

National Guard Bureau Public Affairs

# Unit Public Affairs Representative Handbook



Published by  
NGB-PA  
Plans and Policy  
22 Mar 06



## **UPAR Handbook Table of Contents**

Chapter 1	How to Use this Handbook
Chapter 2	How to Deal with Reporters
Chapter 3	How to Publicize Your Unit
Chapter 4	Photography Tips
Chapter 5	How to Keep Unit Members Informed
Chapter 6	Maintaining Good Community Relations
Appendix A	PA Travel Guidelines
Appendix B	Media Embed Guidelines
Appendix C	Sample News Releases
Appendix D	References
Appendix E	Pullout Double-sided Cheat Sheet with DoD Principles of Information

# Chapter 1

## How to Use this Handbook

Welcome to the world of public affairs. Actually, if you're no stranger to the National Guard, you've probably been doing "public affairs" for some time, although you may not have called it that.

### **So, why a Unit Public Affairs Representative handbook?**

Good question. To stand the best chance of establishing and maintaining the good will and public acceptance that is essential for your unit to be combat ready and succeed, you have to exercise an element of public affairs. Call it what you will, it still comes down to doing public affairs work, whether it's meeting with a newspaper or television reporter, maintaining a unit Web site, or publishing a unit newsletter so your members and their families will know what is going on. And that is why one of the first things we suggest is that you read and become familiar with this handbook. Only then will you be able to fit the suggestions into specific public affairs goals for your unit.

This handbook is designed to simplify your public affairs efforts. It provides you a ready reference for dealing with public affairs issues. The handbook will not make you a public affairs officer, but it can help make your public affairs work easier and more effective. This effort should leave you with more time to concentrate on other important tasks to ensure that your unit is at its best.

You really can't avoid public affairs. It's all around you and in your dealings with the members of your unit and the community. Public affairs doesn't just happen when you're talking with a reporter. It is an all-encompassing effort which has its principal goal of ensuring your unit is well accepted and supported in the community. Public affairs also means your members, their families and their civilian employers are equally well informed about National Guard programs and requirements which affect them.

### **ABOUT THE HANDBOOK**

The handbook has been written with as much common language as possible. For example, the chapter titled "How to Deal With Reporters" would be called "Media Relations" in the public affairs career field. "How to Keep Unit Members Informed" would be called "Command Information" in the Army Guard and "Internal Information" in Air Guard public affairs offices.

The handbook is a starting point - a tool to help you break the ground of the often confusing and mysterious field of public affairs. Get to know the full-time public affairs officer in your State Joint Forces Headquarters, and establish a relationship with other public affairs unit members in your state. Do this for both your Army and Air National Guard colleagues. Public affairs is a joint effort.

The handbook also includes a two-page reference handout. Print this out and laminate it to have a quick reference on common public affairs tasks.

## **GETTING STARTED**

One of the first things a commander should do is appoint a Unit Public Affairs Representative, or UPAR, as they're often called. As the commander considers a person to appoint, here are some recommendations to guide their choice:

- The UPAR should be someone who is familiar with the unit and has proven him or herself as dependable. They need to be someone the commander can rely on to work independently, without a great deal of supervision.
- The UPAR should be able to communicate well. That is, they should be able to talk clearly and effectively to unit members or reporters.
- The UPAR must be well organized. Time is precious for the commander and the UPAR. There isn't time to repeat instructions or closely supervise someone's work.
- Whoever the commander appoints will need at least three important things from the unit: time, material and support.
- The UPAR should also be aware of NGB public affairs guidance on specific topics which are available on the First Muster Web site- This can be accessed through the state PAO.

**Time** - It takes awhile to get established as a UPAR, and it takes time to become efficient as a UPAR. Commanders need to allow for a period of adjustment while the UPAR learns the job. And to be fair to the person's career, consider appointing them to the UPAR assignment on orders so their performance reports can record the person's extra effort and skill. It also takes time for a UPAR to plan and carry out tasks. Time is especially important for a major project such as an open house or family day.

**Materials** - The need for materials or supplies will vary. But if the plan is to have a UPAR publish a unit newsletter, obviously that person will need access to a personal computer with appropriate software, a digital camera and a copying machine. Consider distributing the newsletter online. Sending a mass e-mail to a group of subscribers is an inexpensive and quick way to distribute the newsletter. Be careful not to send to large a file, because files over one megabyte can produce problems.

**Support** - This may be the most important element that a commander can provide a UPAR. Ensure the members of the commanders staff know the UPAR and are aware that the commander supports the UPAR's efforts. UPARs should attend appropriate staff meetings and be included in the planning process for unit events. A good UPAR is very much in the know regarding a unit's schedule. Post the UPAR's name prominently on your bulletin board and encourage unit members to talk with the UPAR about possible newsworthy events.

## **RECOMMENDED UPAR DUTIES**

- Tell the National Guard story.
- Meet with unit commander and establish a unit public affairs plan.

- Establish liaison with local news media - newspapers, television, cable television and radio.
- Send news releases to local media about unit personnel and activities.
- Work with the recruiters to publicize local National Guard enlistments.
- Invite news reporters to visit the armory or local training sites.
- Recommend items of interest or importance to the commander for presentation to troops during weekend training.
- Keep an inventory of command information items available from the Departments of the Army and Air Force and from your State Joint Forces Headquarters.
- Maintain a bulletin board with command information items.
- Assist in planning a unit open house or family day.
- Publicize unit participation in community projects or activities.
- With permission and proper presentation, serve as a spokesperson for the unit commander.
- Serve as the public affairs point of contact for the unit.
- Keep the full-time state public affairs officer advised on public affairs matters in the unit.
- Determine resources and ask for assistance from the chain of command.
- Provide reference material for speeches or presentations.
- Keep the commander advised of UPAR activities.

If you have questions about using this handbook, contact the full-time public affairs officer at your State Joint Forces Headquarters. Suggestions on improving the handbook may be sent to:

**National Guard Bureau  
NGB-PAP  
1411 Jefferson Davis Highway  
Suite 11200  
Arlington, Virginia 22202**

Good luck with your unit's public affairs program!

## Chapter 2

### How to Deal with Reporters

In most circumstances, a UPAR will seek out a reporter as part of a unit's campaign to tell its story to the public. The UPAR will be the first to contact local journalists with news of a promotion, or the arrival of new equipment, or the selection of the unit for an innovative training program. On the other hand, when the UPAR has the least amount of time to talk with journalists or when there's been an accident or incident, journalists will call.

Working effectively with reporters – whether the news is good or bad – requires preparation and practice. This chapter provides information on how to improve the UPARs media relations skills.

First, a few words of caution. If a serious incident takes place involving members of the unit or something happens in the area involving National Guard property or equipment, work with the chain of command to ensure that the full-time public affairs office in the State Joint Forces Headquarters is notified immediately. If an accident involves serious injury, death or significant loss of property, as soon as the unit has finished calling for help from the police or fire departments, begin the process of notifying proper public affairs officials. This is one of the most valuable things a UPAR can do. If they have done their homework and made advance contact with the full-time public affairs office, these procedures should be part of every unit's Standard Operating Procedures.

By notifying the state public affairs office immediately, the UPAR engages the horsepower of higher headquarters. Avoid the temptation to wade into a potentially complicated public affairs issue alone, the risks are too great. Rely on the full-time public affairs office to take over the public affairs mission and stand by to help.

With that warning in mind, here's a brief analysis of the relationship that the National Guard has with the media along with recommendations on how to make the most of all situations.

**Fact** - Reporters have a job to do. Their stories and pictures serve an important function in our democratic society. The first item in our nation's Bill of Rights deals with freedom of the press. It is a cherished freedom that millions of others in the world do not enjoy.

**Fact** - Reporters have bosses to serve and often work in a fiercely competitive marketplace. News is on a 24-hour cycle. To be successful, they must be accurate and fast. Deadlines are now shorter than ever before. Being first is often more important than being accurate. Their eagerness to work quickly doesn't always mesh with the military's careful way of doing its business. However, a smart UPAR can learn how to fill the media's requirements for speed and accuracy while protecting the best interests of the National Guard.

**Fact** - Reporters are eager to learn about new things, experience new situations and meet interesting people. All of these factors contribute to their mission of informing the public. Harness this natural curiosity to the unit's advantage. Even during a crisis or when something has happened that doesn't put the unit in a positive light, a savvy UPAR works hard to ensure the story is accurate, fast and fair.

When you are dealing with reporters, it is important to keep in mind the spirit of a Department of Defense document called the "Principles of Information" (<http://www.defenselink.mil/admin/prininfo.html>). Briefly, these published principles require that everyone in the military must maintain open, honest and fair dealings with civilian journalists. Information may not be withheld from a reporter who asks for it merely because the information may be embarrassing to the military.

#### **HERE ARE MORE GUIDELINES:**

**Security** - Under no circumstances may classified information be released to a civilian journalist. Do not render any comments on matters which are, or may be, classified. If the UPAR knows that information being sought is classified, indicate just that and decline to comment further, even in an indirect manner. If uncertain whether something is classified, find out before responding to the reporter. Then, act accordingly. Use common sense, but don't use "it's classified" as a shield. A good UPAR should be notified in advance by proper military authorities if an operation or equipment contains classified information.

**Accuracy** - Along with speed, this is an equally important factor to any good reporter. The UPAR should know what they are talking about. They should use notes. Provide fact sheets or information papers to reporters, especially if the subject is complicated. While the UPAR wants to be prompt with their response, take adequate time to be certain the information is accurate. Don't guess at an answer or be bullied by a reporter into responding with information that isn't correct. If there is a mistake, contact the reporter quickly and set the record straight. Likewise, if a reporter makes a mistake in a story, contact them and politely explain the error and request a correction if needed.

**Privacy** - Be cautious when giving out information about members of the unit. A federal law called the Privacy Act is designed to protect the personal privacy of

everyone and limits the types of information which you may provide about an individual. Check with the full-time state public affairs office for details of how the Privacy Act is handled in the state. The rules are grounded in common sense and are not difficult to follow.

**Freedom of Information** - Along with the Privacy Act, another federal law called the Freedom of Information Act (FOIA) is designed to keep government papers, documents and records open to the public. It is unlikely that the UPAR will ever get involved in FOIA actions. But understand that the law is designed to prevent government agencies, including the military, from withholding documents in response to a legitimate request from a reporter or other individual, even if the information is potentially embarrassing.

**Regulations and Policies** - Military regulations and policies, including those by the National Guard and the state, also may have an impact on what types of information can be released to reporters and by whom. The UPAR is unlikely to be involved in many of these situations. But it is useful to know that there are regulations regarding the release of information regarding an accident. Notification of next of kin and discussions about the cause of an accident are matters covered by military regulations. Policies, on the other hand, often are developed in response to local situations and should be discussed with the state's full-time public affairs office.

**Propriety** - Often, this involves common sense. It's not proper, for example, to discuss the gruesome details of an accident with a reporter. To help the UPAR know when and what to release, they should consult with higher headquarters or the state public affairs office. This might add delay to the UPAR's ability to respond quickly, but it ensures accuracy and compliance with the rules that govern public affairs actions.

**Spokesperson** - Who speaks for a unit when a reporter wants to interview someone? The commander. A UPAR is likely to be very much involved in the process by providing support, and on occasion may have to pinch-hit, but it is the commander who has the responsibility of being the spokesperson for a National Guard unit. This doesn't mean that a reporter can never speak to someone else in a unit. A situation might require that a subject matter expert regarding a piece of equipment talk with journalists, but the commander remains responsible.

**Taking Questions** - Sometimes a UPAR can't respond to a reporter's questions. Time is short, the question too delicate or complicated, or they are not sure about the authority they have to discuss a certain situation. When that happens, the common sense solution is to courteously respond, "I don't have any information for you. Let me check and get back to you." This answer won't make the reporter happy and they're not likely to give up on the topic, but it provides the UPAR the

opportunity to forward their question to higher headquarters or the state public affairs office. Be sure to have the UPAR ask the reporter what his or her deadline is and do their best to meet it. Remember to get the reporters contact information before hanging up. The state PAO has access to Talking Points on a variety of topics relevant to National Guard issues. It is a good place to check for existing guidance on issues the UPAR may encounter.

**Public Affairs Guidance** - Even if the UPAR is dealing with reporters on what they would consider a "good news" story, the development of well prepared and coordinated public affairs guidance can be the most valuable tool. Public affairs guidance, or "PAG" as it is sometimes called, is the plan for action or plan for defense. The state public affairs office has access to the latest PAG from NGB through the First Muster Web site.

The best way to start preparing guidance is for the UPAR to pretend that they are a reporter. What are the questions a reporter is likely to ask, especially the really tough ones that get to the heart of an issue? Once the UPAR has a list of questions, have them work with subject matter experts in the organization to develop the answers. Make sure the answers are accurate; in compliance with existing PAG; within the boundaries of laws, regulations and policies; and have been coordinated with higher headquarters. Rehearse the answers with someone and make sure they don't forget to get the most important point across.

The effort required to develop good public affairs guidance can be considerable, but it often can be the single most effective tool a UPAR can have in talking with reporters.

## **SPECIAL CIRCUMSTANCES**

On occasion, a unit commander or UPAR may find themselves responding to a reporter's questions that deal with accidents, criminal matters or political activity. Obviously, you will want to either submit the questions to your higher headquarters or the full-time public affairs office. In those situations where help isn't immediately available, or are waiting for assistance, here are suggestions to aid the efforts:

### **ACCIDENTS**

When accidents happen, especially if there are major injuries or a death, the UPAR can count on being contacted by reporters. This will happen very quickly. The unit's first knowledge of an accident might come from a reporter who has learned about the incident from independent sources and is calling for a reaction.

At the same time that proper military authorities are getting involved, the UPAR should swing into action by first gathering accurate information about the accident. This information becomes the basis of a statement that they can prepare or forward

to the full-time public affairs office so they can take the lead and begin responding to reporters. The statement is likely to be very brief. It will acknowledge obvious details and explain that military authorities are involved in the investigation of what happened. See Appendix C: Sample News Releases for an example of an accident news release. Often, the UPAR may have to work in cooperation with local civilian law enforcement authorities or rescue personnel.

**Two important things to remember:**

1. **A UPAR should never be the first to release the names of people involved in an accident.** Names of dead or injured victims must not be released until 24 hours after the victims' next of kin have been properly notified. The state PAO will handle all initial name releases. If media ask the UPAR for names, refer them to the state PAO, they can also use this statement: "The names of the victims are being withheld pending notification of next of kin."
2. Do not speculate about the cause of an accident. An investigation will determine the cause. Don't deny the obvious. If an aircraft has crashed and burned, say that a crash and fire have taken place, but don't speculate about the reasons why.

**CRIMINAL MATTERS**

Reporters may call the unit for information about a person who they suspect is in the military or about a person's affiliation with the National Guard.

When this occurs, the UPAR needs to work quickly and carefully to alert higher headquarters and the full-time state public affairs office. These people have the responsibility to prepare any media statements. Just as with an accident statement, The UPAR may be asked to help. Once a statement has been approved, the UPAR may be permitted to provide it to reporters.

**Remember this:**

The rights of a person accused of a criminal offense must be carefully guarded. This applies whether issuing a statement or responding to a reporter's question concerning allegations of criminal activity. The UPAR must not provide any information that would interfere with an accused person getting a fair trial:

If the UPAR has received permission to release information about a criminal act, do not release any information except verified facts.

Do not comment on an accused person's character or behavior before, during or after a start of an investigation or arrest.

Do not comment on evidence.

Do not offer any opinion about the guilt of the accused.

Always confer with the Judge Advocate General office.

## **POLITICAL ACTIVITY**

The realm of politics at any level – local, state or national – offers another public affairs challenge to commanders and UPARs.

### **Remember this:**

As an American citizen and member of the National Guard, servicemembers have the right to vote and are encouraged to do so. Servicemembers may encourage others to vote, but when on duty they cannot participate in partisan political activity.

Material supporting or commenting directly or indirectly on a political party or candidate must not appear in any unit newsletter.

As a member of the National Guard on duty do not solicit votes for a candidate or issues; do not make or solicit political contributions; do not influence or interfere with an election.

Check with your Judge Advocate General office if not certain about matters dealing with possible political bias.

## Chapter 3

### How to Publicize Your Unit

Understanding the news media – how they work, what they look for, what they consider news, how best to convince journalists that your unit is newsworthy – is a skill that can take years to develop. When you are the commander of a National Guard unit or a newly appointed UPAR, you never have enough time. This chapter is designed to provide you with some insight into the news media and suggestions on how to best present your story to journalists who are just as busy as you.

This chapter won't make the UPAR an instantly successful news writer. You will find sample news releases in Appendix C that you can modify to fit your unit's needs. That's a start. From there the success of the program depends on how hard a commander and UPAR work at developing and maintaining relationships with journalists in the area.

Some words of caution. As the UPAR begins to develop your unit's public affairs program, do not assume they can create something the news media will accept as news. All too often, a flimsy or contrived news event backfires, and reporters then really have a news story on how they were manipulated. A newsworthy event should stand on its own. Don't be timid about presenting finished stories and story ideas to reporters, but make certain the offering is sincere and complete.

Here are some observations about the news media and how you can work with journalists to best tell the story of your unit:

- Reporters are professionals. They value the work they do as a service to the community. They judge what is "news." That is their responsibility. Reporters may be willing to listen to suggestions and read submitted stories, but they reserve the right to decide what to publish or broadcast. Be prepared to hear the answer "no." Don't take their response personally. Many factors are involved in determining what is newsworthy. Ask for their advice about meeting their needs and keep trying!
- The news business is intensely competitive. Don't consider this a problem or obstacle. Take advantage of the competitive marketplace by offering the best you can and allow talented reporters to make the most of your story. Because the marketplace is competitive, many other news sources are working just as hard as you to place their story ideas with reporters. The news space in any newspaper or airtime on a broadcast station is limited. Don't get pushed out of the way because you were late with information or not responsive to a journalist's request. Think of it like combat. Shoot first, shoot often and shoot straight!
- News organizations have their own bureaucracies, especially in large metropolitan areas. Reporters have first-line supervisors who report to managers who report to owners. Most news organizations are profit-making corporations that must serve their readers, listeners and viewers, and advertisers to stay in business. Be aware that reporters you deal with in the field could be very junior in rank and do not have complete control over finished products that you see in print or view on television. Also understand that most reporters are not that knowledgeable about the military, so take the opportunity to educate them. As you grow more confident in your public affairs efforts, get to know the right people in a news organization to better ensure your stories and story ideas get fair consideration by the news business.

- Time is critical to any news organization. This factor cannot be overemphasized. Miss a deadline and you miss an opportunity to tell the Guard story!

## **FIND THE BEST PATH**

When you set out to tell your unit's story to the local media, it is important to find the medium that works best to tell a certain type of story. Especially at the local level, hometown weekly or small daily newspapers work best to tell your stories about new recruits, community-based programs or changes of command. Likewise, hometown radio stations, small market television stations and cable television are productive places to present stories about local Guard activities.

### **Response to Civil Support and Disaster**

One area of opportunity for favorable media coverage occurs when the unit is activated for civil support and disasters. Use these opportunities to insure that media in the area are aware of who your unit is and what your unit is doing. This is best accomplished by utilizing the UPAR's media contact list (see the end of this chapter) and by walking up to and introducing yourself to any media that are present. Offer to explain who the unit is and what they are doing. The UPAR should be prepared to offer an 'official' statement or to be interviewed!

If the unit will be responding outside of the local area, have the UPAR invite local media to travel with the unit while it accomplishes the mission. This is an excellent opportunity to get in depth coverage for your unit. Local media outlets may not be able to afford to cover national events. Embedding a reporter in the unit creates an opportunity for the media outlet to expand coverage beyond the region while giving the unit excellent media coverage.

Ask the state public affairs office for guidance on creating signs that can be displayed on your unit's vehicles during a response to civil support or disaster. When activated to respond to a disaster or civil support have the UPAR check with the state public affairs officer to insure they are authorized for this event.

## **NEWSPAPERS**

Newspapers, especially community weeklies, small daily papers and free-distribution "shoppers" often are the most favorable place to publish National Guard stories and photos. Don't overlook major daily newspapers if one serves your community, but be realistic in expending your efforts.

**Key individuals** - Smaller papers often have just one or two reporters who cover all news events. Get to know these journalists, and work directly with them. At larger daily papers, often one or more reporters will be assigned to cover a military beat. As you would with their colleagues at a smaller paper, work with these individuals and, when appropriate, their first-line supervisors.

**What works best** - Announcements about new recruits, troops graduating from military schools, promotions, changes of command, new equipment, construction projects and community relations events sponsored by National Guard units, especially those that benefit youth, are of interest to journalists. Use the Hometown News Release form (DD 2266, available as a PDF file on this disk or at: <http://www.dtic.mil/whs/directives/infomgt/forms/ddforms2000-2499.htm>) to get out information about your service members. Have service members fill out a form as part of their schooling or promotion paperwork. Realistically, there are no limits to subject matter for newspapers. In cooperation with your full-time state public affairs office, consider inviting reporters from newspapers to accompany your unit to annual training or on an overseas deployment. Check with your full-time public affairs officer before issuing invitations, and be prepared to assist with coordination.

## **RADIO**

Radio is fast-paced and short-lived. Remember that radio works best at making announcement-type stories about a unit or an individual. Because radio reporters are limited to their listeners' sense of hearing, they work hard at making their stories sound energetic. Reporters also like to vary the kinds of voices by interviewing newsmakers, sometimes "live," but most often with an "actuality" that is recorded on the scene or over the telephone and then edited for broadcast. Although radio station news departments tend to be small and have limited resources to cover events from the scene, don't overlook inviting radio reporters to visit training locations to record the voices and sounds of National Guard activities.

**Talk Radio** - Talk radio has developed large and faithful audiences across the country. Seek out the local talk or call-in shows that suit your needs. Choose the program carefully to ensure that you will reach a worthwhile audience because some talk show followers come from very narrow interest groups. Don't waste your effort. The person who acts as a spokesperson for the unit must be very knowledgeable about the National Guard, and they must be able to keep their cool. Always work in coordination with the full-time state public affairs office before making commitments to appear on a talk radio program.

**Key Individuals** - A station's news director runs a radio station's news operation. With the exception of major city stations or ones that feature an all-news format, most radio stations have very small news operations. Sometimes the news director

is the entire news department. In many states, radio stations will link together in cooperative networks to share statewide news stories. This can be another outlet for mass distribution of National Guard stories. Get to know how the networks operate in your area and see how they could assist your efforts.

**What Works Best** - Be prepared to work fast with radio stations. Use the telephone, fax machine or e-mail to deliver the messages as quickly as possible. With very rare exception, anything sent to a radio station in the postal mail is wasted effort. In cooperation with the full-time state public affairs office, consider inviting a reporter from radio stations to accompany the unit to annual training or on an overseas deployment. Check with the full-time public affairs officer before issuing invitations, and be prepared to assist with coordination. A final thought: Some radio stations, especially those in the public broadcasting format, are capable of producing unique and rather lengthy news stories. The UPAR should get to know the reporters from these stations and work to provide them with story ideas that match their format. They reach rather small but important audiences.

## **TELEVISION**

Television has come to dominate much of the news business with its immediacy and ability to show the emotion of sounds and color pictures. Like the newspaper industry, television markets come in many sizes. The UPAR is most likely to have success getting a local National Guard story told on a station in a smaller market than in a major metropolitan area. As with other media, count on reporters from nearly any size television station to show up without an invitation when a National Guard unit is involved in a breaking news story – favorable news, such as responding to a natural disaster; or bad news, when there's trouble with personnel, equipment or facilities.

**Key Individuals** - A station's news director runs the news department. Reporters cover general assignments or may be assigned to the military beat if the station is large enough. Front-line supervisors at the newsroom are often called producers rather than editors. It's good to develop a working relationship with reporters and especially with producers, since they often control the assignments for field reporters.

**What Works Best** - Television is a visual medium that thrives on colorful, fast-paced action. The UPAR should be prepared to provide access to reporters and their camera crews – usually at least three people plus gear – with frontline access to the action if you want to better ensure your story will make it on the air. Remember, like radio, television is a medium of immediacy. The UPAR should do their best to make sure a television crew has the opportunity to get its interviews and video quickly so they can return to their station to edit their stories. While a commander has the responsibility of being the spokesperson for a unit and should

be involved in meeting and working with journalists, consider carefully who is recommended to be interviewed on camera. Doing this well takes confidence and practice. If there is time, ask the full-time public affairs office for assistance. In cooperation with the full-time state public affairs office, consider inviting a reporter from television stations to accompany your unit to annual training or on an overseas deployment. Check with the full-time public affairs officer before issuing invitations and be prepared to assist with coordination.

## **WEEKEND REALITIES**

Most hometown National Guard training takes place on weekends when news organizations are thinly staffed. Plan ahead by making your contacts during regular business hours so that a newspaper or broadcast station's key individuals can consider your story ideas and make proper assignments to their weekend crews. Ironically, while weekend staffs can be small and inexperienced, especially at small-market stations, these same stations often have the most airtime to fill with what could be your story!

## **THE INTERNET**

### **WEB SITES**

Many organizations and individuals have Web sites. News organizations use their Web presence as a 24-hour news source. Stories are often posted and updated hourly. If you have a television, radio, or print news story, expect it to be uploaded to the Web as well. These online stories often have more information in them than when they first were published or broadcast.

Many individuals maintain Web sites. These often include pictures and stories about the individual, their family and friends. These Web sites may include information and pictures about the person's National Guard unit. It is a good idea to do a periodic Internet search of your unit. This will give you an idea of what the public may already know or think about your unit. It will also show you any articles that may include references to your unit.

The National Guard and the Department of Defense have policies concerning the creation of unit Web sites. Creating a unit Web site is an excellent way to get information out to the public as long as it conforms to policy and is updated on a regular basis.

### **BLOGS**

Many people and some organizations have started Web logs, or blogs. These often resemble personal diaries and are posted on the Internet. Soldiers and Airmen

create and update blogs during deployments; veterans and military enthusiasts create and maintain blogs covering all aspects of the military. More information on DoD policies for Internet use are found at: <http://www.defenselink.mil/webmasters/>

## STORY IDEAS

Reporters look for certain elements when they write a news article. Try to keep these in mind when deciding to “pitch” a news story about the unit. The more of these elements the UPAR can offer, the greater the chances of getting the story told. These elements include: Consequence, conflict, emotion, human interest, oddity, progress, proximity, suspense and timeliness.

Here are examples of how each of these elements could fit into a National Guard story:

**Consequence** includes the direct impact an event will have on the reader. A change in the unit’s mission that affects personnel or local training areas is an example of this element.

**Conflicts** are often negative news stories. These can include conflicts between the unit and the local government, between citizens and Soldiers or Airmen and the unit, or between service members. If a conflict story surfaces in your unit, contact the state public affairs office immediately for assistance.

The **emotional** element of a story is very powerful. Service members returning home from a deployment is a very emotional story.

Reporters generally tell stories about people, not things. The **human interest** element is very important. Instead of talking about a new piece of equipment the unit is getting, discuss the impact the new equipment has on unit members.

National Guard units have many stories that are out of the normal, or an **oddity**, in the military. Examples would be relatives serving in the same unit or a service member taking command of the same unit their parent has commanded.

Examples of **progress** include policy changes and material upgrades. These often interest local audiences.

**Proximity** of the audience to the story makes a big difference. Many reporters are interested in how major national stories affect local people. Find ways to localize national events concerning the National Guard or the military in general. Changes in range operating times have little national news value, but the people who live near the range will be very interested in them.

People like **suspense**. Providing information about proposed changes in pay or unit structure can make the news.

The most important element is **timeliness**. The news needs to be fresh and current to interest most reporters. Stories from the last drill are old news.

Here's a list of events that could take place in your unit. Evaluate where best to offer the story in your community by considering the "what works best" suggestions found in this chapter. Some ideas could be strong enough to offer to all media, while others will require tailoring to meet the needs of print or broadcast:

- State emergency activation
- Unusual training programs
- Changes to your unit's equipment, force structure or mission
- Visits by well-known personalities
- Public service projects involving the community
- Charitable work by individuals (human interest)
- Drug demand reduction programs
- Programs that benefit the community's youth or elderly
- An alert for possible federal activation
- Major awards and honors, and individual achievements
- Unit open house
- Interesting new equipment or aircraft
- Overseas deployments for training
- Cost-saving solutions
- Events that have an impact on the local environment
- The local "spin" on national military policies, especially when they involve the personnel arena such as homosexual policies, women in combat and Gulf War illness.

## **HINTS FOR THE COMMANDER AND UPAR WHEN YOU ARE BEING INTERVIEWED**

You can successfully communicate with the public and maintain more positive control of an interview situation with:

- Knowledge of your subject
- Honesty and candor
- Positive attitude
- Use of concise, simple language
- Familiarity with the media

## **TERMS TO UNDERSTAND**

**“On the Record”** refers to information the reporter expects to use in their story. Information gathered in this way is attributable to the person giving it. Expect to see it included in a story. It is important to assume that all conversations with reporters are “on the record.”

**“On Background”** refers to information that is NOT attributable or for print that fills in information the reporter would need to understand the context or background of a story. This information can often help the reporter produce a more accurate and knowledgeable story. Be mindful not to give any classified information, even “on background.”

**“Off the Record”** refers to information you do not want printed or attributed to you by the reporter. It is best to avoid responding to any questions “off the record”. Only discuss information with a reporter that you don’t mind seeing in their story.

## **POINTS TO REMEMBER**

- You represent the National Guard and the larger active duty military establishment when you deal with journalists. Always keep your personal views and opinions out of the interview.
- Begin with the attitude that a reporter represents the public, and the public has a right to know about the military.
- Avoid technical language, jargon and military acronyms. Be aware that very few civilian journalists have military experience.
- Put your conclusion into the front of your remarks, then expand on the topic.
- Speak in short, effective sentences. Long answers are seldom used in broadcast or print stories. The more you talk, the greater the chance for saying something that could be misunderstood.
- Stop talking when you’ve made your points.
- Stay "on the record." Don't say anything outside the interview you wouldn't want to see or hear in the news. Don't agree to respond "on background" or go "off the record" with a reporter.
- Keep your cool when under verbal fire.
- Don't automatically accept a reporter's facts or figures as correct.
- Don't answer hypothetical questions. Generally, these questions begin with "what if?" situations proposed by a reporter.
- If you don't know the answer, say so. Offer to get the answer.
- Never use the phrase "no comment." Explain why you can't answer the question. Remember matters of security, accuracy, military policy and propriety.
- Most reporters are generalists. You are the expert on military matters. Do not be timid if you have an opportunity to educate a reporter about military issues.
- Don't try to "snow" a reporter. Be polite, professional and sincere.
- Arrive on time for news media appointments. Talk to reporters about the subject points that are key to the story or that you would like to discuss.
- Prepare for interviews. Know the talking points that you want to make, and remember why you were asked for the interview.
- Establish ground rules and subject matter to be discussed before a formal interview.
- Do your homework. Practice talking about the subject with someone who will ask you questions, especially difficult questions. Even if you are talking about your specialty, a brush-up is a good idea.
- Provide reporters with fact sheets that explain the technical specifications of equipment or the organization of your unit. Very few reporters have military experience, so they appreciate fact sheets that help them with the nomenclature of equipment and correct spellings.
- Call on your full-time state public affairs office for assistance.

## **PUBLIC AFFAIRS RESOURCES TO HELP YOU PUBLICIZE YOUR UNIT**

Your state National Guard's full-time public affairs officer and staff should be able to assist you with the following:

- Assistance to units large and small
- Full-time coordination for support from your state's Army public affairs detachment or higher headquarters public affairs assets
- Coordination of a public affairs support plan for your unit's annual training
- Training for your Unit Public Affairs Representative (UPAR)
- Publishing a statewide newspaper or magazine or Web site
- Speech file references
- Onsite public affairs support during an emergency

### **A National Guard Public Affairs Detachment can provide:**

- Support to the state's overall public affairs program
- Support to National Guard units in your state
- Dissemination of news releases to newspapers, television and radio stations
- Photo support.
- Videotape capability
- Onsite assistance during emergencies
- Support for production of a statewide National Guard newspaper, magazine or Web site.

## **STATEWIDE NEWS COVERAGE**

There are a number of activities in your state each year that could result in expected or predictable coverage by the news media. Remember, even a topic that generates routine interest requires effort on your part to ensure that your story is presented in an interesting, accurate and timely manner. Here's a list of story topics that should be on your "must do" list:

- Annual training for your unit, especially if it involves a deployment to an unusual place or involves activities with a significant local impact
- Changes of command
- Changes to the force structure or mission of your unit
- Officer and NCO academy graduations
- Presentation of awards and decorations to your unit or individual members
- Participation in competitions such as marksmanship contests, marathons, or biathlons
- Involvement in youth programs
- Involvement in drug demand reduction programs
- Construction or significant remodeling or repair of military facilities in your area
- Changes to recruiting and retention benefits
- Changes to significant pieces of equipment in your unit
- Events in your unit that have an impact on the local environment or economy

## **HINTS FOR RADIO OR TELEVISION INTERVIEWS**

The following suggestions are aimed at interviews for radio or television. Most of them also apply to print interview situations, especially when a newspaper photographer is present:

- Know as much as possible about the subject. Don't speculate or respond to hypothetical questions. If you don't know an answer, say so.
- Be aware of your speed in talking – not too fast, not too slow. Regional accents and dialects add interest to broadcast stories, so don't let that be a barrier to someone being interviewed. At the same time, the person being interviewed must be able to communicate clearly and effectively.
- Gestures and mannerisms can be very distracting. Be careful what you do with your hands, legs and facial gestures.
- Wear the proper uniform and wear it correctly. If you are in a studio, the Class A or Service Dress uniform will probably be appropriate. If you are in the field, wear the same uniform the troops are wearing. Make sure that proper safety gear and other uniform items are worn correctly, especially in a field environment. However, don't interrupt an interview if you notice an unfastened button or something that the civilian audience will not recognize as being out of uniform. Use common sense when it comes to uniforms and equipment.
- Rehearse what you want to say with someone who asks you questions, especially tough questions that you anticipate.
- Be on time for interviews. If you're the guest on a call-in show or other live interview, the station is counting on you to be on their program.

## **MEDIA LISTS**

A list of news organizations in the local or regional area is an important tool for a UPAR or unit commander. This list permits quick and reliable contact with newspapers and broadcast stations in your area. If you are careful when you establish the list and maintain it, the list can be especially helpful during an emergency when you have to contact a specific department within a news organization very quickly.

Make copies of the forms included in this handbook, or make up your own computer database. Maintain the list at your National Guard office and keep a copy at your home and civilian workplace. A news event involving your National Guard unit can happen at any time, you may not have the opportunity to travel to your unit office before you have to react.

### NEWSPAPERS / MAGAZINES

<b>Name of Publication</b>	
<b>Mailing Address</b>	
<b>E-mail Address</b>	
<b>Contact's Name/Title</b>	
<b>Telephone</b>	
<b>Deadline Day and Time</b>	
<b>FAX Number</b>	
<b>Other Information</b>	

### TELEVISION OR RADIO STATIONS

<b>Call letters</b>	
<b>Network Affiliation</b>	
<b>Mailing Address</b>	
<b>Street Address</b>	
<b>E-mail Address</b>	
<b>Telephone</b>	
<b>Fax Number</b>	
<b>News Director</b>	
<b>News Director's Phone</b>	
<b>Weekend Phone</b>	
<b>Night Phone</b>	
<b>Public Service Director</b>	
<b>Telephone</b>	
<b>Weekday Deadline</b>	
<b>Weekend Deadline</b>	

## Chapter 4

### Photography Tips

Providing local newspapers with good photographs can go a long way toward getting your story into print. When the unit lacks either the time or the manpower to receive photo support from a higher headquarters, the UPAR or other designated person can step in and fill the bill. Thanks to the technology of digital cameras, much of the mystery has been removed from taking good photos. But using easy-to-use cameras still requires care and practice.

**First**, a good photograph must meet certain technical standards. To be used in a newspaper or magazine, a photo must be in sharp focus – no exceptions. The photo should have good contrast. That means it should not look washed out or muddy. And since most photos are printed in color, the colors should be rich and vivid. Set the image resolution on the camera to its maximum setting. The newspaper can easily scale it to the size it needs. A low resolution picture is of no use to a printed publication. Most publications can use pictures that have been burned to a CD. It is extremely important that you do not alter the photograph in any way.

**Second**, a photo must have eye appeal. It should grab your attention and the attention of a reporter or editor who makes the decision to publish it or not. All newspapers, from the smallest weeklies to the big city dailies, want to publish photographs with visual stopping power. Don't settle for second best.

**Third**, a photo must illustrate the story you are telling. If your story is about a change of command, a good head and shoulders picture of the new commander illustrates the story, probably much better than a group picture of the unit's senior leadership or a passing-the-flag picture. If your unit has received new equipment, take photos of the equipment in action, not in a parking lot or resting on the armory floor. Always try and find a way to include something in the picture that shows it is the National Guard and not the active Army or Air Force.

**Fourth**, a great photo is worthless without a complete caption. The caption should include the who, what, where, when and why of the picture. Include all important information and the people's full name and rank. These are called 'cutlines' and are critical for a photo to be published. Every photograph must have a cutline. Take extra care to ensure that names are spelled correctly and that equipment or the action in the photo is adequately described. Without a cutline, the photo unusable!

Any subject – a person, equipment, or training area – can be photographed in an unlimited number of ways. Each picture will give a different impression of the subject. Close-ups can be very powerful images. Taking a photo at an unusual time or day or during stormy weather can add additional impact to a photograph and increase your chances for getting it published. Armed with a dependable camera, a good photographer needs to develop his or her ability to observe the action and decide how best to tell a story with one or more photographs. Take many pictures. A professional photographer takes hundreds of pictures to get a few excellent ones. Be willing to experiment, be willing to practice, and ask for help from professionals.

Here are more tips:

- For low-cost training, cut a 4x5-inch rectangle in the middle of a piece of cardboard that is the size of a sheet of stationery. Look through the opening with one eye to "see" what your finished photo will look like. By shifting the frame back and forth, vertical and horizontal, you can quickly visualize what kind of scene your photos will capture.
  - Look for informal or unrehearsed scenes. Posed pictures look posed and don't have the stopping power that will catch an editor's eye. Since you can't always take pictures without others noticing, spend a few moments with your subjects to put them at ease as much as possible.
  - Be aware of things in the background of your photos. Is a tree branch or howitzer barrel "growing" out of the back of the head of your subject? And be aware that it is hard to see troops in camouflaged uniforms when they are posed against trees and shrubs. That's the point of military camouflage, but there are times when you must show your subjects to get good photos. Shoot from a lower angle and make the sky your background, or search for other viewpoints that reduce the chance that your subjects will blend into the background too much.
  - Take a few moments for a safety check of your subjects. Are they in a proper military uniform? Are they working with equipment or weapons in an approved and safe manner? If you must, put things in order before you take the picture. It is unreasonable to make every scene appear inspection-ready, but be sensible.
  - Don't crowd a photograph with people or subjects. A flexible limit of four or five people to a shot should be the maximum. And in your finished prints, each person's face should at least be the size of a dime for it to reproduce well in a newspaper.
  - Avoid grip-and-grin photos for newspapers. They're just fine for scrapbooks, but most editors avoid these photos at all costs. If a person is receiving an award for a job well done, the best photo is a picture of the Soldier or Airman on the job.
- 
- Fill the viewfinder of your camera with the subject you want published in the paper. This means getting as close to the action as safely possible. When you move in close, take the picture. Then move in closer and take one more.

- Watch the horizon when you are shooting indoors. Unless you are trying to dramatize the action, the horizon should be as level as it is in nature. If the picture isn't straight, it marks you as a beginner and reduces the chances a photo will be published.
- Speed is important. Your photos and articles should be delivered to a newspaper, together, as quickly as possible. The news value of a story and pictures is extremely perishable. This often means meeting deadlines in hours, not days, and certainly not the month after a unit's training assembly. If you can, use e-mail or CDs to deliver your products.
- Avoid the temptation to flood a newspaper office with photos. Don't be skimpy, but send only your very strongest images. If it is necessary, especially with pictures of equipment or events that a non-military journalist might not understand, include some background information that explains why certain photos are more important than others, but let the editor decide which ones to print.

## Chapter 5

### How to Keep Unit Members Informed

In previous chapters, we've covered how to work with the news media and how to publicize your unit to people who are not part of it. However, there is another audience who must be reached if you are to have an informed and capable unit. That includes the members themselves and their families. In many instances, they are the most difficult group to reach with your message, but they are the most important.

Part of the difficulty in contacting or keeping this audience informed is recognizing the importance of an effective, local internal command information program that uses a variety of methods to reach the members of your unit and their families.

In this chapter we will cover:

- What materials are available to help you in this effort
- Ways that you can make the best use of this material
- Considerations in setting up and maintaining an effective unit information program
- Ways to publish a unit newsletter to help keep the members of your unit and their families informed about programs that affect them

#### **WHY FAMILY MEMBERS?**

Increasingly, being an active, consistent participant in the National Guard requires a significant amount of the members' time and energy. Overseas deployments and the increased training tempo have resulted in increased demands on the members and their families.

Critical to maintaining support from Guard members' families is to ensure they understand what is going on in their unit and how that is important to the welfare of your state and the defense of our nation. The key word is "understand." In order for families to continue to understand and support the members' participation in the Guard, they have to be continually informed about why the Guard is important and why the contribution of their families is necessary.

#### **WHAT IS AVAILABLE TO HELP?**

The list of materials is nearly endless. However, an effective local command information program requires imagination and a clear idea of the subject you need to address and the amount of effort you can contribute.

**The On Guard** - The National Guard Bureau publishes a monthly newspaper, *The On Guard*, that is filled with news and feature material about the National Guard and its worldwide operations. Multiple copies are mailed to each unit for use by members and their families. Ensure that this publication receives maximum exposure in your unit.

**Web sites** - The National Guard Bureau and the National Guard of each state maintain Web sites on the Internet. One of the best ways to start your search is to look up the following web sites:

[www.ngb.army.mil](http://www.ngb.army.mil)

The official Web site of the National Guard Bureau

[www.defenselink.mil](http://www.defenselink.mil)

The official Web site of the Department of Defense

**Army and Air Force Public Affairs** - The public affairs offices of the active Army and Air Force publish a wide variety of command information products. You receive most of them at your unit already, especially publications such as *Soldiers* and *Airman* magazines. As with *The On Guard* newspaper, ensure that these publications are widely distributed and read.

**Audiovisual** - Modern technology and the Internet are rapidly replacing much of what once was called audiovisual materials. The movie projector has been replaced by the VCR which is being replaced by DVDs. The Army and Air Force continue to produce a wide variety of materials that can be used to inform unit members and their families. Many units and states produce excellent programs.

## **CONSIDERATIONS FOR THE COMMANDER**

**Time** - The challenge is balancing the need for providing timely, required information against all other training requirements. It takes innovation and effort to win this game.

**Facilities** - Some things are appropriate for presentations during troop formations or in large classrooms. Others are not. Finding the right combination and then fitting it into your schedule is another piece of the puzzle.

**Personnel** - Hopefully, the UPAR can provide significant help in setting up and assisting your internal command information efforts. In some states there is a list of experts to help with complicated projects. A member of the legal staff, for example, may be best suited to present information about writing wills.

These may seem to be common sense suggestions, and that's what they are. Much about a successful information program requires common sense. But these suggestions also reflect the fact that a good internal command information program requires planning and action.

## **UNIT NEWSLETTER**

One of the best ways to reach your members and their families is with a regular

unit newsletter. Notice we've used the word newsletter instead of newspaper. There's a difference.

It's likely that the public affairs unit or section at your State Joint Forces Headquarters already publishes some kind of newspaper, magazine and, increasingly, maintains a Web site. Your newsletter is a close-to-home publication and may be much more informal. An energetic UPAR with decent computer skills and a photocopying machine are all you need.

**What to include** – At a minimum, the unit newsletter should include:

- Comments from the commander on what he/she wants to emphasize for the upcoming training periods.
- Most recent promotions and awards given to members.
- Dining hall menus and other "nice to know" information that keeps everyone in the loop.
- News important to families such as information about the PX or BX, commissary, pay, benefits and upcoming events.
- Important telephone numbers and schedules within the confines of OPSEC.

**Production tips** – Most word processing software contains templates for newsletters. Try one of these for starters and modify it to your needs. The real key is the dedication of the UPAR and the commander to ensure the newsletter includes good information, is produced consistently, and is clearly backed by the commander.

Don't think you have to be elaborate. Look at the newsletters of schools, clubs and religious groups for examples.

Be careful about what your newsletter says. Avoid the temptation to be too cute or clever. Being funny can often be embarrassing, and that can lead to trouble.

Keep your higher headquarters informed about your newsletter. Include them on your distribution list. Consider distributing the newsletter via an e-mail list. This can save money for postage and increase readership by distributing directly to recipients.

Plan ahead. If your unit holds an awards ceremony each quarter, plan your newsletter to coincide with the ceremony. And don't forget to send news releases to the local newspaper, too.

Be consistent. Members and their families will come to depend on your publication for important information.

Ask for help when you need it. Seek assistance from your state public affairs office or public affairs unit.

Keep it simple!

## Chapter 6

### Maintaining Good Community Relations

Up to now, this handbook has addressed ways to deal with the news media and your unit personnel and their families. However, these are not the only audiences that have an interest in National Guard activities. They are not the only people who would be interested in or important to your unit's existence and acceptance in the community. It's important to consider the entire community as your audience. That includes groups such as civic leaders, employers, other government officials and citizens in general.

A unit with an effective public affairs program factors in these groups as often as possible. Two time-tested methods for reaching these audiences include operating a speaker's bureau and the hosting open houses at your armory, base or training site.

#### **SPEAKER'S BUREAU**

Operating a speaker's bureau within your unit provides an opportunity for your most effective and knowledgeable members to make presentations to local audiences. Some places to promote National Guard speakers include: Service clubs, chambers of commerce, religious groups, community groups, youth organizations, schools, colleges and veterans groups.

Check with your higher headquarters and the full-time state public affairs office for speechwriting ideas as well as audiovisual aids such as Power Point slides, videotapes and printed material.

#### **OPEN HOUSE**

Hosting an open house at your unit is an excellent way to tell the National Guard story directly to citizens or a select group of individuals. If your unit does not have the capacity to host a public open house, consider conducting a more limited program for the employers of your members.

The key to success for any open house is adequate and thorough planning. Allow several months time for planning, and check with your higher headquarters for guidance on regulations and policies that govern what you can do and what funds can be spent to host your guests. Since planning for, setting up and conducting an open house will compete for precious training time, be certain that everyone understands what duty status will cover their participation. You will find that preparation for an open house requires a significant amount of volunteer effort, so you will have to plan accordingly.

Work with local news media to spread the word about an open house, and don't forget to send special invitations to reporters to attend the event. When you're hosting a boss night for employers, work with your unit members to ensure that invitations are issued to appropriate people at their civilian workplaces.

Contact your headquarters and full-time public affairs office for additional assistance with audiovisual materials and other items that could be presented during an open house.

# Appendix A: PA Travel Guidelines

1. All requests for travel must be coordinated through the state Public Affairs Office.
2. This support matrix is provided to help you understand the specific steps required for each type of public affairs travel.
3. Required templates mentioned in the matrix are included at the end of this appendix.
4. All requests for PA travel must be IAW this chart.

## Public Affairs Aviation Support Matrix

All requests should be forwarded to the state PAO

<b>CONUS Public Affairs Travel</b>					
Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
Supervisors, owners, high-level managers, CEOs, educators, state legislators, religious leaders, Youth approved programs	NGB-PA	30 days prior	NG Pam 360-5, 4-9.(2) ; DoD 4515.13-R (C3.4.2, pg 63)	Request Template ; Validation Letter	Certain State employees; DoD 4515.1t3-R (C2.2.16.6)
In-State Travel	TAGs	30 days prior	NG Pam 360-5, 4-9.e.(1)	Request Template ; Validation Letter	
Out-of-State Travel	NGB-PA	30 days prior	NG Pam 360-5, 4-9.e.(2)	Request Template ; Validation Letter	
Foreign Nationals/Military	NGB-IA (International Affairs) coord w/ ANG or ARNG approval ; copy to NGB-PA	30 days prior	NG Pam 360-5, 4-9.(4);	Request Template ; Validation Letter	NGB-IA process request; send to: <a href="mailto:felichia.ward@ngb.ang.af.mil">felichia.ward@ngb.ang.af.mil</a> , call 703-607-1639, or <a href="mailto:john.infante@ngb.ang.af.mil">john.infante@ngb.ang.af.mil</a> , 703-607-1641, fax 703-607-3690
U.S. Congress, staff members	DoD approval via NGB-LL (Legislative Liaison); copy to NGB-PA; Sec Def	60 days prior	NG Pam 360-5, 4-9.(4); DoD 4515.13-R (C10.4.3, pg 102)	Request Template ; Validation Letter	NGB-LL process request; send to: <a href="mailto:joan.peters@ngb.ang.af.mil">joan.peters@ngb.ang.af.mil</a> , 703-607-2781, fax 703-607-3687
Civilian Contractors	NGB-PA	30 days prior	DoD 4515.13-R (C2.2.9)	Request Template ; Validation Letter	
<b>OCONUS Public Affairs Travel</b>					

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
SOUTHCOM	OASD-PA approval via NGB-PA	60 days prior	NG Pam 360-5, 4-10.d.(1)	Request Template ; Validation Letter	
Europe, Pacific, Africa Asia	OASD-PA approval via NGB-PA	60 days prior	NG Pam 360-5, 4-10.d.(2)	Request Template ; Validation Letter	
Initial Lists of Delegates	OASD-PA approval via NGB-PA	30 days prior	NG Pam 360-5, 4-10.d.(3)	Request Template ; Validation Letter	
TAG	NGB-PA to CNGB (coord w/TA & GOMO)	60 days prior	DoD 4515.13-R, C3.2.2.2, C3.3.3.2	TAG OCONUS request form ; Validation Letter	
News Media	OASD-PA via NGB-PA	60 days prior	NG Pam 360-5, Appendix E, E-1.c; E-4	Request Template ; Validation Letter	
State Partnership Program (SPP)				Validation Letter	NGB-IA process request; send to: <a href="mailto:felichia.ward@ngb.af.mil">felichia.ward@ngb.af.mil</a> , call 703-607-1639, or <a href="mailto:john.infante@ngb.af.mil">john.infante@ngb.af.mil</a> , 703-607-1641, fax 703-607-3690

**Orientation Flights**

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
Civic leader, news media, state officials, educators, and Youth approved programs	NGB-PA	30 days prior	NG Pam 360-5, 4-11.e; DoD 4515.13-R (C3.4.2, pg 63 and C3.2.4, pg 61); AFI 11-401, ANGSUP 1	Orientation Flight Request ; Validation Letter	
Military members, ROTC, JROTC, CAP cadets, FAA employees, spouses of military members	TAG via flight ops; Chief NGB (DoD 4515.13-R, C4.2, pg 64)	30 days prior	NG Pam 360-5, 4-11.g; DoD 4515.13-R (C4.3, pg 65); AFI 11-401, ANGSUP 1	Orientation Flight Request ; Validation Letter	
Federal senators, members of Congress and staff	DoD approval via NGB-PL (Policy and Liaison); copy to NGB-PA	30 days prior	NG Pam 360-5, 4-11.h; AFI 11-401, ANGSUP 1	Orientation Flight Request ; Validation Letter	NGB-LL process request; send to: <a href="mailto:joan.peters@ngb.af.mil">joan.peters@ngb.af.mil</a> , 703-607-2781, fax 703-607-3687
Foreign Nationals/Military	NGB-IA (International Affairs) coord w/ ANG or ARNG approval ; copy to NGB-PA	30 days prior	NG Pam 360-5, 4-11.h; AFI 11-401, ANGSUP 1	Orientation Flight Request ; Validation Letter	NGB-IA process request; send to: <a href="mailto:felichia.ward@ngb.af.mil">felichia.ward@ngb.af.mil</a> , call 703-607-1639, or <a href="mailto:john.infante@ngb.af.mil">john.infante@ngb.af.mil</a> , 703-607-1641, fax 703-607-3690
Civilian contractors	Flight ops	30 days prior	NG Pam 360-5, 4-11.h; AFI 11-401, ANGSUP 1	Orientation Flight Request ; Validation Letter	
High Performance Aircraft F-15, F-16, B-1	NGB-PA fwd TAG to WG-CC approval	30 days prior	NG Pam 360-5, 4-11.f; AFI 11-401, ANGSUP 1	Orientation Flight Request ; Validation Letter	
State Emergencies	Flight Ops			Validation Letter	
<b>Flyovers</b>					
Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
On-base	TAG except for	State	NG Pam 360-5,	Aerial	Coordinate with Flight

	Change of Command and retirements	Discretion	4-12.a	Events Request Form	Ops
Change of Command/Retirement	HQ/CV (ANG-CF) for ANG units; NBG-ARZ for ARNG units	30 days prior	NG Pam 360-5, 4-12.a	Aerial Events Request Form	Coordinate with Flight Ops
Off-base					
Pre-approved events	Websites for both SAF-PA and OCPA	60 days prior	NG Pam 360-5, 4-12.b.(1)		Websites for both SAF-PA and OCPA
Gubernatorial	TAG	State Discretion	NG Pam 360-5, 4-12.b.(3)		Coordinate with Flight Ops

### Funeral/Memorial

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
ANG	Closest base mortuary affairs office or HQ AF Mortuary Affairs	As soon as notified	NG Pam 360-5, 4-12.b.(4); AFI 11-209	Validation Letter	HQ/AF Mortuary Affairs: 800-531-5803, DSN: 487-5806
ARNG	Installation CC owning aircraft	State Discretion	NG Pam 360-5, 4-12.b.(4)	Validation Letter	Casualty Memorial Affairs Operations Center: 703-325-5322, 800-626-3317
Missing Man Formation	NGB-PA to OCPA; SAF-PA	60 days prior	NG Pam 360-5, 4-12.b.(5)	Validation Letter	
Off-base (exceptions)	NGB-PA to OCPA; SAF-PA	60 days prior	NG Pam 360-5, 4-12.a	Validation Letter	

### News Media Rep Travel

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
News Media	NGB-PA, DoD 4515.13-R, C3.3.2.1, pg 62	30 days prior	DoD 4515.13-R (C3.4.1, pg 62)	Validation Letter	

In-State: NG Facility to NG Facility	TAG	State Discretion	NG Pam 360-5, Appendix E, E-1.a	Validation Letter	
In-State: NG Facility to AD	NGB-PA	30 days prior	NG Pam 360-5, Appendix E, E-1.b; E-4	Request Template ; Validation Letter	
Out-of-State Travel	NGB-PA	30 days prior	NG Pam 360-5, Appendix E, E-1.c; E-4	Request Template ; Validation Letter	
OCONUS	OASD-PA via NGB-PA	60 days prior	NG Pam 360-5, Appendix E, E-1.c; E-4	Request Template ; Validation Letter	

**News Media Rep Orientation Flight**

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
News Media	NGB-PA, DoD 4515.13-R, C3.3.2.1, pg 62		DoD 4515.13-R (C3.4.1, pg 62)	Orientation Flight Request ; Validation Letter	
ARNG	NGB-PA	30 days prior	NG Pam 360-5, Appendix F, F-2	Orientation Flight Request ; Validation Letter	
ANG Other aircraft than fighters/B-1	NGB-PA	30 days prior	NG Pam 360-5, Appendix F, F-3	Orientation Flight Request ; Validation Letter	
State Emergencies				Validation Letter	
ANG Fighter and B-1 aircraft	NGB-PA then TAG endorsement	State Discretion	NG Pam 360-5, Appendix F, F-3	Orientation Flight Request ; Validation Letter	

**News Media Rep Flights Aboard AF Reserve Aircraft**

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
All Reserve Aircraft	SAF/PA approval via NGB-PA	60 days prior	NG Pam 360-5, Appendix G, G-2.b	Validation Letter	

**ESGR**

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
Bosslifts	OASD/RA-NCESGR	60 days prior	AFI 35-101 (16.9.1); AFI 35-101 (16.9.2); NG Pam 360-5 4-9	Request Template ; Validation Letter	

**Ground Transportation**

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
Management, Acquisition and Use of Motor Vehicles	Invitation Installation Commander	State Discretion	Army Regulation 58-1, 5-5 c	Validation Letter	
Vehicle Transportation	Invitation Installation Commander	State Discretion	AFI 24-301, 2.6.3	Validation Letter	

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
No CONUS travel authorized			DoD 4515.13-R (C2.2.6.3)	Validation Letter	
OCONUS	Invitation of overseas commander	60 days prior	DoD 4515.13-R (C2.2.6.3)	Validation Letter	

**Bands**

Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
ARNG: In-State	TAG	State Discretion	NG Pam 360-5, 4-17.a.(1)(a); NG Pam 360-5/ANGP 35-1, 4-17.b.(1)	Non-Aviation Events Request Form ; Validation Letter	

ARNG: Out-of-State	NGB-PAE	60 days prior	NG Pam 360-5, 4-17.a.(1)(b); NG Pam 360-5/ANGP 35-1, 4-17.b.(1)	Non-Aviation Events Request Form ; Validation Letter	
ARNG: OCONUS	OASD-PA via NGB-PAE	6 months prior	NG Pam 360-5, 4-17.a.(1); NG Pam 360-5, 4-17.b.(1); NG Pam 360-5, 4-17.b.(3)	Non-Aviation Events Request Form ; Validation Letter	
ANG: In-State	TAG	60 days prior	NG Pam 360-5, 4-17.a.(2)(a); NG Pam 360-5, 4-17.b.(2)	Non-Aviation Events Request Form ; Validation Letter	
ANG: Out-of-State	NGB-PAE	60 days prior	NG Pam 360-5, 4-17.a.(2)(b); NG Pam 360-5, 4-17.b.(2)	Non-Aviation Events Request Form ; Validation Letter	
ANG: OCONUS	OASD-PA via NGB-PAE	6 months prior	NG Pam 360-5, 4-17.a.(2)(c); NG Pam 360-5, 4-17.b.(4)	Non-Aviation Events Request Form ; Validation Letter	
<b>Embeds</b>					
Type	Approval Authority	Time to Approve	Instruction / PAM	Templates	Notes
In-State Embed				Validation Letter	
Out-of-State Embed			Deploying Units; Natural Disasters	Validation Letter	

## Validation Letter Template

**STATE LETTERHEAD and STATE PAO ADDRESS**

**DATE**

MEMORANDUM FOR NGB-PA

SUBJECT: Letter of Validation and Concurrence for \*\*\*\*\*

1. I concur with the submitted aviation support package and ensure all necessary items are included.
2. The package has been properly staffed with all appropriate offices [NGB-PA encourages JFHQ-State PAOs to include the Judge Advocate's office]. The Adjutant General concurs with this request.
3. All aspects of this submitted package are in accordance with DoD and NGB guidance.
4. If you have any questions with this package, please contact me at DSN 111-1111 or at Commercial (111) 111-1111.

**Must have signature by PAO or higher level authority;  
fax to DSN327-3680 or 703-607-3680**

STATE PAOs NAME

Title

AFI35-101 29 NOVEMBER 2005:

TEMPLATE

195

**Figure 8.1. Tour Plan Template.**

**Title:** [Name of group or theme, etc.]

**Communications objective:** [Example: To present the Air Force position on X to a select group of professionals deemed to have awareness and/or concern with the specific national issue(s) or whose influence could affect public understanding and/or acceptance. Note: When planning a tour, the general rule of thumb is: "one tour, one theme."]

**Justification:**

**Target audience(s).** [Academicians in sociology, real estate brokers, local bank managers, state lawmakers, area employers, etc.]

**Theme --** Primary strategic [Described in USAF Strategic Communications Plan] local issue or theme covered [Range enlargement, military housing, environmental stewardship, etc.]

**Primary messages (institutional/major command/local).** [A specific message from the Strategic Communications Plan, MAJCOM or base plan that participants should be able to recall and communicate after the tour.]

**Expected results/Benefits (effects).** [Improve group attitude, increase overall community involvement, city council takes favorable action, increased media attention for specific period, gained more balanced/positive media treatment over stated period, etc. By how much, over what time, etc?]

**Measurement plan.** *[Example: Will use Air Force Tour Handbook pre- and post-questionnaires, adapt to theme/focus-specific questions. Participants will indicate familiarity with topic/issue and position (positive, neutral, negative). Biographical information will highlight group's familiarity with military in general or key issues facing today's Air Force. Will follow up with parallel questions on knowledge, attitude and note degree of change. Will gauge how strongly key messages are reported back through responses. Will highlight (from information gathered on pre- and post-questionnaires) all intents to act and specific commitments made.]*

**Number of participants:**

**Air Force touring host and escorts:**

**Proposed dates:**

**Travel:**

**Point(s) of origin:**

**Transportation (if applicable) and justification for airlift:** *[Additional justification for any airframe other than a KC-135, C-130 or C-141 is required.]*

**Proposed itinerary:** *[Hosting unit/installation point(s) of contact and phone numbers]*

## Orientation Flight Request Template

LIST STATE PAO

DATE

MEMORANDUM FOR NGB-PA

SUBJECT: Request for Public Affairs Orientation Flight

1. Request validation and approval of the following individuals as eligible passengers for orientation flight aboard a UNIT, AIRCRAFT on or about DATE:

<u>NAME</u>	<u>TITLE</u>	<u>Employer/Organization</u>
-------------	--------------	------------------------------

2. The purpose of this request is to \_\_\_\_\_ The candidates listed above are not repeat passengers and meet Department of Defense guidance criteria which authorizes orientation flights for certain individuals whose position and contacts with various organizations can make a positive contribution to public understanding of DoD's roles and missions.

3. The Adjutant General supports this request. POC for further information about this request is the undersigned at DSN XXX-XXXX.

PAO's Signature block

## **TAG OCONUS Travel Request Template**

JFHQ letter head

JFHQ-PAO

1. Name & Rank:
2. Duty title:
3. Branch:
4. Unit of assignment:
5. Dates of visit:
6. Specific area to be visited:
7. Purpose of visit:
8. Units to be visited:
9. Means of transportation:
10. Name and phone number of host POC:
11. Information if visit will entail meeting with foreign government officials, industry representatives, or U.S. Embassy personnel: N/A
12. Threat briefings scheduled:
13. Status of country clearance(s):

## Appendix B: Media Embedding

1. NGB-PA Guidance for Embedding News Media in Response to Natural Disasters/Emergencies Within the U.S.
2. Approval Process for Requests for News Media Embedding With Federally Activated National Guard Units
3. FORSCOM Embed Agreement, Release, Indemnification, and Hold Harmless Agreement and Agreement Not to Sue
4. Media Embed Request Form

### 1. NGB-PA Guidance for Embedding News Media in Response to Natural Disasters/Emergencies Within the U.S.

*Current as of 6 Mar 06*

**Summary:** National Guard forces have been and may be called upon to provide support in response to natural disasters or emergencies. At such times, the National Guard Bureau *may* delegate approval of news media embeds to National Guard state public affairs officers. No blanket approval has been authorized without prior notification from NGB-Public Affairs, and such delegation of approval authority will be limited to the specific disaster or emergency. *If* NGB delegates approval, the following are the official ground rules of the National Guard regarding media opportunities for travel aboard National Guard aircraft or vehicles to cover National Guard support in response to natural disasters or emergencies within the United States. The National Guard desires to provide media with minimally restrictive access to Air National Guard and Army National Guard air and ground forces through embedding. The National Guard believes it is mutually beneficial to state adjutants general and news media organizations to allow commercial news media employees to accompany selected National Guard units during disaster response operations for the purpose of providing news media coverage before, during and after response to natural disasters or emergencies.

**Definition:** Embedding news media or news media embeds refers to the process of media accompanying military forces for the purpose of news coverage of the forces involved in response to a conflict or other action or activity involving those military forces. The purpose of embedding news media is *not* to provide transportation for news media that is more suitably provided through commercial means to and from an area of news interest.

**Guidance:** The following is provided:

1. **References.** Ref A, Department of Defense (DoD) Instruction 5405.3, Development of PPAG, 5 Apr 1991. The Secretary of Defense may authorize Commander, United States Northern Command) (CDRUSNORTHCOM) to provide support to The Department of Homeland Security's (DHS) Federal Emergency Management Agency (FEMA) for planning and conducting disaster response operations in affected areas. DHS is responsible for coordinating the federal response and will most likely do it through FEMA. FEMA may request DoD support when other federal resources are not suitable or available to assist in the federal response. This guidance does not apply to National Guard forces independently deployed in a Title 32 (state control) status

under the control of their respective governor nor does it affect Army Corps of Engineers resources that independently deploy in support of emergency support function 3 (public works).

2. **PA approach:** Public affairs posture for CONUS operations is active when conducted in coordination with FEMA. Personnel and units identified to support disaster relief operations may actively engage the media to explain their role and support; however, any comments regarding a specific disaster situation will be referred to FEMA Units that conduct PA activities must forward a synopsis of that activity to USNORTHCOM Public Affairs within 24 hours (e-mail: [nc.pa.omb@northcom.mil](mailto:nc.pa.omb@northcom.mil); fax: 719-554-3165).
3. **For CONUS situations to Include Territories:** USNORTHCOM leads the Department of Defense support, as directed by the Secretary, in direct support of FEMA and in accordance with the National Response Plan. We have planned for, trained for, and are ready to respond to disasters. We are applying the quickest and most effective methods for employing all of the power that the Department of Defense can provide to relieve the suffering of the citizens of affected towns, cities, and states.
4. **Media Information Centers:** Local and state agencies may establish Joint Information Centers (JIC). FEMA may assist in the operation of these centers. Deploying DoD forces are encouraged to provide a liaison to those JICs that have FEMA Public Information Officers assigned.
5. **Media coverage:** Media coverage is encouraged. Deployed units are requested to provide copies of any media coverage to USNORTHCOM public affairs.
6. **Internal news media and audiovisual coverage:** Internal information stories are encouraged upon receipt of deployment orders, during the deployment, and upon redeployment. Units are encouraged to provide internal coverage and obtain audiovisual coverage of their operations using organic resources. Combat Camera resources may be employed by USNORTHCOM J-39. Still and video imagery produced in support of this operation must be forwarded to the DoD Joint Combat Camera Center (JCCC) at the earliest opportunity and by the quickest available means to support OASD/PA and Joint Staff imagery requirements. Questions regarding imagery transmission should be addressed to the JCCC at COMM 703-695-7118, DSN 225-7118, or by e-mail at [jccc@hq.afis.osd.mil](mailto:jccc@hq.afis.osd.mil) or [jccc@osd.smil.mil](mailto:jccc@osd.smil.mil).
7. **News Media Flights:** PAOs are encouraged to support media requests for flights when those flights will show DoD support and media presence will not interfere with mission accomplishment.
8. **Ground Rules:** The following are the official ground rules of the National Guard regarding media opportunities for travel aboard National Guard aircraft or vehicles to cover National Guard support in response to natural disasters/emergencies within the U.S. The National Guard desires to provide media with minimally restrictive access to Air National Guard and Army National Guard air and ground forces through embedding. The National Guard believes it to be mutually beneficial to State Adjutant Generals and news media organizations to allow commercial news media employee to accompany selected National Guard units during disaster response operations for the purpose of providing news media coverage before, during and after response to natural disasters/emergencies.
9. **State PAOs will have blanket authority to embed news media** in accordance with DoD policy, including ground and aviation support/transportation requests. NGB still requires notification of all embeds as follows:

a) **NGB requires notification** of all embeds prior to embedding from the PAO for the unit arranging the embedding. Requirements include: Name of media representative; media affiliation; unit with which embedding; destination area; and name of public affairs escort (PA or PA-appointed escort is required for all embeds).

**b)The PAO providing the escort/arranging the embedding is required to:**

1. **Register** with the respective state PAO or his designated appointee. This will be done prior to entering the AO and coordination will also be made immediately upon entry into the AO. In addition, coordination needs to be accomplished prior to departing the AO.

2. Register contact information (cell number, blackberry, etc.) with both JFHQ-State PAO and NGB-PA .

**3. The news media employee agrees to:**

a. **Participate in the embedding process and to follow the direction** and instruction of the government related to such participation. The media employee further agrees to follow government regulations as relates to transport aboard aircraft systems or ground vehicles. The media employee acknowledges that failure to follow any direction, instruction, regulation, or ground rule may result in the termination of the media employee's participation in the embedding process.

b. **Voluntarily, willingly and knowingly ASSUME ANY AND ALL RISKS**, known and unknown, in any way associated with the embedding process and natural disasters/emergencies response operations.

c. **Understand and agree** that the government, through coordination with the respective National Guard State Public Affairs Officer (the State in which the natural disaster/emergency occurs) and under the media escort of a designated Public Affairs representative, may terminate the embedding process at any time and for any reason as the government determines appropriate at its sole discretion.

d. **Respect Deceased:** During search and rescue, embedded journalists will not capture images (still or video) of the recognizable remains of a deceased person or persons. Journalists must ensure that the victim is covered entirely before images are captured. (Photos of uncovered remains - that are not recognizable - may be permitted by the commander of the embedded unit, but these concerns are to be addressed on a case-by-case basis.)

**10.** The above guidelines recognize the inherent Constitutional right of free speech of the media in covering military operations and are in no way intended to prevent release of derogatory, embarrassing, negative or non-complimentary information.

Acceptance of this policy is an agreement between the National Guard and the news media representative/member or agent.. The news media representative/member or agent agrees to follow these ground rules. The National Guard will provide support, access to military members, information and other facilitation for media coverage as such opportunities become available. Violation of these ground rules, however, may result in your permanent removal as an embedded journalist with any National Guard unit.

**11. The news media employee agrees to the following hold harmless agreement:**

In consideration of receiving free transportation from the United States \_\_\_\_\_ (Service branch) by \_\_\_\_\_ (type of conveyance) from \_\_\_\_\_ (origin) to \_\_\_\_\_ (destination), including such other transportation by this and other means that may be reasonable required, commencing on or about \_\_\_\_\_ (date), I hereby release the United States Government, including its subdivisions, officers, military personnel, employees and agents from all liability for any injuries or death that may result to me from this transportation, whether caused by negligence or otherwise.

I understand that in transporting me, the United States Government is not acting as a common carrier for hire and does not bear the liabilities attaching to that status. I acknowledge that I voluntarily accept such transportation and that I am under no compulsion to do so. I understand that by accepting such transportation, I incur no obligation towards the United States Government except as imposed by this release. I agree that this release not only binds me, but also my family, heirs, assigns, administrators, and executors.

"I (insert name) \_\_\_\_\_, am (insert job description) \_\_\_\_\_ in the employ of \_\_\_\_\_ (insert news organization), have read the aforementioned media policy and agree, with my signature, to abide by them in addition to paragraph 4, Hold Harmless Agreement. I also understand that violation of these ground rules is cause for the revocation of my embed with the National Guard."

\_\_\_\_\_  
Signature and Date

\_\_\_\_\_  
Printed Name, affiliate, address and phone number

\_\_\_\_\_  
Witness Signature/ Date

\_\_\_\_\_  
Witness Printed Name, Rank and Organization

**12.** All media representatives must have an escort at all times. An escort is a Public Affairs Officer, PA NCO, Unit Public Affairs Representative (UPAR) or other responsible individual designated by the state PAO.

**13.** The news media representatives will have long-term, minimally restrictive access to National Guard air and ground forces through embedding, deployment or other opportunity.

## 2. Approval Process for Requests for News Media Embedding With Federally Activated National Guard Units

*Current as of 6 Mar 06*

**I. Definition: Embedding news media or news media embeds** refers to the process of media accompanying military forces for the purpose of news coverage of the forces involved in response to a conflict or other action or activity involving those military forces. The purpose of embedding news media is ***not*** to provide transportation for news media that is more suitably provided through commercial means to and from an area of news interest.

### **II. Media Embed Process**

Follow these three steps to complete the media embed process:

1. **The unit fills out the [Media Embed Request Form \(see attached format\)](#) and provides it to First Army PA. **(Please note that 5<sup>th</sup> Army PA is no longer the Point of Contact.)****

POC is 1st Army PA, Mr. Rick Thomas, email: [rick.thomas@first.army.mil](mailto:rick.thomas@first.army.mil), at DSN 797-3417 or Comm: 404-469-3417, *or* MAJ Kimeisha McCullum, email: [kimeisha.mccullum@first.army.mil](mailto:kimeisha.mccullum@first.army.mil), at DSN 797-3094 or Comm 404-469-3094.

Mr. Thomas/MAJ McCullum will forward the request to their CG for approval. Once approved, they will then forward all requests to FORSCOM for approval **IN TURN**.

2. **The unit fills out the Country Clearance Request (FORSCOM Form 31) and e-mails it to First Army PA.** (Note: E-mail to 1st Army PA using Adobe format). Mr. Thomas/MAJ McCullum will forward the request to FORSCOM for approval. **This takes a week or two, so the sooner the better.** If the unit does not have a copy of FORSCOM Form 31 available, they should contact Mr. Thomas/MAJ McCullum for guidance on obtaining a copy of the Country Clearance Request form.

3. **Additional Administrative Requirements:** Units must maintain a completed copy of the “[Hold Harmless Agreement/Waiver of Liability](#) and Media Ground Rules.” Units are responsible to ensure media meet all inoculation requirements IAW unit SOP and Level 1 Antiterrorism/Force Protection (AT/FP) training IAW DoD Foreign Clearance Guide.

**III. Following the news media embed:** Units should provide a copy of a courtesy after action report to all concerned.

### **3. FORSCOM Embed Agreement, Release, Indemnification, and Hold Harmless Agreement and Agreement Not to Sue**

1. The United States of America (the “Government”), acting by and through the Department of Defense, believes it to be mutually beneficial to both the Government and news media organizations (“media organizations”) to place selected news media organization employees (“media employees”) with selected military units (“military units”) for the purpose of providing news media coverage before, during, and after military operations. The placement of media employees with military units is referred to in this Agreement as “embedding” or the “embedding process” and will require media employees to live, travel, eat, sleep, and conduct all professional and personal activities with the military unit to which the media employees are “embedded.”

2. Definitions.

a. The term “Government” means the United States Government, including its departments, subdivisions, agencies, instrumentalities, officers, employees (including military and civilian personnel), servants, contractors, volunteers, and agents.

b. The term “media organization” means the “media employee’s” employer, a registered U.S. or foreign profit or not-for-profit organization, its successors, and assigns.

c. The term “media employee” means an employee or agent of a “media organization,” his or her guardians, executors, administrators, heirs, and assigns.

3. Media organizations and media employees understand and agree that the embedding process will expose media employees to the same risks and hazards as those to which the military members of military units are exposed, including the extreme and unpredictable risks of war, combat operations, and combat support operations, as well as common and uncommon hazards of military living. Media organizations and media employees fully understand and appreciate the following:

a. The embedding process will expose media employees to all hazards of a military environment, including but not limited to the extreme and unpredictable hazards of war, combat operations, and combat support operations. The military environment is inherently dangerous and may result in death or personal injury of media employees or damage to personal property.

b. The embedding process may include strenuous and inherently dangerous activities, including transportation in, and close proximity to, military tactical vehicles, aircraft, watercraft, and other Government (and Government contracted) vehicles and may involve substantial risk of serious injury or death as the result of the media employee’s own actions or inaction, the actions or inactions of others including agents, contractors, officers, service members, and employees of the Government, the conditions of the Government facility and the natural environment, the known or unknown condition of any government-furnished equipment, and the inherent dangers of war, combat operations, and combat support operations.

c. The embedding process requires media employees to be in overall good physical health and condition. Persons who are not in overall good physical health and condition should not participate in the embedding process. Media employees should consult their physicians prior to embedding to be certain they are qualified to do so. Persons with a history of heart or lung disease or conditions, or coronary disease, or other chronic or pervasive diseases or conditions may not participate. Likewise, those women currently pregnant may not participate. Anyone suffering from any injuries, conditions, ailments or pre-existing conditions that could be affected by the embedding process may not participate.

d. As part of the embedding process, the Government will make available anthrax and smallpox vaccinations to media employees, provided it is done at no cost to the Government (full reimbursement of all Government costs) and provided that the media employees sign an additional agreement regarding the risks involved. These vaccinations are voluntary and are not a prerequisite for participating in the embedding process. Media organizations and media employees agree, for those media employees choosing to receive the anthrax and smallpox vaccinations, that this Release, Indemnification, and Hold Harmless Agreement and Agreement. Not to Sue specifically includes all risks and hazards associated with the smallpox and anthrax vaccinations, including any negative reactions, adverse effects, including the media employee’s illness, infirmity, or death.

4. The media employee agrees to:

a. Participate in the embedding process and to follow the direction and orders of the Government related to such participation. The media employee further agrees to follow Government regulations. The media employee acknowledges that failure to follow any direction, order, regulation, or ground rule may result in the termination of the media employee’s participation in the embedding process.

b. Voluntarily, willingly, and knowingly ASSUME ANY AND ALL RISKS, known and unknown, in any way associated with the embedding process, war, combat operations, and combat support operations.

c. RELEASE, INDEMNIFY, AND HOLD HARMLESS the Government from and against any claims, demands, actions, liens, rights, subrogated or contribution interests, debts, liabilities, judgments, costs, and attorney's fees, arising out of, claimed on account of, or in any manner predicated upon the media employee's participation in the embedding process, including any loss or damage to property or the personal injury or death of any person which may occur as a result of the media employee's participation in the embedding process, even where that loss, damage, personal injury, or death is caused or contributed to, in any manner, by the Government.

5. The media organization agrees to permit its media employees to participate in the embedding process. As a condition of being permitted to participate in the embedding process, the media organization agrees to RELEASE, INDEMNIFY, AND HOLD HARMLESS the Government from and against any claims, demands, actions, liens, rights, subrogated or contribution interests, debts, liabilities, judgments, costs, and attorney's fees arising out of, claimed on account of, or in any manner predicated upon the media employee's participation in the embedding process, including any loss or damage to property or the personal injury or death of any person, even where that loss, damage, personal injury, or death is caused or contributed to, in any manner, by the Government.

6. The media organization and media employee hereby covenant and agree they will never institute, prosecute or in any way aid in the institution or prosecution of any demand, claim or suit against the Government for any destruction, loss, or damage to the media organization's property or the media employee's property, or the personal injury or death of media employees which may occur as a result of the media employee's participation in the embedding process.

7. The media organization and media employee grant express, voluntary, and knowing consent to the rendering of all emergency medical or dental treatment that may, in the professional judgment of a Government medical or dental officer, become necessary while participating in the embedding process. Transportation to a definitive Government or commercial care facility may be required as an adjunct to authorized emergency medical or dental care. Persons receiving Government medical or dental care who are not otherwise eligible to receive such care shall be obligated to reimburse the Government.

8. The media organization and the media employee understand and agree that the Government may terminate the embedding process at any time and for any reason, as the Government determines appropriate in its sole discretion.

9. This Release, Indemnification, Hold Harmless Agreement and Agreement Not to Sue shall be interpreted according to federal law. It is to be construed as broadly and inclusively as is permitted by relevant federal law. If any portion of this document is held invalid, the balance shall continue in full force and effect.

Media Employee's Signature Date

Media Organization Date

By: \_\_\_\_\_



**Media Embed Request: FACT SHEET SAMPLE**

**ARMY RESERVE/NATIONAL GUARD UNIT INFORMATION**

1. Unit Commander:
2. Higher Headquarters:
3. Mobilization Date:
4. Approximate number of soldiers mobilizing:
5. Unit mission: [standard, generic]
6. Designated unit media escort: [rank, name, PA certified]
7. Anticipated length of media embed overseas:
8. Report to MOB Station date:

**MEDIA ORGANIZATION INFORMATION**

1. Organization Identification: [call letters, news affiliation]
2. News Director/Editor: [name, phone, e-mail]
3. Media market: [size, locations]
4. Background: [any additional info to characterize media]
5. Background on [media rep name]: [experience covering military, characterizations, etc.]

## **Appendix C: Sample News Releases**

The following sample news releases are provided to assist you in preparing unit-level releases. All releases should be typewritten and doubled-spaced on your unit's letterhead. Never send a fill-in-the-blanks news release that has been handwritten. Include your name and unit telephone number on the release or the name and telephone number of a knowledgeable person who can assist a journalist with any follow-up questions. Keep a copy of every release in your unit files. If the news has impact at higher command levels or is especially unique, send a copy to your state public affairs officer.

To be sure you've gotten everything correct, have the person you're writing the story about complete and sign a News Release Questionnaire (example included with this handbook) or use DD Form 2266 (available as a PDF file on this disk or at: <http://www.dtic.mil/whs/directives/infomgt/forms/ddforms2000-2499.htm>) and retain it in your file with a copy of the story. Be very careful and sensitive when including information about a person's family members, especially when dealing with people who might be divorced, separated, widowed or single parents. To be safe, don't do a news story on someone who refuses to complete the questionnaire or DD Form 2266.

## NEWS RELEASE QUESTIONNAIRE

To be completed by everyone who agrees to the use of their name in a news release prepared by your unit. Retain this signed form with your file copy of the news release.

<b>Name</b>	
<b>Unit</b>	
<b>MOS or AFSC</b> Described in words, not letters and numbers	
<b>Hometown</b>	
<b>Civilian Occupation/ Employer</b> (If appropriate)	
<b>Spouse/family</b> (If appropriate)	
<b>Parents and their hometown</b> (If appropriate)	
<b>High School and Colleges</b> attended, including year graduated and field of study	
<b>Remarks</b>	

**STATEMENT**

I authorize this information to be used and published in an Army/Air National Guard news release.

\_\_\_\_\_ Signature and Date

# SAMPLE NEWS RELEASES

---

## NEW ENLISTMENT

### UNIT LETTERHEAD

Date

#### FOR GENERAL RELEASE

#### For Additional Information, Contact:

#### Telephone:

\_\_\_\_\_ (name) of \_\_\_\_\_ (hometown) was sworn in \_\_\_\_\_ (day/date) as the newest member of the \_\_\_\_\_ (state) \_\_\_\_\_ (Army/Air) National Guard's \_\_\_\_\_ (unit).

\_\_\_\_\_ (last name) enlisted under a program which pays \_\_\_\_\_ (describe benefits, such as G.I. Bill). He/she is enrolled at/works at \_\_\_\_\_ (college or civilian employment) and is studying \_\_\_\_\_ (college major or career field).

The oath of enlistment was administered by \_\_\_\_\_ (name of officer). Attending the ceremony were \_\_\_\_\_ (list any significant guests, such as family members and their relationship to the new soldier/airman).

\_\_\_\_\_ (last name) will begin \_\_\_\_\_ (describe training) active-duty training at \_\_\_\_\_ (duty station) and will be assigned to \_\_\_\_\_ (describe person's National Guard duties) when he/she returns.

# PROMOTION

## UNIT LETTERHEAD

Date

### FOR GENERAL RELEASE

#### For Additional Information, Contact:

#### Telephone:

\_\_\_\_\_ (name) of \_\_\_\_\_ (hometown) has been promoted to the rank of \_\_\_\_\_ (describe new rank in words such as staff sergeant, not E-6) in \_\_\_\_\_ (Guard unit).

\_\_\_\_\_ (last name) has been a member of the \_\_\_\_\_ (state) Army/Air National Guard for \_\_\_\_\_ years. The promotion brings a new position, that of \_\_\_\_\_ (job title), with responsibilities for \_\_\_\_\_ (explain new duties).

In civilian life, \_\_\_\_\_ (last name) works at \_\_\_\_\_ (employer) as a \_\_\_\_\_ (job title).

# AWARD PRESENTATION

## UNIT LETTERHEAD

Date

**FOR GENERAL RELEASE**

**For Additional Information, Contact:**

**Telephone:**

\_\_\_\_\_ (rank and name) of \_\_\_\_\_ (hometown), a member of  
\_\_\_\_\_ (National Guard unit), received the \_\_\_\_\_ (certificate or medal)  
\_\_\_\_\_ (day/date). The honor was presented to \_\_\_\_\_ (last name) for  
\_\_\_\_\_ (reason for presentation).

In civilian life, \_\_\_\_\_ (last name) is employed by \_\_\_\_\_ (employer)  
\_\_\_\_\_ as a \_\_\_\_\_ (give title/duties). He/she has been a member of the  
\_\_\_\_\_ (state) Army/Air National Guard for \_\_\_\_\_ (years), and currently is assigned  
to \_\_\_\_\_ (unit) as a \_\_\_\_\_ (describe military duties).

# HONOR GRADUATE

## UNIT LETTERHEAD

Date

### FOR GENERAL RELEASE

#### For Additional Information, Contact:

#### Telephone:

\_\_\_\_\_ (rank and name) was honored recently as an honor graduate of  
\_\_\_\_\_ (name of course) at the \_\_\_\_\_ (name of military school),  
\_\_\_\_\_ (location).

\_\_\_\_\_ (last name), a member of \_\_\_\_\_ (unit), \_\_\_\_\_ (unit  
location), attended the course for \_\_\_\_\_ (time length). Following his/her return to  
the unit, he/she will be assigned to the \_\_\_\_\_ (section) as a \_\_\_\_\_ (job  
title).

In civilian life, \_\_\_\_\_ (last name) is employed by \_\_\_\_\_ (employer) as  
a \_\_\_\_\_ (describe duties). He/she has been a member of the \_\_\_\_\_ (state)  
Army/Air National Guard for \_\_\_\_\_ years.

# CHANGE OF COMMAND

## UNIT LETTERHEAD

Date

### FOR GENERAL RELEASE

#### For Additional Information, Contact:

#### Telephone:

\_\_\_\_\_ (rank and name) is the new commander of \_\_\_\_\_ (Guard unit),  
\_\_\_\_\_ (location).

\_\_\_\_\_ (name) received command of the unit \_\_\_\_\_ (day/date) from  
\_\_\_\_\_ (rank and name), who had commanded the unit since \_\_\_\_\_  
(month/year).

\_\_\_\_\_ (last name) commented after accepting command of the \_\_\_\_\_ (size  
of the unit) member National Guard unit that, “\_\_\_\_\_”(insert quote or  
appropriate comment from commander).

In civilian life, \_\_\_\_\_ (last name) is employed by \_\_\_\_\_ (employer) as  
a \_\_\_\_\_ (title/duties). He/she has been a member of the \_\_\_\_\_ (state)  
Army/Air National Guard for \_\_\_\_\_ years.

\_\_\_\_\_ (last name of departing commander), the departing commander, is  
being assigned to \_\_\_\_\_ (describe new assignment, retirement or separation  
from service).

## RETIREMENT

**UNIT LETTERHEAD**

**Date**

**FOR GENERAL RELEASE**

**For Additional Information, Contact:**

**Telephone:**

\_\_\_\_\_ (rank and name) of \_\_\_\_\_ (hometown) retired \_\_\_\_\_ (date) from the \_\_\_\_\_ (state) Army/Air National Guard with \_\_\_\_\_ years of military service.

His/her last assignment, which he/she held since \_\_\_\_\_ (month/year), was with \_\_\_\_\_ (unit) located in \_\_\_\_\_ (city), where he/she was \_\_\_\_\_ (unit assignment).

Previous assignments included \_\_\_\_\_ (highlight just the primary assignments and dates held).

\_\_\_\_\_ (last name) began his/her military career in \_\_\_\_\_ (year), when he/she \_\_\_\_\_ (enlisted/was commissioned) \_\_\_\_\_ in the \_\_\_\_\_ (branch of service). He/she served \_\_\_\_\_ (list wartime assignments, if any) and was awarded \_\_\_\_\_ (list top awards).

\_\_\_\_\_ (last name) future plans include \_\_\_\_\_ (briefly describe plans). (If appropriate, briefly describe the service member's spouse and family and their connections to the National Guard, if any).

**OPEN HOUSE**

## UNIT LETTERHEAD

**Date**

**FOR GENERAL RELEASE**

**For Additional Information, Contact:**

**Telephone:**

The \_\_\_\_\_ (state) Army/Air National Guard's armory/base at \_\_\_\_\_ (street address and city) will conduct a free public open house \_\_\_\_\_ (date) from \_\_\_\_\_ (hours of open house).

\_\_\_\_\_ (rank and name), commander of the \_\_\_\_\_ (unit), invites everyone to attend. Displays and demonstrations of equipment used by the National Guard and information about a wide variety of programs sponsored by the \_\_\_\_\_ (state) National Guard, will be available.

(In the next paragraphs, include a quote or comment from the command or other appropriate person and explain highlights of what will be on display, guest speakers, demonstrations, refreshments, etc. Include information about parking and access to the installation).

## ANNUAL TRAINING

## UNIT LETTERHEAD

Date

**FOR GENERAL RELEASE**

**For Additional Information, Contact:**

**Telephone:**

Annual training for the \_\_\_\_\_ (unit), \_\_\_\_\_ (unit's location), will be conducted at \_\_\_\_\_ (site of training) from \_\_\_\_\_ (start date) until \_\_\_\_\_ (end date).

This year, unit members will concentrate on \_\_\_\_\_ (describe highlights of training), according to \_\_\_\_\_ (unit commander).

(Use additional paragraphs to describe other interesting facets of the training. If appropriate, include safety information about convoy movements or other events that could have an impact on the public. One example would be a tactical exercise in the training area that might make unusual noise. A similar news release can be written at the conclusion of training to describe the unit's experiences, awards received, etc.).

## ACCIDENT INVOLVING SERVICEMEMBER UNIT LETTERHEAD

Accident Involving Servicemember

FOR IMMEDIATE RELEASE

UPAR Contact  
Release #  
Location  
Phone Number

DATE

DATELINE (Place of accident) – \_\_\_\_\_(number) Soldiers/Airmen died and \_\_\_\_\_ (number) others were injured this morning in a \_\_\_\_\_(Type of accident) accident at \_\_\_\_\_(where).

**The names of the dead and injured are being withheld until 24 hours after the families of the victims are notified. (must include this line)**

One Soldier/Airmen was declared dead at the scene at \_\_\_\_\_(time) and was taken to the \_\_\_\_\_(where)by \_\_\_\_\_ (how), said \_\_\_\_\_(medical spokesperson).

**Have one sentence paragraph for each death.**

The \_\_\_\_\_ (number) injured were taken by \_\_\_\_\_ (how) to \_\_\_\_\_(where) and are \_\_\_\_\_(medical condition), said the attending physician.

\_\_\_\_\_ (who arrived at scene) arrived at \_\_\_\_\_(time). **The cause of the accident is under investigation (must have this line).**

## Appendix D: UPAR References

**Military (Available at: <http://www.ngbpdc.ngb.army.mil/arngfiles.asp>)**

NGB PAM 360-5 National Guard Public Affairs Guidelines	29 JUN 01
AFI 35-101 Public Affairs Policies and Procedures	29 NOV 05
AFPD 35-1 Public Affairs Management	17 SEP 99
AR 360-1 The Army Public Affairs Program	15 SEP 00
AR 25-55 Freedom of Information Act Program	1 NOV 97
AR 340-21 Army Privacy Program	5 JUL 85

### **Military Web sites**

Department of Defense Official Homepage:

<http://www.defenselink.mil/>

National Guard Homepage:

<http://www.ngb.army.mil/>

Army National Guard Homepage:

<http://www.arng.army.mil/>

Air National Guard Homepage:

<http://www.ang.af.mil/>

Army Homepage:

<http://www.army.mil/>

Air Force Homepage:

<http://www.af.mil/>

On-line Publications:

<http://www.ngbpdc.ngb.army.mil/arngfiles.asp/>

Links to DoD Internet rules and policies:

<http://www.defenselink.mil/webmasters/>

Defense Visual Information Center (Searchable DoD cleared-image database):

<http://www.dodmedia.osd.mil/>

CD-ROMS with approved DoD imagery:

[http://www.dodmedia.osd.mil/CD-ROM\\_Collections.htm/](http://www.dodmedia.osd.mil/CD-ROM_Collections.htm/)

Pandemic Flu Web Site:

<http://www.pandemicflu.gov/>

## **Civilian**

### **Photography**

<http://photography.about.com/>

The Digital Photography Handbook: An Easy-To-Use Basic Guide for Everybody (ISBN 0817437932)

Blogs

<http://en.wikipedia.org/wiki/Blog>

Complete Idiot's Guide to Creating a Web Page & Blog (ISBN 1592572677)

Web Pages

[http://en.wikipedia.org/wiki/Web\\_pages](http://en.wikipedia.org/wiki/Web_pages)

## **Appendix E: UPAR Cheat Sheet**

The following two pages are designed to be a “cheat sheet” of common UPAR activities. It is highly recommended that you print these pages out, laminate them back-to-back and keep them in a readily available place. The items included on the sheet will come in handy when the media calls you or you need to contact the media. Included on the sheet is a place to write your state public affairs officer’s name and number, as well as contact information for the public affairs office at the National Guard Bureau. Good luck!

# UPAR Cheat Sheet



This document is designed to give you a quick reference sheet to assist you with your duties as a UPAR.

**Print these sheets out and laminate them into an easy to use two-page reference to assist you in common PA activities.**



## Media Inquiry

*Check with your state PAO to see if they have already talked with the reporter!*

Remember: **SAPP**

**Security:** Is it classified? Have you consulted PAG?

**Accuracy:** Use fact sheets, have notes handy, NEVER speculate!

**Privacy:** Protect Guard member's personal data. 24 hour next-of-kin notification for death or injury, Article 15 actions are generally NOT releasable.

**Propriety:** Common sense— don't release gory details or irrelevant information.

*If in doubt—consult your state PAO!*

## Questions to ask the Media

How can I get back to you?

When is your deadline?

What do you know about the story so far?

Who have you already spoken with?

When will this be published/broadcast?

*Inform your state PAO about a media query—he or she may have already met with this reporter.*

## Interview Tips

Remember that you represent the Guard.

Establish ground rules before you start.

Pause, breath, and think before answering.

You control the interview.

You are ALWAYS "on the record."

Avoid technical jargon.

Keep answers short and precise.

Don't repeat reporter errors—just correct them.

Stop talking after answering the question.

Don't answer hypothetical questions.

It is okay to say, "I don't know."

Never say, "No comment."

Be professional — you are the expert.

Keep your cool under "verbal fire."

Have talking points ready.

Rehearse!

## What makes it "News"?

**Consequence**—something with a direct impact on your audience.

**Conflict**— individual vs. unit, community vs. unit.

**Emotion**— is it touching? Will people be moved by the story?

**Human Interest**— stories are about people not things; how does it impact people?

**Oddity**— is it out of the ordinary?

**Progress**— does it involve positive change to the unit?

**Proximity**— how does it affect the local community?

**Suspense**— possible pay increases, unit re-organization and deployments.

**Timeliness**— is it in the national news?

Is it happening now? Old news is not useful, be proactive!

## Which Media Should You Contact?

**Print:** Needs lead time, in-depth, stays around longer, broad audience.

**Radio:** Instant, little depth, disappears quickly, narrower audience.

**TV:** Instant, relies on visuals, little depth, constantly updated, broad audience.

**Internet:** Instant, in-depth, stays around longer, can have focused audience.

## Contact Numbers:

Your state PAO:

Name: \_\_\_\_\_

Number: \_\_\_\_\_

NGB PAO: 703-607-2584



## Department of Defense Principles of Information



It is DoD policy to make available timely and accurate information so that the public, the Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered quickly. In carrying out that DoD policy, the following principles of information shall apply:

1. Information shall be made fully and readily available, consistent with statutory requirements, unless its release is precluded by national security constraints or valid statutory mandates or exceptions. The "Freedom of Information Act" will be supported in both letter and spirit.
2. A free flow of general and military information shall be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.
3. Information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment.
4. Information shall be withheld when disclosure would adversely affect national security, threaten the safety or privacy of U.S. Government personnel or their families, violate the privacy of the citizens of the United States, or be contrary to law.
5. The Department of Defense's obligation to provide the public with information on DoD major programs may require detailed Public Affairs (PA) planning and coordination in the Department of Defense and with the other Government Agencies. Such activity is to expedite the flow of information to the public; propaganda has no place in DoD public affairs programs.