-message' questions to bridge back to your message. Use phrases such as "That's a good question. Before I address it, I'd like to go back my earlier point..." *COMPLETE ANSWERS*. Don't hop around in an interview just because the interviewer is jumpy. If interrupted or barraged with rapid-fire questions, remain calm, finish your sentence, wait until the interviewer takes a breath and then pick one question to answer. *TO THE POINT*. Be concise - keep your answers to between 10 and 20 seconds.	**Specific Guidelines for TV Interviews** • Realize your interview will be substantially edited to fit into a short time frame. • You are always on the air. Say what you have to say, and then be quiet. Don't fill 'dead air'. This is an old journalist trick to get you to say something you really don't want to say. • If standing, put one foot slightly in front of the other to avoid swaying. Avoid sudden body movements (standing up, leaning back in the chair) that may take you out of camera range. Hand movements should be small. Find a place to rest your hands and keep them there. • Make eye contact with the reporter. Don't stare at the camera. • Don't be distracted by activity near you. • Dress appropriately (conservatively). Men - button coats if standing, unbutton if sitting.	**Specific Guidelines for Radio/Telephone Interviews** • Use your voice to create variety and interest. • Use descriptive language to illustrate your points to help the audience visualize what you're talking about. • Raise your voice slightly for key points and emphasis. • Feel free to have notes of key points, facts, etc. • Avoid ums, ahs and 'verbal nodding' - it sounds silly on radio. • Make sure you can hear questions clearly. If you are even slightly uncomfortable with the volume or connection, say so. • For in-studio radio interviews, sit 6 to 8 inches from the microphone. • Ask the reporter for feedback to ensure he or she understands you. With no eye contact or body language, this can prevent misunderstanding.

Annex 9-H   Basic Photography Guidance for UPARs

1. **Rule of Thirds.** The rule of thirds uses two horizontal and two vertical lines to divide the photograph into nine equal parts (imagine a Tic Tac Toe grid). The subject's eyes should be placed at or near one of the four intersections, and his/her hands at another (if the hands are featured). Leave space within the photo for the subject to move or look into.

2. **Move around for a variety of shots:**

    a. Long shot: It is normally shot 10 to 20 feet from the subject. Called an 'establishing shot', it shows the subject in their environment.

    b. Medium shot: Normally taken from seven to nine feet, it identifies the subject and the action taking place.

    c. Close-up: Like the medium shot, it is used to identify the subject and action taking place, only from a closer position, about three to six feet.

    d. Extreme close-up: Shows important aspects of the subject's job in detail. Shoot as close as possible to the subject.

    e. High and low angles: The key to a successful picture page is varying the shooting angle. The difference of angles creates interest and can lend power and strength to the subject if a low angle is used, or can indicate subject inferiority if a high angle is used.

    f. Horizontal and vertical formats: The different formats are essential when designing a layout; it adds variety.

    g. Square frame is needed for use on Instragram.

3. **Take more photographs than needed.** Sometimes lucky shots are the best. Subject movement and technical miscalculation may ruin a planned shot.

4. **Record cutline information.** For every person in the picture, get the first and last name, rank, unit, location, date and what they are doing in the picture. The cutline info can be embedded in the 'File Info' if you are using Photoshop, otherwise attach it in a word document or the email sending the photos.

5. **Policy on Editing and Alteration.** Alteration of digital imagery, beyond what can normally be done in a Lightroom or Adobe Photoshop is prohibited. Do not use filters or digitally alter photographs that are being submitted to PAO in any way.

6. **Work with your local PAO to determine resolution and image size requirements.** Generally, a high quality or raw .jpg file (1-2 MB overall size) will work. Photos should be small enough to email.

Annex 9-I   NATO Affiliated PA Training Opportunities

The following are PA training opportunities run by NATO's ACT or as partnership programs with other nations.

1. **Basic Training.**

   a. Canada's Defence Public Affairs Learning Centre (DPALC) Basic Public Affairs Officers Course. As part of its Basic Public Affairs Officers Course (BPAOC), a seven months-long course conducted in English and French once a year, Canada offers a limited number of seats to international students.

   b. France's MOD Basic Public Affairs Course.

   c. The French MOD (DICOD) organizes a basic level Public Affairs Course in Paris. The course is taught in French language only and lasts approximately two weeks.

   d. Germany's Academy of the Bundeswehr for Information and Communication (AIK) International Public Affairs Course. Germany offers a two week International Public Affairs Course in English at AIK in Strausberg once a year for intensive communication training, including presentation and media skills. The course accepts a certain number of international PA practitioners.

   e. Hellenic Multinational Peace Support Operations Training Centre (MPSOTC), Greece. The two-week course is conducted in English (SLP 3,2,3,2 required) and is recommended for students (OF-2 up to OF-5) who require basic media and communication skills. MPSOTC offers this course every year, normally in September.

   f. Hungary's Basic NATO Public Affairs Course. Hungary offers a two-week basic Public Affairs Course in English once a year, usually in May, available to NATO and PfP nations students. This course was validated against NATO standards and is recommended for military and civilian students who occupy PA positions and who require basic media and communication skills.

   g. Swiss PfP Media and Communications Course - Basic Level (Media Management). The Swiss PfP Media and Communications Course Basic Level (Media Management) is held annually in the Spring and typically accepts up to 22 students from NATO, PfP, Mediterranean Dialogue (MD), Istanbul Cooperation Initiative (ICI) and contact countries. It lasts eight training days, and is recommended for NATO military and civilian students who are serving in PA positions and who require basic media and communications skills. The Swiss have designated five seats for ACT nominees.

   h. United Kingdom's Defence Media Operations Centre (DMOC) UK Defence Communicators' Course. The DMOC is based at RAF Halton. The UK's five day Foundation Media Course is typically held 11 times per year and accepts two non-UK students per serial with more on a case-by-case basis. A combination of both the Foundation and Advanced courses is recommended for NATO students who require basic media and communications skills, particularly junior officers designated for NATO operations. The UK Defence Communicators' Course is a two-week course that runs up to 10 times per year. This is a foundation course for

all military press officers. In addition DMOC runs a one day Media Skills Course and a specific Afghan Environment Training course. The DMOC is also developing a crisis communications course and an OF3/4 planning course that are expected to start in 2014. (http://www.gov.uk/the-defence-media-operations-centre-dmoc)

i. United States' Defense Information School (DINFOS). There are 12 DINFOS courses open to international military and civilian students. The courses cover areas such as public affairs, graphic arts, photography, photojournalism, broadcasting, videography, multimedia and broadcast maintenance. Courses range from 1-28 weeks in duration, and most require 85 English Comprehension Level (ECL), and a 2+/2 Oral Proficiency Interview (OPI). The courses available to international military and civilian students are listed below:

   i. Basic Television Equipment Maintenance Course

   ii. Broadcast Radio/Television System Maintenance Course

   iii. Combat Camera Leadership Course

   iv. Content Management Course

   v. Digital Multimedia Course Intermediate Motion Media Course

   vi. Intermediate Public Affairs Specialist Course

   vii. Intermediate Photojournalism Course

   viii. Joint Contingency Public Affairs Course

   ix. Joint Intermediate Public Affairs Course

   x. Public Affairs Qualification Course

   xi. Visual Information Management Course

   xii. For more information on the available courses: https://www.dinfos.dma.mil/International/Course-Information/

2. **Advanced Training.**

   a. Swiss PfP Media and Communications Course - Advanced Level (Crisis Communication). An advanced course is held every year, usually in the Fall, and typically accepts 16 students. With its emphasis on communications teamwork and individual skills, the advanced course is recommended for NATO students who will be assuming the duties of a CPAO or Spokesperson. There are five seats available for ACT nominees.

   b. United Kingdom's Defence Media Operations Centre (DMOC). The UK DMOC may accept up to 2 non-UK students on any of their courses. A combination of the Defence Communicators Course and the Afghan Environment Training is recommended for NATO students.

c. United States' Defense Information School (DINFOS) Joint Intermediate Public Affairs Course (JIPAC). DINFOS offers JIPAC, an advanced PA course (21 days) for mid to senior-level officers and civilians serving in CPAO or deputy PAO positions. Applicants to the advanced course must score a minimum 85 on the ECL and have completed SET), an OPI and must be graduates of the Public Affairs Qualification Course (PAQC) (46 days) offered at the same School. Note that the JIPAC course covers US policy-specific curriculum that may not be applicable to foreign students.

Annex 9-J   Staffing of Public Affairs Positions

1. **Qualifications of Public Affairs Personnel.**

    a. Key PA positions on NATO operations, missions, and deployments must be staffed by officers that possess a minimum level of PA experience.

    b. It is desirable that all other PAOs deployed on Operations, Missions and Deployments possess the same qualifications and experience as above, but it is recognised that exceptions will have to be made in the medium term due to the shortfall of qualified PAOs within NATO. Therefore, positions in media monitoring, internal communications and web/social media may be filled by personnel lacking certain qualifications or experience. However, a minimum English SLP level of 3, 3, 3, 3 will be required for all positions within a deployed PA cell.

    c. This annex outlines the BASIC competency standards (skills and knowledge) and experience that Nations are required to provide for their personnel prior to assignment to a NATO StratCom Peacetime Establishment/Crisis Establishment posts in order to understand and assimilate the content of NATO ADVANCED StratCom training in accordance with AJP-10.

    d. The StratCom Core Competency Areas for Public Affairs are:

        i.   Media Operations Specialist. Applicable to all personnel assigned to positions within the NATO StratCom disciplines who are required to plan for and engage, directly or indirectly, with the media.

        ii. Digital Engagement Specialist. Applicable to all personnel assigned to positions within the NATO StratCom disciplines that require them to engage and interact with external audiences/stakeholders through digital platforms.

        iii. Internal Communications Specialist. Applicable to all personnel assigned to positions within the NATO StratCom disciplines that require them to explain and promote the aims, objectives and role of any NATO military body to its personnel.

        iv. Media Production Specialists. Applicable to all personnel assigned to positions within the NATO StratCom disciplines that require them to generate printed, audio and video products to support NATO communications activities. Sub-specialisms are:

            1. Electronic News Gatherer. Applicable to all personnel responsible for the gathering and/or editing of video and audio material to support communications products.

            2. Stills Photographer. Applicable to all personnel responsible for the gathering and/or editing of stills imagery to support communications products.

            3. Journalist. Applicable to all personnel responsible for the production of text to support communications products.

4. Graphic Artist. Applicable to all personnel responsible for the production of print and graphic content to support communications products.

5. Digital Animator. Applicable to all personnel responsible for the production of digital animation content to support communications products.

2. **The BASIC CCRs are:**

   a. <u>Media Operations Specialist</u>. In addition to Common Core Competencies, personnel should have the following:

      i.   Experience: Have served in a national Mil PA role

      ii. Competencies:

         1. Understand and be able to operate in the media environment (including preparing news releases, conducting interviews and press conferences).

         2. Prepare personnel for a media engagement.

         3. Understand and develop products to support media relations activity.

         4. Understand the use of imagery to support Mil PA activities.

   b. <u>Digital Engagement Specialist</u>**.** In addition to Common Core Competencies, personnel should have specific experience with Digital/ Social Media Engagement.

   c. <u>Internal Communications Specialist</u>**.** No additional requirements to Common Core Competencies needed.

   d. <u>Electronic News Gatherer.</u> In addition to Common Core Competencies, personnel should have the following:

      i.   Capture broadcast quality imagery and audio to support communications outputs.

      ii. Prepare broadcast quality rushes packages to support communications outputs.

      iii. Edit imagery and audio to produce broadcast quality products to support communications outputs.

   e. <u>Stills Photographer</u>**.** In addition to Common Core Competencies, personnel should have the following:

      i.   Capture high quality still images to support communications outputs.

      ii. Edit still images to produce high quality products to support communications outputs.

   f. <u>Journalist</u>**.** In addition to Common Core Competencies, personnel should have the following:

      i.   Understand media production and communication.

  ii. Conduct interviews and research to gain information for the stories.

  iii. Write and edit stories.

g. <u>Graphic Artist</u>**.** In addition to Common Core Competencies, personnel should have the following:

  i. Use design and photo-editing software skills to produce required designs.

  ii. Understand, apply and explain design style, format, print production and timescales.

  iii. Develop concepts, graphics and layouts for product illustrations, logos and websites.

h. <u>Digital Animator.</u> Understand and apply computer animation, digital design, or integrated media arts in developing required products.

Chapter 10 - Public Affairs in Exercises

1. **Introduction**.

   a. NATO conducts more than a hundred exercises and training events of varying sizes every year. These exercises provide opportunities to train personnel at all levels in how to respond to media and ensure that NATO's missions are presented fairly. They also provide excellent opportunities to showcase NATO's capabilities and objectives. There are two distinct areas of PA activity relating to exercises: the real world requirement and the exercise requirement.

   b. This chapter should be read in conjunction with Bi-SC Collective Training and Exercise Directive (CT&ED) 75-3, and serve as an in-depth PA reference on PA role in exercises.

2. **PA Approach – Real World**.

   a. The real world PA approach chosen for an exercise must be selected in accordance with the guidance provided in the Alliance's current Mil PA policy, MC 0457/3, and must be consistent with the policies of the HN, participating nations, operational security and the privacy of the personnel involved. This might vary from reactive to very active depending on an assessment of the factors listed below. The appropriate level of real life PA activity and any exercise specific PA objectives will be determined by the Officer Scheduling the Exercise (OSE) during drafting of the Exercise Specification (EXSPEC). Primary responsibility for real world PA activity rests with the PAO of the Officer Conducting the Exercise (OCE).

   b. Working with the HN, exercise related real life PA goals and objectives must also ensure that:

      i. Timely and accurate information is made available so that the public understand the facts and issues associated with the exercise; and

      ii. Engagements activities sensitise the local population in the exercise area to the temporary increase in activity during the exercise and seek to minimise any negative impact that might arise as a result.

      iii. Each exercise should be assessed by a PA practitioner in the OSE against standard PA criteria and the following additional factors:

      iv. The Vienna Document, brokered under the auspices of the Organisation for Security and Cooperation in Europe (OSCE), requires signatories to provide advance notification of some types of live exercises. As most NATO nations are signatories, there are implications for exercise planning. If there is a notification requirement, the PA syndicate must avoid pre-empting the formal notification process with a NATO media release. The level of PA effort should be measured against the return on investment. Is the desire to keep the public informed of the important role of the exercise commensurate with the anticipated public/media interest?

v. Political and public sensitivities; (CBRN[48] weapons, Counter Terrorism, CIMIC[49], etc.);

vi. Security requirements;

vii. The visibility of the exercise. Is the public or media likely to become aware of the exercise even if a Reactive Approach is adopted?

viii. If real media interest is anticipated, a decision regarding execution and resourcing of the real world PA plan should be taken at the Main Planning Conference (MPC) by the PA Syndicate (see para 8.4.c. below). Where the training audience (TA) is not able to meet the real world requirement the OCE HQ PA staff are to take the lead. Any augmentation requirements should be determined at the MPC and augmentation requests initiated.

ix. Even if a real world Reactive PA approach is adopted, the PA Annex to the Exercise Plan (EXPLAN) must include responses to potential questions and agreed media lines.

3. **PA Activity in Exercises**. PA exercise activities must be developed in the context of the wider exercise scenario. In general, PA activity should be a consequence of activities and storylines developed to drive events in the exercise situation. Media injects should not be used to drive the scenario or inform the Training Audience (TA) about events in a way that encourages them to believe that media reports are necessarily accurate or a basis for military decision making.

4. **Exercise Planning**.

a. In order to add value to the exercise planning process, NATO Mil PAOs must understand the exercise planning terms and the system for programming/planning exercises described in MC 0458/2 and CT&ED 75-3. Both provide the strategic direction for the entire process of exercise planning from concept through to execution and analysis.

b. NATO Mil PA offices should maintain a planning calendar that includes all planned exercises with PA timelines and milestones.

c. A StratCom/PA Syndicate must be established at all Planning Conferences. This Syndicate should, if possible, comprise representatives from PA elements of all major headquarters participating in the exercise (NATO, national, and military), the chief of the exercise NMIC, if any, and the HN. The Syndicate is also responsible for ensuring that the overall exercise PA objectives are integrated into overall exercise planning from the outset of the planning process to exercise execution.

d. PA planning for an exercise should normally start at the early stages of exercise planning and should cover the following subjects:

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[48] Chemical, Biological, Radiological and Nuclear Material
[49] Civil-Military Co-operation

e. During the Concept and Specification Development Stage the PA approach and objectives are developed. They are included in the EXSPEC to facilitate the conduct of future PA events in terms of manning and funding;

f. During the Planning and Product Development Stage, the Syndicate must ensure that the EXSPEC contains appropriate objective(s) in the list of primary exercise objectives. This is important to ensure that the PA function is exercised;

g. The Syndicate will produce the PA Annex to the EXPLAN. This Annex follows the STANAG 2014 standard five paragraph format. Possible PA Releasable Products are listed at Appendix B. While not exhaustive, the list gives exercise planners some ideas to incorporate into their PA plan.

h. To add further realism to the exercise play Simulated Press may be provided by the Joint Warfare Centre (JWC) or other organisations within the NCS, depending on their capabilities (e.g. NATO HQ PDD for CMXs). The Syndicate is to determine the Simulated Press requirements in terms of strength, composition and supported HQs; if applicable.

i. If an Initial Exercise News Release (IENR) is required it shall be submitted to the OSE for approval. Supporting information may be required especially where the exercise is thought likely to attract media attention or be controversial.

j. Depending on the nature of the exercise PA planners might be involved in Main Events List/Main Incidents List (MEL/MIL) development and during the execution they could be asked to assume an Exercise Control (EXCON) role such as Higher Control (HICON) (simulating SHAPE or NATO HQ) or Observer/Trainers.

5. **Live Exercise (LIVEX) Considerations.**

   a. LIVEX, with their inherent troop deployments/ movements, are the most visible exercises, usually with high public and media interest. In most cases this will necessitate a Very Active PA approach to be applied.

   b. Exercises with sensitive environmental issues or in sensitive environmental areas (maritime and amphibious exercises in particular), will require careful planning and considerable thought and research must be put into developing Q&A regarding the likely issues.

   c. Land exercises, by their very nature, frequently require public announcements sooner than naval or air exercises. The necessity for concentration of major formations in advance of the exercise, movements of forces by rail or road, warnings to local populations, and the possible negotiations for use of land, makes it evident that an exercise is to be held. Since there is no particular security advantage in withholding this information, such exercises require advance community relations activity.

   d. Air exercise PA planning should be determined primarily by the nature of the individual exercise. Increased take-offs and landings, disruption of civilian flights and low-level flying will generate public interest and other concerns. PA arrangements should include coordination prior to the exercise with the appropriate national and international PA authorities, and should include engagement with communities likely to be affected.

6. **Command Post Exercises (CPXs).** By their nature, CPXs have a low visibility. Therefore an Active or Reactive PA approach is likely to be more appropriate, unless events such as involvement of civilian authorities/agencies, NGOs, use of civil or new military infrastructure, deployment of command post and signal units, etc. are involved.

7. **Other Planning Considerations**. The following planning considerations should be taken into account:

   a. Countering Weapons of Mass Destruction (WMD):

      i.   when CBRN or theatre missile defence (TMD) capabilities are being exercised a clear distinction should be made between whether the exercise is a LIVEX or CPX;

      ii. should these exercises include simulation of enemy explosions or chemical attacks, photographic coverage may be permitted. It should be stressed that the devices used are intended for simulation only;

      iii. CPX incorporating CBRN events are ideal for training PA personnel from the training audience in handling this very sensitive topic. As a general rule, the exercise news release should abide by the sensitivity of the subject and, more specifically, only address hostile WMD use after coordination and with the authorisation of the "victim" nation; and

      iv. planners should ensure that guidance is sought on all likely areas of media interest to ensure the NMIC staff is fully briefed on Alliance PA and HN policy concerning WMD, TMD and CBRN issues.

   b. CIMIC Activities:

      i.   a clear distinction should be made between LIVEX and CPX;

      ii. exercising CIMIC is an excellent vehicle to demonstrate defence preparedness, co-operation and HN support. Specific PA objectives and plans should be devised and coordinated to emphasise this aspect of an exercise; and

      iii. it is worth remembering that some aspects of CIMIC are less palatable (evacuation, requisition, mass burials). The possible negative implications of those aspects should be carefully considered by exercise planners and coordinated with the HN.

8. **Release of Information Concerning NATO Exercises**.

   a. The OCE PA staff, in consultation with the HN, should make a recommendation on the requirement for an Initial Exercise News Release (IENR) in line with the set PA approach. Factors including the exercise intent, size, scale, scope, geographic location, nations participating and political and cultural sensitivities as well as former experiences should all be taken into account. If there is a question of considerations or sensitivities listed above, then the OSE should seek guidance from higher HQs. If NATO MC approval is likely to be required for an IENR, then it must be staffed through the chain of command and the PA TechNet. The proposed

IENR must be therefore submitted to SHAPE PAO at least six weeks before the intended publishing date to allow sufficient time for staffing through to the International Military Staff (IMS) Public Affairs and StratCom Advisor (IMS PASCAD) and the MC. All supporting PA products contained in Annex L to the EXPLAN (e.g. media lines/responses to query, fact sheets/backgrounders, etc.) shall be forwarded through the OSE PAO (or higher HQ PAO) for review and to support IENR approval.

b. The OCE PAO retains responsibility for real world PA support to the exercise throughout and is encouraged to issue news releases and communiqués describing the progress of an exercise in accordance with the OSE approved PA approach. If the scope of the exercise is limited, it may be considered desirable to make a summary release after the exercise, or to issue the IENR only. Information copies of all news releases and communiqués issued during the exercise are to be forwarded promptly to the higher HQ PAO responsible for monitoring exercise PA activity. Copies of all news releases and communiqués should be included in the exercise PA assessment which will be used to inform the Final Exercise Report.

c. PA planners are to ensure that the NMIC has an emergency response plan available for dealing with accidents and casualties. The release of casualty information policy outlined in the Annex 8-A of this handbook, Release of Information, also applies for NATO exercises and should be addressed in the Annex L to the EXPLAN.

9. **Security**. Each exercise requires a deliberate PA assessment to identify specific information to be released. PA planners must practise appropriate OPSEC, ensuring exercise related information that might be detrimental to the security interests of any member nation, participating nation or the Alliance as a whole, will not be disclosed to the media. PA activities must be conducted in accordance with NATO and national security policies and the privacy of forces and personnel involved.

10. **NATO Media Information Centres (NMICs)** - Real World Support to an Exercise.

a. As long as the PA approach and the type of exercise require it, the OCE is responsible for establishing the NMIC in co-ordination with the HN. It should be located as near to the centre of exercise activity as practicable, must be easily accessible to media representatives and at a location from where media will be able to file their stories in a timely manner. The NMIC is to provide the media with timely, truthful and accurate information on exercise issues, events and activities and to provide other support, advice and assistance as necessary.

b. The NMIC tasks and functions are described in Annex 4-A.

c. NMICs will not normally be collocated with visitor or protocol centres, nor should NMIC staff members be assigned protocol or other duties involving visitors other than media. The NMIC, will, however, need to maintain close liaison with the Visitors and Observers Bureau (VOB) since distinguished visitors to the exercise may generate media attention.

d. Visit programs for observers and VIPs should not interfere or intersect with visit plans for media and vice versa. There should be no interference with the plans for

observers, but plans for the latter should be coordinated with plans for media representatives.

11. **Invitations to Media - Real World PA Support to an Exercise**.

   a. The OCE or HN must plan for and provide facilities for media.

   b. If the decision is made to invite media to NATO exercises, invitations must be accompanied by sufficient information about the exercise to stimulate interest.

   c. Where it is necessary to issue invitations to media in advance of the event, this informal invitation should also stipulate that details of the exercise, except as already announced in annual calendars, are embargoed until the publication of the initial exercise news release.

12. **Registration/Accreditation of Media Representatives - Real World PA Support to an Exercise.**

   a. The NMIC Chief, will register media by maintaining a list of visiting correspondents and their affiliations. Formal registration shall be done in order to facilitate control within, or access to, certain exercise areas, or to obtain information required to arrange transport/ accommodations for correspondents. An example of Media Registration Form is included in Annex 4-V.

   b. Formally registered media representatives will be issued a Media Identification Card.

Annex 10-A Annex L to EXPLAN - Format

<div align="right">
ANNEX L TO
EXPLAN ……
DATED …..
</div>

PUBLIC AFFAIRS

References:
    A. MC 0457/3 "NATO Military Policy on Public Affairs", dated 28 May 2019
    B. MC 0458/3 (Final), NATO Education, Training, Exercises and Evaluation (ETEE) Policy, 3 Sep 14.
    C. AD 095-001 "ACO Public Affairs", dated 4 June 2013
    D. ACO/ACT PAO Handbook, dated April 2020

REAL WORLD

1. **SITUATION.**

    a. General

    b. Media Trends

    c. Assumptions

2. **MISSION.**

3. **EXECUTION.**

    a. PA Approach

    b. Concept of Operations

    c. PA Objectives

        (1) External

        (2) Internal

    d. PA Organisation (see Appendix 1)

    e. Audiences

        (1) External Audiences

        (2) Internal Audiences (NATO wide)

    f. Initial Exercise News Release (IENR) (see Appendix 2)

    g. Master Messages/Responses to Query (see Appendix 3)

    h. Other PA Products (e.g. Fact Sheets/Backgrounders)(see Appendix 4)

    i.   <u>Planned Media Activities</u>

    j. <u>Tasks</u>

    k. <u>Coordinating Instructions</u>

        (1) <u>(List any requirements from key organisations)</u>

        (2) <u>Release of Information</u>

        (3) <u>Media Registration</u>

        (4) <u>Imagery Support</u>

        (5) <u>Procedures for Reporting of Casualties/Accidents/Incidents</u>

4.   **SERVICE SUPPORT.**

    a. <u>Facilities</u>

    b. <u>Equipment</u>

5.   **COMMAND AND SIGNAL.**

    a. <u>Points of Contact</u>

    b. <u>Signals</u>

APPENDICES
(List as appropriate)
Appendix 1 – PA Organisation for real world and exercise play
Appendix 2 – Initial Exercise News Release
Appendix 3 – Master Messages/Responses to Query
Appendix 4 – Other PA Products (examples include fact sheets, backgrounders, imagery)
Appendix 5 – Templates (Media badges, PA SITREP form)

Chapter 11 - Imagery

1. **Introduction**. Photo and video imagery are vital tools to enable NATO to tell its story effectively. Striking images and video can be transmitted to news media, used on NATO websites, member nation websites, and in exhibits, print publications, social media sites. Therefore all public affairs plans and activities shall include imagery as one of the key deliverables.

2. **Imagery Terms**.

   a. Caption Data - Short explanatory or descriptive data accompanying imagery. Caption data records include shot sheets/lists, camera operator's notes in either paper or machine-readable form, and, in digital still images, embedded International Press Telecommunications Council (IPTC) header captions. The 5 W's along with the name of the photographer should be included.

   b. CODEC - A codec is a device or program capable of performing encoding and decoding on a digital data stream or signal. Codecs encode a video stream or signal for transmission, storage or encryption and decode it for viewing or editing.

   c. Combat Camera (COMCAM) Imagery - Still and motion imagery of military operations acquired by COMCAM forces, regardless of the medium in which the images are acquired, transmitted, or displayed.

   d. Cover Story - A story accompanying imagery which describes the event, operation, action, or activity that the imagery depicts and puts the imagery in a context that the viewer can understand.

   e. Graphic Art - Relating to the design, creation, and preparation of two and three-dimensional visual aid products. Includes charts, graphs, posters, and visual materials for brochures, covers, television, motion pictures, printed publications, displays, presentations, and exhibits prepared manually, by machine, or by computer.

   f. Imagery - A visual representation of a person, place, or thing recorded and stored in any format.

   g. Infographic - a chart, diagram, or illustration (as in a book or magazine, or on a website) that uses graphic elements to present information in a visually striking way.

   h. International Press Telecommunications Council (IPTC) Headers - Caption data that is embedded into a digital still image as part of the image file and conforms to the standard developed by the International Press Telecommunications Council (IPTC).

   i. Scene - All the shots that record a unit of continuous related action(s) but which may include changes in camera angles, camera field of view, pans, or zooms. There is a change of scene when there is a jump to either an unrelated subject or series of action(s) or events, or a change in the geographic location of the subject(s). Thus, imagery of visiting dignitaries that showed them descending from the aircraft, meeting with the commanding officer in his office, and reviewing troops on the parade ground would all constitute separate scenes.

j. <u>Sequence</u> - A series of shots that record a unit of continuous related action(s) in which there is no change in subject matter or geographical location of the subject(s). A sequence can contain shots in which the camera operator changes camera angle, camera field of view, or there is a constant change preceded and succeeded by a shot or sequence of shots that are discontinuous (as in a pan, zoom out, or zoom in).

k. <u>Shot</u> - A single segment of motion media that typically can be identified as a close up (CU), medium shot (MS), long shot (LS), or establishing shot (ES), etc. A shot is a single element which when combined with additional shots makes up a sequence.

l. <u>Still Images</u> - Visual representations or images that are recorded or rendered on a two-dimensional surface or screen by chemical, electronic, or artistic means. Still images fall into three categories: chemical, electronic and artistic.

m. <u>Still Photographs</u> - an ordinary photograph that is not a video, movie, etc.

n. <u>Still Digital Images</u> - Electronically based images that are recorded (either as camera originals in a digital camera or as copies from an analogue photographic or image medium) and stored as machine-readable digital files. They include digital still videos, digital images, digital scans of photographs, and digital frame-grabs of motion video or television broadcasts.

o. <u>Visual Information (VI)</u> - Information in the form of visual or pictorial representations of person(s), place(s), and/or thing(s), either with or without sound. VI includes still photographs, digital still images, motion pictures, analogue and digital video recordings, and hand- or computer-generated graphic arts and animations that depict real or imaginary person(s), place(s), and/or thing(s), and related captions, overlays, and intellectual control data.

p. <u>VI Material</u> - Any still and/or motion film, or other media that contains visual information. This includes the original, intermediate, master, and any duplicate, print, reference, or dub copy.

q. <u>VI Media</u> - Any format capable of containing visual information.

3. **Use of Social Media Sites.** The creation of photostreams on other web sites (e.g. Facebook, Flickr, Smugmug, etc.) is permitted but content should be managed as part of the overall PA effort. Despite the increased use of social media sites and cloud-based online databases mainstream media still provides the most effective channel to reach a mass audience and as such making imagery available via mainstream media should be given priority. Refer to Chapter 8, Digital Engagement as imagery is integral to good command websites.

4. **ACO/ACT Imagery use by Conventional Media.**

a. Media organizations use images generated by their own or independent sources however they will use military photographers' material when images are unique or compelling. Where an image or series of images support a media release they should be offered to the media before being used on other channels. Such images should be offered via the primary distribution channel: DVIDS.

b. Based on operational intent, it may be appropriate to delay uploading of the same images to social media sites by 48 hours to allow mainstream media a period of exclusivity. Production sections should work with media operations to maintain a current list of media contacts.

5. **Imagery Standards**.   Annex 11-A describes the recommended standard for photographic workflow. It includes file management, meta data, editing, publishing and archiving. Annex 11-B describes the standards for video workflow, including file management, tagging, video packaging, meta data, editing, publishing and archiving. Annexes 11C-E provide templates for use in both still and video products. Finally, Annex 11-F covers DVIDS use. For assistance , please reach out to SHAPE Public Affairs Production office for more information.

6. **Technical Requirements**.   Imagery/photo technicians participating in deployed operations must have access to a transmission capability (internet connection, satellite modem, mobile phone or PDA) in order to transmit time sensitive imagery. For example, SHAPE PAO Production has a mobile phone contract that is enabled with data during work trips such as NATO exercises, allowing images and videos to be transferred while on the field.

7. **Imagery and Privacy**.

    a. In general, photographing or filming an event should not present any problems. However, recent court cases in some member nations may have created precedents about photographs being published in newspapers without the consent of the people depicted in these pictures. In developing countries, people may ask to be paid for having their picture taken.

    b. NATO personnel performing their regular tasks should reasonably expect that NATO PA/imagery staff will take their picture, i.e. people on parade, unless the circumstances support that an expectation of privacy is present e.g. in a hospital or at a private event.

8. **Image Editing and Alteration.**

    a. In order to uphold the credibility of the Alliance, imagery must accurately depict real-life situations. Alteration of content or misrepresentation of events alters that accuracy and will inevitably lead to an erosion of trust in and credibility of the organisation.

    b. Technology offers the ability and temptation to alter photographs with relative ease. Some alteration (i.e. touching up the photo, colour balancing, etc.) is certainly authorized, but altering the content or editing the photo to change the meaning is most certainly not. The following are the general guidelines and limits for imagery editing:

        i. Ethics and guidelines used for creating and working with standard photography will be the same for digital imagery. Enhancing the technical quality of a photograph is acceptable, but changing the meaning is not.

        ii. The changing, altering or manipulating the content of a photo (e.g. changing the positions and appearance of people and objects) or alteration that misleads or misrepresents its accuracy is not authorized for public release.

    iii.   Copyrighted materials cannot be altered without written permission of the copyright holder (generally the creator or source of the original photo).

c. It is authorised:

    i.   Electronic equivalents of established practices for traditional darkroom printing methods (e.g. dodging, burning, toning, and cropping) as long as the content and meaning aren't changed.

    ii.   Colour and tonal correction to ensure accurate reproduction of the original image.

    iii.   Technical touch–up of images for the purpose of colour– balancing or removal of flaws (such as dust spots, scratches, digital noise, artifacts, etc.) to achieve better reproduction. Such changes will be considered to be insubstantial.

    iv.   The use of cropping, editing, or enlargement to selectively isolate, link, or display a portion of a photographic or video image is not considered alteration. However, cropping, editing, or image enlargement that has the effect of misrepresenting the facts or circumstances of the event or object as originally recorded constitutes a prohibited alteration.

    v.   Conversion of a colour image to black and white.

    vi.   The obvious masking of portions of a photographic image in support of specific security and criminal investigation requirements is authorized.

d. It is not authorised for public release:

    i.   Altering the content of an image (e.g. moving, adding, deleting, combining, stretching, flipping, shrinking, etc.).

    ii.   Misrepresenting a staged or manufactured scene as an actual event.

e. Photo Illustrations: Photo illustrations differ from news photos in content, creation, and purpose. They are staged or produced and are manufactured situations. When an existing photograph is altered for artistic purposes, such as by adding or deleting content, it also is considered a photo illustration.

f. When publishing a photo illustration, it should be made clear to readers that the image does not represent a real situation. In all cases, photo illustrations should be labelled as such. Any permitted alteration changing the original content of an image must be labelled as a 'photo illustration'. The credit line should read: 'Photo illustration; original photo by XXX'.

g. Artistic use of images, as in a collage, is permitted.

9. Defense Visual Information Distribution Service (DVIDS).

a. Is a state-of-the-art, 24/7 operation owned by the US Department of Defense DMA (Defense Media Activity) that provides a timely, accurate and reliable connection between the media around the world and the military serving at home and abroad.

b. Through a network of portable Ku-band satellite transmitters located in-theatre, robust IP connections, and a distribution hub DVIDS makes available real-time broadcast-quality video, still images and print products as well as immediate interview opportunities with service members, commanders and subject matter experts.

c. The service is provided free to NATO through the U.S. Department of Defence.

d. DVIDS operates a distribution hub making available, to the media, real-time broadcast-quality video, still images and print products as well as immediate interview opportunities with service members, commanders and SMEs.

e. A NATO page has been established in DVIDS with sites for SHAPE and the JFC HQs. Larger missions may also have sub sites created. Each site must have a designated administrator, nominated through SHAPE Public Affairs Social Media office. Chief PAOs should ensure that their staff and PA offices from their subordinate units/supported missions register as contributors on the most appropriate site and upload press releases, photo stories and good quality video packages. Further advice is available from SHAPE PAO.

f. DVIDS provides the following benefits to deployed PAOs:

   i.   Facilitates remote interviews with commanders and SMEs engaged in fast-breaking news.

   ii. Promotes products posted on its site to hundreds of media outlets.

   iii. Links media to deployed military units.

   iv. Enables embedded journalists to transmit broadcast quality video from the field.

   v.   Provides reporting features allowing units and contributors to identify when and by whom their material has been used.

   vi. Fulfils requests for products quickly via satellite, fibre and the Internet.

   vii. Submits daily bulletins detailing archive additions and email alerts about breaking news.

   viii. Maintains a searchable archive of video, photo and print products.

g. A brief primer and basic contact information for DVIDS can be found at Annex 11-F.

Annex 11-A Photoshop Stills Workflow and Metadata Guide

1. **Introduction.** The professional creation of stills products is a careful balance between art and science. The implementation of rules can hinder the ability of Photographers to realise their creative ideas. However, we must also be able to cultivate a high standard, which runs through all production stills products. It is also important for guidance and advice to be available to help Photographers achieve their aims, rather than hinder them.

2. **Aim.** The aim of this annex is to offer guidance to PAO Photographers at all stages of the stills creation process, and to establish standard working practices that will aid in the archiving process.

3. **Receipt of Stills Tasking.**

    a. Photographers may be tasked or tasks may be self-generated. Whichever form it takes this workflow must be adhered to always. Prior to leaving for tasking, the following must be completed:

        i. Negative Register. Populated with all known information before task.

        ii. Metadata Template. Complete with text from Press Release if known and generic keywords.

        iii. Client. The contact details for the end client if required and also how they will receive the imagery.

4. **Folder Structure.**

    a. The folder structure for stills tasks using Photoshop is standard and follows a three-sub folder structure.

        i. Main Folder

            1. {YYYYMMDD)-{Photographers ID}-{Description}-{Location}

            2. Photographers ID. This comprises of the last four of your service / National service number and photographers initials. Ie 25167277 Burt Will Durge = 7277BWD; e.g. 20190512-7277BWD-SACEUR Tanks in Town-Mons

        ii. Sub Folders. This is where you will save all data pertinent to the job including the press release, so the story is complete on the archive with accompanying words.

            1. RAW. Unedited images ingested from the memory card.

            2. Edit. Images that are saved to 2.5Mb. 3000px or 10: longest side with no captions.

            3. Output. Images saved as JPG and captioned.

        iii. Additional folders can be added.

            1. Slideshow. If a slideshow of images is created for other channels.

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2. Audio. For audio used in the slideshow or voice recordings used to help fill out metadata.

5. Negative Register.

a. Date. This is the date the task was photographed, if the task overruns then the first date is the one used until the task is complete.

b. Job Type. Select one from the drop down list that best describes the type of job.

c. Photographer. Use the drop down list on the Negative Register. Select who took the imagery.

d. Image Location. Where the RAW and edited imagery is located on the archive.

e. Stills/ Video/Audio. Use the drop down list and select the type of media recorded.

f. Completed. Only enter Yes once the job is shot, edited, transmitted and archived. When the task is complete this field on the Negative Register, should be highlighted in Red.

6. Photography. The imagery gathered should reflect the story included in the Press Release. Reading through the Press Release and communicating with the client, Unit Press Officer or Information Officer before taking images will highlight the key points and messages that they want to show visually. Prior engagement is essential so that the words and imagery connect and complete the product for use across multiple channels.

7. Equipment. There is no kit list to suit all photographers and all tasks, however, below are questions to consider when packing:

a. Transport. Will transport take me to the location, or will I be moving on foot? If traveling by air, camera bodies and lenses must be in hand luggage, as hold luggage may be lost. Is all the equipment man portable, will I be able to move all this equipment myself, whilst taking photos?

b. Conditions. Is it appropriate for the military situation? Would a daysack be more appropriate than a black camera bag? Will equipment be waterproofed for wet weather?

c. Health and safety. Arrive with wet/warm clothing and any PPE as required. It is your responsibility to find out what is required and wear it.

d. Distance. What distance will you be from the subject? What focal length will this require?

e. Lights. Will I be able to set up portable lights or light stands on location or will they be in the way of the task

f. Date and Time. Ensure the time and date on both cameras are in sync for sorting in the edit process.

g. Final Checks. Cards formatted? Batteries charged? Spare batteries for speedlights? Light battery charged. Lenses clean.

8. **Shooting**. Remain flexible. On arrival the task may take a completely new direction to that which has been planned due to un-controllable circumstances. No plan survives first contact, however, it is still vital to have a plan to start with. If the original idea is no longer achievable, the important thing is to be able to repeat the planning process on the ground, and always shoot with a purpose and a tone in mind.

9. **Image Edit**. The editing process can be a highly personalised process, but there are a number of steps that must be taken.

   a. Insert the memory card and Photomechanic or Lightroom will auto launch with the ingest screen. Set Primary folder to the RAW sub folder in the task main folder, load IPTC stationary pad created before the task, tick apply and ingest.

   b. First Filter. Once the images are in the RAW folder delete all images that are negligent discharges or technically flawed. If shooting on Continuous High delete all repetitive shots before and after the action shots.

   c. Rename. Select all images, sort order by capture time and rename them using the file naming convention ensuring sequence is reset to 0001.

   d. Second Filter. View the images at full screen pressing T to tag the ones for further editing that best capture the essence of the story. Each story should have 10-12 images for sending to press however that doesn't mean only 12 are edited and the job is forgotten about.

   e. Editing. Images for press must be edited with integrity, no added elements, overuse of Photoshop tools. Cropping, levels, and moderate dodge and burning are allowed as is cloning out obvious dust spots. If Clarity or Shadows and Highlight sliders are used they must be done with subtlety to enhance the image and not produce over processed images.

   f. Save as. Image editing can all be done in Adobe Lightroom or taken into Photoshop but once the edit is complete the images must be saved in the correct process;

   g. Images must be saved as JPEG's.

   h. Each image should be saved at 3000px or 10" longest edge and 2.5Mb maximum size with a resolution of 300ppi.

   i. Edited, resized JPEG's must be saved in the Edit folder in the Main task folder.

   j. Captioned images must be saved in the Output folder at 3000px or 10" longest edge and 2.5Mb maximum size. This is vital as it speeds up the transmission time to press.

   k. Captioning/Cutlines. Images must be captioned in Photomechanic or Lightroom in line with industry standards and IPTC Data fields using the template *SHAPE_Metadata.XMP* to set up the correct field order.

Annex 11-B - Still And Video Captions

1. Captions are essential to inform an audience of what is happening in the images. Most of the following information covers still captioning for still images, but the content applies to video images as well. The caption saved in video is more general and less specific, because it covers the entire video rather than a single image. More information is provided below.

2. There are three concepts to remember when writing a caption: accuracy, brevity and clarity, or ABCs.

    a. *Accuracy* ensures all information in the caption is correct and complete, including grammar and style (Reuters). Accuracy lends credibility and newsworthiness to an image. It also marks the image with information for historical documentation and allows it to be searched within databases or archives.

    b. *Brevity* ensures a caption is written to the point and that only necessary information is included in the text. Captions must convey a lot of information in a few short sentences, so they must be written concisely to maximise their effectiveness.

    c. *Clarity* ensures a caption is easily understood by its audience. Use words to make certain the reader understands what is happening in the image, especially non-military and non-native English and French speakers.

3. **The 5 Ws.** When writing a caption, the author should always focus on the 5 Ws: who, what, when, where and why. The 5 Ws ensure that all basic and necessary information is included in the caption.

    a. *Who* or what is the subject of the image?

        i. If the subject of a sentence is a person or persons, provide the nation, rank, first and last name, title and military unit for each person.

        ii. List units from smallest to largest.

        iii. Every effort should be made to identify the subject of a photo. When there are more than three subjects, each individual does not need to be identified unless it is essential to the information. (Ex. The NATO Secretary General, The Chairman of the NATO Military Committee, Supreme Allied Commander Europe, and Supreme Allied Commander Transformation are all in a photo. There rank and positions dictate importance of identifying all individuals.)

        iv. If the subject of the image is an object, provide the equipment name and model, name and ship hull number, or name and model of the aircraft or vehicle. Include both the name of the object (e.g., *C-17 Globemaster III*) as well as what kind of object it is (e.g., *aircraft*).

    b. *What* describes the action captured by the imagery.

        i. Use active voice. When writing in active voice, the subject is doing something, while in passive voice, something is being done to the subject.

    c. <u>*When*</u> provide the date and, if pertinent, the time of day when the image was captured. Include the date within the caption.

        i. Do *not* use datelines, which are headers placed before the start of the caption, often containing the date and location of the image.

        ii. Use the following format: Aug. 21, 2011. Spell out months March through July and abbreviate months August through February.

        iii. When writing just a month and year with no day, do not abbreviate the month: *Feb. 27, 2011*, but *February 2011*.

    d. <u>*Where*</u> provides the geographic location as well as the name of the base, facility or organisation, if applicable. Consult the *Reuters Style Guide* for more detail*.*

        i. If there is no city, give a region or general area (e.g., *near the Syrian border* or *off the coast of the United Kingdom)*

        ii. If the image was captured on a ship, provide the ship name as well as where it is moored or underway. For example: *off the coast of ...* or *underway in the Mediterranean Sea)*

    e. <u>*Why*</u> explains the purpose of the event, exercise or operation depicted in the image. This gives context to the image and answers the question as to why the image matters. The explanation should be brief, in most cases no longer than one sentence.

4. Constructing a caption/cutline.

    a. Cutlines should be simply and clearly written no needless adjectives or verbs

    b. The first sentence contains the who, what, when and where and is always written in the present tense using active voice. A caption describes the moment the image is captured, not what came before or after, so the first sentence will be written as if from that moment.

    c. Subsequent sentences include the background information (the *why?*) and should almost always be written in past tense. It explains why the image is significant and provides context. This is where you provide information explaining the significance of the *action in the image*.

    d. Example: Ms. Victoria Tesson, left, a NATO public affairs intern, interviews a Luxembourg soldier during Exercise CORONAT MASK 2018, in Bruchsal, Germany, September 26, 2018. The exercise, which began September 15, is being held throughout the Czech Republic, Slovakia, Italy and Germany and allows NATO Chemical Biological, Radiological and Nuclear (CBRN) Defence units to train for potential future NATO missions, improve specialised CBRN defence capabilities and enhance interoperability between participating nations. (NATO photo by Petty Officer 2nd Class Brett Dodge, USN)

e. Additional notes when writing a caption:

    i. <u>Define all uncommon acronyms</u> on first use. Spell out the acronym and then place the acronym in parentheses. Use the acronym on second or additional iterations.

    ii. <u>Avoid the use of jargon.</u> Explain terms and practices that are not commonly known outside of military circles. Remember to write for a non-military audience.

    iii. <u>Do not editorialise.</u> Stick to the facts as presented by the image and gathered at the scene.

    iv. <u>No quotes.</u> Do not quote people within the body of a caption. Only use quotations in a press release, feature story or news article.

    v. Do not include the <u>names of minor dependents</u> of military members without asking the parents first.

    vi. <u>Photographer's credit.</u> Include the photographer's credit at the end of the caption. For NATO images use the following format: (Released/NATO photo by [Rank], [Full name], [nation, military service]) As seen in sample caption above.

f. <u>Examples</u>.

    i. A bad caption example; *Young Ms. Riding Hood walking briskly to her grandmother's cottage during a dreary fall morning*.

    ii. A good version of the same caption; *Red Riding Hood, age 9, carries a basket of flowers in Fable Forest to attend to her sick grandmother in Yorkshire.*

g. <u>Final Edit.</u> Once the captioned images are published, the remainder of the images should be edited and archived, and then sent to the unit or organisation for further use across other channels. Only then can the job be marked as complete on the Negative Register.

Annex 11-C – Still Image (Stills) Workflow

1. Introduction.

   a. The professional creation of still image products is a careful balance between art and science. The implementation of rules can hinder the ability of Photographers to realise their creative ideas. However, we must also be able to cultivate a high standard, which runs through all still image products. It is also important for guidance and advice to be available to help Photographers achieve their aims, rather than hinder them.

   b. The aim of this guide is to offer guidance to Photographers at all stages of the stills creation process, and to establish standard working practices that will aid in the archiving process.

2. Receipt of Stills Tasking.

   a. Photographers may be tasked or may be self-generated tasks for stills products. Whichever form a tasking takes, the workflow must be adhered to always.

   b. Prior to leaving for task, open the spreadsheet 'Negative Register' and fill in details. See screen shot below.

DATE	Job Type	Photographer	Image Location	Stills / Video/Audio	Job Completed
20190809	Event	Ross Fernie	2019 -Other Imagery	Stills	Yes
20190811	Office Call	Brett Dodge	2019 -SACEUR	Video/Stills	Yes
20190811	VIP Visit	Ed Bocquet	NAS 2	Video/Stills	Ongoing
20190815	Exercise	Cody Ramirez	2019 -Exercises	Video	Ongoing

3. Folder Structure. The folder structure for stills tasks is standard for all photographers and follows a three-sub folder structure:

   a. Main Folder - {YYYYMMDD)-{Photographers ID}-{Description}-{Location} e.g. 20190512-7277BWD-SACEUR Tanks in Town-Mons

   b. Sub Folders - This is where you will save all data pertinent to the job including the press release, so the story is complete on the archive with accompanying words.

      i. RAW - For unedited images ingested from the memory card.

      ii. Edit - Images which are saved to 2.5Mb, 3000px or 10in longest side, resolution 300ppi with no captions.

      iii. Output - Images captioned and to be sent to press.

   c. Additional folders can be added:

      i. Slideshow - If a slideshow of images is created for other channels.

      ii. Audio - For audio used in the slideshow so it can be sourced again.
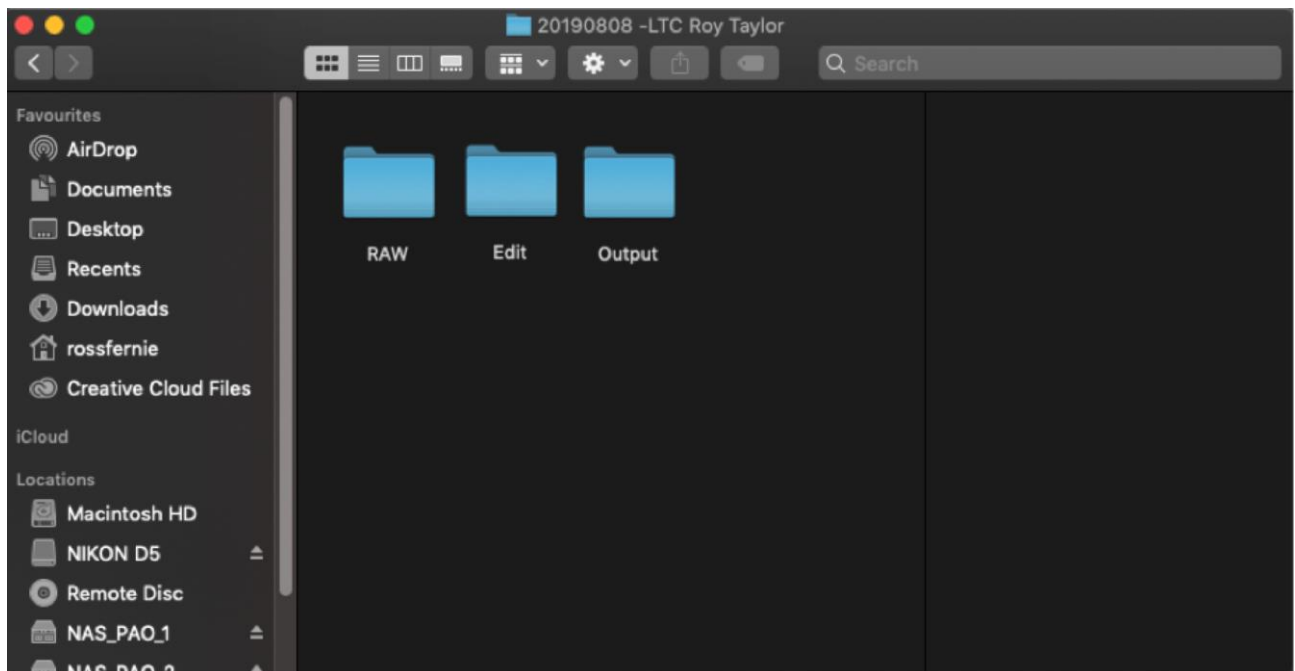
4. Workflow Process.

   a. Download your images from your cards into the RAW folder.

   b. Using Photo mechanic scroll through all images using the arrow key and press T to tag those you with to delete.

   c. Select tagged images (Cmd A) to select all. Press the delete key to remove images from HD.

   d. Show all images and highlight all the images (Cmd A) and click.

e. Rename as shown below.
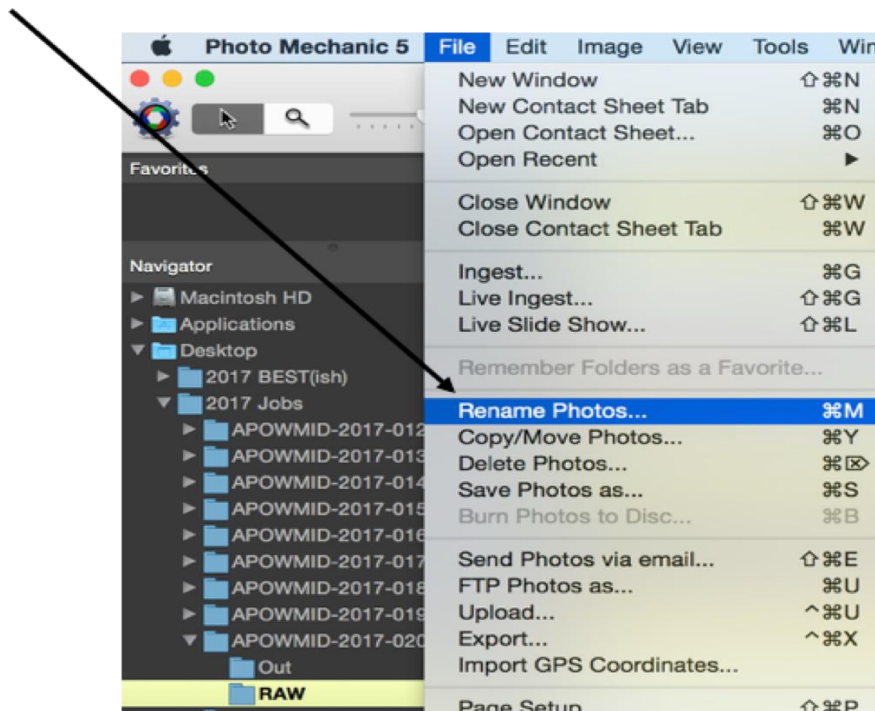
f. Type in the job number remembering to Reset the sequence for each job, as shown below.
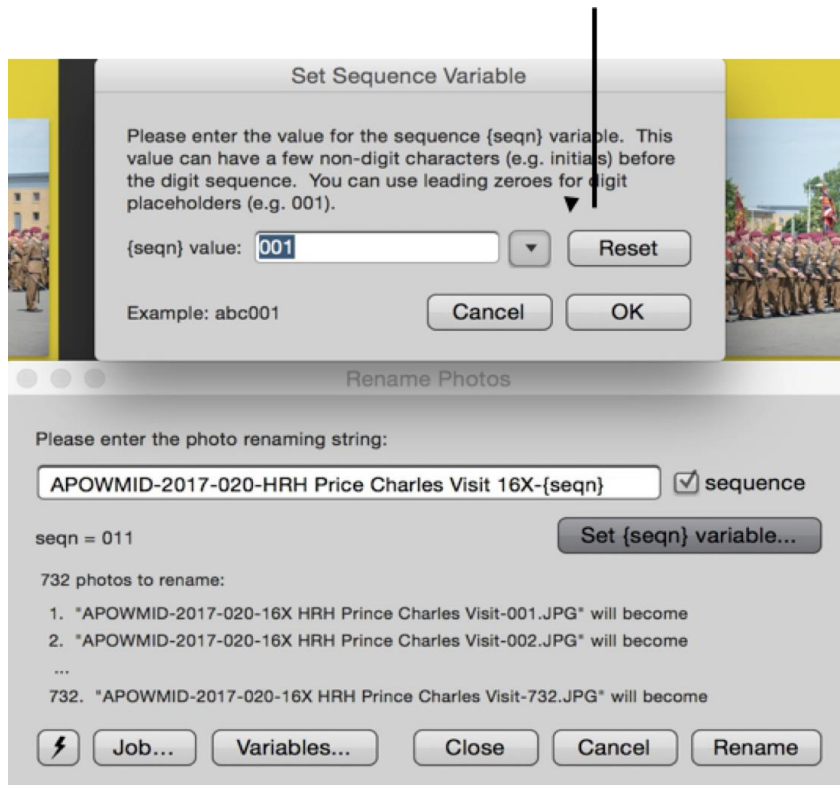
g. Whilst all images are still selected, click IPTC Stationary Pad (Cmd I) and enter your generic metadata as shown below. Then click apply stationary to selected then close stationary.
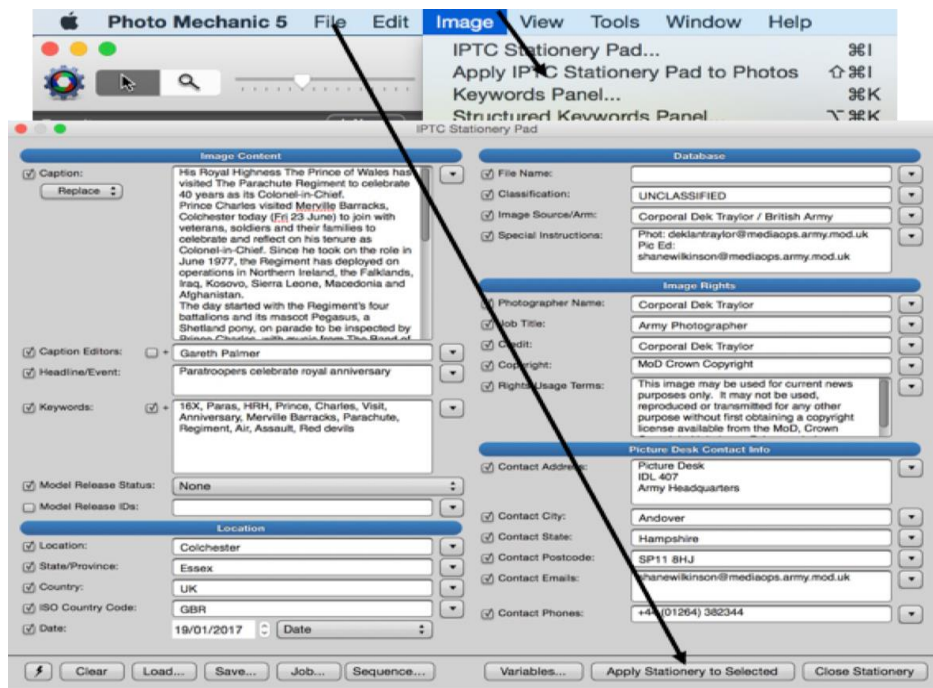
h. Make a selection of the images you want to edit by tagging the images with a colour (Cmd + number).
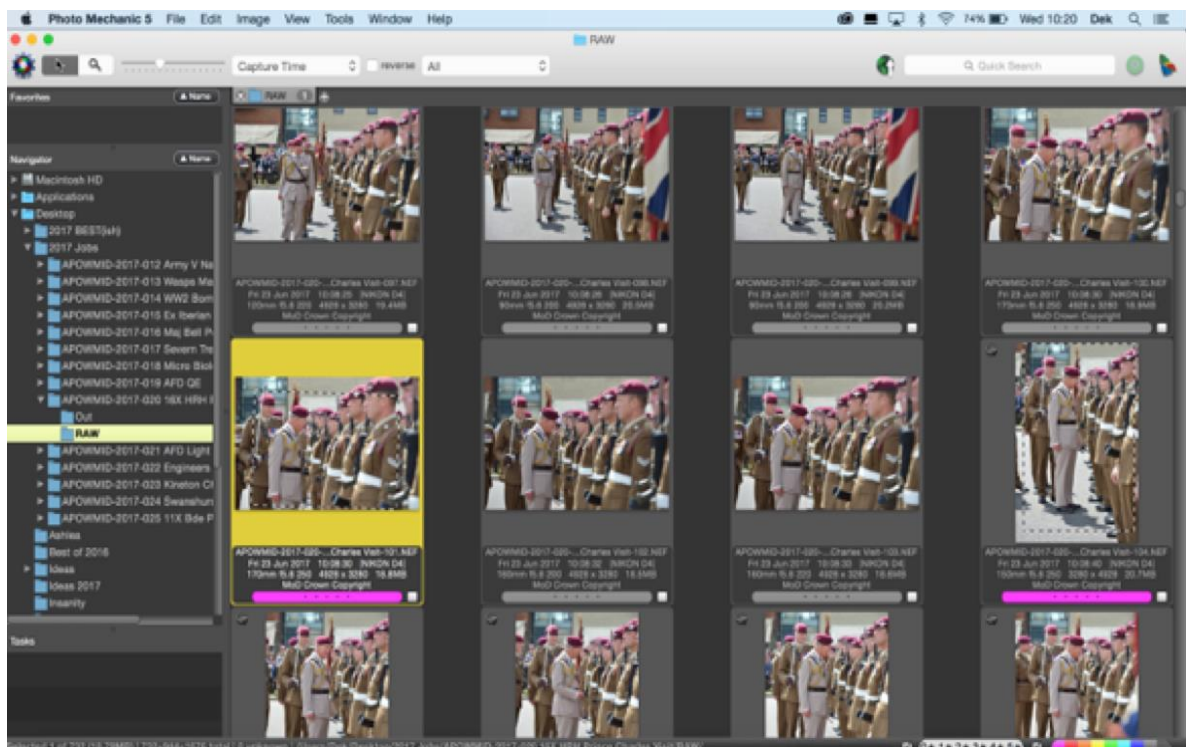
i. Once your selection has been made in the bottom right corner click on each colour to hide these images. Clicking Grey (far right) will hide the images that are not colour coded.

j. Select all colour-coded images (Cmd A) and right click, click Edit selected photos with and pick Adobe Photoshop.
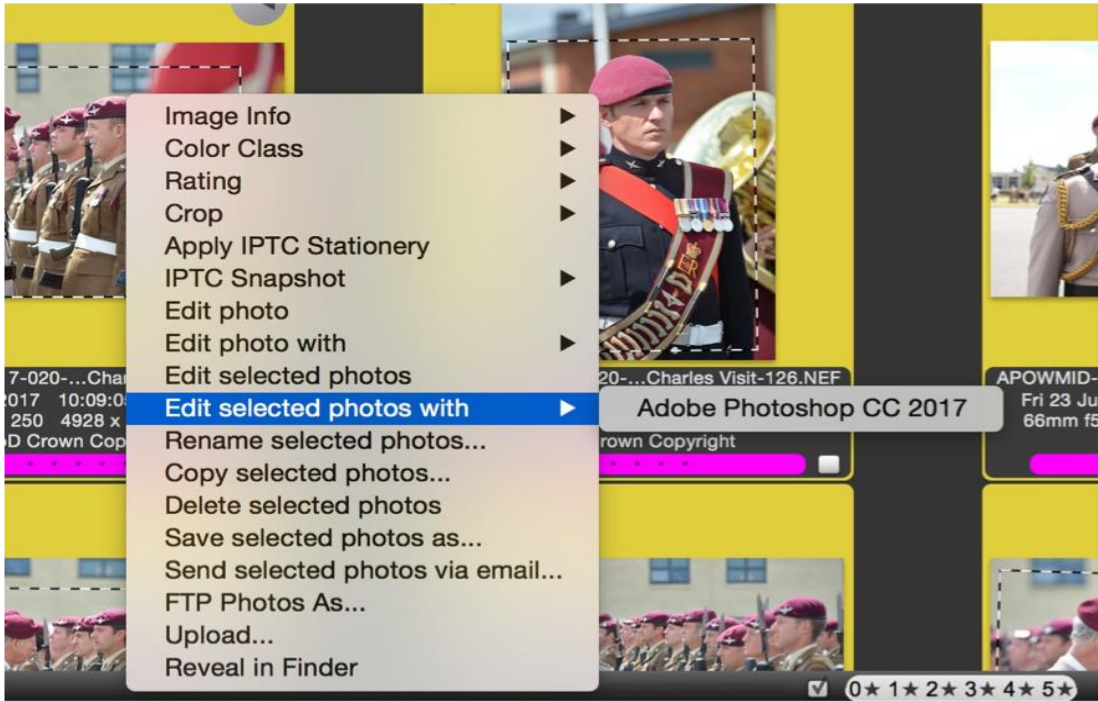
k. Once open in Camera Raw edit images with basic darkroom techniques. After editing, move to the left side of this window, highlight an image and select all (Cmd A). Then click Save Images below this.

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l. Make sure your settings are as below and that your images are saving to the EDIT folder of that job created, then click save.
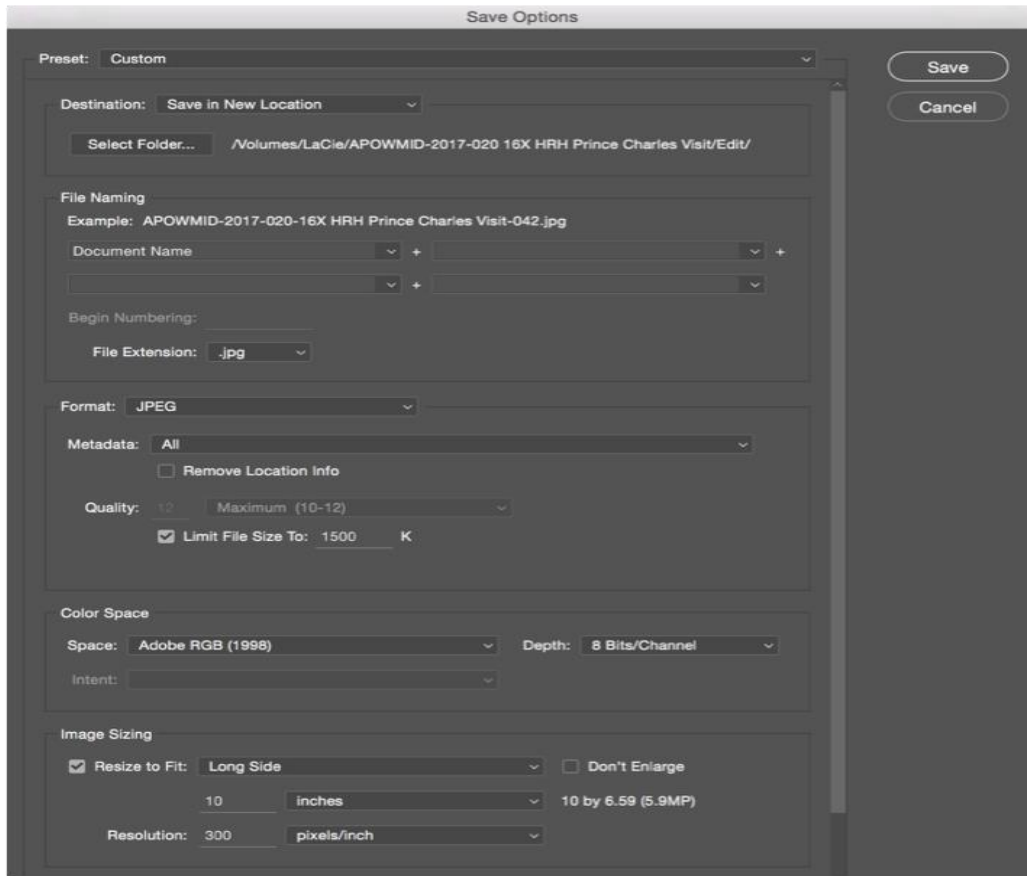
m. Copy the images you are going to send from the Edit Folder to the OUTPUT folder.

n. In Photo Mechanic navigate to your Output folder, open this and your images will appear. Highlight the first one and click the "i" button in the bottom left.
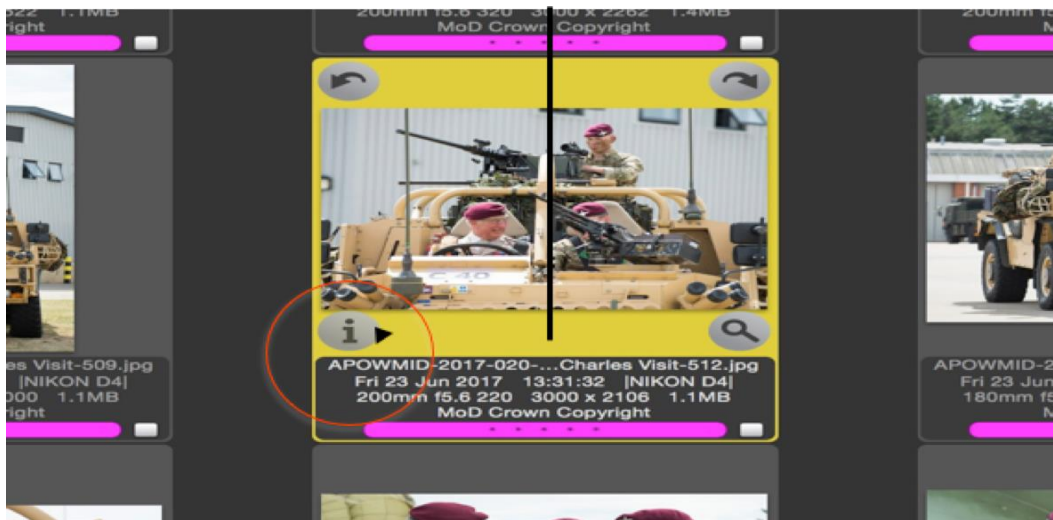
o. Then add specific metadata on each image in the OUTPUT folder as shown below, click save and -> once each image is done.

i. Ensure caption/cutline is formatted in accordance with Annex 11-B.

Photomechanic File Information
IPTC Stationary Pad

Caption - One paragraph unique to the image then the Who What Where When Why How. Can be copied from Press Release or created by photographer.

Caption Editor - Person who wrote caption.

Headline/Event - Title of Event (No TLA's)

Keywords - Specific to event and image, can use Keyword tree if created. Seperate keywords using a comma (,).

Model Release Status - Choose from dropdown box

Location - Where the photos were taken not where you are based.

Filename - {filenamebase:0} Automatically fills this field with image number.

Classification - Generally always UNCLASSIFIED

Image Source - Photographers name and service

Special Instructions - Photographers email and Picture Editor email.

Photographers Name - Your name

Job Title - DSOP Student - Army Photographer

Credit - Your name as will appear in byline

Copyright - ©MOD Crown Copyright 2018 (Option - G for symbol)

Rights Usage - This image may be used for current news purposes only. It may not be used, reproduced or transmitted for any other purpose without first obtaining a copyright license available from the MoD, Crown Copyright Unit. ipr-cc@dpa.mod.uk

Picture Desk Contact Info - Picture desk details at Andover.

The Metadata template inline with current Press Standards is PM_Metadata.xmp

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Annex 11-D Lightroom and Photo Mechanic Stills Workflow and Metadata Guide

1. Import all the photos but use star ratings to see in Lightroom which photos are marked for developing.

2. Go to Preferences then Launching. Make sure the default application to edit photos is set to Adobe Lightroom Classic CC (or whatever your version of Lightroom is).

3. Check Assign default application.

4. The colour class and star rating are displayed under each thumbnail. The box on the bottom right is checked if the photo is tagged.

5. Go to Edit - Select All then right-click any photo and select Edit selected photos with > Adobe Lightroom Classic CC from the menu.

6. Lightroom opens, goes to the Import window where only the photos selected in Photo Mechanic are checked for import.

7. Go to Edit - Select All to select every photo. Right-click any photo and select Edit selected photos with > Adobe Lightroom Classic CC from the menu.

8. Lightroom opens and goes to the Import window where all the photos are checked ready for import.

9. Now import the photos using normal settings. To save time, create an Import Preset to use when importing photos from Photo Mechanic.

10. Note: For Lightroom to recognise the star rating and colour class applied in Photo Mechanic, set Metadata to None in the Apply during Import panel in Lightroom's Import window.

11. One of Photo Mechanic's strengths is that you can create templates for just about any task. Just like using pre-sets in Lightroom that helps you switch quickly between different sets of settings depending on the criteria for the task at hand.

Annex 11-E – Video Specifics

1. **Editing.**

   a. <u>B-Roll.</u> If using recently shot video, first create a video b-roll package. Select favourites and highlight a collection of sequences and/or interview quotes. Export the b-roll files and save them in the highest resolution possible (currently at SHAPE in PRORES 422 at 4K). Creating b-roll packages and trimmed interviews allows for quicker editing processes and saves space on the production archive as high-resolution video uses a great amount of data. Make sure the audio doesn't exceed -3db.

   b. SHAPE PAO Production Team uses Final Cut Pro for standard linear timeline editing, but also has access to Adobe Premiere.

   c. Create any animated graphics and text, as well as any colour grading, transitions, etc.

2. **Music.**

   a. This stage also includes finding music and sound effects for the video. SHAPE Production uses universalproductionmusic.com for video soundtracks. Get in contact with the national entity in charge of music rights to understand the specific laws related to the use of soundtracks on videos for social media production.

   b. For example, in Belgium, SHAPE PAO pays for every 30 sections of a music track used on a video. The cost may vary by country.

3. **Publication.**

   a. Once finished, the video products must be cleared for release.

   b. Videos are then uploaded to:

      i. YouTube.

      ii. Official Website for organisation.

      iii. DVIDS (including b-roll and interview packages).

      iv. Facebook.

      v. Twitter.

      vi. Instagram (depending on video).

   c. All videos are required to have metadata in line with the ACO/ACT Public Affairs Handbook as well as basic journalism and style guide.

Annex 11-F - Post Task

1. Once the task is complete equipment should be cleaned, serviced and re-charged in preparation for the next task.

    a. Batteries. Recharged for all camera systems and ancillaries.

    b. Memory Cards. Formatted for the Camera system they will be used in.

    c. Lenses. Front elements cleaned and checked for dust ingress.

    d. Task Folder. The next task folder can be set up and re-named for the next tasking.

    e. Metadata. The metadata template for previous job can be deleted to contain only generic data to the photographer and post.

2. Summary. This document offers guidance to photographers at all stages of the stills creation process, and seeks to standardise working practices that will aid in the archiving process. Its aim is not to discourage the creativity but enable photographers.

Appendix A: NATO Structure, Policy and Command and Control

NATO structure and policy development is depicted in the following organization chart. Although this is a simplified depiction, it gives the reader a general idea of the various organizations and bodies involved in NATO policy development and execution. NATO HQ and SHAPE offer basic level briefings on their websites.

1. **NATO Headquarters.**

NATO Headquarters, in Brussels, Belgium, is the political headquarters of the Alliance and the permanent home of the North Atlantic Council (NAC), NATO's senior political decision-making body. It is home to national delegations of member countries and to liaison offices or diplomatic missions of partner countries. The work of these delegations and missions is supported by NATO's International Staff (IS) and International Military Staff (IMS), which are also located within the Headquarters.

NATO Headquarters provides a site where representatives from both the civilian and military side of all the member states can come together in order to make political decisions on a consensus basis. It also offers a venue for dialogue and cooperation between partner countries and NATO member states, so that they can work together in their effort to bring about peace and stability.

Each NATO member country has a delegation at NATO Headquarters in Brussels, Belgium.

The delegation has the status similar to an embassy and is headed by an Ambassador or Permanent Representative (PERM REP), who acts on instructions from his or her capital and reports back to the national authorities.

The responsibility and task of each delegation is to represent its member country at NATO. The authority of each delegation comes from its home country's government, to which it reports back on NATO decisions and projects.

Each member country is represented on the NAC, the most important political decision-making body within NATO, by the PERM REP. The length of the Ambassador's appointment depends on his or her home country. It generally ranges from one to eight years. The Ambassadors are supported by their national delegation, composed of advisers and officials who represent their country on different NATO committees, subordinate to the NAC. Each member country is represented on every NATO committee, at every level, and therefore the delegations are sometimes also supported by experts from capitals on certain matters.

An important function of the delegations at NATO Headquarters is the consultation process.

Consultation among the delegations can take place in many forms, from the exchange of information and opinions, to the communication of actions or decisions which governments have already taken or may be about to take and which have a direct or indirect bearing on the interests of their allies. Consultation is ultimately designed to enable member countries to arrive at mutually acceptable agreements on collective decisions or on action by the Alliance as a whole.

Decisions made by the NAC represent the accepted agreement of each and every nation. Decisions are made by unanimous consent. Proposals are normally put 'under silence' with a correlating deadline. In effect, this means that if no objections are raised prior to the deadline (i.e. breaking silence) the decision is accepted by each nation and therefore constitutes a decision by the NAC.

2. NATO Secretary General (SECGEN) and International Staff (IS).

The NATO SECGEN is the senior international statesperson nominated by the member nations as Chairman of the NAC, Defence Planning Committee, Nuclear Planning Group and of other senior committees. He also acts as principal spokesperson on behalf of the Alliance, both in its external relations and in communications and contacts with member governments.

The work of the NAC and its committees is supported by the IS, comprised of the Office of the Secretary General, six functional Divisions, the Office of Resources and the Office of Security. Each Division is headed by an Assistant Secretary General (ASG).

The IS is an advisory and administrative body that supports the work of the national delegations at different committee levels and assists in implementing their decisions.

The IS supports the process of consensus building and decision-making as well as implementing and enforcing the decisions of NATO committees. The IS is responsible to the SECGEN, who decides who is appointed to the staff. Members of the IS owe their allegiance to the organisation throughout the period of their appointment.

3. Military Committee (MC).

The MC is NATO's highest military authority, providing NATO's civilian decision-making bodies – the NAC, the Defence Planning Committee and the Nuclear Planning Group – with advice on military matters. The MC is composed of the chiefs of defence of all 28 member countries and is a headed by the Chairman of the Military Committee (CMC).

The CMC is elected by the Alliance Chiefs of Defense (CHODs) and normally serves a three-year term. CMC represents the CHOD's consensus-based views as the principal military adviser to the SECGEN, the NAC and other senior NATO organisations. CMC guides the Committee's agenda and deliberations, listening to views and working to reconcile divergent national positions or policy differences to fashion advice that all can agree to.

The MC's principal role is to provide direction and advice on military policy and strategy. The MC provides the NAC, NATO's highest political authority, with consensus-based military advice - that is, advice agreed to by all CHODs. It is responsible for recommending to NATO's political authorities those measures considered necessary for the common defence of the NATO area and for the implementation of decisions regarding NATO's operations and missions.

The MC is an integral part of the decision-making process of the Alliance, representing an essential link between the political decision-making process and the military structure of NATO, translating political guidance into military direction to NATO's Strategic commanders.

The MC also plays a key role in the development of NATO's military policy and doctrine within the framework of discussions in the Council, the Defence Planning Committee, the Nuclear Planning Group and other senior bodies. It is responsible for providing military guidance to NATO's two Strategic Commanders – Supreme Allied Commander Europe (SACEUR) and Supreme Allied Commander Transformation (SACT).

In this context, the Committee assists in developing overall strategic concepts for the Alliance and prepares an annual long-term assessment of the strength and capabilities of countries and areas posing a risk to NATO's interests.

In times of crises, tension or war, and in relation to military operations undertaken by the Alliance such as its role in Bosnia-Herzegovina, Kosovo and Afghanistan, its role is to advise the Council or Defence Planning Committee of the military situation and its implications, and to make recommendations on the use of military force, the implementation of contingency plans and the development of appropriate rules of engagement.

It is also responsible for the efficient operation of agencies subordinate to the MC.

At the Strategic level, Allied Command Operations (ACO) is responsible for the preparation, planning, conduct and execution of NATO operations, missions, and tasks within a political-military framework endorsed by the MC and approved by the Council, in order to achieve the strategic objectives of the Alliance. Allied Command Transformation (ACT) serves as the focal point for NATO's joint and combined concepts, research, technology, training and education development.

4. **NATO Military Structure and Forces.** The Alliance military structure comprises:

    a. A NATO Command Structure (NCS) composed of permanently established HQs, including deployable components and supporting organizational elements. The NCS is based on functionality rather than geography.

    b. A NATO Force Structure (NFS), which includes Allied national and multinational deployable forces, joint HQs and single service HQs placed at the Alliance's disposal on a permanent or temporary basis.

    c. NATO command and control structures ensure the ability to operate at three overlapping levels, military Strategic, Operational and Tactical levels.

5. **Allied Command Operations (ACO).** There are three tiers of command: Strategic, Operational, and the Tactical or Component level.

    a. <u>Strategic Level.</u>

        i. ACO Strategic level HQ is located at Supreme Headquarters Allied Powers Europe (SHAPE), near Mons, Belgium, and is responsible for all Alliance operations wherever it may be required.

        ii. ACO is commanded by SACEUR. SACEUR is dual-hatted as the Commander of the US European Command, which shares many of the same geographical responsibilities. ACO is responsible for among other things, force generation for the various NATO missions, once approved by the NAC and tasked by the MC.

   b. <u>Operational Level.</u> Three standing joint force commands (JFCs) in Brunssum, The Netherlands, in Naples, Italy and in Norfolk, USA all of which can conduct operations from their static locations or provide a deployable Combined Joint Task Force (CJTF) headquarters. Additionally, the Joint Support and Enabling Command in Ulm, Germany is responsible to ensure NATO can move troops more quickly across Europe in a crisis situation and ensure sea lines of communication between North America and Europe remain safe.

   c. <u>Tactical Level.</u> Three Allied Single Service Commands, which provide service-specific – land (Allied Land Command Izmir), maritime (Allied Maritime Command Northwood) or air (Allied Air Command Ramstein) – expertise and support to the other HQs at the operational level. These HQs can also be used to provide the core of a CC HQ for a small joint operation or deployable C2 capability for a single service operation in accordance with their specificities.

   d. ACO structure also includes the NATO Communications and Information Systems (CIS) Group (NCISG) (HQ located at SHAPE) responsible to provide deployed CIS services.

6. **Allied Command Transformation (ACT).**

ACT leads the transformation of NATO's military structure, forces, capabilities and doctrine. It enhances training, particularly of commanders and staffs, conducts experiments to assess new concepts, and promotes interoperability throughout the Alliance.

Headquarters, Supreme Allied Commander Transformation (HQ SACT), located in Norfolk, Virginia, directs ACT's various subordinate commands including the Joint Warfare Centre (JWC) in Norway, the Joint Forces Training Centre (JFTC) in Poland, the Joint Analysis and Lessons Learned Centre (JALLC) in Portugal and various NATO schools and Centres of Excellence.

There are direct linkages between ACT, NATO schools and agencies, as well as the US Joint Forces Command, with which ACT Headquarters is co-located.

For a more detailed explanation of NATO Policy, please see:

http://www.nato.int/cps/en/natolive/structure.htm

7. **NATO Public Affairs linkage**.

The PA function of the Alliance is headed by the Public Diplomacy Division of the International Staff. Specifically, the Press Service takes the lead with respect to communications, with the MOC taking the lead as the primary element overseeing media operations and outreach for the RS mission and other special projects.

Through direction and guidance from the SECGEN and with input and approval by the NATO Spokesperson, the press service develops communications guidance and messaging for the alliance.

These communications plans are then taken by ACO and ACT and developed into military plans, typically in the form of operation plans public affairs annexes, fragmentary orders, public affairs guidance and media lines.

NATO HQ Media Operations Center (MOC) does not have direct tasking authority over the military structure at any level. However, in the interest of alliance cohesion and unity of effort, amicable solutions should be sought to accommodate the needs of all levels of the communications structure.

Appendix B: Public Affairs Releasable Products

1. The following products, while not an exhaustive list, are some of the more common PA releasable products on either your public website, social media platforms or during direct media /public engagements:

a. News Releases.

b. Media Advisories.

c. Statements – (News Conference, video, news release formats).

d. Press Kits.

e. Fact Sheets and/or Infographics.

f. Imagery, Still and/or Video to include B-roll packages.

g. Town Hall Meetings (for staff or with the local community).

h. Letters to Newspaper Editors.

i. Briefing Packages / Presentations.

j. Email or All Users Messages.

k. Electronic Newsletters – either intra- or internet.

l. Display/Notice Boards/Screens (for important messages and updates for staff).

m. Exhibitions and Displays.

n. Hometowners (photo and story of military members sent to their hometown newspapers).

o. Leaflets / Brochures / Tri-folds / Pamphlets.

p. Podcasts.

q. Publications, either internal or external.

2. The following products, while not an exhaustive list, are some of the more common internal PA products:

a. Media Monitoring and Analysis.

b. Talking Points or Lines To Take.

c. Media Engagement Prep for:

    i. Background Discussions.

    ii. Media Roundtables.

    iii. News Conferences.

    iv. Interviews.

d. Public Affairs Guidance.

e. PA Plan or Integrated Communications Plan.

f. Pocket Cards (Internal Communications - Command Information).

Appendix C: Basic Journalism

1. Introduction.

a. Within PA, applied journalism is the term that describes using journalistic skills and writing techniques to deliver specific messages to audiences. In today's environment, journalism is applied to all print and digital engagements and platforms.

b. All Mil PAOs shall use the principles of applied journalism in preparing PA products in support of NATO strategic communication objectives.

c. The following section covers the basic types of applied journalism formats.

2. The News Story.

a. A news story must be of immediate importance. Editors are interested in covering events that are coming up immediately, but they are never interested in hearing an account of what happened yesterday or last week. Immediacy is the single most important factor in hard-news stories. In addition to immediacy, below is a list of other factors which contribute to an event's newsworthiness:

    i.   Prominence - is there someone famous, notorious, or political involved?

    ii.   Proximity - is the event in the community?

    iii.   Controversy - is the event likely to provoke public discussion?

    iv.   Conflict - are people or groups of people opposing each other?

    v.   Relevance - is the story likely to be of interest to the public?

    vi.   Money - is there a money angle?

    vii.   Timeliness - does it relate to a specific current event?

    viii.   Entertainment - is the story funny or amusing?

    ix.   Danger - is there risk involved?

    x.   Human interest - is there something in the story that will appeal to readers' common experience or emotions?

    xi.   Immediacy - is the story relating to something happening now?

    xii.   Consequence - is there a significant impact on people?

    xiii.   Progress - is the story showing an evolution of some sort?

    xiv.   Oddity - will people be interested by the oddity of the story?

    xv.   Emotion - will the story touch the feelings of the readers?

    xvi.   Suspense - is the story creating suspense?

b. The news story format is what is used most often in the 'news release,' as referred to by NATO, is a mechanism to release news. The private sector often uses the term 'press release'.

c. Generally, the information in a news story must answer the following questions: Who, What, When, Where, Why, How, and How much? (We call these the 5 Ws & 2 Hs).

d. All information you receive from an interview should be put into one of the boxes below. When you have done this, your lead will become clear and you will be able to easily write your news release or news story in the style that is the accepted structure throughout the news industry.

WHO?	Full details of person or group spelled out: rank, first name(s), last name(s) Full details of unit spelled out
WHAT?	Explain succinctly what happened/is being announced Round numbers up or down (NATO is deploying about 3000 soldiers, rather than NATO is deploying 2987 soldiers)
WHEN?	Day and month You don't need the calendar year if the event/ announcement is in the same year
WHERE?	Exact location keeping in mind operational security issues if that is a factor
WHY?	Explain the significance of the news event If there are operational security considerations that preclude releasing this information, say so
HOW?	How did an incident happen? What are operational security considerations that preclude releasing this information? If this information is part of an investigation into an incident/accident, then say the information cannot be released because of an ongoing investigation
HOW MUCH?	What is the cost, if relevant? For example, if you are announcing a major equipment purchase, the cost of that purchase is relevant

e. News stories should also include quotations from your key organization representatives. These quotations, if used judiciously and effectively can contribute to the news releases readability and credibility.

f.   The ideal news release fits on one or two size A4 pages.

g.   On first reference to an individual person or specific unit spell it out fully, using the full rank title, first and last names, in accordance with the individual's national style. On second and subsequent references use only the individual's last or family name. Except, when preparing material in French, NATO's other official language, abbreviations are not used.

h.   Inverted Pyramid Format. As for structure, most news stories are constructed from the top down. The classic news-release format is the inverted pyramid: lead, bridge and body. If the information is arranged in order of importance and the editor finds the news release too long for the space available, the editor can easily cut the story from the bottom up without removing the most significant material.

i.   The Lead. The lead is the most important element of the news story and entices the reader into the rest of the story. A good lead is usually about 15 to 25 words. It also answers as many of the five Ws and two Hs as possible. Below is the standard news lead:

  KABUL, Afghanistan – Five NATO forces were killed and six others wounded by a road-side bomb in Regional Command West at approximately 2 p.m. Oct. 15 while executing a routine mission.

j.   The Bridge. The bridge provides the transition from the lead to the body of the news release. It usually contains key information, such as the "why," not contained in the lead. To revisit the lead above, a typical bridge paragraph might read: Three of the wounded are in critical condition and have been flown to Germany for further treatment. The other three wounded are being treated locally.

k.   The Body. The body fills in those secondary or less important details that the lead and the bridge did not cover. Although this material is the "first to go" if the editor is short of space, it is still worth including, since it may appear in media coverage if space permits. A body paragraph for a news release could look like this: NATO takes every precaution to ensure that military members are trained and equipped to react to incidents like this. Due to the quick response of the medical evacuation helicopter and crew, several of the critically wounded were stabilized enough for transport for further care.

3. Feature Writing. (Example at Annex 5-A)

a.   Another form of applied journalism writing style is the feature story, sometimes referred to as 'soft news'. Feature stories are often ideal for unit or community newspapers or as a hometowner release.

b.   To convince an editor that a story idea has feature potential, the subject material must be timely and of interest to your intended audience. Once you are sure the idea meets those criteria, you must decide which of the two basic types of feature story you think is most likely to be printed—the human-interest story or the informative story.

c.   The human-interest feature story focuses on how an event affects an individual, or group of individuals.

d. The informative feature story examines a subject or event in considerable depth. The feature is a good way to tell a story from a positive viewpoint, as long as the appropriate subject material is emphasized.

4. **The News Release.** (Annex 4-J, 4-K)

   a. The news release serves not only as a source of information, but also provides notice to editors and news directors of policy developments, operations, events, and activities they may wish to cover in greater depth using their own resources. As a fair and common practise, news release should be sent to all appropriate media agencies that you deal with simultaneously via fax, email or internet.

   b. All news releases must be approved by the appropriate level authority potentially contentious or significant releases should be coordinated with higher headquarters before release.

   c. Ideally, the contents of a news release should be distributed by the chain of command to the internal military/civilian audience before the media receives it - particularly if it is very negative or tragic information.

   d. The news release is just one way of achieving a specific communications objective or effect. Bear in mind, however, that not all activities warrant the issuing of a news release. After all, a news release is supposed to be about something newsworthy—it is not a form of free advertising. If you send out a news release that does not contain any news, pretty soon the media will ignore your news releases – to your detriment! News releases are issued when you have news to release.

   e. A sample news release and a checklist to assist you in preparing a news release are annexed to this chapter.

5. **The Media Advisory.** (Annex 4-L)

   a. The media advisory is also an important tool in the PAO toolbox. As the name implies – a media advisory is mechanism to advise the media.

   b. Unlike the news release, a media advisory is used to advise or inform news agencies of upcoming, newsworthy events or activities. Media advisories may announce news conferences, speeches by prominent individuals, visits by foreign dignitaries, or the release of major policy papers, to cite just a few examples. A media advisory is issued when you want to let the media know that something is going on.

6. **Backgrounders or Fact Sheets.** Backgrounders or fact sheets are prepared to provide detail about a comprehensive subject or a subject that is detailed and complicated. A backgrounder or fact sheet document will often be prepared to accompany a news release and will contain amplifying or background information on a particular subject. This background information is not necessarily news, so it does not go into the news release but it is important information and very germane to the story. Backgrounder or fact sheet documents allow media outlets (most often print media) to get more in depth into a story. (Annex 4-M)

7. **Photo Cutlines and Captions.** Well-composed, strong photos can contribute greatly to the appeal of news and feature stories. Occasionally, photographs are strong enough to stand alone without a story; they are called 'stand-alone photos' and include a cutline. (Chapter 11, Annex 11-C)

8. **The Hometowner.** (only applicable in some nations)

   a. The hometowner is a form of applied journalism peculiar to Mil PA. It can be a feature story or photo and cutline sent in the form of a News Release to community newspapers in the hometown (hence 'hometowner') of the person featured.

   b. Hometowners use references that link the individual to their place of birth or families' current residence to highlight their efforts abroad, raising personal morale and community support and understanding for the nation's military and NATO. They also blend personal information with information about operations, policies, and activities.

   c. Hometowners are most effective when they originate from operational deployments, field exercises, special events or foreign locations. This gives them enough newsworthiness for editors to use them without compromising their journalistic principles.

   d. The standard hometowner (photo and cutline) should not be more than 150 words. A typical hometowner might read as follows: Airman 1st Class Sarah English, a Panama City, Fl. Native who is currently serving in Joint Forces Command Naples, led a clothing drive for the victims of a recent earthquake the shook the region and destroyed a city just outside of Rome. English is a communications specialist for NATO and is aiding in security and humanitarian operations in the Balkans, Iraq and the Mediterranean Sea.

9. **Writing for Radio.**

   a. Radio is a way to reach the general public. This is particularly true if our listening audience does not have a high literacy rate.

   b. When preparing a news release/radio beeper, specifically, for radio, it is important to understand that its requirements are very different from those of newspapers and vary from nation to nation. Typically in western media, radio news broadcasts are seldom longer than five minutes and a radio beeper itself should be 10 to 30 seconds long. It is similar to the format of a paid 'commercial' advertisement.

   c. Writing for radio needs the same attention to basics as writing for the print media. You have to answer the five Ws and two Hs. Your first sentence (or lead) is very important.

   d. Use the following word count to time a radio broadcast item:

      i.   10 seconds - 25 words;

      ii. 20 seconds - 50 words; and

      iii. 30 seconds - 70 words.

e. The best way to check the length of a broadcast release is simply to read it out loud and time it yourself. This serves two purposes: first, it gives a truly accurate idea of the item's length; and second, it allows the PAO to decide whether or not the news release has "ear-appeal."

f. Be flexible to the local customs and styles of the host nation. Not all countries adhere to these guidelines and often expand beepers into much longer segments. Work with the media outlets in advance to ensure that you are meeting their logistic and cultural requirements.

10. **Podcast.** A podcast is an episodic series of digital audio files that a user can download in order to listen. Alternatively, the word "podcast" may refer to the individual component of such a series or to an individual media file.

11. **The Public Service Announcement.**

a. The Public Service Announcement (PSA) is a communications venue for giving public notice of events that can impact directly on the public, such as exercises in the community, convoys of military vehicles, military band concerts, etc.

b. PSAs can be created in a variety forms: written news release or even a prepared video or audio product that mirrors a 'commercial' advertisement' format. For TV this is typically 10 or 15 seconds clip with a news lead read over the video for audio background.

c. PSAs are the closest the media comes to offering 'free' advertising. In some nations, public broadcasters must allocate a certain number of hours per month for community service announcements as a condition of their broadcast licence. If this is not a requirement of their nation's licensing requirements, then a form of payment should not be paid in exchange for the service.

Appendix D: Print Style Guide

For continuity across the numerous language writing styles, use the following when writing in English for official ACO/ACT publications. These are adapted from the Reuters Handbook of Journalism at http://handbook.reuters.com/index.php/Main_Page .

1. **Acronyms.** Avoid if at all possible. Very few are understandable at first reference. Most are only of use to a specialised audience that has seen them several times before. Where possible replace with a noun such as the committee, the organisation, the inquiry.

2. **Book and Film Titles.** Books, films, plays, poems, operas, songs and works of art: capitalise every word in the title apart from conjunctions, articles, particles and short prepositions, e.g. "The Rise and Fall of the Third Reich", "The Merchant of Venice", "Gone with the Wind". The same is true of radio and television programmes other than news and current affairs, e.g. "American Idol".

3. **Dates.**

   a. Use the sequence month/day/year, e.g. Iraq's invasion of Kuwait on Aug. 2., 1990, led to... or the August 2 invasion or the August 1990 invasion. If a specific date is used, put the year inside commas. Spell out months in text but abbreviate them followed by a full stop when they are used with a specific date – Jan.1, Feb. 14, Aug. 5, Sept. 11, Oct. 24, Nov. 5, Dec. 25.

   b. In datelines, use Jan Feb March April May June July Aug Sept Oct Nov Dec with no full stop. If you need to abbreviate for a table use the first three letters of each month: Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec. There is no full stop. When spelling out duration, write the tournament runs from May 22 to 24 not runs from May 22-24. Write arrived on Monday not arrived Monday and on Tuesday, on Wednesday, on Thursday rather than yesterday, today, tomorrow. An exception is made for copy in the Americas, where because of subscriber preferences our style is to drop the 'on' before days of the week. Write the 1939-45 war but from 1939 to 1945 not from 1939-45. Similarly between 1939 and 1945 and not between 1939-45. Write 9/11, not 9-11.

4. **Non-English Language Phrases.** Use such phrases or quotes only in exceptional cases, for instance where no generally recognised English equivalent exists. They must always be explained, e.g. Dismissing the libel action, the judge said, "De minimis non curat lex" (a Latin phrase meaning "The law does not concern itself with very small matters").

5. **Jargon.** Jargon is specialised language unfamiliar to the average reader, e.g. remuneration, de-escalation, methodology, going forward, thought leadership, downside risks. If you have to convert into better English a word such as confrontation, use the most conservative of its various meanings. Unless you are directly quoting someone, turn jargon into clear English. Journalism jargon — newsflow, obits, stringers, paras, rejigs — should not appear in our stories. Words like obituary should be written in full.

6. **Kilometre.** Use km (no full stop, same singular and plural) at all references, except in a phrase such as hundreds of kilometres.

7. **km per hour.** First reference, kph on second and subsequent references.

8. **Military.** Avoid military jargon. However, an attempt should be made to explain the military situation.

9. **Aircraft.**

    a. Use aircraft rather than plane. Most airliners and military aircraft are jets so there is normally no need to specify that an aircraft is a jet. Warplane – is one word.

        i. Capitalise but do not put in quotation marks the names of aircraft, e.g. Hercules, Flogger, Raptor. When the number designating an aircraft is preceded by a letter or letters, hyphenate, e.g. Boeing 777 but MD-90, F-117.

        ii. Use makers' names in the form given in Jane's All the World's Aircraft, e.g. MiG-35. Give numerals for aircraft speeds, e.g. Mach 1 not Mach one.

        iii. Know what the most common military letters mean when asked. F stands for Fighter (F-35), C stands for Cargo (C-17), KC stands for Kerosine Carrier (KC-135), B stands for bomber (B-2), CH stands for Cargo Helicopter (CH-47), AH stands for Attack Helicopter (AH-64), T stands for Trainer (T-35 jet trainer).

    b. <u>Air Base.</u> Two words. So also air raid but airspace and airstrike.

    c. <u>Airborne Warning And Control System (AWACS).</u> Aircraft equipped with search radar, height-finding radar and communications equipment for controlling weapons, generally other aircraft, surveillance and early warning.

    d. <u>Alliance Ground Surveillance (AGS).</u> A system that will give commanders a comprehensive picture of the situation on the ground.

    e. <u>Stealth</u>. They depend for their safety on carbon-based composite building materials and an unusual shape that absorbs radar signals or reflects them at angles that make the aircraft difficult to detect for useful periods of time. Do not capitalize "stealth."

    f. <u>STOL</u>. Short take-off and landing.

    g. <u>Strafe</u>. To attack with machine guns or rockets from the air. Do not use in referring to aerial bombing or ground-to-ground attacks.

    h. Unmanned Aerial Vehicle (UAV). The Predator is a U.S.-built UAV that is primarily used to collect intelligence but can act as an offensive weapon, sometimes equipped with two Hellfire missiles. The Global Hawk with a wingspan wider than a Boeing 737's can loiter high above the area it is monitoring for more than 24 hours while the Dragoneye is a tiny unmanned scout aircraft for reconnaissance by ground troops.

    i. <u>VTOL</u>. Vertical take-off and landing.

    j. <u>Warplane</u>. One word. It is a useful one for the lead paragraph, but it is better in most cases to be specific (fighter, bomber), although some aircraft can carry out a

variety of missions, such as the F16. The Fairchild A-10 Thunderbolt is a ground-attack aircraft designed to support ground forces. The Panavia Tornado is a multirole combat aircraft. The B-52 is a long-range bomber. In financial stories and when dealing with contracts, sales and development, put the manufacturer's name (and company) before the aircraft type.

10. **Armored Vehicles.** If in doubt about the name of any of these just call it an armored vehicle. An artillery piece such as a gun or howitzer may be mounted on tracks or wheels and be self-propelled.

   a. <u>Armored Fighting Vehicle (AFV)</u>. Neither a tank nor an armored personnel carrier, but a hybrid evolved in an era of fast-paced warfare in which infantry must keep up with tanks.

       i. An AFV like the Bradley Fighting Vehicle used by the U.S. military carries a squad of infantry.

       ii. The Soviet-designed BMP-1 carries infantry and is armed with an antitank missile launcher and a 73mm gun.

       iii. The British GKN Warrior is a 25-tonne tracked armored vehicle with a 30mm cannon.

   b. <u>Armored Personnel Carrier (APC).</u> A tracked or wheeled vehicle that carries small groups of infantry into battle. It provides protection against small-arms fire and shell splinters, and may be armed with machineguns.

       i. Make sure a tank is a tank and not an APC. If in doubt about the name of any of these just call it an armoured vehicle.

       ii. An artillery piece such as a gun or howitzer may be mounted on tracks or wheels and be self-propelled.

11. **Battle.**

   a. <u>Battlefield.</u> One word. Also battlefront and battleground.

   b. <u>Bomb Damage Assessment. (BDA).</u> Avoid unless in quotes. Spell out BDA in parentheses if used in a quote

   c. <u>Biological Warfare.</u> The use in warfare of microorganisms to cause death or disease.

   d. <u>Ceasefire</u>. One word

   e. <u>Chemical Warfare</u>. The use of chemicals other than explosives, e.g., gas.

   f. <u>Fighting</u>. This is relative. It ranges from hand-to-hand combat to the risk of an exchange of intercontinental ballistic missiles. Avoid "fierce" fighting and "heavy" fighting unless casualties are known to be heavy or the fire intense. Spell out what is meant. "Infantry fighting" is not simply combatants on foot. It implies a set-piece engagement, not, for instance, a few militiamen jumping garden walls and blasting away with rifles.

g. <u>Gunbattle.</u> One word. So also gunfire, gunman and gunpoint.

h. <u>Offensive</u>. An offensive is more specific than an attack. It is an extensive attack over days, weeks or months often on a wide front or an entire theatre of a campaign or war by air, sea or ground forces and sometimes all three.

i. <u>Raid.</u> Use only when a force attacks and then leaves an objective, as opposed to occupying it.

12. Military titles.

a. Ranks should never be abbreviated and should be capitalised when referring to a specific individual.

b. In general, ranks in the armed forces of the main English-speaking countries such as the United States, Britain and Australia are not hyphenated, e.g. Lieutenant Colonel, Rear Admiral, Air Chief Marshal. However, there are exceptions, such as Canada and India, which hyphenate their titles and we should follow the local practice.

c. At second and subsequent reference, use the surname OR his or her rank, e.g. Major General John Brown becomes either Brown or the general (not the major general).

d. Ranks in the non-English-speaking world should be translated without hyphens.

13. Service Components.

a. Service components are never capitalised when referring to the service as a whole, e.g. the U.S. army, the French navy. Exceptions are armies that have a unique name, e.g. the Palestine Liberation Army, the Red Army. Capitalise army when referring to a specific formation, e.g. the U.S. 1st Army, the British 8th Army. Use figures for military units: 1st Army not First Army.

b. Air force. Two words unless referring to U.S. Air Force One.

c. Marine. Capitalise when referring to the U.S. Marine Corps or when referring to its members, e.g. Six U.S. Marines, the U.S. Marines, Marine operations. Do not refer to them as "soldiers".

14. Ships.

a. Warship. A naval vessel, though not necessarily an armed one. The term does imply the ship is a combatant but a fleet auxiliary – a navy ship carrying stores, fuel and ammunition – is a warship. Warships vary in armament and in size, from a few hundred tonnes to tens of thousands. Identify the type – e.g. fast patrol-boat, corvette, frigate, destroyer, cruiser. Never use battleship as a synonym for warship.

b. Aircraft carrier. A floating airfield, it carries fixed-wing aircraft on its flight deck and/or helicopters. It should not be confused with other classes of warship, such as frigate, destroyer or cruiser. These may also carry helicopters but they are not aircraft carriers.

c. Assault ship. A warship designed to support amphibious and air operations against a land- based enemy. They carry helicopters, landing craft, commandos or marines, and may carry amphibious armoured vehicles.

d. Battleship. A specific class of warship, the battleship is obsolete. It is not to be confused with other classes like corvette, minesweeper, patrol boat, frigate, destroyer. Do not use as a synonym for warship.

e. Submarine. In naval parlance a boat rather than a ship. A submarine may fight submerged or on the surface, using torpedoes or missiles – the missiles being tactical or strategic. There are two main submarine types depending on the method of propulsion: nuclear and diesel electric.

15. **Units, Formations.**

a. Units, formations, army – Use capitals when you write the title of a specific unit e.g. the 1st Infantry Division but otherwise say division. Also note that there are many national exceptions to these broad definitions.

b. Squad. The basic building block of an army, equivalent to the British section of eight soldiers. Three squads/sections form a platoon.

c. Platoon.The essential tactical unit in any army, capable of patrolling, attacking and defending independently. Usually about 30-strong, an infantry platoon typically has three sections or squads. The platoon may be led by a sergeant or a junior commissioned officer. It may have its own light machinegun and mortar units of two or three men each as well as anti-tank weapons and possibly shoulder-fired anti-aircraft missiles. In a cavalry (armoured) unit the platoon is often called a troop of three or four vehicles. Some armies use troop instead of platoon in their artillery units.

d. Company. Usually three platoons commanded by a major or captain. In a cavalry unit the term squadron may be used. Artillery may be organised in batteries of six to a dozen guns, rocket-launchers or mortars.

e. Battalion. A battalion comprises about 500 to 1,000 soldiers, broken down into companies, platoons, squads or sections. It is usually commanded by a lieutenant-colonel. Some armies use the term regiment for a tank or artillery battalion.

f. Brigade. Several battalions or regiments grouped together.

g. Division. A group of brigades. Usually commanded by a major-general, it can contain all elements needed to operate independently and is then effectively a small self-contained army.

h. Corps. Usually at least two divisions. Often commanded by a lieutenant-general.

i. Army. At least two corps. Tends to be the command of a full five-star general or, a marshal or field marshal.

j. Infantry. Soldiers who fight on foot. Mechanised infantry refers to foot soldiers carried to the battlefield in trucks.

k. <u>Regiment.</u> Be careful with this term. Use varies. Find out precisely what is meant in any particular case. It can be used as a synonym for either a battalion or a brigade. Also, a regiment in the British army may have one or more battalions but these rarely serve together as or in a brigade. The 1st battalion of the Royal Halberdiers may be part of an armoured brigade formed for service in the Middle East while the 2nd battalion of the same regiment is in Scotland.

l. <u>Special forces.</u> Lower case unless referring to a specific unit title.

m. <u>Squadron.</u> As with regiment, be careful. Many but not all cavalry (armoured) regiments are broken down into squadrons and troops. Some air forces are organised on the basis of squadrons – each with several flights – and grouped as wings. The term squadron may also refer to a group of ships, a small fleet usually put together for some particular task.

n. <u>Task force.</u> A force organised for an operation.

o. <u>Troops.</u> Use in the plural for large, round numbers – scores, hundreds, thousands – of soldiers, not for small specific numbers. France sent 5,000 troops to the Gulf is right.

16. **Weapons.**

a. <u>Air-to-ground.</u> Hyphenate. Also anti-aircraft.

b. <u>Artillery.</u> Avoid saying "big guns" or "heavy artillery" to dramatise events.

c. <u>SAM.</u> Surface-to-air missile - spell out on all references.

d. <u>WMD.</u> Weapons of mass destruction. Spell out on first reference. Usually taken to mean biological, chemical and nuclear weapons.

17. **National names.**

a. You need not specify a minister's nationality in the first paragraph of a story that names the country and comes from a dateline in that country. Under a Washington dateline, for example, write: Secretary of State Joan Smith said on Friday the United States would... not U.S. Secretary of State Joan Smith said on Friday the United States would ...

b. There is likewise no need to specify the nationality of groups that obviously are of the nationality of the country datelined. Under an Athens dateline it is Police arrested not Greek police arrested.

18. **Nationalities.** Nationalities are written out in full and not abbreviated in stories and in sports results. The only exception is U.S. for United States. Use Britain and British (not United Kingdom or Great Britain). Use The Netherlands (not Holland) and Taiwan (not Chinese Taipei). Distinguish between North and South Korea.

19. **NATO.** North Atlantic Treaty Organization the Western Military Alliance founded in 1949. The initials may be used by themselves at first reference with the full name given later in the story.

20. **North Atlantic Council (NAC).** The North Atlantic Council is the principal political decision-making body within NATO. It oversees the political and military process relating to security issues affecting the whole Alliance. It brings together representatives of each member country to discuss policy or operational questions requiring collective decisions, providing a forum for wide-ranging consultation between members on all issues affecting their peace and security.

21. **Security Council.**

    a. The 15-member United Nations Security Council in New York is the body that takes many of the decisions on U.N. action around the world, often through numbered resolutions, e.g. Resolution 649. It consists of five permanent members with the power of veto over any resolution – Britain, China, France, Russia and the United States. There are also 10 non-permanent members of the Security Council, made up of other U.N. countries which serve in rotation, representing different areas of the world. The Security Council presidency rotates monthly, by English alphabetical listing of its member states.

    b. The U.N. Security Council becomes the council (lower case) at second reference.

22. **Spelling.** The general guide for spelling within Allied Command Operations is the Oxford English Dictionary. Copy originating elsewhere should follow British spelling norms. At all times stick to official spellings for American names and titles, such as U.S. Defense Secretary XXXX. Watch out for regional words that non-English language services and clients will find difficult to understand and translate.

23. **Titles.**

    a. Capitalise an official's title, or a former official's title e.g. German Chancellor Angela Merkel, former U.S. President George Bush, deposed King Constantine, Attorney General-designate Griffin B. Bell, Acting Mayor Peter Barry.

    b. Honourific or courtesy titles such as Professor, Dean, Mayor, Ambassador and the like are capped when used before a name (e.g., Professor Harold Bloom). In the US, the wife of the president is known as the first lady (no caps). Abbreviate Mr, Mrs, Ms, Dr, and only use Mr, Mrs, Ms in quoted material. When necessary to distinguish between two people who use the same last name, as in married couples or brothers or sisters, use the first and last name.

24. **United Kingdom.** The United Kingdom comprises Great Britain and Northern Ireland. Great Britain comprises England, Wales and Scotland. Use the full or abbreviated form (UK) only to emphasise the inclusion of Northern Ireland with England, Scotland and Wales or if hard-pressed for headline space.

25. **United Nations.** Spell it out at first reference when used as a noun. It may be abbreviated to U.N. in a headline. As an adjective it can be also be abbreviated at first reference, e.g. the U.N. General Assembly, U.N. High Commissioner for Refugees. Security Council: the 15-member United Nations Security Council in New York is the body that takes many of the decisions on U.N. action around the world, often through numbered resolutions, e.g. Resolution 649. It consists of five permanent members with the power of veto over any resolution – Britain, China, France, Russia and the United States. There are also 10 non-permanent members of the Security Council, made up of other U.N. countries which serve in rotation, representing different areas

of the world. The Security Council presidency rotates monthly, by English alphabetical listing of its member states.

26. **United States.** Spell it out at all references in text when used as a noun. It may be abbreviated to U.S. in a headline. As an adjective it can also be abbreviated at first reference, e.g. the U.S. State Department. Do not use USA except in quoted passages. Do not use the noun America as a synonym for the United States, although you may use American instead of U.S. as an adjective.

Appendix E: Lexicon of Terms

This lexicon groups together the most frequently used terms pertaining to Mil PA work in NATO. PA products are listed separately for ease of use.

ACCOMMODATION. The active support of a media visit or embed by a military unit. As some nations do not authorize media embedding, often the term accommodation will be used to refer to the support of civilian media activities.

ACCREDITATION. The formal recognition of a journalist or other media representative by an official national entity or international organisation; can also refer to the accreditation card or other document issued to the media representative. Accrediting organisations will physically verify the affiliation of an applicant with a specific new organisation.

ALLIED COMMAND OPERATIONS (ACO). All units, formations and missions under the command of SACEUR. Its headquarters is called SHAPE.

ALLIED COMMAND TRANSFORMATION (ACT). All units, formations and missions under the control of SACT. ACT is headquartered in Norfolk, Virginia, USA and is responsible for, among other issues, NATO military public affairs training.

ACO OPEN SOURCE SYSTEM (AOSS). A computer-based media monitoring platform used by SHAPE and any other ACO public affairs staff to monitor the main news agencies and media archives. At the time of writing, AP, Reuters, AFP, and Factiva as well as a news imagery archive are available, and the system will continue to evolve. On demand, it can also carry out more focused searches for information.

ARTICLE 1. The Parties undertake, as set forth in the Charter of the United Nations, to settle any international dispute in which they may be involved by peaceful means in such a manner that international peace and security and justice are not endangered, and to refrain in their international relations from the threat or use of force in any manner inconsistent with the purposes of the United Nations.

ARTICLE 2. The Parties will contribute toward the further development of peaceful and friendly international relations by strengthening their free institutions, by bringing about a better understanding of the principles upon which these institutions are founded, and by promoting conditions of stability and well-being. They will seek to eliminate conflict in their international economic policies and will encourage economic collaboration between any or all of them.

ARTICLE 3. In order more effectively to achieve the objectives of this Treaty, the Parties, separately and jointly, by means of continuous and effective self-help and mutual aid, will maintain and develop their individual and collective capacity to resist armed attack.

ARTICLE 4. The Parties will consult together whenever, in the opinion of any of them, the territorial integrity, political independence or security of any of the Parties is threatened.

ARTICLE 5. The fifth article in the North Atlantic Treaty which stipulates that "The Parties of NATO agreed that an armed attack against one or more of them in Europe or North America shall be considered an attack against them all. Consequently they agree that, if such an armed attack occurs, each of them, in exercise of the right of individual or collective self-defence will assist the Party or Parties being attacked, individually and in

concert with the other Parties, such action as it deems necessary, including the use of armed force, to restore and maintain the security of the North Atlantic area."

AUDIENCE. A specified group or persons to whom NATO public affairs efforts are directed.

AUTOCASTING. Automated form of podcasting that allows bloggers and blog readers to generate audio versions of text blogs from RSS feeds.

BACKGROUNDERS. An explanation of an issue, activity or program usually to provide context and perspective for journalists. Can refer to a product, generally a written piece, or to a verbal briefing and/or presentation by a spokesperson.

BLOG. Websites where information is posted on a regular basis. Content varies widely, from personal diary-type minutiae to sustained discussion of politics, hobbies or other interests. Some blogs are a "grab bag" of topics, while others focus on a particular subject.

BLOGGER. Person who runs a blog. Also blogger.com, a popular free website for blog hosting.

BLOGSTORM. When a large amount of activity, information and opinion erupts around a particular subject or controversy in the blogosphere, it is sometimes called a blogstorm or blog swarm.

BLOGOSPHERE. All blogs, or the blogging community in general. Also called blogistan or, more rarely, blogspace.

BLOG SITE. The web location (URL) of a blog, which may be either a dedicated domain, a sub-domain, or embedded within a web site.

BLOGTHIS. Pioneered by Blogger.com, BlogThis links on a blog allow the reader to automatically generate a blog entry based on the blog entry he/she is reading, and post to his/her blog.

BOT. An internet bot is a software application that runs automated tasks over the internet. Tasks run by bots are typically simple and structurally repetitive at a rate much higher than possible for a human alone. In the wrong hands bots can be used to perform malicious actions. There are bad ones, good ones, and countless more in between. Bots are often associated with sites like Twitter, but there are many other types. A type of bot on a social media network used to automatically generate messages, advocate ideas, act as a follower of users, and as a fake account to gain followers itself. It is estimated that 9-15% of Twitter accounts may be social bots.

CHECK AGAINST DELIVERY. Used to inform media that a speech text released prior to it being given (usually provided under embargo) must be compared to the actual speech, which takes precedence and should be used when quoting there from.

CHIEF PUBLIC AFFAIRS OFFICER (CPAO). The senior Public Affairs Officer in a NATO permanent or field headquarters. The CPAO is the Commander's public affairs advisor and delegated spokesperson, reporting directly to the Commander. Responsible to plan and implement the PA campaign.

CITIZEN JOURNALIST. A person who independently gathers and reports news, views or opinions using means other than through a media organisation, frequently through social media networks..

CJSOR (COMBINED JOINT STATEMENT OF REQUIREMENTS). A force catalogue indicating types of capabilities for NATO defence planning scenarios. This catalogue does not deal in specific numbers of troops required to fill minimum manning. Rather, realizing that each nation approaches military capabilities differently with respect to technology, training, and manpower, the CJSOR lists the capability required for a particular mission or task. Ultimately, the CJSOR says what needs to be done and the nations complete the task with what they can offer.

COMMUNITY RELATIONS (COMREL). One of the six functions of NATO Mil PA. Community relations programmes are associated with the interaction between NATO military installations in NATO Nations and their surrounding civilian communities. These programmes address issues of interest to and foster relations with the general public.

CRISIS ESTABLISHMENT (CE). A table setting out the authorised posts for a Crisis Response Organization (CRO) unit, formation or headquarters. The CE is the mechanism for the provision and sustainment of qualified manpower to the HQ.

CRISIS RESPONSE OPERATION (CRO). All military operations conducted by NATO in a non-Article 5 situation. Crisis response operations can include peacekeeping and peace enforcement, as well as conflict prevention, peacemaking, peace building and humanitarian operations.

DEPLOYABLE JOINT STAFF ELEMENT (DJSE). DJSEs are Operational level HQ elements designed to be in theatre as the deployed joint staff for an Operational level Commander. Six DJSEs, at appropriate levels of readiness, are provided by the NATO Command Structure (four) and NATO Force Structure (two). Each DJSE consists of a Joint HQ Forward Element, a Joint Logistics Support Group (JLSG) HQ Element, and a Forward Support Element, in order to enable the required level of jointness and deployability. These elements can be tailored for specific operations and will be enabled with capability packages as required.

DIGITAL ENGAGEMENT. Any conversation that takes place in the digital environment. This can be online, via social media channels, or application based platforms.

DIGITAL MEDIA. Digital media activities are designed to provide information directly to our key audiences and stakeholders through digital and social media channels. Digital media management is the process of harnessing and combining capabilities to achieve communication goals. Creating effective digital media products and delivering successful communications campaigns for NATO requires understanding of NATO's wider StratCom goals.

DIGITAL VIDEO & IMAGERY DISTRIBUTION SYSTEM (DVIDS). A video distribution and marketing hub that provides a connection between the media around the world and the military. This capability has been adopted by ACO and ACT as one of the tools to provide imagery to both the media and the public.

EMBARGO. An agreement with one or more media representatives or organisations not to publish defined information before a specified date and time. This is usually applied to protect time-sensitive information.

EMBEDDING (MEDIA EMBED). The act and process of a military unit hosting a media representative for the purpose of reporting operations for more than a 24 hour period. The terms integrating, accommodating and hosting media may also be used.

FACILITIES. Transport, briefings, shelter, communications, power, etc., which enable media to gather (witness, hear) information, record (type, visual, audio) it, and transmit it via commercial or military means.

FACT SHEET. An overview of data and information on a specific topic. Generally is a collection of factual information as reference material, and short on the effort to impart explanations.

FLAGS TO POST. The recruiting process which solicits and selects national bids to each post on the CE at OF-5 level and above. For posts at OF-4 level and below the MCC is used.

FREELANCE(R). An independent journalist not employed continuously on a full-time basis with any one media organisation. They usually sell their work to one or more media organisation(s) on a piece by piece basis during temporary assignments.

FORCEGEN (FG). The overall process of defining capability requirements then soliciting nations to fill those requirements. Once authorized by the North Atlantic Council, this process is tasked to the DSACEUR.

FORCEGEN CONFERENCE. The meeting between the national military representatives and the DSACEUR to bid and secure positions on the peacetime or various crisis establishments.

GROUND RULES. Conditions mutually agreed in advance with a media representative that govern the terms of an interview or other activity and the use of that information.

HASHTAG. A hashtag is a word or keyword phrase preceded by a hash, also known as the pound sign (#). It's used within a post on social media to help those who may be interested in your topic to be able to find it when they search for a keyword or particular hashtag.

IMAGERY. All materials that identify NATO personnel, equipment or activities through the use of visual images.

INFOGRAPHIC. An infographic is a collection of imagery, charts, and minimal text that gives an easy-to-understand overview of a topic; visual representation of information or data.

INFORMATION ACTIVITIES. Actions designed to affect information and/or information systems. They can be performed by any actor and include protective measures (see MC 422/3).

INFORMATION ENVIRONMENT ASSESSMENT. Helps identify misinformation and hostile narratives and helps to spot early warning signs of potential hybrid actions. The IEA provides a deeper strategic awareness of the information environment which helps to ensure that NATO's own communications are better framed and directed. Ultimately, IEA allows NATO to be more effective in both responding to disinformation and developing proactive communications strategies.

INFORMATION OPERATIONS (Info Ops). is a staff function integrated within the joint function "Information". This joint function is grouped within joint action alongside fires, manoeuvre and Civil-Military Cooperation (CIMIC) and Civil-Military Interaction (CMI). (see MC 422/6, NATO Military Policy For Information Operations).

INITIAL EXERCISE NEWS RELEASE (IENR). The initial news release formally announcing a NATO military exercise. The responsibility and authority for this rests with the PAO of the command scheduling the exercise and is produced in consultation with higher HQ where there are public and/or political sensitivities.

INTERNAL COMMUNICATIONS. Internal communications efforts facilitate communication with and among NATO military and civilian personnel and their families. Its purpose is to inform about the command, its people and it activities, and is distinct from administrative information or direction from the Chain of Command that is normally found in administrative or routine orders. Effective programmes to keep internal audiences informed about significant developments that affect them and the work of their Ha create an awareness of the organisation's goals and activities; improves work quality; and makes command personnel more effective representatives of the organisation.

INTERNATIONAL STAFF. The primary role of the International Staff (IS) is to provide advice, guidance and administrative support to the national delegations at NATO Headquarters. The IS helps to implement decisions taken at different committee levels and, in doing so, supports the process of consensus building and decision-making within the Alliance. The IS is headed by the NATO Secretary General, who from an administrative point of view is also a member of the IS..

INTERNATIONAL MILITARY STAFF. The International Military Staff (IMS) is the executive body of the Military Committee, NATO's senior military authority. It provides strategic and military advice and staff support for the Military Committee, which advises the North Atlantic Council on military aspects of policy, operations and transformation within the Alliance. The IMS also ensures that NATO decisions and policies on military matters are implemented by the appropriate NATO military bodies. The IMS provides the link between the political decision-making bodies of the Alliance and the NATO Strategic Military Commanders and their staffs.

INTERNET POSTING. The process of loading a presentation or product to a publicly accessible server and creating the links required to make the item publicly 'live'.

JOURNALIST. A person employed by a media organisation to gather and report news.

JOINT MEDIA OPERATIONS TEAM (JMOT). The JMOT supports the NMIC and acts as the primary interface between a commander and the media; coordinates media coverage, visits and embeds; prepares and conducts press briefings and news conferences; conducts Media Monitoring as part of IEA; conducts Digital Engagement and Outreach; and provide the C2 framework for an NMIC

MAINSTREAM MEDIA. Frequently used by bloggers to refer to traditional media such as newspapers and television. As blogging itself becomes more mainstream, some have begun to use the term 'legacy media' to refer to the older forms of mass communication.

MASTER MEDIA MESSAGES. Overarching, key 3-5 points developed by a higher political or military StratCom and incorporated into the products and activities of

subordinate organisations. Ultimately, reduces even the most complex of issues into a manageable number of remarks of sound bite-length.

MEDIA. Any organisation or person who gather and disseminate news; also refers to the mediums by which news is transmitted (newspapers, TV, radio, Internet, etc.).

MEDIA ACTIVITIES. Media activities are designed to provide information through all mass communication means to a wide variety of audiences. Commanders and staffs, through their Public Affairs Offices, should be prepared to respond to media inquiries, issue statements, conduct briefings and interviews, arrange for media access to permanent and operational units and distribute information through traditional and digital media, as a means to develop relations with the purveyors and the consumers of news.

MEDIA ADVISORY. An alert to inform media agencies of an upcoming newsworthy event or activity.

MEDIA ESCORT. A person assigned to accompany journalists and other media representatives.

MEDIA LINES. Also called Talking Points and/or Messages. Organisationally approved responses to an issue for use by spokespersons when dealing with media.

MEDIA MONITORING AND ANALYSIS. Media monitoring and analysis provides early warning and analysis of media reports in briefings to Senior Leadership; media environment analyses help prepare communications plans; and post-engagement feedback and evaluation. Media monitoring and analysis use both internal and external tools, as well as human analysis, to quantitatively and qualitatively understand the media space. Raw data is gathered to provide feedback on a weekly, monthly and quarterly basis as evaluation reports, as well as on an ad-hoc basis as required. The Media Monitoring and Analysis Section liaises closely with staff functions, such as StratCom, Info Ops and Intelligence, as well as higher and lower Commands.

MEDIA OPERATIONS. All activities pertaining to managing the interaction with the news media; can refer to the function responsible for such activities, such as the 'media operations section'. For use in this handbook, the terms media operations is synonymous with media relations.

MEDIA OPERATIONS CENTRE (MOC). Also known as the Press Office. The MOC, led by the Spokesperson to the NATO Secretary General, is the point of contact for all political media enquiries at NATO HQ.

MEDIA OPERATIONS SPECIALIST. Able to understand and apply IEA to Media Ops; contribute to IEA; apply StratCom principles, Direction and Guidance in planning and conducting Media Ops; be prepared to act as a spokesperson; identify and Develop appropriate products to support NATO media relations activity; understand, Interpret and Apply NATO Policy and Doctrine to MilPA activities; support MilPA inputs to Integrated Communications Plans and other operational planning documents; provide advice to the commander on the use of MilPA and be prepared to act as a spokesperson; and anticipate, plan, execute and manage a communications crisis. Understanding these skills are necessary in order to plan, Synchronise and Execute Media Operations and Relations activities in line with StratCom D&G; oversee and manage Media Operations activities across multiple subordinated headquarters and formations; conduct Media Operations and Media Relations activities in line with StratCom D&G.

MEDIA OPPORTUNITY. Also called Press Point, Newser, Presser, Media Availability. A chance for media to meet with an organisational spokesperson, usually on camera and often before or after a notable meeting or activity. Is distinguished from a news conference in that the setting in a media opportunity is regarded as more impromptu and less formal, with quite limited time with the spokesperson and not necessarily with a view to imparting "new news."

MEDIA POOL. News media who mutually agree to gather and share material with a larger group when access to an activity or event is limited, typically when news media support resources cannot accommodate a large number. Some ground rules may be agreed in advance to ensure that different types of media are granted access. In general, the PAO should indicate the availability of the breakdown of seats available and leave selection of who is in the pool to the media representatives.

MEDIA REPRESENTATIVE. All persons accredited as journalists, including those who directly support the gathering and reporting of news, such as producers, researchers and photographers, excluding drivers, interpreters, or others not directly involved in the news process.

MILBLOG. Term for blogs written by members or veterans of any branch of service – i.e. Army, Navy, Air Force, or Marines. A contraction of military and blog.

MILITARY COMMITTEE. The Military Committee (MC) is the senior military authority in NATO and the oldest permanent body in NATO after the North Atlantic Council, both having been formed only months after the Alliance came into being. It is the primary source of military advice to the North Atlantic Council and the Nuclear Planning Group, and gives direction to the two Strategic Commanders.

NATO MEDIA INFORMATION CENTRE (NMIC). A public affairs facility established to host and inform journalists and other media representatives in a NATO operations mission or exercise area. A NMIC will normally contain a briefing area, offices for public affairs staff, and should offer telephone, internet and other services to media representatives. Responsible for the day-to-day management of media operations, specifically in response to crisis management.

NATO MILITARY PUBLIC AFFAIRS (Mil PA). The function responsible to promote NATO's military aims and objectives to audiences in order to enhance awareness and understanding of military aspects of the Alliance. This includes planning and conducting external communications, internal communications, and community relations.

NATO SPOKESPERSON. The principal Spokesperson for the North Atlantic Alliance, provides strategic advice to the NATO Secretary General, the North Atlantic Council, commands and NATO offices on press, media and social media. The Spokesperson also coordinates NATO's 24/7 media operations, as well as planning and directing the media aspects of all major NATO events, including Summits and Ministerial meetings. The Spokesperson is in charge of all speeches and publications by the NATO Secretary General and Deputy Secretary General.

NEWS CONFERENCE. A group of two or more media purposefully gathered to obtain information from an organisational spokesperson. Implies there is something new or newsworthy to impart; otherwise, use a media opportunity.

NEWS RELEASE. Information designed to notify audiences, particularly media, of an event, issue or activity that is newsworthy, and generally, something that has just happened or is just about to happen.

NORTH ATLANTIC COUNCIL (NAC). The principal political decision-making body within NATO. It brings together high-level representatives of each member country to discuss policy or operational questions requiring collective decisions.

OP-ED. Originating in print journalism, op-ed is an abbreviation of 'opposite the editorial page', (often mistakenly thought to mean opinion-editorial). It refers to an article that expresses the personal opinions of a named writer not normally on the editorial staff of the publisher. These are different from editorials which are often unsigned and written by editorial board members.

OUTREACH ACTIVITIES. Outreach activities are aimed at fostering strategic relations with key external stakeholders who have an interest in military issues and activities, such as think-tanks, academia, military-related associations, and other key stakeholders. They are often invited to comment as unbiased Subject Matter Experts (SMEs) in the field of security and defence policy, and more specifically on NATO policy, decisions and actions, and can therefore provide a sustainable "force multiplier" effect.

PEACETIME ESTABLISHMENT (PE). A table setting out the authorized peacetime manpower requirement for a standing unit, formation or headquarters. The Crisis Establishment is a similar concept, however, the CE is used only in crisis or contingency operations, such as RS or KFOR.

PERMALINK. The unique URL of a single post; used when you want to link to a post somewhere.

PING. The alert in the TrackBack system that notifies the original poster of a blog post when someone else writes an entry concerning the original post.

PODCAST. A program (as of music or talk) made available in digital format for automatic download over the Internet. Posting audio and video material on a blog and its RSS feed; for digital players.

POST. An item posted to a blog or social media site. It can be an item, news, photo or a link.

PROPAGANDA. Information, ideas, doctrines, or special appeals disseminated to influence the opinion, emotions, attitudes, or behaviour of any specified group in order to benefit the sponsor either directly or indirectly:
- Black: purports to originate from a source other than the true one.
- Grey: does not specifically identify any source.
- White: disseminated and acknowledged by the sponsor or by an accredited agency thereof.

PSYCHOLOGICAL OPERATIONS (PSYOPS). Planned psychological activities using methods of communication and other means directed to approved audiences in order to influence perceptions, attitudes and behaviour, affecting the achievement of political and military objectives. See MC 402/2, NATO Military Policy On Psychological Operations.

PUBLIC AFFAIRS APPROACH. The level of public profile to be adopted. It may change in time, space and phase of any operation. An approach can be very active, active or reactive, and be different for external and internal audiences. May also be referred to as PA Posture.

PUBLIC AFFAIRS GUIDANCE (PAG). Addresses emerging public affairs issues or issues likely not covered by existing plans or guidance, and issued as required by CPAOs. At a minimum, PAG will summarize the issue, identify lead organisation(s), name spokespersons, list messages, and provide coordinating instructions.

PUBLIC AFFAIRS OFFICER (PAO). A person trained and qualified to practice public affairs. In NATO, a person posted or hired into a position established as a PAO or PAO Advisor.

PUBLIC AFFAIRS PLAN. Details relating to the planning and conduct of a PA-related activity; in effect the 'execution' paragraph detailing what will be done, where, when, how and by whom. Can be an annex to an operations or contingency plan or a stand-alone product.

PUBLIC AFFAIRS STRATEGY. A document that provides a broader public affairs approach that sets overall themes and goals for an organisation or initiative. Should include master messages. Action-oriented PA plans derive their guidance from PA strategies approved by higher authorities.

PUBLIC DIPLOMACY. The totality of measures and means to inform, communicate and cooperate with a broad range of target audiences world-wide, with the aim to raise the level of awareness and understanding about NATO, promoting its policies and activities, thereby fostering support for the Alliance and developing trust and confidence in it.

PUBLIC DIPLOMACY DIVISION (PDD). PDD is located at NATO HQ, headed by an Assistant Secretary-General, responsible to explain the NATO organisation's policies and objectives to the public. ASG PDD advises the Secretary General on public diplomacy issues and directs the Public Diplomacy Division (PDD), which plays a key role in conveying the Alliance's strategic and political messages to opinion formers and to the public in general. PDD works to raise the Alliance's profile with audiences world-wide and to build support for Alliance operations and policies.

QUESTIONS AND ANSWERS (Q&As). A document that provides spokespersons with organisationally approved lines to a series of questions expected from media.

REGISTRATION. The process of confirming the credentials of a journalist or other media representative. The media representative may be required to fill out a registration form and provide proof of identity and affiliation with a news organisation. NATO may issue a photo-registration card to facilitate access.

REPLY (RESPOND) TO QUERY (RTQ). The process of documenting a journalist's questions and queries, staffing a response and replying to the journalist.

RSS. Really Simple Syndication – Web-based information distribution system that allows instant content flow to websites that choose to subscribe to a particular feed source.

RSS AGGREGATOR. Software or online service allowing a blogger to read an RSS feed, especially the latest posts on favourite blogs. Also called a reader, or feed reader.

RSS FEED. The file containing a blog's latest posts. It is read by an RSS aggregator/reader and shows at once when a blog has been updated. It may contain only the title of the post, the title plus the first few lines of a post, or the entire post.

SOCIAL MEDIA. A generic term for many different forms of electronic communication that are made possible through the use of computer-based technologies.

SUPREME ALLIED COMMANDER EUROPE (SACEUR). Responsible for the overall command of NATO military operations and conducts the necessary military planning for operations, including the identification of forces required for the mission and requesting these forces from NATO countries, as authorised by the North Atlantic Council and as directed by NATO's Military Committee. SACEUR makes recommendations to NATO's political and military authorities on any military matter that may affect his ability to carry out his responsibilities. SACEUR has direct access to the Chiefs of Defence of NATO member countries and may communicate with appropriate national authorities, as necessary, to facilitate the accomplishment of all tasks. In the case of an aggression against a NATO member state, SACEUR, as Supreme Commander, is responsible for executing all military measures within his capability and authority to preserve or restore the security of Alliance territory. SACEUR is dual-hatted as Commander U.S. European Command.

SUPREME ALLIED COMMANDER TRANSFORMATION (SACT). Commands at the strategic level for the transformation of NATO's military structures, forces, capabilities and doctrines in order to improve the military effectiveness of the Alliance. The SACT is responsible for NATO's training and education programmes, managing commonly funded resources allocated for NATO's transformation programmes and supporting the exercise requirements of Allied Command Operations.

SECRETARY GENERAL (SECGEN). The senior international statesman nominated by the member nations as Chairman of the North Atlantic Council, Defence Planning Committee, Nuclear Planning Group and of other senior committees. Serves as principal spokesperson for the Organisation, both in its external relations and in communications and contacts with member governments.

SECURITY AT THE SOURCE. The practice of protecting sensitive or classified information where it originates. In PA, this means ensuring that media representatives are not unintentionally exposed to sensitive or classified information and cannot intentionally or unintentionally report it.

SUPREME HEADQUARTERS ALLIED POWERS EUROPE (SHAPE). NATO's strategic military headquarters, based in Mons, Belgium, under the command of SACEUR. SHAPE is the headquarters element for Allied Command Operations.

SOCIAL MEDIA NETWORKS. Networks designed for the dissemination of information and messages through social interaction using Internet web-based technologies, often leading to conversational debate.

SOCK PUPPET. Online alias used by an author to disguise their identity or to create the impression of wide support for a position.

SPOKESPERSON (OFFICIAL). Commanders and Chief PAOs at all levels are the official primary and secondary spokespersons for their command or unit. As such, they are

empowered to interact with the media regarding their command or unit in an official capacity and should be quoted by name.

SPOKESPERSON (DESIGNATED). An individual designated by a Commander empowered to interact with the media on his/her behalf. This is commonly used to deal with routine, approved responses to media questions, or by Subject Matter Experts when required to clarify an issue. They should be quoted by name.

STATEMENT. Remarks by the speaker at the event, usually to public audiences.

STRATEGIC COMMUNICATIONS (StratCom). The coordinated and appropriate use of NATO communication activities and capabilities - Public Diplomacy, Public Affairs, Military Public Affairs, Info Ops and PSYOPS – in support of Alliance policies, operations and activities, and in order to advance NATO's aims (see P0(2009)0141) and MC 0628.

TRACKBACK. A system that allows a blogger to see who has seen the original post and has written another entry concerning it. The system works by sending a 'ping' between the blogs, and therefore providing the alert.

TRENDING. Refers to some hot, new or actual topic that is really popular and people are creating conversation around it. Very often you can find some hashtags devoted to the "trending" topic. When the relevant hashtag has been used for the numerous times you may consider the topic to which it refers as a "trending".

If you are following a "trending" topic it gives you an opportunity to express your own opinion and show your personal position about some issue. In such a way you show that you are "in the moment" and have proactive position. This term is frequently used in Twitter.

TRENDING TOPIC. A trending topic is a subject that experiences a surge in popularity on one or more social media platforms for a limited duration of time.

TROLL. In Internet slang, a troll is a person who starts quarrels or upsets people on the Internet to distract and sow discord by posting inflammatory and digressive, extraneous, or off-topic messages in an online community (such as a newsgroup, forum, chat room, or blog) with the intent of provoking readers into displaying emotional responses, and normalizing tangential discussion, whether for the troll's amusement or a specific gain.

URL. Universal Resource Locator. The 'address' of a website.

VLOG. A video blog: a record of your thoughts, opinions, or experiences that you film and publish on the internet.

Appendix F: List of Acronyms

AAR	After Action Review
ACO	Allied Command Operations
ACT	Allied Command Transformation
ACTORD	Activation Order
ACTPRED	Activation Pre-deployment
ACTREQ	Activation Request
ACTWARN	Activation Warning
ADC	Annual Discipline Conference
AIK	Akademie der Bundeswehr für Information und Kommunikation
AOR	Area of Responsibility
AOSS	ACO Open Source System
ASMP	ACO Strategic Management Plan
AVE	Advertising Value Equivalence
BIM	Brand Identity Manual
BPAOC	Canada's Basic Public Affairs Officers Course
CAT	Crisis Action Team
CBRN	Chemical, Biological, Radiological and Nuclear
CC	Component Command
CCIRs	Commanders Critical Information Requirements
CE	Crisis Establishment
CG	Command Group
CHOD	Chief of Defence
CIMIC	Civil/ Military Cooperation
CIVCAS	civilian casualties
CJSOR	Combined Joint Statement of Requirements
CMRB	Crisis Management Requirements Board
CMX	Crisis Management Exercise
COA	Course of Action
COG	Centre of Gravity
COMCAM	Combat Camera
Engagements	Community Relations
CONOPS	Concept of Operations
COPD	Comprehensive Operational Planning Directive
CPAO	Chief Public Affairs Officer
CPX	Command Post Exercise
CRCB	Crisis Requirements Coordination Board
CRO	Crisis Response Operation
CT&ED	Bi-SC Collective Training and Exercise Directive
CTM	Crisis Team Manager

CU	Close Up (photo shot)
CUR	Crisis Urgent Requirement
C2	Command & Control
D&G	Direction and Guidance
DH	Department Head
DINFOS	United States' Defense Information School
DJSE	Deployable Joint Staff Element
DMOC	United Kingdom's Defence Media Operations Centre
DPALC	Canada's Defence Public Affairs Learning Centre
DSACEUR	Deputy SACEUR
DSACT	Deputy SACT
EBU	European Broadcasting Union
ECL	English Comprehension Level
ECU	Extreme Close Up (photo shot)
ECP	Entry Control Point
ES	Establishing Shot (photo shot)
ETF	Education and Training Facilities
EXCON	Exercise Control
EXPEC	Exercise Specification
EXPLAN	Exercise Plan
FAD	Force Activation Directive
FFT	Fast File Transfer
FOC	Full Operational Capability
FRAGO	Fragmentary Order
FTP	a. Flags-to-Post/ b. File Transfer Protocol
GO	Governmental Organisation
JFC	Joint Force Command
JHQ	Joint Headquarters
JOA	Joint Operations Area
HHQ	Higher Headquarters
HICON	Higher Control
HN	Host nation
ICC	International Civilian Consultant
ICI	Istanbul Cooperation Initiative
IEA	Information Environment Assessment
IENR	Initial Exercise News Release
IER	International Evaluation Report
IMS	International Military Staff
IMS PASCAD	International Military Staff Public Affairs and StratCom Advisor
Info Ops	Information Operations
IOC	Initial Operational Capability
IPTC	International Press Telecommunications Council

IS	International Staff
ISDN	Integrated Services for Digital Network
JALLC	Joint Analysis and Lessons Learned Centre
JD	Job Description
JFTC	Joint Forces Training Centre
JIPAC	US DINFOS' Joint Intermediate Public Affairs Course
JLSG	Joint Logistic Support Group
JPEG (also JPG)	Joint Photographic Experts Group
JWC	Joint Warfare Centre
KLE	Key Leader Engagement
LCH	Local Civilian Hire
LIVEX	Live Exercise
LO	Liaison Officer
LTTs	Lines to Take
LS	Long Shot (photo shot)
MC	Military Committee
MCC	Manpower Coordination Conference
MD	Mediterranean Dialogue
MEL	Main Events List
MIL	Main Incidents List
MOC	NATO HQ Media Operations Centre
MOE	Measure of Effectiveness
MOP	Measure of Performance
MOPIC	Motion Picture
MOR	Manpower Organizational Review
MPC	Main Planning Conference
MPEG	Moving Pictures Expert Group
MPSOTC	Hellenic Multinational Peace Support Operations Training Centre
MRLs	Media Response Lines
MRO	Military Response Option
MS	Medium Shot (photo shot)
MSOs	Military Strategic Objectives
NAA	Newspaper Association of America
NAC	North Atlantic Council
NCI Agency	NATO Communications and Information Agency
NCIRC	NATO Computer Incident Response Capability
NCMP	NATO Crisis Management Process
NCOIC	Non-Commissioned Officer in Charge
NCS	NATO Command Structure
NEC	NAC Execution Directive
NFS	NATO Force Structure
NGO	Non-Governmental Organisation
NIC	NATO International Civilian

NID	NAC Initiation Directive
NMIC	NATO Media Information Centre
NOK	Next-of-Kin
OCE	Officer Conducting the Exercise
OIC	Officer in Charge
OPED	Opposite the Editorial Page
OPLAN	Operation Plan
OPORD	Operation Order
OPP	Operations Planning Process
OPR	Officer with Primary Responsibility
ORB	Operational Requirements Board
ORRB	Operational Requirements Review Board
OSCE	Organisation for Security and Cooperation in Europe
OSE	Officer Scheduling the Exercise
PA	Public Affairs
PACIS	US DINFOS' Public Affairs Course for International Students
PAQC	US DINFOS' Public Affairs Qualification Course
PAG	Public Affairs Guidance
PAO	Public Affairs Officer
PDD	Public Diplomatic Division
PE	Peacetime Establishment
PERM REP	Permanent Representative
PfP	Partnership for Peace
PME	Political-Military Estimate
PMR	Periodic Mission Review
POC	Point of Contact
PSA	Public Service Announcement
PSYOPS	Psychological Operations
RA	Release Authority
ROE	Rules of Engagement
RSS	a. Requirement Summary Sheet/ b. Really Simple Syndication
RTQ	Reply to Query
SACEUR	Supreme Allied Commander Europe
SACT	Supreme Allied Commander Transformation
SC	Strategic Commander
SCETP	Security Cooperation and Training Program (US)
SECGEN	NATO Secretary General
SFTP	Secure File Transfer Protocol
SHAPE	Supreme Headquarters Allied Powers Europe
SME	Subject Matter Expert
SNR	Senior National Representatives

SOFA	Status of Forces Agreement
SOP	Standard Operation Procedure
SPD	Strategic Planning Directive
SPMP	Strategic Political-Military Plan
SSA	SACEUR's Strategic Assessment
StratCom	Strategic Communications
TA	Training Audience
TCN	Troop Contributing Nation
TechNet	Technical Network
TIFF	Tagged Image File Format
TMD	Theatre Missile Defence
TPs	Talking Points
UPAR	Unit Public Affairs Representative
URL	Universal Resource Locator
VI	Visual Information
VCN	Voluntary National Contribution
VIRIN	Visual Information Record Identification Number
Vlog	Web-based Video Diary
VOB	Visitors and Observers Bureau
WGs	Working Groups
WMD	Weapons of Mass Destruction
WSV	Weapon Systems Video

Appendix G: Cross-Cultural Communications

1. When preparing PA products and services for local audiences, work closely with the interpreters and cultural advisors. They are there to provide advice and guidance because they know the culture in which they live and work.

2. However, when using interpreters be aware of potential biases and capability levels. If possible, crosscheck material with multiple interpreters, preferably from different backgrounds or tribes. Also, be careful of using interpreters that have not lived in the country you are working in for many years. There are sometimes issues with how this individual will be received as they represent you or your leadership in public forum. Their return to the country is sometimes looked on as opportunistic or with disdain by the people in the host nation. Many interpreters are not necessarily assigned to the correct tribal region or possess only certain skills (verbal translation, written translation, computer translation, software expertise, etc.).

3. When preparing for a forum with simultaneous translation, ensure that you and the designated spokesperson have had a chance to work with the interpreter prior to the event. Interpreters who are brought in to translate at the last minute will not be effective. You need to work with an interpreter so that they learn your speaking style and rhythm. A good interpreter should not only translate the language, but also the tone and nonverbal cues.

4. Remember these simple guidelines when communicating in different cultures:

   a. When possible, work with a cadre of interpreters to maintain flexibility.

   b. Ensure you are familiar with the style of your interpreters.

   c. Use simple words and imagery that do not have room for interpretation.

   d. Do not use humour. Humour does not translate across cultures well.

   e. Avoid using terminology or imagery that has historic, religious, political or sexist overtones or interpretations.

   f. Provide enough information and context to avoid interpretation and misunderstanding.

   g. Respect and use local language(s) (verbal and non-verbal). Verify that your communications respect local norms.

   h. Break up text/verbal communications into short statements that can be easily translated.

   i. Act and communicate as a guest.

   j. Do not expect that you perception of 'common sense' is a universal norm. Accepted norms vary from situation to situation and from culture to culture.

   k. Remember it will take twice as long to say it in two languages. Plan accordingly. Planning a twenty minute Q&As session through an interpreter will only allow half the questions as in a single language event.

Appendix H: Country Codes

Unique "3-letter" country codes published in ISO 3166-1 alpha-3 codes' list to be used within the NATO Codification System (NCS) to distinguish geographical entities, nations and countries, whenever necessary. Country codes present in ISO 3166-1 but not listed in this table are valid country codes and must be accepted

English short name	Alpha-3 code	English short name	Alpha-3 code	English short name	Alpha-3 code
Afghanistan	AFG	Barbados	BRB	Cabo Verde	CPV
Albania	**ALB**	Belarus	BLR	Cambodia	KHM
Algeria	DZA	**Belgium**	**BEL**	Cameroon	CMR
American Samoa	ASM	Belize	BLZ	**Canada**	**CAN**
Andorra	AND	Benin	BEN	Cayman Islands (the)	CYM
Angola	AGO	Bermuda	BMU	Central African Republic (the)	CAF
Anguilla	AIA	Bhutan	BTN	Chad	TCD
Antarctica	ATA	Bolivia (Plurinational State of)	BOL	Chile	CHL
Antigua and Barbuda	ATG	Bonaire, Sint Eustatius and Saba	BES	China	CHN
Argentina	ARG	**Bosnia and Herzegovina**	**BIH**	Christmas Island	CXR
Armenia	**ARM**	Botswana	BWA	Cocos (Keeling) Islands (the)	CCK
Aruba	ABW	Bouvet Island	BVT	Colombia	COL
Australia	AUS	Brazil	BRA	Comoros (the)	COM
Austria	**AUT**	British Indian Ocean Territory (the)	IOT	Congo (the Democratic Republic of the)	COD
Azerbaijan	**AZE**	Brunei Darussalam	BRN	Congo (the)	COG
Bahamas (the)	BHS	**Bulgaria**	**BGR**	Cook Islands (the)	COK
Bahrain	BHR	Burkina Faso	BFA	Costa Rica	CRI
Bangladesh	BGD	Burundi	BDI	**Croatia**	**HRV**

English short name	Alpha-3 code	English short name	Alpha-3 code	English short name	Alpha-3 code
Cuba	CUB	**France**	**FRA**	Heard Island and McDonald Islands	HMD
Curaçao	CUW	French Guiana	GUF	Holy See (the)	VAT
Cyprus	CYP	French Polynesia	PYF	Honduras	HND
Czech Republic	**CZE**	French Southern Territories (the)	ATF	Hong Kong	HKG
Côte d'Ivoire	CIV	Gabon	GAB	**Hungary**	**HUN**
Denmark	**DNK**	Gambia (the)	GMB	**Iceland**	**ISL**
Djibouti	DJI	Georgia	GEO	India	IND
Dominica	DMA	**Germany**	**DEU**	Indonesia	IDN
Dominican Republic (the)	DOM	Ghana	GHA	Iran (Islamic Republic of)	IRN
Ecuador	ECU	Gibraltar	GIB	Iraq	IRQ
Egypt	EGY	**Greece**	**GRC**	**Ireland**	**IRL**
El Salvador	SLV	Greenland	GRL	Isle of Man	IMN
Equatorial Guinea	GNQ	Grenada	GRD	Israel	ISR
Eritrea	ERI	Guadeloupe	GLP	**Italy**	**ITA**
Estonia	**EST**	Guam	GUM	Jamaica	JAM
Eswatini	SWZ	Guatemala	GTM	Japan	JPN
Ethiopia	ETH	Guernsey	GGY	Jersey	JEY
Falkland Islands (the) [Malvinas]	FLK	Guinea	GIN	Jordan	JOR
Faroe Islands (the)	FRO	Guinea-Bissau	GNB	**Kazakhstan**	**KAZ**
Fiji	FJI	Guyana	GUY	Kenya	KEN
Finland	FIN	Haiti	HTI	Kiribati	KIR

English short name	Alpha-3 code	English short name	Alpha-3 code	English short name	Alpha-3 code
Korea (the Democratic People's Republic of)	PRK	Martinique	MTQ	Niger (the)	NER
Korea (the Republic of)	KOR	Mauritania	MRT	Nigeria	NGA
Kuwait	KWT	Mauritius	MUS	Niue	NIU
Kyrgyzstan	KGZ	Mayotte	MYT	Norfolk Island	NFK
Lao People's Democratic Republic (the)	LAO	Mexico	MEX	North Macedonia	MKD
Latvia	LVA	Micronesia (Federated States of)	FSM	Northern Mariana Islands (the)	MNP
Lebanon	LBN	Moldova (the Republic of)	MDA	Norway	NOR
Lesotho	LSO	Monaco	MCO	Oman	OMN
Liberia	LBR	Mongolia	MNG	Pakistan	PAK
Libya	LBY	Montenegro	MNE	Palau	PLW
Liechtenstein	LIE	Montserrat	MSR	Palestine, State of	PSE
Lithuania	LTU	Morocco	MAR	Panama	PAN
Luxembourg	LUX	Mozambique	MOZ	Papua New Guinea	PNG
Macao	MAC	Myanmar	MMR	Paraguay	PRY
Madagascar	MDG	Namibia	NAM	Peru	PER
Malawi	MWI	Nauru	NRU	Philippines (the)	PHL
Malaysia	MYS	Nepal	NPL	Pitcairn	PCN
Maldives	MDV	Netherlands (the)	NLD	Poland	POL
Mali	MLI	New Caledonia	NCL	Portugal	PRT
Malta	MLT	New Zealand	NZL	Puerto Rico	PRI
Marshall Islands (the)	MHL	Nicaragua	NIC	Qatar	QAT

English short name	Alpha-3 code	English short name	Alpha-3 code	English short name	Alpha-3 code
Romania	**ROU**	**Slovakia**	**SVK**	Tokelau	TKL
Russian Federation (the)	**RUS**	**Slovenia**	**SVN**	Tonga	TON
Rwanda	RWA	Solomon Islands	SLB	Trinidad and Tobago	TTO
Réunion	REU	Somalia	SOM	Tunisia	TUN
Saint Barthélemy	BLM	South Africa	ZAF	**Turkey**	**TUR**
Saint Helena, Ascension and Tristan da Cunha	SHN	South Georgia and the South Sandwich Islands	SGS	**Turkmenistan**	**TKM**
Saint Kitts and Nevis	KNA	South Sudan	SSD	Turks and Caicos Islands (the)	TCA
Saint Lucia	LCA	**Spain**	**ESP**	Tuvalu	TUV
Saint Martin (French part)	MAF	Sri Lanka	LKA	Uganda	UGA
Saint Pierre and Miquelon	SPM	Sudan (the)	SDN	**Ukraine**	**UKR**
Saint Vincent and the Grenadines	VCT	Suriname	SUR	United Arab Emirates (the)	ARE
Samoa	WSM	Svalbard and Jan Mayen	SJM	**United Kingdom of Great Britain and Northern Ireland (the)**	**GBR**
San Marino	SMR	**Sweden**	**SWE**	United States Minor Outlying Islands (the)	UMI
Sao Tome and Principe	STP	**Switzerland**	**CHE**	**United States of America (the)**	**USA**
Saudi Arabia	SAU	Syrian Arab Republic (the)	SYR	Uruguay	URY
Senegal	SEN	Taiwan (Province of China)	TWN	**Uzbekistan**	**UZB**
Serbia	**SRB**	**Tajikistan**	**TJK**	Vanuatu	VUT
Seychelles	SYC	Tanzania, the United Republic of	TZA	Venezuela (Bolivarian Republic of)	VEN
Sierra Leone	SLE	Thailand	THA	Viet Nam	VNM
Singapore	SGP	Timor-Leste	TLS	Virgin Islands (British)	VGB
Sint Maarten (Dutch part)	SXM	Togo	TGO	Virgin Islands (U.S.)	VIR

English short name	Alpha-3 code	Colour Code
Wallis and Futuna	WLF	272 **Ally**
Western Sahara*	ESH	**Partner**
Yemen	YEM	NATO's Mediterranean Dialogue
Zambia	ZMB	Partners Across the Globe
Zimbabwe	ZWE	Istanbul Cooperation Initiative (ICI)
Åland Islands	ALA	

Appendix I: Handbook Change and Recommendations Submission Form

Comments and recommendations for the ACO/ACT Public Affairs Handbook are welcome.   Please submit comments, recommendations and additional products or annexes using the following matrix to:

Allied Command Operations Public Affairs

B-7010 SHAPE

Belgium

Attention: Chief Public Affairs Officer

Email: shapepao@shape.nato.int

Page/Para	Text as Published	Recommended Text (or attach product)	Your Name, Rank, Organisation, Email and Phone details