

Unit Introduction

What happened to the public affairs office? Where did everyone go?



Sometime there may be a point in your career that you will have to pack your bags and take your public affairs expertise to *where the action is*.

It is public affairs in a suitcase, moved and set up somewhere in the world ready to do business.

This section tells how public affairs deploys from your command to take public affairs physically out in the world.

This unit is about public affairs on the go.

Unit Introduction

One day there is nothing.



Unit Introduction

The next day public affairs arrives to support a task force.



Unit Introduction

Soon, a Joint Information Bureau is in full swing!



Unit Introduction

And you are there, escorting the media.



Objectives

Given an operational scenario, carry out the duties of a public affairs officer in a Joint Information Bureau (JIB) setting. Upon completion of this unit of instruction, the student will be able to:

- Explain the mission of a *Joint Information Bureau (JIB)*
- Identify key elements of a Joint Information Bureau (Structure, Command and Control)
- Identify support requirements for a Joint Information Bureau
- Identify the Joint Task Force Public Affairs structure
- Identify fundamentals of Joint Public Affairs operations

Unit Overview

This unit will cover:

- What's a JIB?
- What does a JIB do?
- JTF PA Organization & Functions
- JIB Organization
- JIB Command & Control
- JIB Requirements
- JIB Communications
- JIB Facilities
- JIB Manning
- JIB Finance
- JIB Relationships
- Review

Joint Information Bureau

A Joint Information Bureau (JIB) is a temporary joint staff organization formed to help a theater commander meet the increased public affairs demand of a major military operation.

The key elements in this definition are:

The JIB is temporary: It is brought together for a specific purpose or event and is disbanded when the event is over.

The JIB is joint: More than one service is involved, so DOD and the rules of the Unified Command apply.

The JIB is not business as usual: JIBs respond to crises, and major military operations.

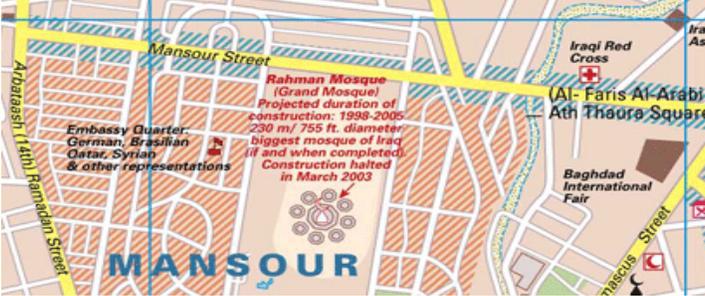
The JIB is as Strong as its Assets



Deciding where to position limited PA assets are among the JIB's toughest management decisions. Media coverage often follows communications and transportation availability. Most of the JIB's assets should be positioned close to the broadcast and satellite links, and where available transportation permits the media to best cover the operation.



The main JIB makes communication policies and decisions. It should be organized in a rear, easily accessible area near the operations hub. This location allows for the easiest access to needed information and ensures communication capability.



These types of operations come under various titles. You will probably be involved with one type or another at some point in your PA career:



Allied Press Information Center (APIC) -- An APIC is similar to the JIB, but includes PAO's from allied NATO countries. The APIC is a NATO concept with no internal community relations responsibilities.

Combined Information Bureau (CIB) -- A CIB functions much the same as a JIB but is composed of public affairs assets from allied or coalition forces, as well. It is often referred to as Combined Press Information Centers (CPI C).

Joint Information Centers (JIC) -- A JIC is set up to handle humanitarian operations or disaster relief such as Hurricane Katrina. In the United States, the JIB would be called the JIC when the Federal Emergency Management Agency (FEMA) is involved.

JIB Functions

A JIB has the following functions:

- Public Information
- Command/ Internal information
- Community relations

Each of these functions plays a vital role in joint operations, although the roles may vary with each mission.

The advantages of establishing a JIB are:

- JIBs provide an interface between the military and the news media.
- JIBs provide a venue for interaction between the commander and the PA, to discuss joint task force operations: such as, missions, units or roles.

Typical JIB Missions and Functions

The JIB deals with extraordinary events and circumstances. Therefore, there is no absolute list of responsibilities for any JIB, for the responsibilities of the JIB will vary according to the situation.

This means the PAO must be flexible.

JIBs can be formed due to natural disasters: Floods, hurricanes, tornadoes.

JIBs can be formed due to major operations: Operation Desert Storm, Operation Noble Eagle, Operation Iraqi Freedom.

JIBs can be formed due to planned events: The National Boy Scout Jamboree, the National Rifle Competition.

Joint Task Force Public Affairs Structure

Here is a close up of the JTF Public Affairs organization. Be able to draw this chart and explain the various sections and their respective responsibilities. These are found in your required [Joint Publication 3-61 reading](#).

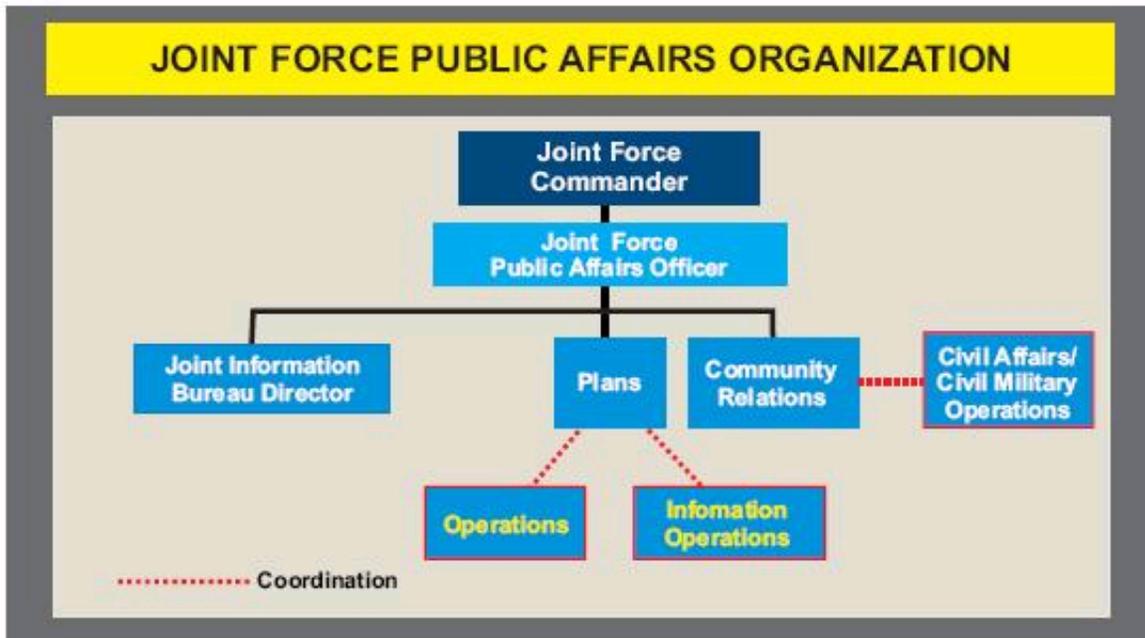


Figure III-1. Joint Force Public Affairs Organization

Joint Information Bureau

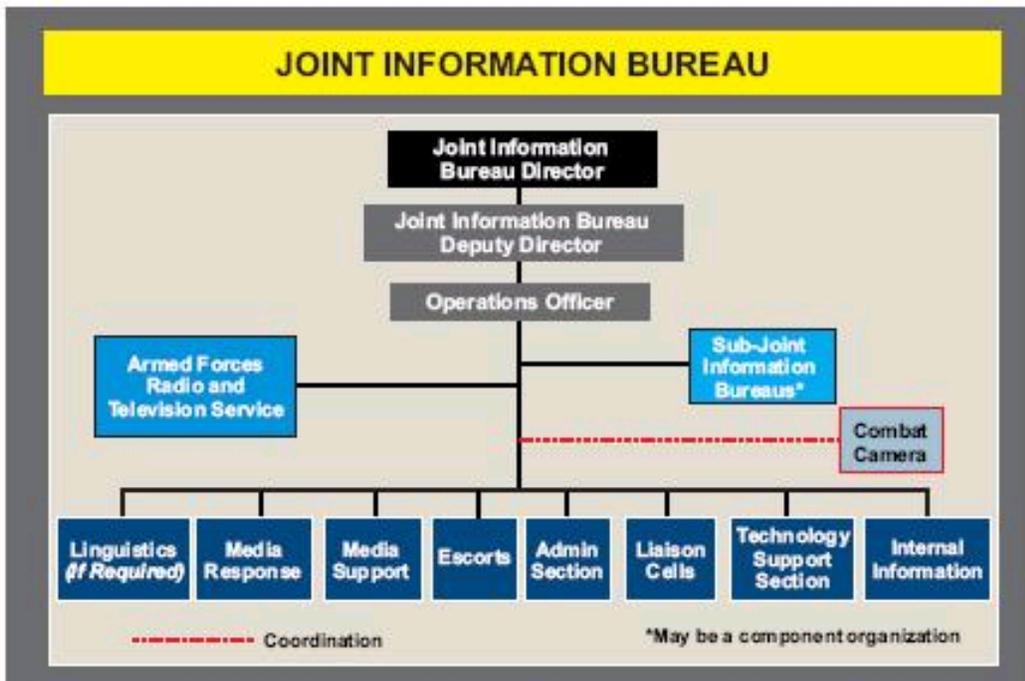


Figure III-2. Joint Information Bureau

JIB Employment

JIBs support the media through:

- Responding to queries (RTQs)
- Providing interview and photo opportunities
- Organizing press briefings
- Escorting media to field units
- Providing logistical assistance

Media Accreditation



Accreditation procedures implemented by a JIB identify legitimate media outlets. The JIB maintains records of accreditation and issue identification cards for media representatives to use whenever they are in contact with U.S. forces.

Accreditation consists of the following:



- Identity of the media representative is verified by picture identification
- Media representatives must be properly dressed for the climate and terrain
- Media must have appropriate equipment to carry out the mission
- Media must have satisfied the appropriate visa and passport requirements
- The media must agree to and abide by the established ground rules
- JIB personnel brief the media on the current operational situation

Accreditation Denial

The JIB director may withdraw accreditation only for personal misconduct, ground rules violation, or failure to meet financial obligations to the U.S. government.

Withdrawing accreditation should be done **ONLY** after talking with the commander, OSD/PA, the embassy and higher headquarters.



Developing Messages: JIBs develop appropriate command messages that support the operational goals. These can address the mission, operational milestones, statistics and trends, and leadership concerns.

JIBs, through the supported Commander, control all military PA activities within an area of operations (AOR). Information bureaus serve as a single point of information and logistical interface between the military and media organizations.



PA Activities include (but are not limited to):

- News conferences
- Press briefings
- Monitoring the media in the area of operations
- Media analysis

Test Your Knowledge

Included in the JIB's mission is: (please select all of the correct answers)

- Developing Guidance
- Community Relations
- Providing Media Accreditation
- Supporting the Media
- Developing Messages
- Control PA Activities (News Conferences, News Briefings, Media Analysis)
- Internal and Command Information

[Check Answers](#)

Command and Control

JIBs utilize a centralized policy and decentralized execution concept, which lends field PAs flexibility and efficiency in order to better respond to media interests in a particular area.

All PAOs should be aware that information flow from JIB to sub-JIBs and back can be a problem.

Forward sub-JIBs often have different, sometimes more accurate information than the main JIB or even the Operations Center.

The JIB is a staff organization with no command or policy-enforcing power.

JIBs work for the theater commander.

JIBs serve as the in theater point of contact for OSD PA.

Service component PAO coordination. Within a theater of operations, each service component commander will have a PA staff. These PAOs work for their respective commanders, NOT THE JIB.

Component command PAOs must coordinate with the JIB on all significant PA actions or problems, including contact with any national or international news organization.

JIBs serve as the theater command's voice, which makes them politically sensitive. JIBs must be sensitive to the various services' needs and ways of doing things, as well as understand host nation sensitivities.



JIBs often operate in a politically sensitive environment. They serve as the "vo" theater commander, and provide essential information on military operations, h missions, and other high-profile endeavors.

For that reason, officials from that host nation and the U.S. embassy may try t operations. Coordination with these officials is essential for successful JIB ope Remember, however, that JIBs work for the JTF commander, NOT the embass

Units deployed to the theater also may have their own PAOs, and they work for their unit respective commanders, not the JIB or the service component PA offices. They have no release authority in the theater.

Personnel requirements

JIBs can be large or small depending on the operation. Typically, the ideal size would require 15-30 PA people to start. Ideally, the exact number required should be assigned and in place when the operation starts.

The grade structure can be officer-dominated, with enlisted support from senior NCO grades.

Many JIBS are filled out by Active / National Guard / and Reserve Mobile Public Affairs Detachments that can provide support with print and broadcast equipment.

JIBs can be supported by Combat Camera Personnel.

JIBs can be supported by allied-nation officers.

JIBs can be supported by officers from all services (Army, Air Force, Navy, Marines, Coast Guard).

JIBs can be supported by non-governmental personnel (FEMA, Red Cross, embassy).

JIBs can be supported by liaisons to specialized functions (air support, transportation).

JIBS can be supported by administration personnel and drivers. Note: It may not seem like it, but driver training can be an important issue. The terrain and road signs can make driving in a foreign country hazardous and perplexing for those use to U.S. rules of the road. *Constant road recons with your drivers and strip maps will assist soldiers who are tasked with this duty.*

JIB needs media escorts



Very often, you may have more media than you have media escorts. This can become a critical issue. To solve this problem plan to train soldiers who are not public affairs qualified.

Sometimes, Mobile Public Affairs Detachments can be assigned to your JIB to augment your media escort section.

Equipment

All Public Affairs organizations must be outfitted with modern and efficient equipment to effectively interface with media organizations covering point operations. (JP 3-61, Figure V-1)

U.S. European Command routinely supports a large number of PA operations. For that reason, it has put together a "JIB in a box" deployment kit that contains the basic things a JIB needs to operate. In the past, they have deployed with this equipment at a moment's notice.

Put together your own "JIB in a box" and it does not have to be sitting in a box waiting to be shipped. Designate ahead of time what equipment you will need to take, tag the items and create a load list.

Don't assume that everything you will need will be waiting for you upon arrival. Even if it has been promised to you -- *you are taking a great risk.*

Equipment:

- Normal office supplies
- Portable computers and printers
- Portable fax machines, portable copiers (with paper and toner)
- Hand-held radios
- Multi-system TV/VCR, AM/FM radios
- Tape recorders with batteries
- Digital cameras
- Portable satellite telephones

Communications

Communications have always been the most serious problem in JIBs. Four months after deploying to Bosnia, getting in touch with the JIB in Tuzla was still a challenge for media and DOD officials. The JIB is in communication business.



Tactical field phones and faxes are invaluable. DSN lines are always scarce. Phones are handy, but many countries have spotty cellular networks or none (Rwanda, Bosnia), making these phones largely ineffective. Satellite telephony is a good option, though expensive.

In JIB operations it is imperative to link the JIB with sub-JIBs, the supported commander, and the nearest Department of State representative.

The JIB must also plan for the access that will be provided to the news media to government communication capability.

Likewise, commanders must realize the vital need for the JIB to have reliable access to commercial communication capabilities.

Communications requirements can, and will, vary situationally. As such, JIB personnel should have ready access to contracting agents so that establishing operational PA activities can be expedited as much as possible.

Per Joint Publication 3-61, an appropriate combination of current and relevant communications capabilities must be established. Such capabilities include:

- Telephone lines with international access
- Secure communications
- Mobile radios
- Portable phones
- Answering machines or voicemail
- Facsimile machines
- Tactical Communications devices (secure and nonsecure)
- Live video
- Electronic still photo and video
- Internet access
- Classified and unclassified e-mail accounts
- Dubbing equipment
- Satellite uplink equipment

Other JIB Considerations

Personal equipment such as weapons, flak vests, rain gear, web gear, tents, and sleeping bags should be available for all personnel. And don't forget, the troops need to be fed!



Transportation

Transportation requirements should be identified and assets earmarked or pre-positioned for JIB use.



Buses, as well as rental cars, will be needed for the JIB.

This means you need drivers and personnel who can drive and navigate on the road networks of a foreign country.

This is a lot harder than it sounds, and what's more, this means planning that involves driver training.



What does that sign mean?

What you don't want to have happen, is to be in a van and not have any idea about host country driving regulations.

The JIB is expected to see that media can get around the theater. This requires concerted planning and coordination with logistics.

The supported combatant commander provides authorized media with military travel into and within the AOR when such travel is in connection with assignments to cover the operation *and* when commercial transportation is restricted or unavailable or when the travel is to cover the airlift story.

Media airlift starts with a blanket approval that covers all intra-theater airlift. This approval should then be distributed by message to all field organizations.

Correspondents travel **ONLY** on orders issued or authorized by the supported or supporting combatant commanders. Getting reporters on a military aircraft requires coordination with the Tanker Airlift Control Element (TALCE) and a PA escort.

Brief media that ***air transportation is provided on a space available, no-cost-to-the-government basis.*** They can be bumped off a flight at any time and should be prepared.

"Can you get me on a helicopter?"



Correspondents can travel on military aircraft only on orders issued or authorized by the supported or supporting commanders. ***This takes coordination.*** Reporters must have a mission, sign waivers, and be accompanied by a media escort officer.

Facilities



The JIB must have a **conference room with commercial telephones** for media center operations.

Hotels are the best facilities for a JIB. Consider the following:

- Numerous rooms for the media and support personnel
- Most rooms have a phone and data ports
- Conference rooms are optimum for news briefings and operational meetings
- And hotels are almost always near transportation hubs; a necessity since many journalists will not have access to “off-road” vehicles or may have no transportation assets at all.

If the site is hard to get to, GP Medium tents with tables, cots, lights, generators etc. can be deployed.

You Can Have a Main Office and a Field Office: The Sub Jib

They are organized in a hub-and-spoke fashion. The main JIB makes communications policies and decisions. It should be organized in a rear, easily accessible area near the operations hub. This location allows for the easiest access to needed information and ensures communications capability.

Sub-JIBs gather information, escort media and arrange transportation. These elements are established as needed at forward operating bases and locations of intense activity. Sub-JIBs ideally consist of about five people and PA cells may only have one or two individuals.



Sub-JIBs were used effectively during the 50th anniversary of the Normandy invasion in 1994. Sub-JIBs were established at Utah and Omaha beaches, as well as Point du hoc.



JIBs can be organized like a conventional public affairs office. This includes the traditional media relations and internal information functions. However, they should be staffed for 24-hour-a-day operations to provide media relations support, security review, PA transportation and communications.

Units that support the JIB

The following are active or Army Reserve Component (Guard or Reserve) units that can be used to augment, or assist your JIB operation.

Public Affairs Operations Centers

Mobile Public Affairs Detachments

Public Affairs Detachments

Civil Affairs Units

PsyOps Organizations

Combat Camera

Public Affairs Operations Centers

Public Affairs Operations Centers are designed to be news media centers in joint operations. PAOCs are tasked with:

- Accrediting news media
- Providing briefings
- Escorting media
- Operating media pools
- Gathering audio and videotape materials for public releases
- Producing command information newspapers and other products.



126th MPAD, Michigan State

The PAOC table of organization & equipment calls for 24 people commanded by an O-5. Five media escorts, four briefers and four administrative people are included in the average PAOC.

The PAOC is high on personnel and often rank, but normally low on equipment. All PAOCs are in the Army reserve forces - there are currently four in the National Guard and four in the Army reserves.

Mobile Public Affairs Detachments (MPAD)



Sgt. Shawn Lowe,
444th MPAD

Mobile Public Affairs Detachments provide direct PA support for combined operations. They usually augment a public affairs operations center. While MPADs are multifaceted and can be used for any PA function, their strength normally lies in the internal information aspect of public affairs.

Public Affairs Detachments (PADs)



29th Public Affairs
Detachment, Maryland

Public Affairs Detachments (PADs) provide the same kind of direct PA support of combined or unified operations as MPADs. PADs generally consist of:

- A commander (O-3), NCOIC
- Three journalists
- Two broadcasters

Each PAD deploys with its own transportation and communications assets. PADs are best suited to provide internal and external media products, but they can do almost any PA mission.

The Army currently has 22 PADs, 12 of which are active duty units attached to combat divisions. They are among the most deployed of all Army units, except Civil Affairs and Special Forces.

It is important that you understand these units because they will likely be deployed to augment your JIB operations.

Civil Affairs Battalions



During combat operations overseas, all contact with civilians designed to influence, control or develop their civil organizations falls under civil affairs. Civil affairs and public affairs will be conducting operations throughout a combatant commander's AOR, so coordination at all levels of command is essential.

PA and civil affairs have similar duties in that they both disseminate information to local populations. PA has the responsibility to deal with local media outlets and typically will assist civil affairs in disseminating information.

Staff Sgt. Robert Laverick of the 422nd Civil Affairs Battalion, an Army Reserve unit based in Greensboro, N.C., consoles a crying baby given shots to prevent diseases such as measles and mumps.

Psychological operations (PsyOps)



Maj. John A Grench, 1st Armor Division distributes posters and explains its purpose to the local residents in Iraq.

PsyOps uses specific techniques to influence favorable behavior or beliefs of non-U.S. audiences. For example, local language radio broadcasts, newspapers and leaflets were used in Somalia and Sarajevo. Other methods would include mobile loud speakers and handouts such as stickers and flyers.

In contrast, joint PA operations should not focus on directing or manipulating public actions or opinion. Again, your role is to provide a timely flow of accurate information to both internal and external audiences. Although PA does not intentionally deceive, we must *coordinate* our activities so that we do not compromise PsyOps.

Although both PA and PsyOps reinforce each other and involve close cooperation, by law, PA and PsyOps must remain separate and distinct.

PsyOps representatives should coordinate with the JIB to be sure their operational activities and messages do not conflict. As part of an overall Information Operations campaign, PA/CA and PsyOps must constantly coordinate and synchronize operations.

Combat Camera



Combat Camera personnel produce video and still photographic products that can be used for PA purposes.

Combat Camera teams work for J-3 Operations (joint operations.) Their mission is combat support and documentation, but they recognize PA as one of their largest customers. Their position within the operations world is often to their advantage in gaining access and transportation.



U.S. Navy hose team fights a fire on the mobile aircraft firefighting training device during a nighttime general quarters drill on the flight deck aboard USS Dwight D. Eisenhower (CVN 69) at Norfolk, Va., Sept. 28, 2005. DoD photo by Photographer's Mate 3rd Class Pedro Rios Alvarez, U.S. Navy. (Released)

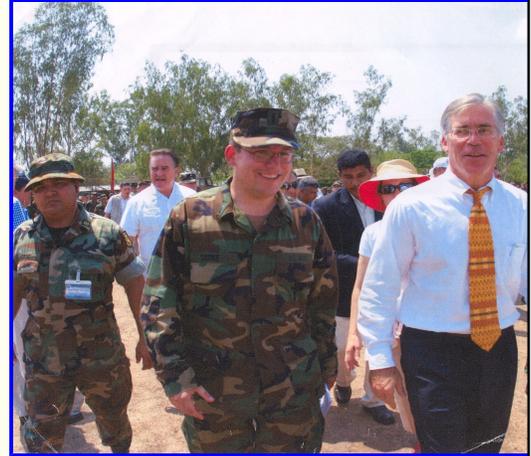
Photo by: PH3 PEDRO RIOS ALVAREZ, USS DWIGHT EISENHOWER (CVN 69)
Record ID No. (VIRIN): 050928-N-2258R-004

JIB DIARIES

The Adventures of Dana Deree

LTJG Dana Deree, took part in a JIB in Central America. This recent graduate of the 1st ADL class that graduated in August '05, brought to the in-residence portion his real world experiences and his unique insight as a military PAO and civilian teacher. Deree is pictured on the right and left of the two pictures below. If you want to read about his adventures in Operation New Horizons, click on the pdf file.

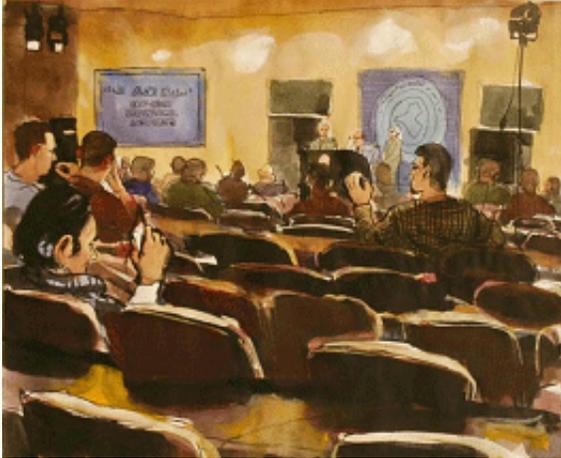
[Deree deployment](#)



BE A WEB STAR: If you are interested in sharing your JIB adventures, send an email to your instructor on YOUR JIB ADVENTURE. Give the name of the operation and the things that went right and wrong.

Unit Summary

In this lesson we have covered the purpose and structure of a joint information bureau and a joint task force public affairs organization. We have reviewed missions, personnel requirements and functions of a JIB.



What you should understand is...working in a JIB is an exciting experience. If you get the opportunity you should jump at it. The pace of the Task Force Operation will mirror the JIB's pace of operations, and it's a place to have a ring-side seat to the events of the day.

What's more, it is a place to sharpen your public affairs skills, and to meet the media head on.

It's public affairs from a suitcase. It's public affairs on the go.