

Unit Introduction

Welcome to Defense Public Affairs. You have chosen an exciting and interesting career field. Public Affairs will offer you a wide variety of challenging but rewarding opportunities to tell the story of America's military in action. You are about to join a creative field that is only limited by your imagination, and a field where your success is measured on what level people hold your credibility.



Unit Introduction



The Department of Defense is under scrutiny by local, regional, national, and international media. As DOD public affairs professionals, our efforts may have a direct impact on how our services are viewed by the American people and the world.

As a public affairs officer, you will need to be attuned to the changing communications landscape, and how the DOD message enters the arena of public opinion.

There is a saying, *"If we don't tell the story, someone else will. And they will tell it wrong."* That's why YOU must be prepared to tell the DOD story at every opportunity.

This unit will provide an overview of the Joint Public Affairs doctrine contained in Joint Publication 3-61 and, review how civilian businesses and the military communicate with their publics.

Learning Objectives

- Define the overall mission of DOD public affairs
- Explain the DOD principles of information
- Compare and contrast military public affairs with various aspects of civilian public relations

Unit Overview

- History / background
- DOD public affairs
- Principles of information
- Civilian public relations
- Similarities and differences

DOD Public Affairs is *the field in which you will be working*. We are unique in our structure, but as you will find out we have striking similarities with the civilian communication fields.

A Short History



"You suddenly find you are not running a private business, but you are running a business of which the public itself is taking complete supervision."

Ivy Lee, Public Relations

Mr. Ivy Lee founded a public-relations firm with his partner George Parker in 1906. The company established a "Declaration of Principles" that focused on giving *factual* information to the public. During the time of "robber barons" this concept was considered a radical idea.

A Short History



Railroad derailment around the 1890s.

Maximum Disclosure, Minimum Delay

--DOD Public Affairs Maxim

It was considered radical because business owners had absolute power over their companies and did not have to answer to the government nor the general public.

A result of this power was that many railroad companies refused entry of reporters to accident scenes. This practice of not allowing the media the opportunity to cover such tragic events caused enormous suspicion of the railroads by the public.

Lee changed that, by being the first to have PR representatives bring reporters to the railroad accident site. This practice relieved greatly the suspicion that the railroad companies had something to hide and today this practice is used by many businesses and organizations both public and private.

Background

The First Amendment guarantees freedom of the press. All members of our military forces have taken an oath to support and defend the Constitution of the United States of America. During our nation's history, there has been tension between the military and the media over the public's right to know. The military's operational mission requires that operations security be practiced at all levels of command to protect the lives of American, allied, and coalition forces, and the security of ongoing or future operations. Though responsible members of the media share these concerns, their job is to report on military operations in real time. These competing goals sometimes lead to friction between the media and the military.

Background

Public affairs officers are an integral part of the staff at all levels of command. The public affairs officer (PAO) is the joint force commander's (JFC's) principal spokesperson and senior advisor on public affairs (PA). To gain such a position of trust, the PAO must have the ability to provide information to the media, to the commander, and to the supporting forces in near real time. The key to success in this endeavor is not limited to planning, training and equipping PAOs, but integrating PA operations into all levels of the command. Whereas the media may have access to tactical units during hostilities, PAOs may have access to information and to senior-level staff officers on a continuing basis.

Background

The media will report on military operations regardless of accessibility. It is incumbent upon JFCs and their PAOs to accommodate the media whenever possible for three basic reasons. First, to disseminate accurate and timely information to the public. Second, to ensure the media doesn't disseminate inaccurate information as a result of the command's failure to communicate. Third, to counter adversary propaganda and erroneous information in the adversary's press. A commander's messages to the various publics must be timely, accurate and project the purpose and scope of the mission.

Background

Timely and accurate release of factual information helps to deter adversary propaganda. Public support for the U.S. military's presence or operations is not uniform throughout the operational area. There is not only competition for the public's support, but there is enormous competition within the media. The PAO must provide the JFC with an assessment of public support within the operational area and provide timely feedback on trends in public opinion based on media analysis, published polling data and professional assessments.

Moving Forward

Now that we have reviewed some premises associated with public affairs, such as the first amendment, the timely and accurate release of information, etc., let's actually define military public affairs by doctrine.

DOD Public Affairs

Public affairs defined: those public information, command information and community relations activities directed toward both the external and internal publics with interest in the Department of Defense (JP 3-61, Glossary).

Mission: The mission of joint public affairs is to support the JFC by communicating truthful and factual unclassified information about Department of Defense (DOD) activities to U.S., allied, national, international and internal audiences. PA organizations provide advice to the JFC on media events and operations, and help with the development and dissemination of the command information message. PA helps with information security (INFOSEC) and OPSEC by establishing ground rules for media coverage of military operations. PA plans and assists U.S. military support to the media in conjunction with military operations, and assists the media by helping them understand military events and operations.

DOD Principles of Information

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

- A. Information shall be made fully and readily available, consistent with statutory requirements, unless release is precluded by national security constraints or valid statutory mandates or exceptions. The provisions of the Freedom of Information Act will be supported in both letter and spirit.
- B. A free flow of general and military information will be made available without censorship or propaganda to the men and women and families of the Armed Forces.
- C. Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.
- D. Information will be withheld only when disclosure would adversely affect national security or threaten the safety or privacy of the men and women of the Armed Forces
- E. DOD's obligation to provide the public with information on DOD major programs may require detailed PA planning and coordination in DOD and with other government agencies. Such activity is to expedite the flow of information to the public.
- F. Propaganda has no place in DOD public affairs programs.

3 primary functions of DOD Public Affairs

Military public affairs are those **public information (also call media relations)**, **command information (also known as internal information)**, and **community relations** activities directed toward both the external and internal publics with interest in the Department of Defense.

Let us explore this triad of information.



Public Information (Media Relations)



Why do we deal with the media? Why not go about our business and refuse to answer questions? Why not place everything under national defense and refuse to respond?

The reason we respond is that the media, to include various Web sites, are conduits to the American people.

Everything we do is by their permission. We are allowed to operate by the votes of their representatives in Congress and the taxes the people of this nation pay.

DOD can release information to the media via news releases, news conferences, interviews, etc.

Either way, we are open to questions from the public.

Community Relations

Community Relations is usually associated with the interaction between U.S. military installations and their surrounding or nearby civilian communities. An example of this might mean military representatives going out into the community to explain increased operational tempo and how it might affect traffic or local businesses. It could mean a speakers bureau that sends out officers who can speak on various subjects to local civic organizations.

A strong COMREL program is the Marines "Toys for Tots."



*Lt.Col. Tony
executive offi
Army Environ
Center, prese
flag to Edgew
Elementary P
Allyn Watson*

Do not underrate this facet of public



*Sailors from the US
City visit a local pla
in Bahrain to repair
playground in the
neighborhood.*

Interim Review

How are you tracking with this information? Let's find out.

Q. What is the mission of joint public affairs?

Q. According to the DOD Principles of Information, what are valid reasons for not releasing information?

Q. What are the three primary functions of military public affairs?

Interim Review

Q: What is the mission of joint public affairs?

A: *The mission of joint public affairs is to support the JFC by communicating truthful and factual unclassified information about Department of Defense (DOD) activities to U.S., allied, national, international and internal audiences.*

Q: According to the DOD Principles of Information, what are valid reasons for not releasing information?

A: *If it threatens forces, national security, OPSEC, Privacy of Personnel and others as directed by statute.*

Q. What are the three primary functions of military public affairs?

A: *Public information, command information and community relations.*

This discussion so far has taken us through Joint Pub 3-61, which has given us the theory behind what we do as PAOs. Now let's talk about our civilian counterparts.

Public Relations

The management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends.

Note: Public relations should not be confused with marketing, which is a separate management function defined as “the management functions that identifies human needs and wants, offers products and services to satisfy those demands, and causes transactions to deliver products and services in exchange for something of value to the provider.”



Washington Redskins football star Darrell Green is in charge of a foundation to help children in insecure environments.

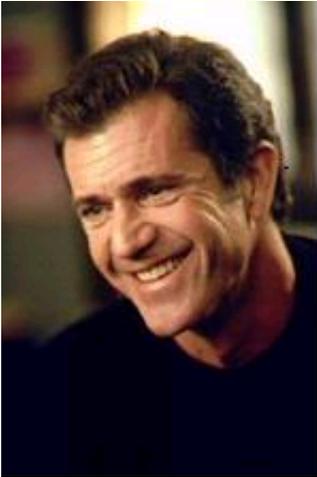
Green's reasons for participating in a foundation is more likely out of a humanitarian interest “to give back to his community” and a PR firm assists him in getting word to the general public. The children benefit from his organization. What does Green get out of it? Green stands to improve his public image. He is not only a football player, but also a person that gives back to the community, and "what's wrong with that?"

Elements of Public Relations

1. **Publicity:** information from an outside source that is used by the media because the information has news value. It is an uncontrolled method of placing messages in the media because the source does not pay the media for placement .
2. **Advertising:** information placed in the media by an identified sponsor that pays for the time or space. It is a *controlled* method of placing messages in the media.
3. **Press agency:** creating newsworthy stories and events to attract media attention and to gain public notice.
4. **Public affairs (civilian):** a specialized part of public relations that builds and maintains governmental and local community relations in order to influence public policy .
5. **Issues management:** the proactive process of anticipating, identifying, evaluating and responding to public policy issues that affect organizations' relationships with their publics.
6. **Lobbying:** a specialized part of public relations that builds and maintains relationships with government primarily for the purpose of influencing legislation and regulation .
7. **Investor relations:** a specialized part of corporate public relations that builds and maintains mutually beneficial relationships with shareholders and others in the financial community to maximize market value.

Publicity

Information from an outside source that is used by the media because the information has news value. It is an uncontrolled method of placing messages in the media because the source does not pay the media for placement.



Mel Gibson has enjoyed a successful career as an actor and director



The accuracy and religious depiction brought up in this movie is not the issue in regards to this example. What we are discussing is the ensuing publicity that preceded the opening of the movie. Many were uncomfortable with the violence depicted in the movie. An article in the New York Times questioned the movie as being anti-Semitic. What followed was continuous publicity that not only questioned the aspects of the film but the private life of Mel Gibson the director. News articles even dived into his private religious beliefs and those of his family. Mr. Gibson appeared on national television where he had to defend himself and his reasons for making the film. Did the publicity hurt the film? No. The film made millions. There is a saying: "There is no such thing as bad publicity." This may be true for movie stars, but not so much for military organizations.

What do you think?

Advertising

Information placed in the media by an identified sponsor that pays for the time or space. It is a controlled method of placing messages in the media.

In a way, we are all experts in advertising because we are bombarded with it on a continual basis. Extensive research has been put into "why people buy" and commercials are aimed at particular groups (children, young adults, senior citizens) to gain a piece of the market.



Advertising

Advertising is not a DOD public affairs function. This normally falls under recruiting. The Army of One campaign designed by Leo Burnett, a top advertising company, had a different approach than in the past. Rather than the “team spirit” appeals that were emphasized in previous advertisements, a more individualistic approach was used in the campaign. In real life, there is no “Army of One” but many who had issues with the campaign did not realize that the Army slogan was appealing to a more individualistic youth. This advertisement was designed to appeal to a person’s individualism, and teamwork would have to wait until the recruit showed up at basic training. No matter what you thought of the campaign, the marketing strategy worked.

Recently, the Army's recruiting campaign has changed. It is now appealing to the parents of potential recruits, trying to convince them that this decision to join the Armed Forces is an "adult" decision on the part of their child and should be a source of pride.



Press Agency

According to EPR, press agency is defined as, "Creating newsworthy stories and events to attract media attention and to gain public notice." The entertainment industry, e.g., movie and recording companies, and concert promoters, to name few, are all heavily involved in press agency. Their goal is to promote an individual, group, product, event, service, etc. with the primary purpose to get exposure.

Issues Management

Proactive process of anticipating, identifying, evaluating, and responding to public policy issues that affect organizations' relationship with their publics.

The key word in the definition is "anticipating."

According to the Public Affairs Council started by President Eisenhower, **issues management** is the process of prioritizing and proactively addressing public policy and reputation issues that can affect an organization's success. Many large companies, in particular, use issues management techniques to keep all of their external relations activities focused on high-priority challenges and opportunities. Issues Management is a means for linking the public relations function and the management function of the organization in ways that foster the organization's efforts to be outer directed and to have a participative organizational culture. It includes the identification, monitoring and analysis of trends in key publics' opinions that can mature into public policy and regulatory changes (or legislative constraint for the private sector).

Lobbying

A specialized part of public relations that builds and maintains relations with government primarily for the purpose of influencing legislation and regulation.



Something you should know

“DOD does not lobby Congress.”

Lobbying: practice and profession of influencing governmental decisions, carried out by agents who present the concerns of special interests to legislators and administrators. The term originated in the United States during the 1830s, when representatives of interest groups tended to congregate in the lobbies of Congress and state legislatures. It is now used in a broader sense to include attempts to influence any governmental actions.

The Columbia Electronic Encyclopedia, 6th ed. Copyright © 2004, Columbia University Press.



Talk show hosts Montel Williams and Leza Gibbons assist in the lobbying of Congress on a special issue. Individuals who represent organizations that lobby Congress must submit to intensive scrutiny of their financial backgrounds.

Lobbying

DOD can not lobby due to the following law...

1913 Gillett Amendment

Reaffirmed in Public Law 92-351 section 608(a), enacted July 13, 1972

This amendment prohibits government spending on publicity or propaganda purposes designed to support or defeat legislation pending before Congress.

This does not mean that DOD cannot inform through...

- Open Houses
- Congressional Visits
- Tours



Investor Relations

According to EPR, investor relations is defined as, "A specialized part of corporate public relations that builds and maintains mutually beneficial relationships with shareholders and others in the financial community to maximize market value." Not only does the investor relations person need to keep share holders informed and motivated to continue investing in the company, her or she must also have a broad understanding of corporate finance, accounting and the working of Wall Street to properly advise senior organization management.

Similarities and Differences

Similarities. There are many similarities between PA and PR (note: list not all-inclusive). Both:

1. Conduct planned and sustained programs.
2. Counsel management on new policies, procedures and actions that are mutually beneficial to the organization and its publics.
3. Deal with relationships between organizations and its publics.
4. Engage in publicity.
5. Engage in community relations.
6. Adjust policies, procedures and actions found to be in conflict with public interest and organizational survival.
7. Monitor opinions, attitudes and behaviors inside and outside the organization.
8. Produce specific changes in awareness, opinions, attitudes and behaviors inside and outside the organization.

Differences

Differences. The fundamental differences that exist are based on the very nature of working for the military as opposed to a profit-motivated industry or even a private, non-profit organization (note: list not all-inclusive).

1. The direct and powerful impact the military has on large numbers of people.
2. The diverse and multiple levels of accountability that extend all the way to the American people.
3. The "fish bowl" environment in which the military works.
4. The fiscal constraints placed on government spending, such as with the 1913 Gillett Amendment.
The Gillett Amendment:
 - a. Stipulates that federal agencies cannot spend money for publicity unless specifically authorized by Congress.
 - b. Expressly prohibits government spending on "publicity or propaganda designed to support or defeat legislation pending before the Congress."
 - c. Reaffirmed in 1972 with Public Law 92-351, Section 608(a).

Civilian Public Affairs

Specialized part of PR that builds and maintains governmental and local communication order to influence public policy

Public Affairs is about trying to promote change. It brings up issues to the public for discussion to suggest or find solutions that will influence public policy.

The public affairs radio program to the right has provided a forum for the issues to be discussed. Across the country there are hundreds of these organizations dealing with issues that are currently being debated by the public.

Public Affairs is generally promoted as being non-partisan (according to Wikipedia, on line) but in dealing with public policy issues they are more often partisan or issues-orientated.

In this unit we will make a distinction between DOD public affairs and civilian public affairs.

DOD public affairs organizations are prevented by law from engaging the legislatures the same way as civilian public affairs organizations. This will be discussed later in our study of the Gillet Amendment.

PUBLIC AFFAIRS

Tuesday, September 14, 2004

Updated September 14, 2004 at 12:15 am

Christine Cegelis, 6th Cong. District Democratic Candidate, is on the suburban edition of "Public Affairs" tonight and this week. Cegelis [D-Rolling Meadows] is running against 30-year incumbent Cong. Henry H. Addison]

Jeff Berkowitz: ...Hypothetically, if you were there when the legislation as it came before you, if you were the congresswoman...would you have supported No Child Left Behind, at that time?

Christine Cegelis: I'd say I would not have because at the time [the legislation passed] as I was reading about the legislation, I understood how the use of standardized testing could cause schools to be failing-- especially the 95% rule where they have 95 % of the students have to be there the day of standardized testing, that is and of itself causes a problem—

Berkowitz: So, you are not a fan of No Child Left Behind?

The above is a only a portion of the transcript.

Marketing

The management function that identifies human needs and wants, offers products and services to satisfy those demands, and causes transactions to deliver products and services in exchange for something of value to the provider.

Starbucks Coffee has turned the simple experience of getting a cup of coffee into a sensory adventure. As Starbucks chairman Howard D. Schultz has said: "The product is the experience."



This was taken from a web article:

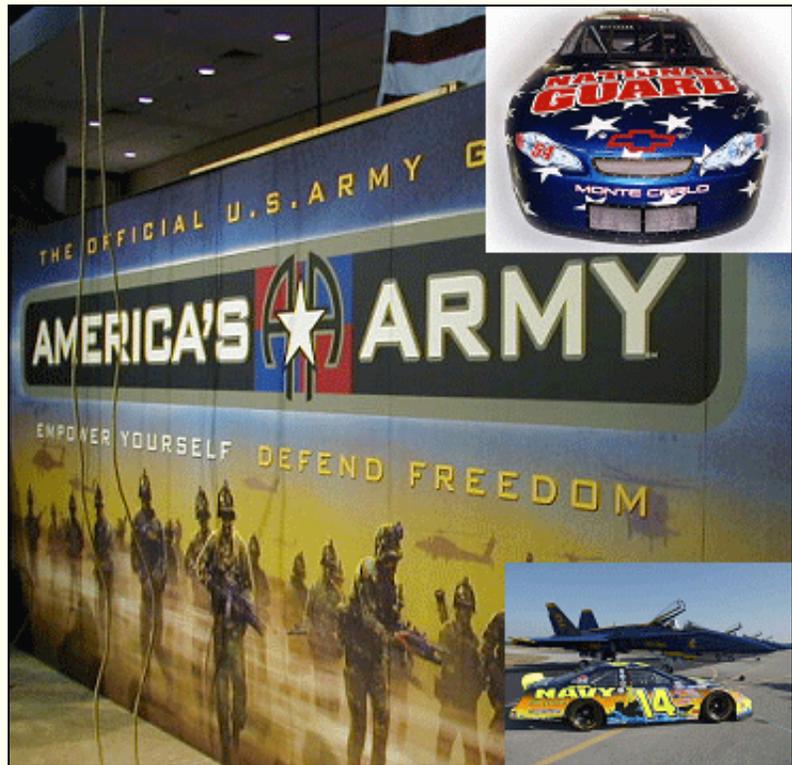
His shops may sell latte, but what people really crave are the hip, relaxed atmosphere and the music, even the baristas who remember the regulars' favorite concoctions. Sounds crazy? Not to student Amy Berkman. Approach her at her favorite New York City outlet and she lets forth a stream of opinions on everything from ideal coffee configurations in the store to the type of mustard they should use on their ham and cheese sandwiches. 'Something more tangy and grainy would work better,' she says while sipping on her daily chai latte. She cares because this is where she hangs out with her friends. Berkman doesn't just drink coffee; she likes the experience of being at Starbucks.

Does DOD ever Market?

Certainly! Marketing is an essential part of the recruiting efforts. While marketing is not a PA function we do engage in similar functions.

To the right is a display showing the logo for a computer game titled "America's Army." This computer simulation gives potential recruits a taste of Army life. It takes the "player" through boot camp, weapons qualification, and the eventual participation in an operational mission.

The services have even capitalized on the popularity of the NASCAR craze by sponsoring a racing team to keep the service's name in the public eye.



Examples of Publicity



This is a movie still from the film. The film looked very much like a documentary. Many of the shots relied on close ups, and actors staring into the lens saying, "I'm so scared." The production cost for the film was very low, and the quality reflected that. Most of the shots were just people running away, or looking out of their tent into the woods and seeing nothing. The fear was from what you didn't see!

Part of the publicity campaign for the film "The Blair Witch Project" included this statement: "On October 23, 1994, three filmmakers, Heather Donahue, Joshua Leonard, and Michael Williams, hiked into the Black Forest of Maryland to shoot a documentary film on a local legend called Blair Witch and were never seen or heard from again."

What made this low-budget movie a success was that the public thought the movie was *real*.

Examples of Publicity

MISSING



On October 21, 1994, Heather Donahue, Joshua Leonard and Michael Williams hiked into Maryland's Black Hills Forest to shoot a documentary film on a local legend, "The Blair Witch." They were never heard from again.

One year later, their footage was found, documenting the students' five-day journey through the Black Hills Forest, and capturing the terrifying events that led up to their disappearance.

EVIDENCE EXISTS...

LOG ON TO www.blairwitch.com TO SEE AND HEAR

- Audio and video footage of the students' terrifying journey through the Black Hills
- Interviews with authorities in the case
- The journal kept by missing student/filmmaker Heather Donahue

In fact, moviegoers were so convinced that the movie was real that "missing posters" started going up around the country. The Burkittsville, Md., sheriff's department regularly received calls from confused filmgoers offering to help search for the three missing students.

The public's concern was allayed when the three "actors" were later interviewed on Jay Leno's late-night talk show.

In many cases, publicity doesn't hurt - even if the publicity is inaccurate.

However, for military organizations this principle is not always true.

Interim Review

EPR: Page 6	Public Relations	Maintains a mutual beneficial relationship
EPR: Page 7	Marketing	Identifies human needs and wants offered
EPR: Page 10	Publicity "uncontrolled"	Source does not pay for placement
EPR: Page 11	Advertising "controlled"	Source PAYS for placement
EPR: Page 17	Civilian Public Affairs	Builds and maintains governmental relationships
JP 3-61, Glossary	Military Public Affairs 	Divided into command information, command support, and command relations
EPR: Page 17	Issues Management	Anticipating, identifying, evaluating, and responding to issues
EPR: Page 19	Lobbying	A special part of PR that builds and maintains relationships with government officials

1913 Gillett Amendment: Prohibits government from spending money on "publicity or propaganda designed to support or defeat legislation before the Congress."

Interim Review Quiz

Welcome to the Department of Defense Interim Review on Defense Public Affairs. We have gathered a large group of DOD experts to ask you questions on DOD information programs.



What management function establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends?

Choose one answer:

1. Public Affairs
2. Advertising
3. Marketing
4. Public Relations
5. Publicity
6. Lobbying
7. Issues Management

Interim Review Quiz



What information is an uncontrolled method of placing messages in the media because the source does not pay the media for placement?



Choose one answer:

1. Public Affairs
2. Advertising
3. Marketing
4. Public Relations
5. Publicity
6. Lobbying
7. Issues Management

Interim Review Quiz



What type of information does an identified sponsor that pays for the time or space, place in the media? It is a controlled method of placing messages in the media.



Choose one answer:

1. Public Affairs
2. Advertising
3. Marketing
4. Public Relations
5. Publicity
6. Lobbying
7. Issues Management

Interim Review Quiz



What is a specialized part of PR that builds and maintains relations with government primarily for the purpose of influencing legislation and regulations?



Choose one answer:

1. Public Affairs
2. Advertising
3. Marketing
4. Public Relations
5. Publicity
6. Lobbying
7. Issues Management

Interim Review Quiz



What is the management function that identifies human needs and wants, offers products and services to satisfy those demands, and causes transactions that deliver products and services in exchange for something of value to the provider?



Choose one answer:

1. Public Affairs
2. Advertising
3. Marketing
4. Public Relations
5. Publicity
6. Lobbying
7. Issues Management

Interim Review Quiz



What is the specialized part of PR that builds and maintains governmental and local community relations in order to influence public policy?



Choose one answer:

1. Public Affairs
2. Advertising
3. Marketing
4. Public Relations
5. Publicity
6. Lobbying
7. Issues Management

Interim Review Quiz



What is the proactive process of anticipating, identifying, evaluating, and responding to public policy issues that affect organizations' relationship with their publics?



Choose one answer:

1. Public Affairs
2. Advertising
3. Marketing
4. Public Relations
5. Publicity
6. Lobbying
7. Issues Management

Unit Review

Congratulations! You have completed the first lesson in the public affairs qualification course.

If you have not filled out your note taker, please do so now. *It will help later when you take the on-line test.*

Let's review what you have covered in the lesson.

Unit Review

Public Relations Functions

1	Public Relations	COMMON ELEMENTS OF PR
		Conducts planned & sustained planning
2	Marketing	Deals with relationships between organization and its publics
		Monitors opinions, attitudes & behaviors inside and outside the organization
3	Publicity	Adjusts policies, procedures, action found to be in conflict with public interest organization survival
		Counsels management on new policies, procedures, actions that are mutually beneficial to the organization and its publics
4	Advertising	Establish/maintain two-way communication between organization and public
5	Public Affairs (Civilian)	Produces specific changes in awareness, opinions, attitudes and behaviors and outside the organization
6	Issues Management	Results in new maintained relationships between organizations and publics
7	Lobbying	1913 Gillett Amendment

This law expressly prohibits government spending on "publicity or propaganda purposes designed to support or defeat legislation pending before Congress."

Unit Review

Public Affairs (Military): Those **public information**, **command information**, and **community relations** activities directed toward both the external and internal publics with interest in the Department of Defense.

Mission of Department of Defense Affairs, IAW Joint Publication 3-61

To support the Joint Forces Commander by truthful and factual unclassified information Department of Defense Activities to the U.S. international and internal audiences. PA org provide advice to the JFC on media events and help with the development and dissemination of command information message. PA helps v security (INFOSEC) and OPSEC by establishing rules for media coverage of military operations and assists U.S. military support to the media with military operations, and assists the media them understand military events and operations.



Unit Summary



In this unit we have reviewed the various public relations functions in how organizational messages are sent to the public.

We also reviewed the structure of defense public affairs. This is the arena in which you will be working.

As you progress in the PAOQC course you will study PA practices and disciplines closer. This section is simply an introduction to the wider field of study that you will undertake.

If you wonder if you have the necessary qualifications to be a public affairs officer, take an inventory of what you have already experienced in your military career.

You are branch qualified.

Some of you have held various staff positions.

You may have even held command.

All of the above, gives you a unique insight to your organization's missions and capabilities.

Who can explain the military to the media better than you?

Now all you need to do is learn the skills that we teach in this course, and gain some experience in the field.

So, in essence, you are currently standing on a very solid foundation; now all you will have to do is build the house.

The results of your efforts will be credibility. If you have that -- and a bit of common sense -- you will be a great public affairs officer.

Good luck -- PAO!