

PLAYBOOK 2008



“A Cooperative Strategy”

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I. Foreword

The purpose of this document is to set forth the Navy's mass communication strategy. Public affairs is a function of command; the commander's PAO is the subject matter expert. All Navy leaders and public affairs officers (both designated and collateral duty) should thoroughly review this document and use it in every element of their communications efforts.

Playbook supplements other Navy strategy documents, such as the new Maritime Strategy, the Department of the Navy 2008 Objectives and the Chief of Naval Operations Guidance. Leaders should review these documents in their entirety to align local command strategy. All three are easily available at www.navy.mil. *Playbook* sets forth themes consistent with these documents and provides messages derived from the larger strategies.

Effective communication is the result of a deliberate strategy, and training and education in the profession is a key to achieving success to its fullest extent. The risks can be high, but the rewards are also high. There is no satisfaction quite like that of seeing the positive results of your efforts in print or on the air, or watching your Sailors act on new Navy policy because they understand it. But communication success is certainly not easy, and cannot be expected with one attempt. Some communications researchers claim that it takes "seven touches" for a concept to be successfully communicated. People must hear it, see it, feel it, pick it up, turn it upside down, shake it and hear it again before they'll remember anything substantial about it. We need more than a deliberate strategy; we need persistent presence on the communication front.

Our main internal audience — our Sailors — is central in any successful public affairs program. Help them tell their story. Our main external audience — the American public — is the final judge of our communication effort. In

today's interconnected world, the international public is always "present," and with the Maritime Strategy's emphasis on cooperative partnerships becoming increasingly important, we simply must get the Navy story to our publics in a timely, accurate and compelling way. The future of the Navy depends on it.

One Message – All Voices

The most effective, and basic, communication tactic you should use is "One Message – All Voices." If the entire Navy is saying the same thing, with many voices, the message spreads further, is reinforced, better understood and more likely to be acted on.

Playbook is created to help you succeed, but you have access to other tools also — even if you are a shipboard collateral duty Public Affairs Team member on deployment. Use Public Affairs Regulations as your bible and *Playbook* '08 as your guide. You can succeed with it! Share *Playbook* '08 with your supervisors and colleagues. Seek the advice of other professional communicators.

In individual engagements, it is important for Navy leaders to work directly with the PA specialist in your chain of command to ensure alignment with other ongoing activities. Going to the news media without coordinating with your responsible PAO could lead to unwelcome surprises for senior leadership.

The feedback loop is also critical. Let CHINFO and your chain of command know how your communication efforts are paying off. Your results will help CHINFO evaluate how well we have communicated our public affairs strategy to you. We must assess our effectiveness, and redirect as necessary, in order to make sustained impact. See Section VII for more information on how to provide effective feedback.

II. Themes

The overarching theme in 2008 and forward is to align our messages to the new Maritime Strategy. No matter what role you fill in the Navy, your efforts contribute to the execution of that strategy. Provided below are some of the messages you should work to incorporate in your internal and external communication throughout the year.

In addition to the Maritime Strategy are closely related themes relevant to the “train and equip” aspect of our Navy. This year we are focusing on our future Navy — with the right, technologically-advanced force structure, our readiness for warfighting and prevention of war and our people. Not all of the messages involved in these themes will fit easily into the mission focus of your organization. We suggest that you match messages to outreach opportunities and in every communication you make — to internal or

external audiences — and assess how you can build in the themes contained in this section.

Additionally, CHINFO and other Team PA professionals will send expanded material throughout the year for use in outreach actions to align with these themes. **It is not the intent that this document covers these themes comprehensively.** “One Message – All Voices” means that we should always communicate with purpose, and it’s the job of every Navy leader to connect the dots from what you are doing to what it means in the larger context of the Navy and the value of our Navy to the American people and the world. Also remember to pull the DON 2008 Objectives and CNO Guidance and use the priorities there to shape your own command plans for the year.

Maritime Strategy

“*A Cooperative Strategy for 21st Century Seapower*” will apply maritime power to the crucial responsibility of protecting U.S. vital interests in an increasingly interconnected and uncertain world. This strategy was developed because world prosperity and security depends on free use of the seas. Markets crave security and our vital interests are best served by a stable global system. The world has changed since the last maritime strategy was developed and the new strategy will meet emerging challenges in an uncertain world.

Providing a layered defense of the homeland to protect and sustain the American way of life, the new strategy provides the right balance of forces to conduct traditional combat missions and raises the prevention of war to a level equal to the conduct of war.

What's new in this Strategy

- It elevates Humanitarian Assistance & Disaster Relief to core elements of maritime power.
- U.S. maritime forces will be employed to build confidence and trust among nations through collective maritime security efforts that focus on common threats (proliferation, smuggling, piracy, terrorism, etc) and mutual interests.
- It raises the importance of working with international partners as the basis for global maritime security.
- The strategy was shaped through a partnership with the American people.

For more information and to read the Maritime Strategy, please visit:

<http://www.navy.mil/maritime> and/or [p•a•Net](http://www.navy.mil/pa)

For speaker resources, please visit NAVCO’s Speaker’s Bureau online at:

<http://www.navy.mil/speakers>

Where you fit into the Maritime Strategy

- The CNO is committed to ensuring this strategy is understood by our Sailors and the American public.
- Think about how your leadership can participate in communicating this strategy.
- Weave the themes of the Maritime Strategy into your internal and external communications programs for exercises and ongoing operations.

Future Navy

The means and methods of conflict, as well as the security environment, undergo constant change. Technology and new approaches are advancing rapidly. The challenge for the Navy will be to remain dominant in traditional naval capabilities while simultaneously enhancing our ability to conduct the full range of maritime missions articulated in the Maritime Strategy. Our acquisition programs will be under increasing pressure to deliver the right systems, on time, and at the best cost. This investment is not just about building today's most sophisticated ships, submarines, aircraft, and networks — it also requires the Navy to possess the systems and trained personnel necessary to confront prospective adversaries for decades to come.

The Navy is meeting today's changing warfare environments. In the near term, new plug-and-play and open-architecture systems such as the LCS mission modules will allow individual vessels to perform a variety of tasks that can be changed depending on mission requirements for antisubmarine, mine or surface warfare.

As we prepare for the future, we are investing in a range of revolutionary technologies that will transform profoundly how we conduct operations and win wars on, under, above and from the sea. Key areas include unmanned systems, cyberwarfare, ballistic missile defense, anti-submarine warfare, maritime domain awareness, and decision superiority.

Also a significant part of our future navy, the Navy Enterprise framework embraces change management and forging a path to an affordable future as we continue to deploy a combat-ready Navy today. Enterprise activities and behaviors are designed to promote transparency, seek efficiencies, and, ultimately, deliver cost-wise readiness and capabilities. A dynamic and agile Navy Enterprise will enable us to continue to effectively deliver readiness and operational effectiveness to the Combatant Commanders while efficiently controlling and driving down our operating costs.



Readiness

Our Navy is the world's preeminent maritime force. We are deploying and employing our Navy much differently than in years past. We are simultaneously providing ready naval forces for joint force commanders, sustaining forward presence, fulfilling commitments to allies, providing humanitarian aid and disaster response, and operating in regions where we have not routinely operated, specifically South America and Africa. Our global blue-water Navy, centered on carrier strike groups, expeditionary strike groups, and submarines, is

Partnership with the USMC: The Navy-Marine Corps Team is a strong combat-ready force. No other combination of Services offers as much to our nation's defense. The integration of our efforts with the USMC will be essential to the continued success of this partnership.

unmatched and will continue to be our cornerstone. Our Fleet Response Plan will increase our operational availability and allow us to operate with more flexibility. At the same time, we will balance our traditional missions with the expanded capabilities articulated in the Maritime Strategy. Maintaining our warfighting readiness ensures we are an agile, capable, and ready force.

A key component of warfighting readiness is our unique historical, organizational, and operational relationship with the U.S. Marine Corps. Our forces train, deploy and fight together. Our capabilities, programs and personnel issues are inextricably linked. The Navy-Marine Corps Team offers unique and unrivaled capability to our nation. We must integrate our warfighting and readiness efforts with the Marine Corps to make our partnership even stronger and more relevant for the future.

The wide range of operations at sea requires that we maximize every opportunity to gain and maintain proficiency at the ship/unit level, and integrate units in complex scenarios. Within our modern and sophisticated training ranges, we conduct numerous U.S. exercises and training events with our friends and allies focusing on skills such as anti-submarine warfare (ASW), coordinated operations, and air operations. The ability to balance these military readiness requirements with environmental protection is a timeless concern that crosses the spectrum of policy, legal, environmental, media, and community relations planning and execution. Effective communication on environmental stewardship must include the organization's ability to lead, capture, assimilate and then broadcast the good work the Navy performs.

Sonar training is essential to our ability to protect national interests and the lives of our Sailors and Marines. The Navy is committed to realistic sonar training to ensure that our forces remain dominant over constantly evolving enemy threats.

The Navy uses protective measures at great lengths to minimize potential effects on marine life. Ships typically employ active sonar less than five percent of the total time they spend underway in a given year. The Navy coordinated with National Marine Fisheries Service (NMFS) to develop **29 protective measures** to minimize potential effects of MFA sonar on marine life. These measures allow the Navy to train realistically, and with respect for the ocean environment.

Our People

Globalization and the information revolution have resulted in demographic and generational shifts that have altered personal and professional expectations. The Navy must address these changes in order to win the tough competition for current and future talent.

As we take initiative to attract and retain a high-quality workforce, we must promote **diversity** at every level and, particularly, in positions of influence within our Navy. Diversity is a strategic imperative for the U.S. Navy. It is critical to our readiness and mission accomplishment. Everyone in the Navy contributes to mission success and brings to our collective effort unique capabilities and individual talent. Diversity is a leadership issue, and everyone is a leader. Leaders must identify talented individuals and mentor them throughout their careers. Our work environments must respect diversity and ensure that all our people are valued, are respected, and have the opportunity to reach their full personal and professional potential.

For more information, visit the **Navy Diversity** website at: <http://www.npc.navy.mil/CommandSupport/Diversity/>

Each member of our Sailor and Navy Civilian team must maintain the highest levels of individual and mission readiness. A key component of individual readiness is our responsibility to take care of the families that provide continuous and selfless support to our people.

III. Responsibilities

Flag Officers and Senior Executive Service

- Implement the concepts and ideas presented in Playbook within your organization.
- Empower your PAO.
- Employ Visual Information capabilities to their fullest extent.
- Use feedback mechanisms (to refine products, public affairs strategy and communication themes).
- Each flag officer or SES should make at least five speeches or conduct five public engagements this year outside his or her permanent duty station (PDS) area.
- Each flag officer or SES should make at least five speeches or conduct five public engagements at a “non-traditional” venue, for example at a business or community organization, such as the local Chamber of Commerce, to ensure our message extends beyond usual, friendly venues such as Navy League meetings and veteran's group events. The above two requirements can be met simultaneously by speaking outside the PDS area to a non-traditional audience.
- Three and four-star admirals are asked to conduct a major media event in their area around the theme of Maritime Strategy. There is no doubt about our need to re-capitalize the Navy; this message will only get out if it is communicated by our senior leadership. Editorial boards, press conferences or in-depth interviews with a major media outlet are the kinds of events envisioned by this requirement.
- One and two-star admirals should visit an educational institution (primarily a high school, college or university) in their hometowns, or in the area of an alma mater, at least once a year.

Ensure you resource your PA capability sufficiently to achieve desired effects.

Commanding Officers and Executive Officers

- Implement this Playbook in all ships, squadrons, submarines, bases, stations and shore activities.
- Empower your PAO.
- Commanding officers assigned to submarines and ships named after cities and states should arrange a “namesake” visit to their respective city or state once during the course of each year. (See box on page 9)
- Navy League events happen nationally and at local Navy League Councils throughout the year, and need to be supported by senior Navy leadership. Flag and commanding officers are expected to contact Navy League Councils in their area to determine how they can actively support their local mission, which includes attending and speaking at their events. Our goal is to cover with Navy leader presence, 100 percent of all national Navy League events and as many local events as possible. Local Navy League Council points of contact and schedules of national events can be found at www.navyleague.org.
- Include use of Maritime Strategy, Environment, Sonar, Future Navy and Diversity communications themes.
- Actively identify examples of communications themes in fleet operations and training and make full use of



these in public affairs activities (use only those that can withstand full scrutiny by an experienced reporter).

- Incorporate underway embark training into pre-deployment cycles.
- Provide maximum opportunities for media to observe and report on operations, exercises and training.
- Employ Visual Information capabilities to their fullest extent and ensure your unit is ready and able to transmit imagery as needed.
- Use feedback mechanisms (to refine products, public affairs strategy and communication themes).

Command Master Chiefs

- Implement this Playbook in all ships, base, station and shore activities.
- Arrange a “namesake” visit to your ships respective city or state once during the course of each year.
- Make at least five speeches or conduct five public engagements this year outside your permanent duty station (PDS) area or at a “non-traditional” venue (school, business or community organization).
- Employ Visual Information capabilities to their fullest extent and ensure your unit is ready and able to transmit imagery as needed.
- Use feedback mechanisms (to refine products, public affairs strategy and communication themes).

NAMESAKE VISIT

Finding ways to relate to a ship or submarine's host city can be difficult. The partnership between USS ALEXANDRIA (SSN 757) and Alexandria, VA is a great example headed in the right direction.

What the crew does for the city:

- The CO provides personal quarterly updates to the Mayor.
- Crew hosts a VIP cruise with attendees selected by the Mayor.
- Crew sends the family quarterly newsletter to the city.
- Donates logo items for city fundraisers.
- Flies city flag in significant areas, collects area mementos, including North Pole water.
- Command crest has city's location on it; changed crew clothing to crest vice dolphins-only.

What the city does for the crew:

The city established a ship's committee with members approved by the city council as well as a budget and provision for matching other donated funds. Some items those funds contributed to include:

- Monetary awards for outstanding Sailors.
- Funding materials for PACE courses.
- Travel for an annual visit to the city by selected crewmembers during city festivities.
- Donation for crew's annual holiday party.
- Quality of life equipment for deployments.

Navy Office of Information (CHINFO)

- Establish a public affairs strategy and unifying theme.
- Develop “Outreach: America’s Navy” 10-year outreach program.
- Refine Communication Integration through new branch (see below).
- Institute use of Navy PA Calendar to align events and messages.
- Use communications themes in all external and internal CHINFO products.
- Provide usable products to the fleet in a timely fashion to support communication themes.
- Coordinate Navy public affairs activities with Department of Defense, the services and interagency.

- Coordinate Navy public affairs strategy with Navy Office of Legislative Affairs.
- Coordinate Navy public affairs outreach efforts with Navy Recruiting Command.
- Coordinate public affairs strategy with Navy League, Association of Naval Aviation, Reserve Officers Association, Naval Reserve Association and other Navy-support organizations.
- Direct CHINFO field activities in support of public affairs strategy.
- Coordinate visits of opinion leaders so that leaders with similar interests (e.g., environmental stewardship) can visit Navy units as a group and be hosted by personnel knowledgeable in their area of interest.
- Use feedback mechanisms (to refine products, public affairs strategy and communication themes.)
- Use "lessons learned" as teaching tools.

CHINFO - Media Operations and Navy News Desk (OI-3)

- As the Navy's primary interface with national news media, OI-3 will actively market coverage of events, operations, exercises and other major activities that are relevant to the themes in this book.
- As it reacts to breaking news, OI-3 will identify those issues that have tie-ins to the issues in this Playbook, and bring those to bear in responding. Even bad news can often be an opportunity to show how our Navy faces it in a principled and honorable manner.
- OI-3 will carry out both the traditional means of media relations — including press releases, interviews, backgrounders and media roundtables — as well as engaging with new media, including blogs, wikis and social media.

CHINFO - Naval Media Center (OI-4)



The mission of the Naval Media Center is to provide for a well-informed Navy and Marine Corps through the use of state-of-the-art communications and information technologies. This is accomplished by designing, producing, editing and distributing print, Web, multi-media and broadcast products on behalf of the Department of the Navy, and providing worldwide broadcast services and engineering support to the fleet and forward-deployed units. We also rely on public affairs professionals to provide timely, accurate and relevant submissions to ensure key audiences get it straight from their own organization.

Specific products provided include (See Appendix D for more information):

- | | |
|-----------------------------|-------------------------------|
| • Navy.mil | • All Hands Television |
| • Navy News Service | • All Hands Radio |
| • Daily News Update | • Multimedia Products |
| • All Hands Magazine | |

CHINFO - Communication Integration and Strategy (OI-5)

- OI-5's main effort will focus on looking forward and integrating our communication efforts across all possible venues. In order to provide situational awareness of future events, OI-5 will maintain a coordinated calendar of Navy PA events and activities to align our efforts and message. This

calendar will be Web-based on the SIPRNET to allow for information on ship operations, flag travel and other sensitive material and be maintained by PAOs across the Navy.

- OI-5 will also develop Communication Strategies for communication challenges of major impact. Associated with that will be bringing on a senior civilian PA professional to lead our environmental communication effort.
- Additionally, OI-5 will be responsible for developing communication analysis and assessment capability.

CHINFO - Navy Office of Community Outreach (NAVCO/OI-6)

The Navy Office of Community Outreach (NAVCO), a CHINFO field activity, operates to ensure the Navy meets its obligation to inform all Americans of the investment they have made in their Navy. To this end, NAVCO plans and executes programs designed to raise public awareness of the Navy, its people, its operations and its capabilities throughout the nation, in locations where no significant Navy presence exists. Areas of operation include the continental United States, less fleet concentration areas and the Los Angeles and New York City markets.

Services and programs provided by NAVCO include (See Appendix D for more information):

- **The Calendar for America (CFA)**
- **Speakers Support**
- **Aviation Support**
- **Band Support**
- **Media and Civic Outreach**
- **Organization Liaison**
- **Public Inquiry**
- **Ship Ceremonies**
- **National Capital Region COMREL**
- **Caps For Kids**

CHINFO - Visual Information (OI-7) Navy Visual News Service

OI-7 serves as the operational element for the Chief of Information on VI matters related to the acquisition, release, distribution, prioritization, marketing and assessment of VI products intended for public release. In this capacity, OI-7 serves to expedite circulation of breaking news and strategically significant imagery to meet Navy PA objectives. To ensure program success, OI-7 actively engages fleet assets to acquire VI products on breaking news events, as the primary contact for major media requiring VI support and services.



To ensure program success, OI-7 continuously evaluates commercial media best practices, providing advisement as CHINFO VI subject matter expert (SME) to OI-8 for VI policy, doctrine and training.

Additionally, OI-7 is the editor-in-chief for imagery posted to Navy.mil.

CHINFO - Requirements, Policy and Professional Development (OI-8)

From PA Policy and Regulations to shipboard media systems to all PA education and training, OI-8 works with enlisted, civilian and officer PA professionals to guide the practice of PA in the Navy, and to ensure our Team has the right tool to carry out the PA mission.

In company with others, OI-8 is the catalyst for the development of the "Family of Documents", which includes development of the PA Vision, Joint Doctrine, PA Tactics Manual, Occupational Standards, PQS, MC Rate Training Manuals and other guiding lights.

OI-8 also oversees the various PA award programs, CHINFO—sponsored meetings and symposia, technology integration and CHINFO's Lean Six Sigma program.

DOD PRINCIPLES OF INFORMATION

The Principles of Information constitute the underlying public affairs philosophy for DoD.

It is Department of Defense 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:

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.

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.

Information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment.

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.

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."

For more detail, the Principles of Information can be found at:
<http://www.defenselink.mil/admin/prininfo.html>

IV. Best Practices

Coordinate Themes and Messages

Communication Integration is a core competency of Navy public affairs, and ensuring our communication efforts include all possible venues must be an integral part of what we do. This requires detailed planning and aggressive collaboration with all aspects of our team.

Navy commands worldwide are expected to make maximum use possible of “*A Cooperative Strategy for 21st Century Seapower*,” the internal and external communications themes in this document. Our Maritime Strategy provides the one common thread in all our messages. External and internal themes should be localized and tailored to each audience, rather than mundanely repeated. The themes will be updated periodically to remain relevant. Public affairs inspections and awards programs will consider use of the communications themes as a primary factor in evaluating public affairs programs and products.

How to Research Your Audiences

- *The local Chamber of Commerce can provide data on economics and people.
- *Pay attention to commercials to see to whom the ads are aimed.
- *Pay attention to the local news for important issues — especially letters to the editor — to gain insight into what the community cares about and who they are.
- *Ask Navy civilians who live in the community.
- *What do your neighbors think?

Social Media

Terms are used interchangeably — new media, social media, Web 2.0 and beyond, consumer-generated media, etc. Web 2.0 and social networking are redefining the term “mass communication” and for businesses, redefining the traditional market segmentation paradigm. The Web offers us a platform for communication with the dynamic of television, the immediacy of radio, the depth of print and the quickness of a

billboard and the ability to research at the speed of thought; or maybe the speed of Google. The Internet is an extremely powerful communication tool.

The purpose for all DoD public affairs efforts is to inform the American public of our operations and the U.S. taxpayer how their tax dollars are being spent.

It is estimated the “blogosphere” is 60 times larger than it was three years ago. According to Technorati data, there are more than 175,000 new blogs every day. Bloggers update their blogs regularly to the tune of 1.6 million posts per day, or 18 updates per second. That is an enormous flow of information.

The changing dynamics of the mediasphere and the blending of communication technologies and media convergence allows for businesses and government to maximize the amount of information available to the public and engage with customers and constituents in unprecedented ways. It is also creating havoc for business and advertisers as they strive to

When Blogging remember

- PAOs may respond to blogs/Web postings which misrepresent the Navy.
- You must identify yourself as an official representative of the U.S. Navy, using your name, rank, title and command.
- Reply using proper etiquette and decorum.
- Respond using approved talking points and Public Affairs Guidance.
- Don't use personal opinions.
- Don't use persuasive remarks such as, “write your congressman.”
- Be careful about commenting on current operations. Remember your OPSEC.

Check out SECNAVINST 5720.47B -- DON policy for content of publicly accessible World Wide Web sites and blogs.

determine their market strategies.

The Internet is basically a “broadcast of niches” and New Media gives us the opportunity to provide information to the public — reaching them where they are and in a format that allows access to information at the time and place of the user’s choosing. The multi-platform publishing ability of the Web allows us to post things that would make a boring briefing or bad TV along with the exciting stuff making it available for the public debate. **See Appendix C for more information on Social Media.**

Understand Your Audience

Considering the amount of time and money we spend communicating, it is important that we spend time studying our audience's perceptions and interests. One of the best ways to understand your audience, and subsequently tailor your messages, is to review public opinion survey data. Many local universities and local government public affairs offices have conducted public opinion surveys, and most are willing to share the results. Another source for attitudes and public opinions is the Pew Research Center, <http://pewresearch.org/>.

It is also important to review the demographics of surveys, especially age, gender, race and educational background. Social and demographic trends can be found at <http://pewsocialtrends.org/>.

If you are working with your internal audiences, the Navy has a number of polling options and results may be helpful in your audience analysis. One of the best sources for polling and survey information about internal Navy audiences is Navy Personnel, Research, Studies, and Technology (NPRST), <http://quickpolling.nprst.navy.mil/>.

Get More Bounce

The concept of getting bounces in public affairs means generating three or four stories out of activities that now generate only one. It means looking for stories within stories, finding activities that can generate second and third

stories to reinforce your message. It means marketing an internal story, sometimes with a different twist, to external media. It means calling and using CHINFO to help you market your story. For example, take the “Sailor of the Year” at a large base or air station.

- * How does his or her job fit into a primary mission of the Navy? Set up an interview for the local paper using a personal profile approach, on the Navy’s evolving missions.
- * Is he or she an example of an individual who has capitalized on Navy education and training programs? Set up an interview with a local television program which deals with educational issues.
- * Does the Sailor interact with or operate advanced Navy technology? Is it a novel use for existing technology? Which technical publications or trade journals might be interested in carrying the story?
- * Can the recruiters in the Sailor's hometown area or NAVCO arrange speaking engagements and interviews with the hometown papers and electronic media (even over the phone)?
- * Leverage world events. For example, say a Tomahawk strike is conducted somewhere in the world. If your command has anything to do with tomahawks or the ships involved, demonstrate that tie to the public.

Tip for Getting More "Bounce"

Your ship makes a port visit in a foreign country and sailors participate in a COMREL event. You're going to have photographs taken of Sailors interacting with the local community and working on a school or recreation facility. Work with the appropriate PAO, coordinate coverage ahead of time with local media to cover your event. Send copies of the photos and story to the local media outlets, your homeport base newspaper, Navy.mil, and Fleet Home Town News Center and for placement in hometown papers.

Engage Media

Our best opportunity to get positive Navy exposure is to be more active in marketing print and video products to local media. There is simply more time and newspaper space available in the local media than in the national press. Especially important are the local media in non-Navy areas, which are best reached by the hometown connections of our people. NAVCO and the Fleet Hometown News Center are excellent resources, as are local Naval Reserve public affairs units. Use them to help you market your products.

Engaging local media OCONUS is just as important as in CONUS. Don't be afraid to create relationships with the media around your duty station — your Sailors are a part of the local community — send your stories to them as well. Remember, most news organizations post their products on the Web for anyone around the world to read. Help them post good news stories about your Sailors, units and the Navy. See Appendix B for more information dealing with the media.

Tailor Your Messages

In times of significant change, it is more critical than ever to tailor each message to the audience. Those communicating on behalf of the Navy must positively answer, before they communicate, the following questions:

- * Have I made this truly relevant and important to my audience?
- * Will they understand the words I use, or do I need to simplify/clarify?
- * Have I used local Navy personnel as examples to illustrate my points?
- * Are my examples drawn from my audience's life experiences?
- * Does my message convey the clear implication that the audience is my customer?

While Department of Defense and Navy policy is normally disseminated from Washington, local commanders and PAOs can have a role in ensuring that local media are made aware of policy and its relevancy to the local

citizens, media or military personnel. If in doubt, consult with a Type Command or Fleet PAO staff or CHINFO. Know who your “first PAO in the chain of command” is and develop a relationship. Don't engage news media without working directly with the designated PA specialist in your chain of command. Tailoring your messages is instrumental to the effective dissemination of the internal and external communications themes contained in *Playbook*.



Make it Personal

In every poll conducted on the issue, people strongly prefer to communicate face-to-face. It also is one of the easiest methods from which to get more bounce. The CNE-C6F Band is leading the way in "new outreach" by building friendships all over Africa. The local Chamber of Commerce and other groups provide excellent forums for ongoing dialogue and relationships between the Navy and the community. And don't just keep it to the flag officer. Assign several members of the command to represent it at a number of local organizations and functions and prepare them with external communications themes to use. Also, don't just "preach to the choir," select groups to talk to that are not generally supportive of the Navy, and educate them. If we are only talking to the people who already have a positive impression of the Navy and recognize our value, we are missing the purpose of telling our story.

Internally, commanding officers should use every medium available (SITE TV, 1MC, wardroom mess, deck meetings, ship newspaper,

POD, command master chief) to communicate with the crew (don't assume someone else will).

Pitch Stories Aggressively

Using operations or training that illustrates the key communication themes, identify, research and then aggressively pitch stories to media. Think the story through. Is it better for print, television or Web-based outlet? Is it good enough for national media? If so, suggest it to your fleet PAO via the chain of command. PAOs should work with reporters, develop professional relationships, but don't try to hustle them.

Employ External Media for Internal Audiences

In areas with a significant number of military personnel, the local media provide an important means of reaching our people and their families. Do not hesitate to use local television stations and newspapers to communicate important issues to Navy personnel. To reach families, the local media is almost a must. But don't just think in terms of internal/external media — instead, identify a target audience (an 18-year-old Sailor, for example), determine what media he reads, watches, or listens to, and then **use** these media to market your message. In today's information environment, this may mean using a blog or a podcast to reach your Sailors.

Playbook Tips: Public Speaking

- * Practice, Practice, Practice.
- * Do everything you can to develop this skill
 - look for a class at the local community college.
- * Know why you're speaking. What do you want the audience to know?
- * Arrive early; check equipment.
- * Get your purpose across up front.
- * Talk to the audience. Maintain eye contact and solicit feedback.



Innovate

We all fall into the traps of doing things the same way. It is essential, as we confront times of increasingly scarce resources and web-savvy enemies, to continually re-think what we do and how we do it. All of us can do a better job of approaching routine tasks using innovation and imagination.

Examine every element of your communications program, not just what you call Public Affairs, but your Command Master Chief's efforts and the efforts of others. Try to rework your old messages and use different means to disseminate them.

For example, is traditional media the most effective way to get your message out? Web 2.0 is influencing how people communicate and share ideas, from YouTube to the blogosphere and simple text messaging. Our enemies know how to do this, do it well and do it quickly.

Also, have you given subordinates opportunities to provide honest feedback? How many members of the Millennial generation are working on your command newspaper to make it a product their peers would want to read? When was the last time you provided feedback to higher commands?

It is our responsibility, as communications professionals, to stay on top of our game.

Move It ... Fast

News is, by definition, NEW! Flag, commanding and public affairs officers must move information meant for the media with great speed. Many opportunities for positive news coverage are lost because we don't get the story and the images to the media fast enough.

V. Outreach: America's Navy (O:AN)

In 2008, CHINFO will introduce a major program to educate domestic and international audiences on the U.S. Navy's contribution to the nation and the world. This will be a 10-year effort focused on integrating all the Navy's communication vehicles to expand the scope and improve the effectiveness of Navy outreach. Outreach: America's Navy (O:AN) will take a strategic look to align our outreach, integrate our efforts and use metrics to set goals and assess our progress.

Making Public Outreach a Requirement

Key to the content aspect of this outreach program will be "One Message – All Voices," aligning the message from the Secretary of the Navy to the local commanding officer to the Sailor through coordinated tactics and products. The content of our messages are not likely to stay the same for 10 years, but what O:AN will do is provide the framework for communicating aligned messages as a standard aspect of outreach activities.

Key to the process aspect of O:AN will be to continue on the path of CHINFO assuming single process ownership for outreach and developing requirements that will lead to appropriate resources available to conduct events across the Navy. Development of metrics to assess our return on investment will be crucial to the effort. We might know intuitively that conducting an annual air show and bringing community members onto our installation will provide goodwill down the line, but measuring that benefit against the cost of the event is not so easy.

Developing O:AN with Partners

The two public affairs organizations primarily responsible for developing and beginning execution of O:AN are CHINFO's Communication Integration & Strategy branch (OI-5) and the CHINFO field activity, the Navy Office of Community Outreach (NAVCO/OI-6). However, O:AN will not seek central

management of all outreach activities. Rather it will provide afloat and ashore commands throughout the Navy with the blueprint to put outreach efforts into high gear and give them the sort of mission-level focus that has not existed in the past.

The plan will include a system to gather metrics from local outreach efforts to determine if Navy outreach is successfully realizing desired effects.

OI-5 will lead the content aspect of the program and development of products that can be used effectively across the Navy. NAVCO will continue to expand on the successes of its Navy Week program, begun in 2005, which consolidates outreach assets for maximum awareness saturation in markets with no Navy presence. NAVCO will also continue its coordination with the stakeholders of outreach assets while determining innovative ways to get more from existing assets.

CHINFO will work closely with Commander, Navy Recruiting Command (CNRC) as O:AN develops. CNRC is a crucial partner in Navy outreach. While CHINFO focuses on awareness and CNRC focuses on recruiting — each a distinct and separate mission — the two are inextricably linked. And when the awareness mission and recruiting mission run concurrently, both missions are enhanced, and the result is a whole that is greater than the sum of its parts. Awareness makes recruiting better, and recruiting efforts increase awareness.

Commander, Navy Installations Command (CNIC) is another significant partner for O:AN. CNIC bears much of the "out of hide" cost to conduct outreach in its current form, and determining how to account for the cost of outreach and then get it funded in the budget process so the Navy can afford to do it right is a major aspect of the O:AN development.

Assets and Resources

Outreach assets involve nearly every aspect of the Navy and happen everywhere the Navy is, both at home and overseas — it's the Blue

Angels, Fleet Weeks, port visits in the United States and abroad, Navy Weeks, air shows, the Navy Parachute Team, fly-overs or tactical demonstrations, ship ceremonies, bands, namesake crew visits, individual Navy speakers, Recruiting assets such as the flight simulator and the SEAL Accelerator. Outreach also includes Sailors doing interviews with hometown media, community and business leaders or news media embarking our ships, working with organizations who support the Navy mission, and even our installations when we bring the public in to see for themselves what we do and who we are.

With such a broad spectrum of assets available to participate in Navy outreach, we must ensure that we take full advantage of them all and get the resources in place to conduct outreach successfully.

The ultimate aim of O:AN is to integrate outreach directly into the Navy mission set, provide for proper resources, align our messages and execute such that we effectively raise awareness in the American and international public about the value of our global U.S. Navy.

SAN ANTONIO'S NAVY WEEK

I had the pleasure of participating in San Antonio's Navy Week, which was part of the city's annual "Celebrate America's Military" celebration. The week's theme focused on two central messages — the importance of veterans and the Navy's growing role in America's defense, particularly the expansion of Navy security and medical training in San Antonio.

Over the course of the week, the Navy was "on display" to several thousand San Antonio residents. The summer Navy uniform was very distinct in a city historically familiar with the Army green and Air Force blue. Everyone we encountered, whether veteran, resident, business leader or elected official — all were grateful for the Navy's presence in San Antonio. The city truly lives up to its reputation of being friendly to America's armed forces and appropriately named "Military City USA."

Events during the week were covered by all media outlets, all of which was positive. The SEAL Fitness Challenge was featured prominently on one of the local television morning shows Friday. Saturday morning's San Antonio Express-News metro section featured a large photo from the wreath laying ceremony at the Alamo which got bounce nationally. I attended numerous luncheons, dinners, and receptions and served as one of the Grand Marshalls of Saturday's Veteran's Day Parade. The Navy Band Commodores presented a free public concert on Friday evening. Perhaps the highlight of the week was the Veteran's Day Memorial Service held at Fort Sam Houston National Cemetery, which had over 500 guests in attendance.

Navy personnel in San Antonio paved the road for Navy Week success. CAPT Craig Geron, San Antonio-area SOPA, and San Antonio's Naval Recruiting District, led by CDR Vince Quidachay, accomplished considerable planning to align Navy Week with the greater Celebrate America's Military celebration. The NRD team support was flawless. Key relationships with a leading member of the Chamber of Commerce were invaluable. Ms. Carol Moore, NRD PAO, collaborated with NAVCO's A-list reserve team to pave the way for the successful media coverage.

Future Navy Week events should follow the San Antonio model — plan early and have the right people on the ground to lay a foundation for success. Increased marketing funds, specifically for events within the Navy's purview, e.g., Commodore's performance, should be considered. Regional considerations, such as Spanish speakers in the case of San Antonio, may prove valuable as the Navy seeks a stronger connection with the community.

I was honored to participate in Navy Week San Antonio.

RADM Bill Goodwin, COMNAVAIRLANT

VI. Moving Visual Information

A Picture Is Worth A 1,000 Words

With 24/7 network news broadcasts and Web 2.0, the exchange of news, opinions and ideas is now a real-time, global conversation. Across language barriers, Visual Information (VI) is universal. If you don't have VI, you don't have a story.

The importance of being first to the market with VI cannot be overstated. The first video or images from an important event communicate more and are better remembered than the words to describe them. We cannot cede this information battlefield to others.

If your command doesn't have a video camera, consider non-traditional sources for video for potential release – gripping video can come from mast mounted FLIR systems, periscope, Snoopy teams, PLAT cameras, bomb damage assessment, rescue swimmer video and personally owned equipment.

Good VI is the result of good planning. The most effective VI for news must be dated the same day as the event. During the planning and execution of exercises, operations and breaking news events, every effort should be made to streamline the acquisition and release process.

Crisis response planning – Have you built into your crisis communication plans how to send VI to NVNS?

How do I push images to the world?

The competition from VI worldwide is fierce. The Assistant Chief of Information for Visual Information (OI-7) at CHINFO operates the Navy Visual News Service (NVNS). NVNS acts as your agent and central distribution management point for distribution of VI to external audiences, and is the primary point of contact for major media seeking VI from the Navy.

NVNS also works in a joint capacity with the Office of the Secretary of Defense for Public Affairs (OSD-PA) and the Joint Combat Camera Center (JCCC) to ensure maximum distribution and alignment. All Navy VI provided to JCCC

Sample Caption:

071106-N-1234M-001

Pacific (Nov. 2, 2007) Air Traffic Controller 2nd Class Esther R. Hines, from Hebron, Mass., plots ship coordinates in the air traffic control center aboard the amphibious assault ship USS Iwo Jima (LHD 7). Iwo Jima is conducting an expeditionary strike group exercise in preparation for an upcoming deployment. U.S. Navy photo by Mass Communication Specialist Joshua T. Rodriguez (RELEASED)

is automatically forwarded to NVNS upon receipt.

Sending VI to NVNS

Still photography. Transmitting still images to NVNS is best done by email (navyvisualnews@navy.mil). NVNS distributes throughout DoD via JCCC, while proactively marketing important, timely imagery to external wire services, and the Digital Visual Information Distribution System (DVIDS). Each image should be sent in a separate e-mail as each photo requires:

- A caption. A good caption provides context, and includes date, location, names and rank or title of the subject. The goal is to include as much relevant information as possible – the activity or exercise, a person's hometown, equipment, vehicles, aircraft, or ships, etc.
- Visual Information Record Identification Number (VIRIN) in the caption, and should also use the VIRIN as the filename, i.e.



VIRIN#.jpg. This includes both digital still and video products. For a full explanation of VIRIN data go to http://www.navy.mil/photo_submit.asp.

Do not use SPAM distribution lists to send images. Make your priority NVNS with JCCC as a backup. If you want to share the image with “the world,” send a link once the photo is posted on www.navy.mil. Note: any VI posted to a Navy controlled Website must also be forwarded to NVNS IAW SECNAVINST 5720.47B.

Transmitting video

Transmitting video can be complex due to bandwidth issues – plan ahead of an event or deployment with NVNS on how you can transmit most efficiently.

When practical, send your video twice — first as a broadcast quality digital file format to satisfy news broadcast markets, and later send the original or DVD via signature-controlled express mail services for long term archive and documentary programming. B-roll is background footage used by news networks when real event video is not available. B-roll footage should be sent without special transitions, special effects, voiceovers or text overlays, as media outlets will edit b-roll as necessary. Try to keep video transmissions to no more than 3-5 minutes per prime-cut sequence. The video should also include at the beginning and end: name, date, VIRIN, brief description of video and release authority.

Media Lighthouse ... Internet-based 24/7 distribution

Media Lighthouse is NVNS’ central, Internet-based distribution system for VI. Users are able to manage still and video assets, provide breaking news features, RSS feeds and topic specific categories to assist print, broadcast and Web-based media outlets with self-service access to our VI resources. Accounts are administered by OI-7 staff and can be managed remotely after

normal working hours. Please direct any interested media or public affairs outlet to NVNS to establish an account and password.

VI/Information Resources

Where to obtain visual information support

E-mail: navyvisualnews@navy.mil
Commercial telephone: (703) 614-9154
STU III: 703-614-9679
DSN prefix: 224 FAX: (703) 614-9729
http://www.navy.mil/navydata/navy_legacy_hr.asp?id=179

Media Lighthouse (Navy Visual News Service)

<http://www.chinfo.navy.mil/lighthouse.html>

Navy Visual News Service

<http://www.chinfo.navy.mil/nvns.html>

U.S. Navy caption style guide

http://www.news.navy.mil/tools/view_styleguide_all.asp

AP Style Book references

http://www.bu.edu/com/writingprgm/ap_styleguide1.pdf

http://www.apstylebook.com/ask_editor.php

JCCC and Defense Visual Information resources

<http://dodimagery.afis.osd.mil/>

World Fact Book Resource

<https://www.cia.gov/library/publications/the-world-factbook/index.html>

DoD Photo Resources

<http://www.defenselink.mil/home/features/2007/Imagery/index.html>

Public Affairs Directory

<http://www.chinfo.navy.mil/navpalib/chinfo/paodir/paodir.txt>



VII. Measuring the Effectiveness of Communications

Why We Assess Our Communication Programs

Navy leaders are constantly measuring the effectiveness of military operations and plans and taking the lessons learned and programming them back into future planning documents.

It is important for public affairs professionals to exercise the same discipline. Whenever possible, it is important to link what is planned and accomplished to the overall goals, objectives, strategies and tactics of the original communications plan.

How to Measure Effectiveness Set Specific and Measurable Goals and Objectives

This has to come first. No one can really measure the effectiveness of anything, unless they first figure out exactly what it is they are measuring that something against.

To begin, the public affairs officer needs to ask:

- What are or were the goals or objectives of our communications, marketing and development activities?
- What exactly did our program hope to accomplish through its communications component?



Measuring Communications Outputs

Outputs are usually the short-term, or immediate, results of a particular communications program or activity. Such as:

CNO's Assessment Foundation

- **Imperatives:** “Conditions that must exist to ensure a successful outcome,” are linked to campaign objectives and are measured using effects and tasks.
- **Effects:** Red or Green behaviors or conditions that relate to campaign imperatives. Effects are measured using Measures of Effectiveness (MOEs).
- **Tasks:** Blue actions that relate to campaign imperatives. Tasks are measured using Measures of Performance (MOPs).

- In media or press relations efforts, the total number of stories, articles, or “placements” that appear in the media.
- White papers, speaking engagements, the number of times a spokesperson is quoted, specific messages communicated or specific positioning on an important issue or any number of quantifiable items that are generated as a result of the effort.
- Number of people who participated in a given activity.
- The appearance and contents of a given brochure or booklet.

The quantity and quality of outputs can be measured and evaluated. Media can be evaluated for their content; an event, as to whether the right people were there; a booklet or brochure for its visual appeal and substance; and so on.

Measuring Communications Effects

It is also important to determine whether a target audience has received the messages directed at them ... paid attention ... understood the messages ... and retained the messages. This will determine whether the communications materials and messages that were disseminated have resulted in any opinion, attitude and/or behavior changes on the part of those targeted audiences.

Methods:

- Focus groups
- Polls and surveys



- What are the commands goals and objectives?
- What communications programs, events, activities, etc., will support those goals and objectives?

Specifically:

- Relate communications *outgrowths* and *outcomes* to such desired command/Navy *outcomes* as increasing awareness of Navy activities in a community, meeting recruitment expectations, building awareness of the new Maritime Strategy and the like.

Measuring Institutional Outcomes

This is not easy to do.

Public affairs officers should measure the effectiveness of command communication programs and activities by linking their accomplishments to the goals, objectives and accomplishments of the command. Navy and Marine Corps leaders need to understand how and why the communications activities help meet operational goals and objectives. Public affairs officers should ask:

Ways to Get Feedback

- *Check with neighbors and friends in the local community.
- *Ask someone in the audience to say what message they did get. *Was it the one you were trying to send?*
- *Are reporters interested in covering the event or issue? Are reporters calling for more information?

The results of previous scientific internal Navy polls and surveys are available at <http://quickpolling.nprst.navy.mil/>.

****Note:** The collection of information from the public (both American and international) is regulated and requires approval from OMB per the following references: 5 USC § 3107 (2000) and SECNAV M-5214.1

Appendix A

Public Affairs and Strategic Communication

What is Strategic Communication?

Strategic communication (SC) is synchronizing words and actions. It takes government policy and consistently applies it to what we say and do. When what we say and what we do are not synchronized or are inconsistent with policy, a “Say–Do Gap” is created, our efforts are not maximized, the desired effect is more difficult to achieve and the disconnect adversely affects our credibility as a military force and as a nation.

Is SC the same as PA?

The short answer is no. True SC acknowledges the interdependency of the actions of multiple agencies of our government, frequently referred to as the DIME: diplomatic, informational, military and economic. SC provides a process to integrate and synchronize the actions of each of the DIME agencies, affecting the way we work to achieve desired effects.

SC in the Navy can also integrate the various "lines of operation" from policy development to operations such as ships or stations and multilateral exercises to legislative engagement. PA would be just one of these lines of operations.

The SC process is continuous and integrated from the beginning of each operational planning cycle. The SC cycle moves quickly and can repeat itself several times in the course of

operational planning. SC planning identifies those combinations of actions and words that are most likely to produce the desired understanding and actions by key audiences.

Why Public Affairs Officers are key players in SC

Senior public affairs officers are ideally suited to shepherd the SC process because of their ability to work cross-functionally within and outside an organization to ensure multiple activities or views are properly aligned to capture the core message. By its nature, public affairs is an integrating activity and practiced PAOs should be highly skilled in recognizing opportunities and challenges involved in synchronizing what we do with what we say.

More about the Navy's approach on SC can be found in the Navy Strategic Communication Manual, available on p•a•Net beginning Jan 1, 2008.



Appendix B

Preparing and Planning To Effectively Engage The Media

We have a great story and the media help us tell it

News media, particularly television, provide a vehicle for the public's access to our Navy people. There are times when the CO or the command spokesperson should speak for the command but there are just as many times, if not more, when those at the "deckplate" level should do the talking. But if we say nothing, we cede the playing field to our critics, and we cannot complain about a story we did not support.

The media serve the same people we do

The media is a vehicle to communicate with the public, and it is our responsibility to provide the media with information needed to reach the correct conclusions. Our duty as public affairs professionals is the goal of maximum disclosure and minimum delay of information.

Journalists are professionally bound to report both sides of any issue and the best ones will. Don't be surprised to see a quotation from an opposition group in the same story as yours – otherwise, the piece wouldn't be balanced. A perfect report will portray both sides of an issue without bias so as to allow the reader to decide what to believe; the absolute best we can hope for is balanced reporting.

The time to establish relationships with the media is now, not when there is a crisis

Each news organization will have unique characteristics and editorial subtleties. Getting to know your local organizations and establishing

positive long-term relationships with journalists enhances our credibility and emphasizes our commitment to openness and honesty.

Consider conducting a media day and inviting selected small groups of reporters out for a tour, a no-host lunch and a question-and-answer session. Being proactive in establishing these relationships will make your news day phone calls much easier.

When there's news to be made don't wait to make a press release. Pick up the phone and call your local reporter — before their deadline and before they call. PA specialists and commanding officers should discuss the proper timing of this call.

We must be accountable for our actions

Most "scandals" surrounding organizational error or perceived excess would be front-page news one day and history the next if the responsible individuals would simply hold themselves accountable. It is acceptable to make mistakes, just own up to them, apologize, explain why and explain what's being done to prevent a recurrence. The American people are very forgiving; it 's part of our culture. But, we want people to take responsibility for their actions, to show courage and to move on. If people perceive a reticence to tell the whole story or to misrepresent the facts, all bets are off.

Preparing for the media

We have to know our game better than the media, and we should understand our opposition's arguments and be prepared to counter them. The key to mastering the media

Media Relations

There will always be a point where the demands of the media and the military become irreconcilable. When you reach that point, never let it become "us against them," because the media serve the same people we do.

relations is a solid foundation of initial preparation. You must be prepared. At a minimum, prior to any event or interview, you should understand:

- Your objectives and desired effects
 - The best timing for your interview or message to go out
 - The best vehicles and media for the message. (internal, external, print, TV, radio or a combination)
 - Any expected costs
 - Any necessary approvals from the chain of command
 - Firm commitments for support and participation by any outside organizations
- The background issues
 - The who, what, when, where and why of the entire issue

Categories of Attribution

*On the record for full "attribution" means that everything said during the interview may be used and quoted, along with the name and position of the person who said it. *Use this attribution category unless you have an extraordinarily good reason not to.*

*"On background" means the information may be used but not attributed to anyone by name. "A Navy spokesperson," "a Sailor," or "a naval aviator," for example, may be cited as the source of the information. The background information is presented for the reporter's understanding of a situation, event, issue or incident. *A risky category, but useful for those who really know what they are doing and who have an established relationship with the reporter. Use only when consulting with a senior member of the Public Affairs Team.*

*"Off the record" is information used to educate a reporter about a subject. *The information is not to be used in a story. "Off the record" is a category best left to the pros.* Before the interview takes place, ensure everyone understands the ground rules and attribution. The best policy to follow is always stay on record when talking to the press.

- Your audience
 - What their beliefs and opinions are right now
 - What message do you want to get across
 - What do you want them to do

Journalists are people with a job to do. We treat reporters with the same respect and consideration that you expect from them, but don't let them intimidate you. You are the expert and you should be in control. Some general considerations apply:

- We should treat reporters equally. Local media can be as effective as national media for reaching your audiences, especially as internet news replaces print.
- Always return a reporter's phone call as quickly as possible, or have your PA specialist do so.
- Be cooperative and empathetic. Most reporters are working against a deadline that can make them seem impatient and demanding.

Quick Reference Guide For Interviews Interview Preparation

- Know why you're doing the interview.
- Prepare two or three points you'd like to interject into the interview. Use people-oriented examples to illustrate those points and practice working them into your answers.
- Know the medium that you will be working with: TV (live or recorded), radio or print. Know the specific requirements of each.
- Consult with your public affairs specialist. Have them play the reporter and practice questions with you. Record the practice session and critique the tape.
- Be familiar with your reporters. Watch their show and read their articles. Know his or her style and the types of questions usually asked.
- Be aware of any breaking news stories. Read the newspaper and the Early Bird that day.
- If being interviewed on television, use makeup. It helps to control perspiration and glare.
- If in uniform for studio interviews, wear service dress blue. Don't wear name tags or

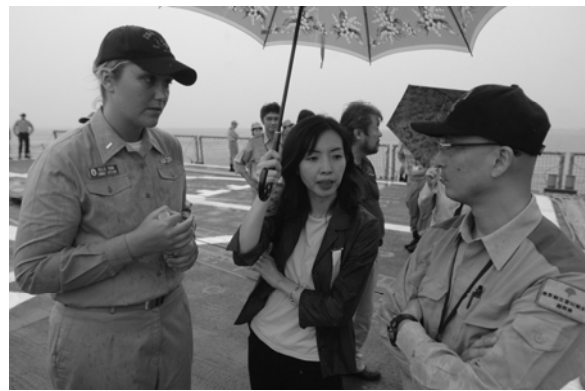
other I.D. badges; they cause glare and are distracting. The uniform of the day is appropriate for waterfront or scene-of-event interviews.

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

During the Interview

- Relax. Be yourself. Be friendly and positive.
- Never lie. Tell the truth, even if it is painful. You will maintain credibility by doing so.
- Never say "no comment." If you can't discuss something because it is under investigation, currently being litigated, or is classified, etc., say so. If additional information is requested, make an effort to get back to the reporter as soon as possible.
- Don't repeat the words of a negative question – you are then on tape using the same words.
- If you don't know the answer to a question, say so. Offer to call the reporter back later with the answer, before that day's deadline, if possible.
- Avoid military or technical jargon. Remember, your audience is the American public.
- Answer directly and make your communication point up front. Amplify later. For **TV**, try to keep your answer under 20 seconds.
- Correct the record. If a reporter makes an error, or has inaccurate information, make the correction during the interview.
- Listen carefully to the reporter. Ask for repetition or clarification if necessary.
- Maintain eye contact. Make sure the reporter knows you are interested and paying attention.
- Be expressive and try to be interesting.
- Maintain a positive attitude.
- Be prepared to answer the who, what, where, when, why, and how of the issue at hand.
- Always assume that you are on the record or on the air, even if you are told that you are off.
- Be modest but confident. You are the expert but don't be condescending.

- For **TV** interviews use the studio monitor to check your appearance prior to air time; then maintain eye contact with the reporter and ignore the monitor.
- Never ever lose your temper, even if provoked.
- Do not drum your fingers, twiddle your thumbs, tap your feet or act in a nervous manner.
- Don't look around for the answer. It gives the impression of discomfort, bluffing or desperation.
- Never speculate or comment on matters beyond your cognizance or responsibility.



After the Interview

- Tell the reporter "nice working with you" or "nice talking to you" following the interview. Have the PAO ask for feedback: "How did it go," "What do you think," or "Is there anything else we can do for you?"
- Clarify any points that were unclear. Ensure that all information is correct and get any promised information back to the journalist promptly.
- Have your PA specialist critique your performance. Watch the final product – check to see if what you wanted to say was said and presented correctly.
- Assess the impact of the event or story; surveys, polls and statistics all have a place in PA evaluation and feedback. Revise your PA plan as required.

Appendix C

PA Resources

Navy PA Calendar

Communication Integration is a core competency of Navy public affairs, and ensuring our communication efforts include all possible venues will become an integral part of what we do.

Focused on looking forward and integrating our communication efforts, a coordinated calendar of Navy PA events and activities that we can all use to align our efforts and message is being created. This calendar will allow us to look at long-term communication challenges of major impact.

CHINFO OI-5 will maintain this calendar on a Web-based collaborative tool on the SIPRNET to allow for information to be maintained and shared on events that range from ship operations and flag travel to embarks and Navy Weeks.

For information on this tool, contact CHINFO OI-5 (Communication Integration and Strategy office) at 703-692-4728 or 703-614-8899 or email katherine.goode@navy.smil.mil

Rhumb Lines

Rhumb Lines, like the surface navigation tool, are an aid to ensure Navy leaders understand and speak with a single voice.

Rhumb Lines are one-page summaries for senior leaders and public affairs officers containing relevant background, key messages and talking points on significant events or key guidance affecting the U.S. Navy.

Each topic is updated periodically or as necessary under time or event-sensitive conditions and normally distributed approximately three times per week via the Flag/SESWeb and to all PA professionals. Rhumb Lines are a product of CHINFO and the distributed Navy Public Affairs team. Navy leaders without access to the Flag/SES Web

should contact their supporting PAO to receive Rhumb Lines.

The Flag/SES Web also serves as an archive of past issues for later retrieval.

As a PAO, if you have items of interest to your command that may be of interest to the larger Navy, Rhumb Lines are an excellent way to marshal Navy leaders and PA resources to the cause. Contact OI-5 if you have potential topics you would like to see in future issues.

CHINFO Clips

CHINFO Clips are a daily media monitoring tool that encapsulates relevant news from print and broadcast outlets around the world. The purpose of CHINFO Clips is to inform senior Navy leadership of information that is produced in the public domain regarding news items of interest to the Navy. Subscription information about CHINFO Clips is available at www.chinfo.navy.mil/clipsindex.html

Family of Documents

Navy Public Affairs Family of Documents. There are multiple documents that help define what Navy Public Affairs personnel are supposed to do, how they do it and how that education and training is delivered. Among these documents are the Vision for Navy Public Affairs, occupational standards, rate training manuals, Personnel Qualification Standards (PQS), instructions, joint doctrine, Playbook, PA plans and others. Some of these documents are in development or undergoing revision.

Helpful Resources for Conducting Public Affairs Programs

Navy Public Affairs Policy & Regulations (“PA Regs”) (SECNAVINST 5720.44B). This provides the basic guidelines for carrying out

public affairs and internal information programs. It addresses information release policies, public affairs planning, crisis communications, websites, print, visual and broadcast products and other areas within public affairs.

Navy Public Affairs Handbook. A practical and deliberately streamlined guide for how to conduct a Navy public affairs program. It is not a directive and does not supersede any regulations or standing orders. It will not answer every question and should not limit your imagination and initiative. Use it to focus your energies and target your efforts. It is available on p•a•Net through Navy Public Affairs personnel.

Navy Public Affairs Handbook for Senior Enlisted and Public Affairs Officers. A guide for senior U.S. Navy journalists and public affairs personnel. The information contained within has been submitted by personnel serving in the public affairs field throughout the fleet. It is available on p•a•Net through Navy Public Affairs personnel.

Navy Public Affairs Tactics Manual. A new guide in development that reaches deeper into the tactics of public affairs practices. It will be available on p•a•Net through Navy Public Affairs personnel.

Rate Training Manuals. Currently in development following the merger of the JO, LI, PH and DM ratings into the mass communication specialist rating. The existing RTMs for Journalist and Photographer's Mate may be useful as a reference in the execution of production duties.

U.S. Navy Style Guide. Navy editors and writers should follow the most recent edition of the *Associated Press Stylebook* except as noted in this *U.S. Navy Style Guide*.
http://www.navy.mil/tools/view_styleguide_all.asp

Fleet Public Affairs Center (FLTPACEN)

The mission of FLTPACEN is to, “Man, train, equip and maintain an immediately

employable/deployable force, ready to support the Fleet by bringing the right tools and knowledge to meet the challenge of telling the Navy/Marine Corps story anywhere in the world – today and in the future.”

How can you, as a collateral or independent duty PAO tap into this resource?

- PACENs were designed to provide a “pool” of expert PAOs and mass communication specialists (MCs) located in fleet concentration areas to provide public affairs assistance above and beyond that which commands are able to do for themselves.
 - You can request FLTPACEN services to cover any “newsworthy” events within your command - i.e., events that are newsworthy beyond your local area and appeal to a Navy-wide audience.
 - If travel, lodging or resources funding is required to complete the job, the requesting command must pay.
 - FLTPACEN assistance can range from MC support to create video, print and radio news stories to providing PAO and MC teams to assist you with major PA events.
 - Products created by PACEN teams assisting you will be marketed to Navy News sites for internal coverage. PACEN can also help you with marketing products to your local media to move beyond only internal Navy coverage.
 - PACEN has two centers: one in San Diego and one in Norfolk, and several detachments scattered around the globe to support requirements.
 - East Coast/European commands inquiring about FLTPACEN support should contact the OIC at (757) 444-8388.
 - West Coast/Hawaii/Japan commands inquiring about FLTPACEN support should contact the OIC at (619) 545-0235.
- For further information on FLTPACEN and how to contact them, please review their website at www.pacen.navy.mil.

Fleet Hometown News Program

The mission of the Fleet Hometown News Center (FHTNC) is to recognize the accomplishments of Sailors, Marines and Coast Guardsmen by distributing news releases to their hometown media outlets.

- The FHTNC is the collection and dissemination point for the Fleet Hometown News Program which is designed to increase positive public awareness of the sea services as well as increase public support and understanding of the missions of the Navy, Marine Corps and Coast Guard.
- The program generates nearly half a million releases per year (covering deployments, awards and promotions, reported for duty, retirements, reenlistments and military school graduations) which are used by approximately 12,000 media outlets across the country. Releases are sent to newspapers, radio and television stations in the United States, Guam, Puerto Rico, American Samoa and the Virgin Islands.
- The Fleet Hometown News Program is a simple yet effective way to inform the American public about the activities and accomplishments of individual members of the sea services. Command participation in this program is required by SECNAVINST 5724.3, but individual participation is voluntary.
- Service members must fill out NAVSO 5724/1 and send it to the FHTNC for individual stories to be forwarded to their hometown media. The form must be signed and filled out completely and list all known hometown ties. Examples of hometown ties include blood relatives, legal guardians, foster parents, high schools and colleges. The location of these hometown ties determines which media outlets will receive the story.
- Deployable units are required by SECNAVINST 5724.3 to maintain hold files at FHTNC. Members of the unit fill out release forms prior to deployment. Commands can then submit master roster stories periodically throughout deployment and releases will be

generated for each individual member of the unit. Types of stories include operations and exercises, humanitarian efforts and community relations.

- Commands should look to include appropriate themes to these stories.

More information and the NAVSO 5724/1 can be found on the website at www.chinfo.navy.mil/fhtnc/index.html.

Flag/SES Web

If you are a flag officer or SES civilian, you or your staff should keep your information up to date on the flag/SES web. Much of the public affairs material sent out by CHINFO to flag officers is sent through its broadcast email function. For example, Rhumb Lines is transmitted in this manner. In addition to CHINFO, other senior leaders use this method to contact Navy leadership quickly. If you are not receiving Rhumb Lines directly to your e-mail, you should check your status.

If you are not listed in the Flag/SES directory, please contact the Flag Web Administrators to add an account.
Help Desk (Site access and operation)
(703) 601-4684
helpdesk@usn.hq.navy.mil

Social Media

There is a trend for new media content to bleed into mainstream media avenues. Most journalists use blogs as a primary resource, and for story ideas.

- ALWAYS be transparent! Never hide who you are or your military affiliation.
- Keep in mind that the "big" new media item is blogs. Other areas of interest include: podcasting/videocasting, video on demand (VOD), wikis, video sharing sites like YouTube, social networking sites like My Space and Facebook, and virtual reality sites like SecondLife.
- We need to be where the audience is — and the audience continues to move toward new media avenues for their information gathering.

It's not about replacing TV, radio, print, etc. It is about addressing another viable avenue of communication.

Policy always lags technology. If you are not engaging now, you are behind and probably missing some great ways to communicate. Future policy documents will further clarify the new media environment.

The rules and policies we use today for PA practices, OPSEC, etc., are the same that apply for new media.

Some examples of how DoD and other government elements use social media:

- OSD has created the Bloggers' Roundtable (see 'bloggers' link at top of www.dod.mil) to better facilitate linking bloggers with DoD leaders (like CNO recently) and operational commanders in the field (Iraq and Afghanistan blogger calls several times per week)
- CENTCOM engages blogs to correct the record; now also engaging with foreign language blogs
- STRATCOM has had a successful behind-the-firewall blog to improve communication and productivity
- ASD(HA) Dr. Cassells currently operates his own blog about the Military Health System
- Several DoD elements have a presence on MySpace and related sites to reach these social network audiences
- U.S. State Department recently started DipNotes, a public diplomacy blog program
- CDC has a presence in SecondLife to reach this audience on a variety of health issues

OSD-PA's New Media Directorate provides a means of delivering news and information directly to your audiences without the mainstream media filters. The directorate has created several interactive distribution products and communication methods to target audiences, which include:

- Two-Way Blogger Engagement: The "Bloggers' Roundtable" program provides

the online media and "blogger" community with a forum to engage via conference call in unfiltered conversation with military and diplomatic officials about the foundation and execution of U.S. strategy abroad.

- DoDvClips: Provides a "video on demand" public venue where consumers can access recent video footage of DoD news, briefings and events.
- Podcasting: By accessing the Pentagon Channel or iTunes Websites, viewers can download digital media files of recent news for playback on portable media players and personal computers.
- RSS Feeds: Users can subscribe and receive regular e-mail updates via Web feed for topics of their choice.
- Pentagon Channel Live Video: Providing live recent video feeds offering consumers with real time a way to get Pentagon Channel programs via the Web.
- DoD.mil/mobile: Adapts online information for PDA/Blackberry users, making it easier for the public, officials and staff to access information quickly and effectively.

p•a•Net (Collaboration Portal)

p•a•Net is an environment in which our worldwide community can manage work processes, share knowledge, collaborate, track projects, and retain archives of actions and events.

- Folder and file access and editing rights can be tailored, as needed.
- It gives public affairs leadership an overview of the public affairs "battlespace."
- It's like a share drive you can access from any internet connection anywhere in the world.
- You can change your own password. Just access "my member info" on the "My eRooms" page.

What you will see on p•a•Net

- The Navy Visual News Service's entire operation is administered on p•a•Net. They track everything from use of expendables and

the location of completed projects to the maintenance of the department's calendar.

- p•a•Net as is used to (but not limited to) maintain calendars, perform project management, collect inputs, track documentaries, and gather feedback from PAOs. On p•a•Net, you'll also find: CHINFO News Clips, Team PA e-mails, Rhumb Lines, Rosters, IA opportunities, the PA Regs and other helpful documents.
- Access to p•a•Net is restricted to the Navy PAOs (active, reserve and civilian specialists) due to a limited amount of seats.

To Access p•a•Net, go to:

<https://www.chinfo.nko.navy.mil>. You can register using the PA Directory at <http://www.navy.mil/submit/pa-reg-form.asp>.

Speaker Resources

Before you give a speech, talk to your PAO and visit NAVCO's Speaker's Bureau online to get current material for use at:

<http://www.navy.mil/speakers>.

Visitors/Embarks

Use the following information to help manage visitors to your command.

- Gather as much information about the visitor(s) as you can
- Arrival time and means
- How many in the group
- Name, title, organization, address, phone number
- Request bio of each if possible. Chain of Command (CO, XO, ADMIN and all Dept Heads)

- Specialty areas to consider: Galley/Meals; Supply/berthing (if overnighter);
- For Tours - Decide which departments to take the group to and then contact representative for the appropriate department.

Visitors

* Always check the tour route in advance, but as close to the time of the tour as possible. Never assume it will be ready.

*Have hometown crew members ready to talk with the visitors — especially Congressmen.

Request one or two top junior officers to aid as escorts. (One escort for each group of six is ideal.)

Draft notice (5050) for department heads and crew for information and preparation. The notice should include the following:

- Date, name of group and how many
- Names of escorts and phone numbers
- Detailed guidance for each department involved with the tour (e.g., Supply Officer. Responsible for preparing berthing spaces and providing meals).
- Schedule of events - Daily planner to follow leading up to the visit, then times and locations for tours. Keep the visitors busy, but don't wear them out. Give them time and opportunity to ask questions about and think about what and whom they see and hear.
- Coordinate for photographer to be available for pictures and for preparation of "photo gift" upon departure, at CO's discretion.

Appendix D

NMC / NAVCO Products

CHINFO - Naval Media Center (OI-4)

The mission of the Naval Media Center is to provide for a well-informed Navy and Marine Corps through the use of state-of-the-art communications and information technologies. This is accomplished by designing, producing, editing, and distributing print, web, multi-media and broadcast products on behalf of the Department of the Navy, and providing worldwide broadcast services and engineering support to the fleet and forward-deployed units.

As the Navy's principal source for command information, we rely on public affairs professionals to provide timely, accurate and relevant submissions to ensure key audiences get it straight from their own organization – before learning about Navy news some place else. As communications specialists, we also owe it to our Navy family to find different ways of telling the Navy story. This means being creative in localizing larger stories that illustrate or demonstrate some element of SECNAV Objective's, the CNO's Guidance or Maritime Strategy, or any of the other enduring themes such as safety, leadership, diversity, retention, etc.

Specific products include:

- **Navy.mil.** The U.S. Navy's website, www.navy.mil affords visitors an opportunity to browse every print and broadcast produced at the Naval Media Center. The website also has special promotional sections dedicated to informing Sailors, their families and the public on significant issues, including the Maritime Strategy, the Department of Navy Objectives and emergencies affecting Navy families such as Hurricane Katrina and the San Diego wild fires. Additionally, visitors can find Captain's Call and POD notes, still photographic images in Photo Gallery and Eye on the Fleet Featured Gallery, access Podcasts and RSS Feeds, read leadership biographies and explore past and present issues of All Hands magazine. Just updated, its media-rich format is exceptionally user-friendly and reflects our high-tech U.S. Navy team.
- **Navy News Service.** Leveraging the globally deployed enterprise of communications specialists, dozens of print stories are collaboratively submitted, edited and distributed daily. Likewise, Navy Visual News makes available the best images taken around the world by Navy photographers.
- **Daily News Update.** A series of six television broadcast news updates are distributed Monday through Friday keeping Sailors informed of important, on-going operations, exercises and issues affecting them, their families and the Navy.
- **All Hands Magazine.** The flagship print magazine for the Navy, this monthly publication couples exclusive imagery with original writing to further educate Sailors on their evolving missions and opportunities. The editorial staff also produces an annual Owners and Operators manual and calendar that serve to inform anyone interested in learning more about the day-to-day Navy.
- **All Hands Television.** The Naval Media Center has recently launched All Hands Television, which aims to bring a thoughtful, insightful approach to telling complex stories about Sailors in a longer-form, monthly broadcast format.

- **All Hands Radio.** Produced daily, Navy News Radio captures the latest news and then makes it available for listeners anywhere and everywhere. Its reach ranges from Sailors in their work centers to visitors browsing the web page.
- **Multimedia Products.** As the tastes for information and entertainment continue to evolve in a connected world, so, too, does the Naval Media Center’s approach to telling the Navy story. A variety of products now use video and still images, audio streams and a confluence of effects to creatively give viewers not just a story, but an experience.



CHINFO - Navy Office of Community Outreach (NAVCO/OI-6)

The Navy Office of Community Outreach (NAVCO), a CHINFO field activity, operates to ensure the Navy meets its obligation to inform all Americans of the investment they have made in their Navy. To this end, NAVCO plans and executes programs designed to raise public awareness of the Navy, its people, its operations and its capabilities throughout the nation, in locations where no significant Navy presence exists. Its area of operation includes the continental United States, less Fleet concentration areas and the Los Angeles and New York City markets. Services and programs coordinated by NAVCO include:

- **The Calendar for America (CFA).** The annual CFA includes approximately 20 Navy Weeks coordinated jointly by NAVCO and cognizant Navy Recruiting Districts, as well as other high-visibility public awareness events, such as Fleet Weeks, diversity events, Blue Angels’ performances, and ship commissioning ceremonies, which are coordinated by other activities. Navy Weeks bring an array of outreach assets, which previously operated independently, to bear on a single market, using a major public event such as an air show, state fair or large-scale festival as an anchor. The 2008 Navy Week schedule can be found at http://www.navy.mil/navco/display.asp?page=navy_weeks.html.

Speakers Support. NAVCO operates a proactive, national Speakers’ Bureau tailored to assist Navy leaders in finding, providing resources for and tracking speaking engagements. A comprehensive Speakers Resource Library is available at <http://www.navy.mil/speakers>.

- **Aviation Support.** NAVCO reviews for eligibility more than 1,000 requests for aviation-related support per year, and further assists in coordinating schedules involving the Blue Angels and Leap Frogs. Visit <http://www.navy.mil/navco/display.asp?page=aviation.html> for more information.
- **Band Support.** NAVCO serves as the approval and coordination activity for 14 Navy Bands and approximately 10,000 requests for Navy music support each year. In 2008, NAVCO will also manage the reserve drill schedule for *American Idol* finalist MU3 Phil Stacey. Visit

<http://www.navy.mil/navco/display.asp?page=band.html> for more information on the Navy Music Program.

- **Media and Civic Outreach.** NAVCO builds and maintains relationships with media, civic, business and education leaders and organizations in key U.S. markets. NAVCO's network of more than 40 reserve public affairs professionals is uniquely positioned to reach deep into America to coordinate home town media interviews. This same network also functions to coordinate DV embarks from markets nationwide.
- **Organization Liaison.** NAVCO serves as the first point of contact for all manner of military support and civic organizations, such as the American Legion, Veterans of Foreign Wars, Navy League, Fleet Reserve Association, Rotary Clubs, official and unofficial Navy museums, DOD's America Supports You and many others.
- **Public Inquiry.** NAVCO receives and answers thousands of public inquiries in the form of letters, emails, and telephone calls from citizens across the country and around the world on innumerable Navy-related subjects.
- **Ship Ceremonies.** NAVCO provides cradle-to-grave liaison and coordination of speakers, bands, other support assets and media outreach support for USS and USNS ceremonies.
- **National Capital Region Comrel.** NAVCO coordinates dozens of special projects in support of DOD, The White House, and other agencies in the National Capital Region. Among many of these programs are DOD's Joint Civilian Orientation Conference, Presidential Classroom, Senate Youth Foundation and Close Up Foundation.
- **Caps For Kids.** NAVCO coordinates the Navy's Caps for Kids program, through which Navy ball caps donated from commands Fleetwide are delivered by Sailors to children battling serious illnesses in hospitals throughout America. For more information, visit <http://www.navy.mil/navco/display.asp?page=caps.html>.
- **Direct Media Engagement Program (Home Towner).** The Navy Office of Community Outreach is working to resurrect the heartland media outreach program that has waned with the closing of the Navy Offices of Information. The same nationwide network of more than 30 active and reserve PAOs which for two years has planned and coordinated Navy Weeks in cities across America is now ideally positioned to get your story into media markets throughout the country. We do all the work. Your investment of time and effort is minimal.

The Process

All NAVCO needs is a brief description of your news story, sometimes in the form of a NewsStand story you've already written, a list of high-quality Sailors you select, and their hometowns (table 1). The old adage, "News, unlike wine, does not get better with age" applies, so current news is critical. NAVCO then reaches out to home town media, and provides a consolidated list of reporters and contact numbers back to the unit. All the Sailor has to do is pick up the phone and tell your story. NAVCO will also monitor for clips and provide a feedback report with a summary of all coverage.

Appendix E

PA Contacts

U.S. Navy Public Affairs Regulations (SECNAVINST 5720.44) should be your primary source for public affairs guidance.

The Navy has about 200 full time (designator 1650) public affairs officers found at fleets, TYCOM's, NAVBASEs, numbered fleet staffs, aircraft carriers and other commands. Seek them out for guidance on public affairs matters.

CHINFO

MEDIA OPS / NEWSDESK (OI-3)

66 / 703-697-5342
FAX: 703-695-5318

NMC QUARTERDECK (OI-4) 202-433-2106

NMC Assignment Desk (202) 433-0300,
annd_nmc_assignmentsdesk@navy.mil

COMMUNICATION INTEGRATION & STRATEGY (OI-5)

703-692-4728
Strategy (OI-51) 703-697-0250
Communication Integration
(OI-52)703-614-8899

NAVCO (OI-6) 901-874-5800

Speakers Bureau 901-874-5805
Midwest Region 901-874-5824
West Region 901-874-5823
South Region 901-874-5808
East Region 901-874-5809
NCR COMREL 703-697-3290

Ship Ceremonies 703-695-5471
NAVCO Aviation 901-874-5803

NAVY VISUAL NEWS (OI-7)

703-614-9154
FAX: 703-614-9729

REQUIREMENTS & POLICY AND PROFESSIONAL DEVELOPMENT (OI-8)

703-695-0911
Requirements (OI-81) 703-692-4754
Policy (OI-82) 703-695-1887
Professional Development (OI-83) 703-692-4730

LINK TO PA DIRECTORY

<http://www.chinfo.navy.mil/navpalib/chinfo/paodir/paodir.txt>. If you have trouble with the link, go to www.navy.mil, choose the "Information Index" tab on the top right, then scroll down to PA Directory.

2008 Calendar

JANUARY

Navy Week Tampa, FL
Martin Luther King's Birthday

FEBRUARY

President's Day
African American History Month
Navy Week Galveston, TX

MARCH

Navy Week Sacramento
Environmental Stewardship
Women's History Month

APRIL

Navy Week Nashville
Environmental Stewardship
Earth Day
Fleet Week Fort Lauderdale

MAY

Navy Weeks — Michigan; Denver; Los Angeles
Asian Pacific Heritage Month
Physical Fitness & Sports Month
Armed Forces Day
Memorial Day
Fleet Week New York City

JUNE

Navy Weeks — Oklahoma City; Quad Cities, IA
Midway
Safety Month
Flag Day
Fleet Week Portland Rose Festival
CNO/SECNAV/SECDEF Environmental
Awards Ceremonies

JULY

Navy Weeks — Boston, New Orleans, Roanoke,
VA; Duluth, MN and Delaware
Independence Day

AUGUST

Navy Weeks — Seattle; Spokane, WA; Chicago;
Buffalo, NY; and Cleveland
National Aviation Day
Women's Equality Day
Fleet Week Seattle

SEPTEMBER

Labor Day
Navy Weeks — Albuquerque; Austin; and
Columbia, NC
Hispanic Heritage Month (Sept. 15 to Oct. 15)
POW/MIA Day

OCTOBER

Navy Birthday
Columbus Day
National Disability Employment
Awareness Month
Fleet Weeks — Hampton Roads, VA; San
Francisco and San Diego

NOVEMBER

Military Family Month
Veterans Day
American Indian Heritage Month
Navy Week Orlando

DECEMBER

Pearl Harbor
Army Navy Game
Holiday Message