

Unit Introduction

As a PAO, the base or command newspaper is the prime attention getter for your office. You will have to manage a staff, an outside contractor and a myriad of egos and talents to ensure deadlines are met.

If the paper does not get out on time
– YOU WILL HEAR ABOUT IT!

If there is a mistake in an issue
– YOU WILL HEAR ABOUT IT!

To manage a paper takes talent, time and a unique set of management skills. In this lesson we will try to provide you with tips on how to manage a military newspaper, types of newspaper staffs you may encounter and your role in a rewarding and unique part of military life.



A U.S. Marine spends some off-duty time reading a newspaper during a multinational peacekeeping operation. (Official Photo by: PH3 R.P. FITZGERALD)

Objective

Given a military newspaper publication contract, evaluate the contract to ensure it meets the publication requirements in accordance with Department of Defense and service policies and regulations.

Unit Overview

In this unit we will review:

- Definition of funded and civilian enterprise newspapers
- Review references for civilian enterprise newspapers
- Review contracting tips
- Review public affairs newspaper staffs
- Review potential challenges / scenarios for the newspaper manager

Military Newspaper Management

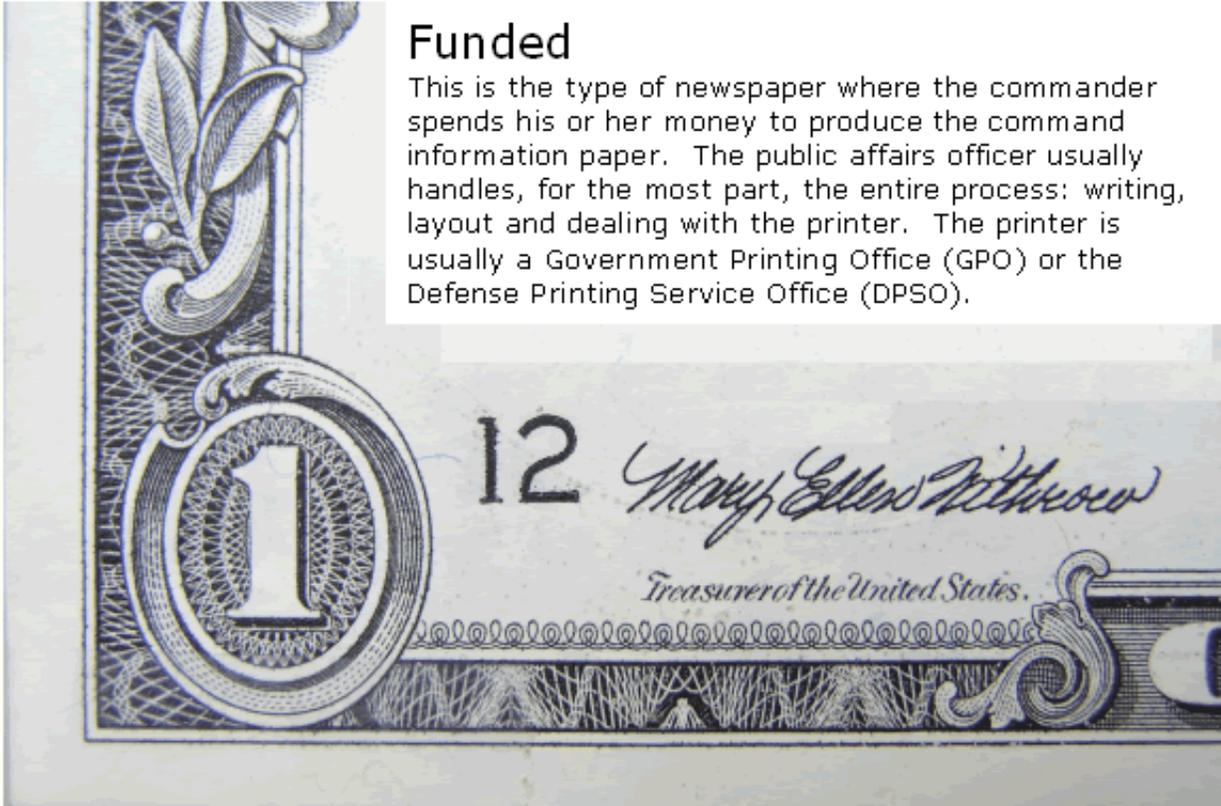
There are two types of military newspapers:

Funded and

Civilian Enterprise



U.S. Air Force General Hal Hornburg, Commander, Air Education and Training Command, reads the Dover Air Force Base "AirLifter" newspaper before the start of the MBNA 400 Winston Series race held at Dover Downs International Speedway, Delaware, Sept. 24, 2000. (Official Photo by: WILLIAM M. PLATE JR., USAF)

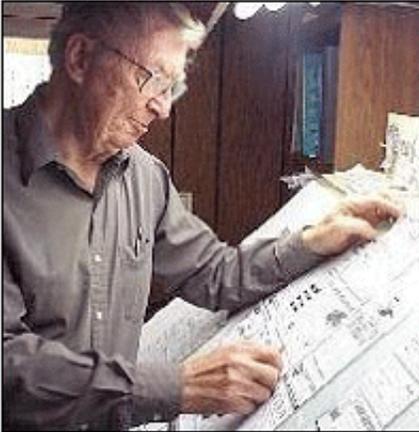


Funded

This is the type of newspaper where the commander spends his or her money to produce the command information paper. The public affairs officer usually handles, for the most part, the entire process: writing, layout and dealing with the printer. The printer is usually a Government Printing Office (GPO) or the Defense Printing Service Office (DPSO).

Can you think of any reasons why this type of funding is now rare in the services? Check out the next page to get the answer.

Civilian Enterprise



Civilian Enterprise

In this type of newspaper the base or command goes out and solicit bids to have a commercial publisher or printer publish/print and distribute the publication.

In most cases, the contract involves no money. Usually the PA office provides content and layout and the publisher provides printing and distribution. *The publisher, under the contract, has the right to sell advertising space. This is a reason they want the contract. Profit!*

The reason Funded Newspapers are rare is that Civilian Enterprise newspapers save the government money.



Military Newspaper Management



The process and guidelines of contracting a publisher for both a funded and civilian enterprise publication is outlined in the following publications.

The DOD instruction is quite detailed regarding military newspaper contracts.

REFERENCES:

DOD Instruction 5120.4

Army Regulation 360-1, The Army Public Affairs Program

Air Force Instruction 35-101, Public Affairs Policy and Procedures

Secretary of the Navy Instruction 5720.44A, Public Affairs Policy and Procedures

Commandant Instruction M5728.2C, **Coast Guard Public Affairs Manual**

Service regulations and instructions provide exact wording, which needs to go into the civilian enterprise contract.

Military Newspaper Management



A contract is a contract. The contract explains the roles and obligations of both parties.

Contracts are worth big dollars. Don't be fooled - your publisher is making money off your base newspaper!

A contract can be put up for bid. Not only can you put it up for bid, but you are REQUIRED to do so every six years.

Ask don't tell! You can ask the publisher not to run controversial advertisements in your newspaper, but **you can't tell** them.

Watch your Ad-Copy ration. The content of advertising is normally a maximum of 60 percent versus 40 percent editorial copy. You should try to keep the ratio as close to 50/50 as possible.

Military Newspaper Management



Make sure the publisher handles distribution properly. Clarify the following: passes for the publisher to get on base, the publisher's responsibilities for home distribution and delivery of the paper to distribution points on the installation, and times that the paper should be on base and at the distribution points.

It doesn't hurt to ask publishers to change things that are in the contract. They may say no, but if the PAO and NCOIC build a strong relationship with the publishers they might be willing to work within the contract.

Watch out for "underground" or "sneaky" publications. Does the contract indicate that there can only be one CE newspaper on base?

Military Newspaper Management



Contracting Tips and Issues

Don't compete with the downtown paper. Why? Because you'll lose! How can you anyway? The downtown paper is a daily and you're a weekly. They probably have a bigger staff than you and a bigger budget too. Stay in your lane. Serve your customers and your command.

READ THE CONTRACT! This is the best advice you can get. The contract is what you operate under, so it will have a definite relationship to your newspaper's production schedule.

The Tiefert Telegraph masthead posted on the web



The **Tiefert Telegraph**, a civilian enterprise newspaper, is an authorized publication for members of the United States Army and the Fort Irwin community. Contents of the **Tiefert Telegraph** are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army or Fort Irwin and the National Training Center.

The **Tiefert Telegraph** is prepared weekly by the Public Affairs Office, Box 105067, National Training Center and Fort Irwin, Calif., 92310-5067. Telephone: (760) 380-3080 or DSN 470-3080. FAX: (760) 380-3075. All community briefs and classified advertisements that are submitted for appearance in the **Tiefert Telegraph** must be submitted no later than close of business on Monday for publication on Friday. Community briefs and classifieds may be submitted by email at newspaper@irwin.army.mil, fax or in person at Building 983 Innerloop Road.

The **Tiefert Telegraph** is distributed every Friday (or Thursday preceding a holiday) 50 weeks a year. **The Tiefert Telegraph is produced at Aerotech News, and printed at Antelope Valley Press in Palmdale, Calif. Printed circulation is 6,500.**

Everything advertised in this publication shall be made available for purchase, use or patronage without regard to race, color, religion, sex, national orientation, age, marital status, physical handicap, political beliefs or any other nonmerit factor of the purchaser, user or patron.

All editorial content of the **Tiefert Telegraph** is prepared, edited, provided and approved by the Public Affairs Office, National Training Center and Fort Irwin. **Aerotech News is a private firm in no way connected with the Department of the Army**, and is responsible for the commercial advertising found in this publication.

Read the sentences in red. This masthead takes care to point out that the civilian enterprise contractor is not associated with their command.

Military Newspaper Management



Never imply the publisher will

This could face a legal challenge to the contract guarantee.

Never discuss a competitor's bid

submitted. Revealing a company's bid could result in an unfair advantage to other competitors. Revealing this information could result in the contract being overthrown. Imagine what a bad relationship you could have with the contractor if he or she got the contract through a court action!

Don't talk to the companies trying to

win the contract. Leave that to the contractor. It's your command.

Last-minute changes with the contractor



Last-minute changes are not an unfamiliar event in the newspaper. A civilian publisher may not appreciate it -- especially if last-minute changes are made in the contract.

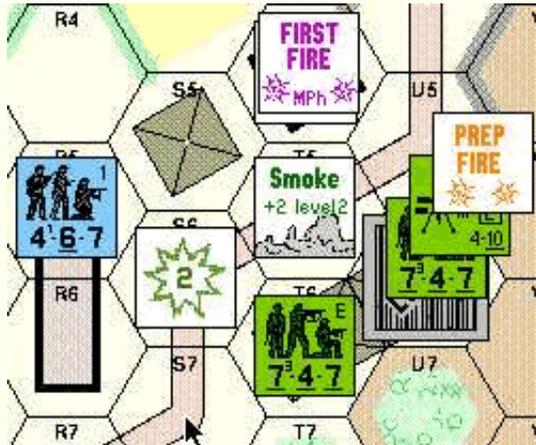
We recommend the following:

Explain your last-minute needs to the publisher and offer to assist. If your staff are down at the publisher at 2 a.m., then that is what you need.

Request an amendment to formalize your needs. However, the publisher will not amend the contract out of the kindness of his heart. It is a legal document and he will expect something in return.

If all else fails, when the contract comes up for renewal, you can negotiate for more latitude in the next contract bid.

The Newspaper Staff



OK, like any good commander on the field you have to set your pieces on the battlefield. In this section we will see the types of newspaper staffs that are out there.

Please remember though, many offices can be organized in many different ways depending on the situation.

So let's take a look at the management structure of a small newspaper staff.

Small Newspaper Staff

The PAO is the final gate-keeper on the newspaper. READ your paper and check it over for errors. It is your duty to check for errors in Security, Accuracy, Policy and Propriety (SAPP).

In the small newspaper office it may be only you and one journalist. If that's the case the journalist may be dual-hatted as the editor as well.



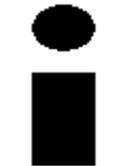
Writer/ Editor

"Reduced" Staff



In some commands you may be the only PAO in your office. In this case, you may have to study what type of newspaper you can produce. Your publication may have to be a newsletter.

Small Newspaper Staff



Writer/ Editor

WARNING – *Be on the alert for editors who think they own the paper!*

Editor - normally senior level positions and subject matter experts for military newspapers. You can find an editor as a GS employee or a mid-level NOC/Petty Officer service member. They are directly responsible for the design and content of the newspaper.



**Give us
BYLINES!**

Stringers

Stringers – These are people who want to work for the paper but are not on the staff. They take photos and write stories just for the pleasure of seeing their byline. A stringer may walk off the street, or can be obtained by simply advertising for them in an issue of your command information paper. An ideal stringer is someone who works for another department in your command and thus has the inside track. **TAKE CARE OF YOUR STRINGERS! IT'S FREE HELP!**

"Ideal" Large Newspaper Staff



As the PAO you deal with the complaints, especially on the day of publication.

PAO



Your editor has three journalists working for him. He or she has divided the reporting responsibilities.

Editor

General Reporter

**Photo
Journalists**



This reporter covers all assignments.

Beat Reporter



This reporter covers headquarters, and the sports scene.

Special



This reporter covers specialized areas: legal, air ops, medical, etc.

**WE WANT
BYLINES!**



Stringers

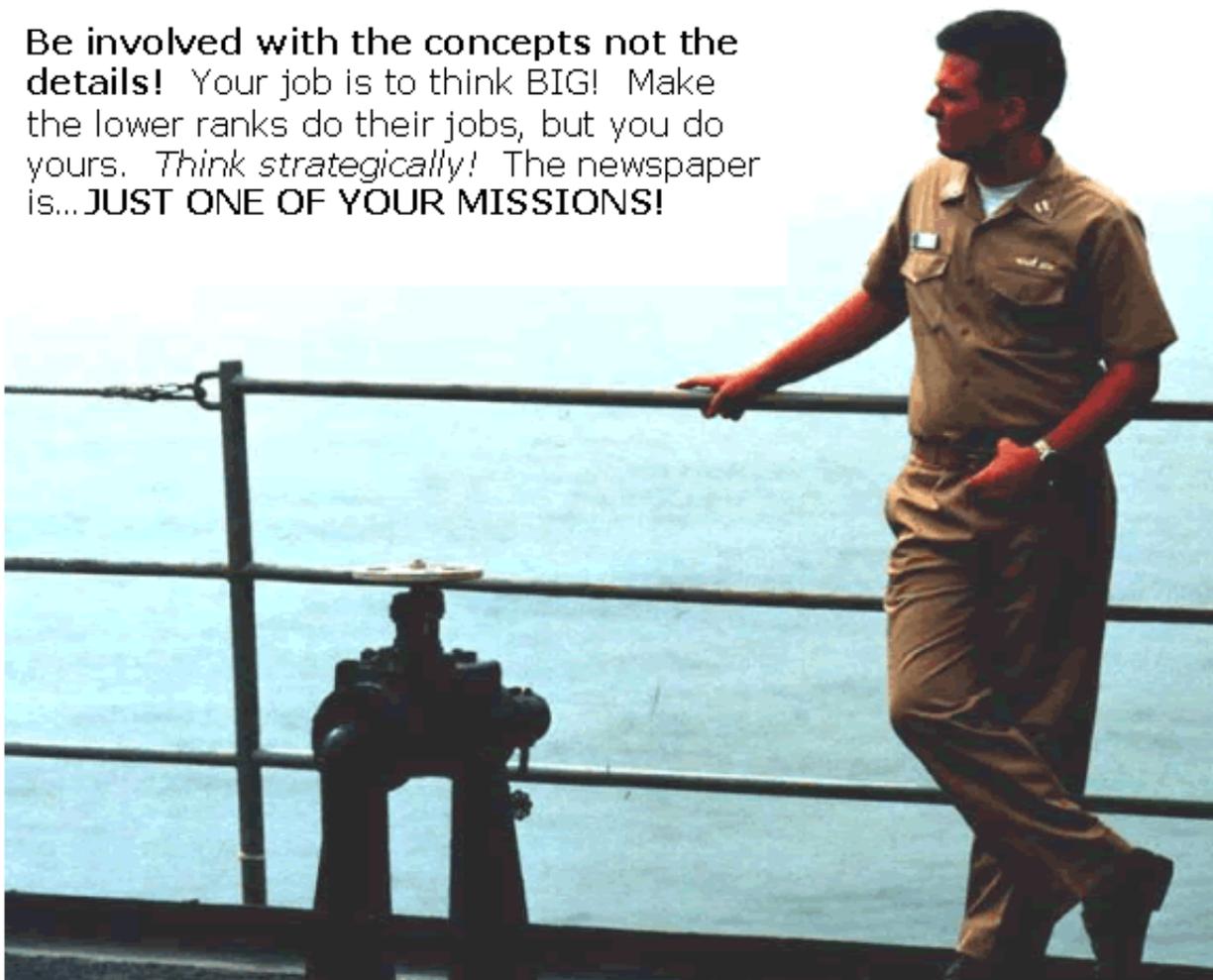
Tips for a military newspaper manager



Here is your newspaper staff! They are looking at you for guidance on how to run the command information paper. If you're Army, Air Force, Marines or Coast Guard, imagine them in the proper uniforms. Are you feeling nervous yet? You don't have to be! **This section will provide guidance and tips to be a successful manager.** Let's see if we can keep "the gang" smiling!

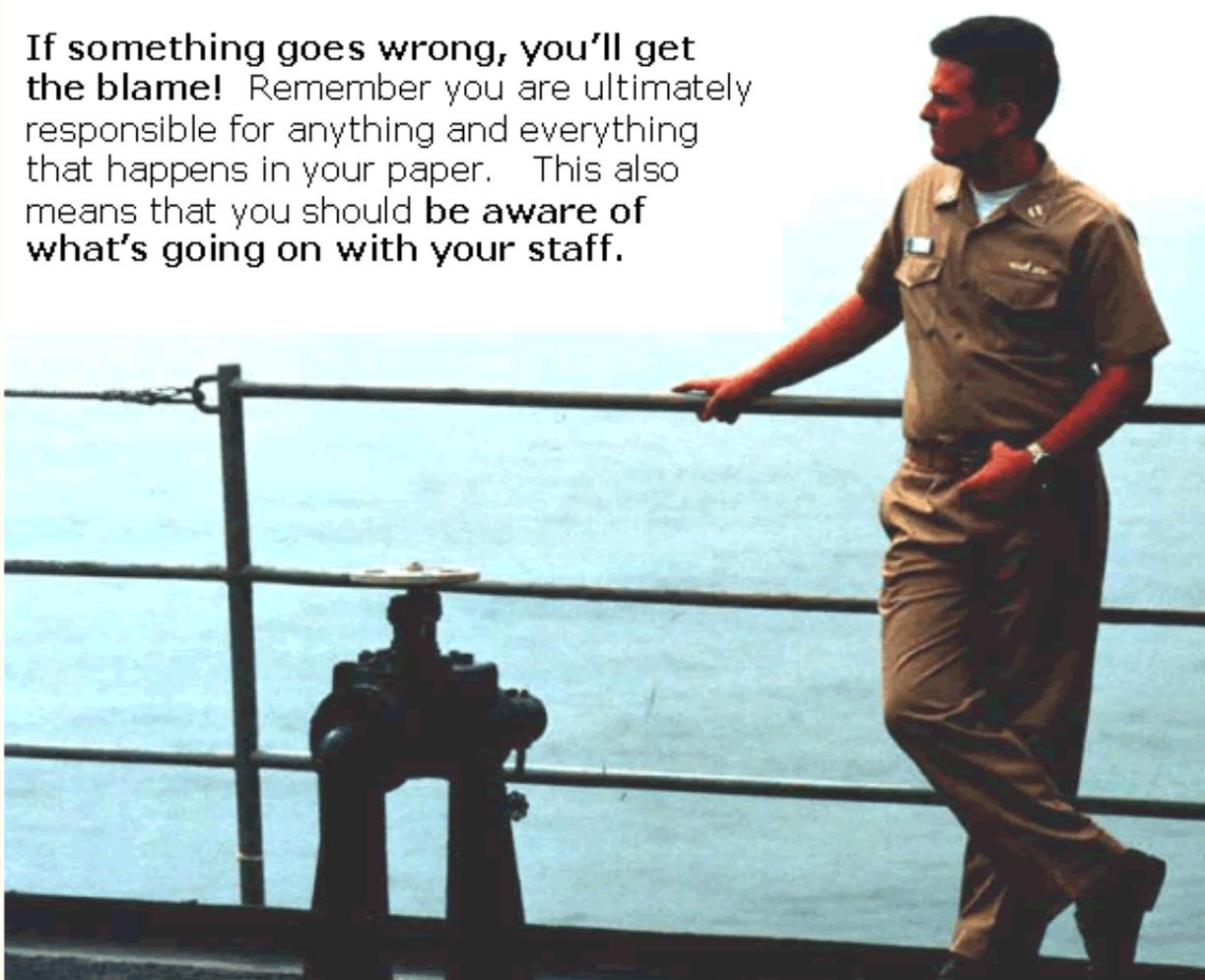
Tips for a military newspaper manager

Be involved with the concepts not the details! Your job is to think BIG! Make the lower ranks do their jobs, but you do yours. *Think strategically!* The newspaper is...**JUST ONE OF YOUR MISSIONS!**



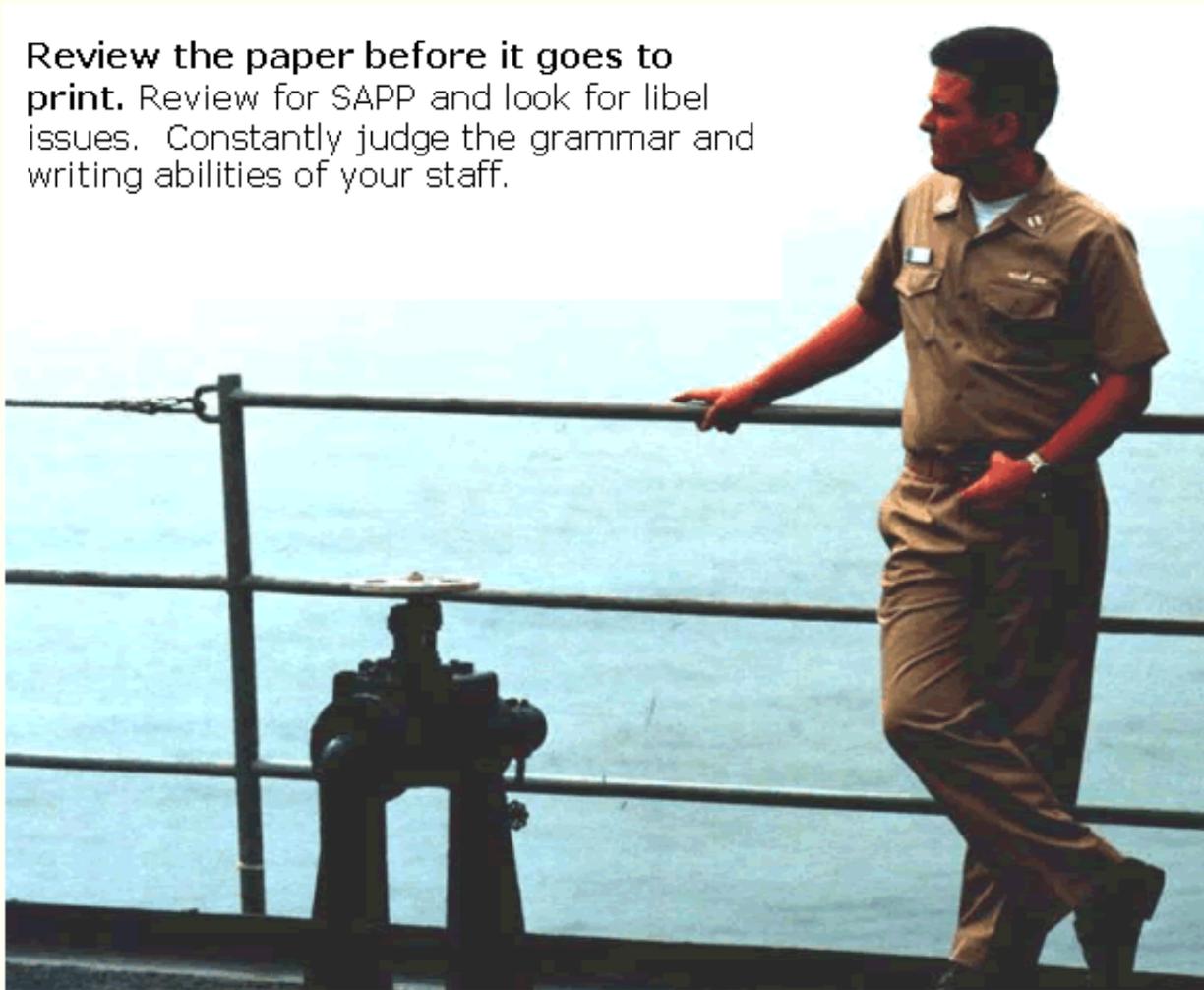
Tips for a military newspaper manager

If something goes wrong, you'll get the blame! Remember you are ultimately responsible for anything and everything that happens in your paper. This also means that you should **be aware of what's going on with your staff.**



Tips for a military newspaper manager

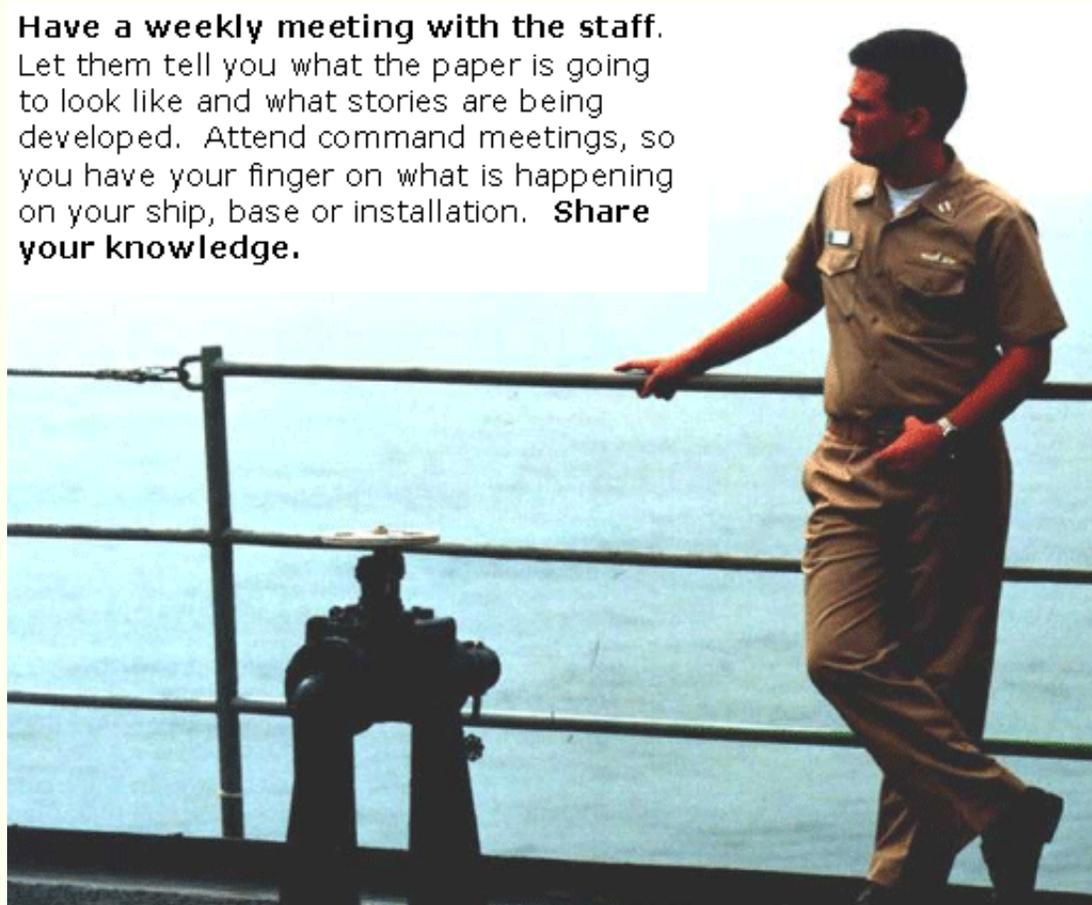
Review the paper before it goes to print. Review for SAPP and look for libel issues. Constantly judge the grammar and writing abilities of your staff.



Tips for a military newspaper manager

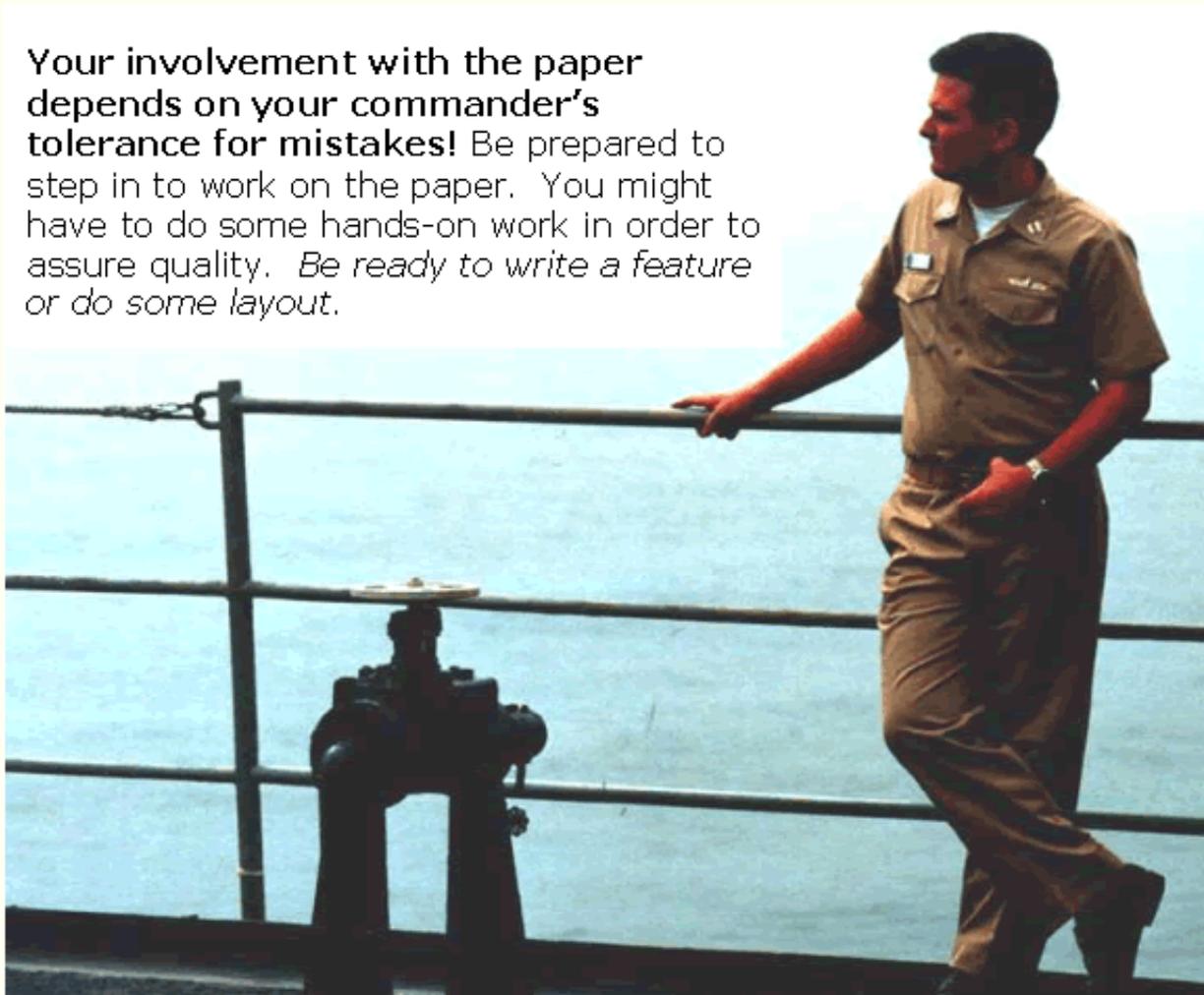
Have a weekly meeting with the staff.

Let them tell you what the paper is going to look like and what stories are being developed. Attend command meetings, so you have your finger on what is happening on your ship, base or installation. **Share your knowledge.**



Tips for a military newspaper manager

Your involvement with the paper depends on your commander's tolerance for mistakes! Be prepared to step in to work on the paper. You might have to do some hands-on work in order to assure quality. *Be ready to write a feature or do some layout.*



What your staff expect from you



1. Have a quick turnaround on any copy or printouts they submit for you to review.
2. Never be the cause of a missed deadline. If you don't care about the deadline, why should they?
3. **Let the NCOs run the newspaper.** Chances are they know more about the newspaper than you do, *so let them do their jobs*. Don't make decisions that they can make, but don't hesitate to step in if necessary.

Interim Review



Click on the checks to see the answers



What are the two types of military newspapers?



On a Civilian Enterprise newspaper it is profitable for a private contractor to produce because...



What regulations pertain to the use of civilian enterprise contractor to produce a military newspaper?

The Military Journalist



No matter what uniform he or she wears, the DINFOS “Trained Killer” is a special breed on your staff. Your mission as a PAO is to help team members in your newspaper shop to reach their full potential, grow in their jobs and feel special in what they do. **There are many things you can do to achieve this:**

- Provide opportunities for travel and training
- Reward initiatives by giving days off
- Use deployments, TADs and TDYs as rewards or incentives
- Get your staff out in the field by attaching them to units

In addition, encourage your staff to speak up when their opinion is needed. Group critiques provide opportunities for professional development. Sometimes the greatest insight comes from the least expected source. **Airman, Sailors, Marines and Soldiers, may have some interesting ideas to improve the quality of your command information paper. LISTEN TO THEM!**

An Agreement with the Commander



This is Admiral Nimitz signing the documents for the surrender of Japan. Get your commander to sign an editorial policy. He will know then that you take the paper seriously and be impressed with your managerial skills.

Establish an editorial policy and have the commander SIGN IT. This is a buy-in on what the content of your newspaper should be and even to some extent how it will look. This provides the commander a modicum of ownership.

Plan, plan, plan



- 4TH of July
- Black History Month
- Army Day
- Christmas
- New Years
- Army/Navy Game
- Army Birthday
- Washington's Birthday
- Memorial Day
- Earth Day
- Mother's Day
- Asian-Pacific Day
- Buckle Up! Drive Safely!

The military truly loves to plan. It's part of who we are. For your newspaper it's a wise move to develop and establish an annual plan. Before you set yourself up a complicated milestone chart, you can make it a simple checklist that points out the various dates and special events your newspaper should cover. KEEP IT SIMPLE!

Some neat things about your paper

Remind the commander that you are offering a valuable tool. The newspaper is a way to extend the reach of leadership. How? Through leadership columns that bring up command issues.



Command Corner

Today, I assume command of the Air Force Research Laboratory. I'm both excited and in awe of the impressive track record of Air Force laboratories, responsible for many of the advances made during the initial century of manned flight.

At AFRL, our mission directs us to lead the discovery, development, and integration of affordable war fighting technologies for our nation's air and space force.

Successful execution of this mission comes in two components—the rapid transition of today's technologies to the user while simultaneously keeping an eye on the technologies of tomorrow necessary for

This is the beginning of a Commander's Corner for Brigadier General Perry L. Lamy, commander of the Air Force Research Laboratory.

These columns in your paper provide a quick and easy way for senior leadership to address the troops. Imagine the time it takes to call a mass formation or to walk into every barracks and talk to every soldier, sailor, airman and Marine. These columns can be from the commanding general, the sergeant major or the master chief. It all depends on the service. It gives senior leaders the opportunity to say the following:

What I think,

What I feel,

What is important for us to do our jobs.

Some neat things about your paper

General Fogleman: Call Retirees by Their Ranks

*Editorial by Gen. Ronald R. Fogleman
Air Force chief of staff*

Our nation's Air Force is composed of active-duty members, retirees, reservists, guardsmen and civilians. All are valued members of the broader Air Force team that defends our nation with ready air and space forces. Each member of our professional team deserves to be treated with respect and courtesy. More than 620,000 Air Force retirees are still active and

-- continued on page 12

Another tool for the commander is the editorial. An editorial is the expression of opinion based on a selection of facts that presents a truth in a new light. Editorials give opinions and views about events and how they might affect the readers of the newspaper.

Often, editorials are good devices to present a command message. The editorial should be combined with other efforts or initiatives that are taking place on base. If the base is about to undergo an environmental impact statement or improve base housing, the editorial allows a venue for command messages that need to be expressed to the base population or the local community.

Some neat things about your paper

Another tool is the "man on the street" page. This is common in many newspapers, and can be a moral booster for the Soldier, Sailor, Airman or Marine. It can also be a way for the commander to "tap" into what is on the service member's mind.

Man on the street

What is unique about your hometown?



Company C, 1-36 Infantry

Sgt. Steven Jones
Infantry gunner
Marina, California
"Marina has the best beaches and surfing."



HHC, 1-37 Armor

Pfc. Norvell J. Dickerson
Truck Driver
Charleston, South Carolina
"The soul food restaurants. There's none like the ones in Charleston or anywhere else in the world."



HHC, 1AD

Pfc. Evirginit M. Santiago
Personnel services
Ponce, Puerto Rico
"At Christmas time we eat arroz con dulce which is sweet rice with raisins."



HHC, 1AD

Spc. Jamie E. Quispe
Patient Administration Specialist
Lima, Peru
"The whole month of February in Lima is Carnival. When you walk outside your house, people smother you in paint and throw water balloons at you."



HHC, 1-37 Armor

Spc. Brian D. King
Combat Medic
Fort Hood, Texas
"My father was retired military so I was born and raised at Ft. Hood, Texas. It's the largest military installation in the free world."

Can you think of some good topics for your command information paper?

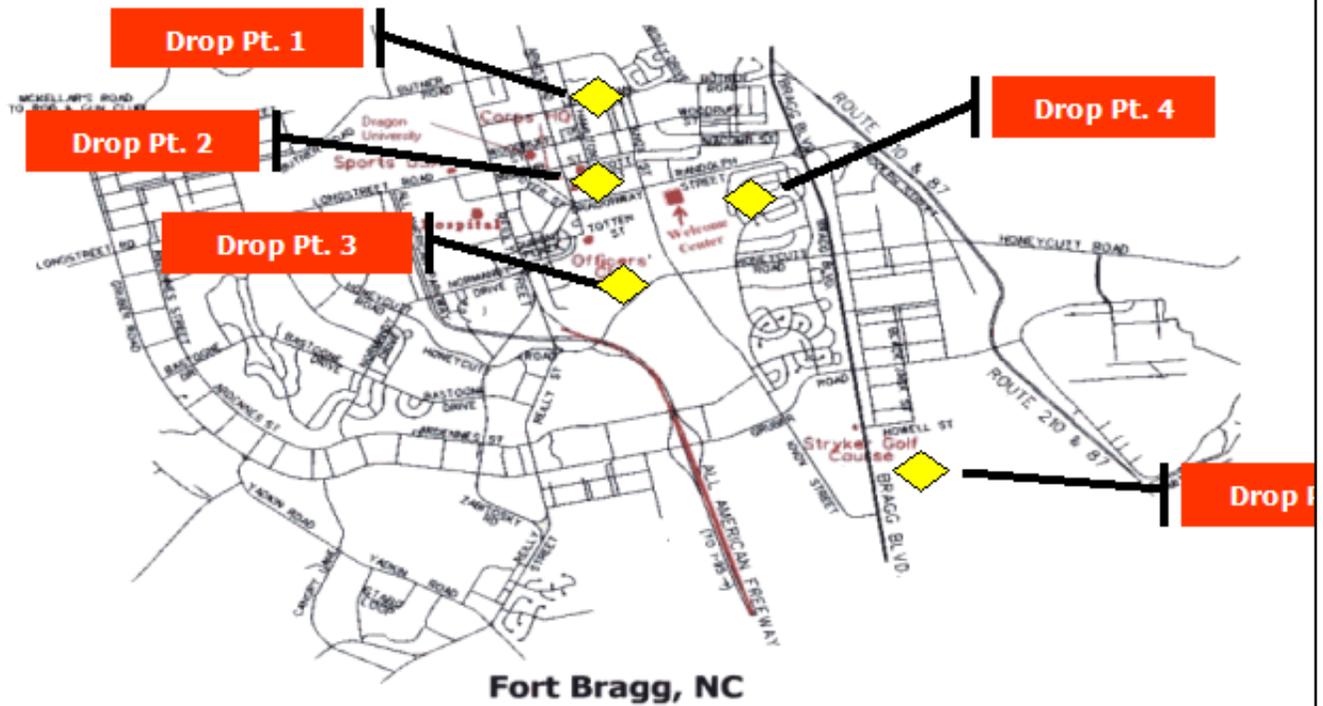
Morale! What is better than that?

If your commander wonders about the value of the command information paper take a look at this lieutenant's face. Her unit was just proclaimed winners of the Best Overall Wing award, which is an annual airdrop competition that tests the flight and ground skills of Air Mobility Command aircrews.



(Official Photo by: Tech. Sgt. David Mcleod, Pope Air Force Base, N.C.)

Distribution Points of Command Information Paper



Check your distribution points and press run. Keep on top of the distribution of your paper. Make sure that the right number of papers are going to the right spot. Are you distributing to the mess hall? Do you have enough papers to cover the number of customers who use that facility? Are there always a few bundles left over at the golf course? Do those papers need to be sent up to Corps Headquarters instead?

Get people's opinions



Put together a focus group. Have your readership come in to answer questions on what they want to see appear in your paper. This is an opportunity to find out what they like or dislike about the newspaper. Another form of feedback is the readership survey. This can be distributed or mailed out to your readership. Questions are asked to gather opinions on your publication. The large advertising companies do it, why not you?

For instance:

44. Do you want to see

1

2

Very much Not so much Not inter



THE DINFOS KNOWS ADVICE COLUMN

QUESTION: I got a call from the commander's spouse saying that she dislikes an ad that appeared the last issue. She wants us to discontinue the ad from the paper. We are a civilian enterprise paper so I don't know if I even have the power to stop it. What do I do?

DINFOS KNOWS: This is the tough part. It's time to earn your pay PAO. Explain to her, as diplomatically as you can, that you operate under a Civilian Enterprise Contract and the publisher is free to sell any ad unless the commander can justify that the ad is detrimental to the morale of the troops. So in reality, she really is talking to the wrong person. Whatever you do, **LISTEN TO HER CONCERNS**. But in the end, **DO NOT MAKE ANY PROMISES**. Any changes must be made by the publisher and the ad representative.



THE DINFOS KNOWS ADVICE COLUMN

QUESTION: I have a colonel who demands to approve every article that I write about his unit.

DINFOS KNOWS: Is he going to allow you to critique him on how well he runs his unit? This may sound like a flippant answer, but it has a level of credence. The best way to handle this is to get a buy-in from the base, ship or the organizational commander that the only people authorized to review articles is the Commander and the PAO. Remember the editorial policy that the commander signed? This very issue should be addressed in that document. Now, you're in the business of dealing with the public. Try the following and see if it helps:

Invite the colonel over to your shop. Let him see how busy everyone is and the effort it takes to put out a single issue of the newspaper. You would be surprised how many people have no idea how a newspaper is produced.

Assure the colonel that he will get to review the articles for errors, not for writing style or content.

Of course, there is still one more way to deal with the discontented colonel. **DON'T WRITE ABOUT HIS OR HER UNIT.** *After about six months not finding his unit in a publication that gets read by the commanding general, he may CHANGE HIS MIND.*



THE DINFOS KNOWS ADVICE COLUMN

QUESTION: What do I do if a story has glaring errors?

DINFOS KNOWS: First, run a follow-up story in the next issue that corrects the error. In addition, talk to your staff, sternly. When they attended DINFOS we took major points off for ERROR IN FACT and SAPP violations. We did this for the following reasons. *It hurts morale and hurts the commander's credibility.*

When you misspell a person's name it is not a small matter. Most people have never been in the paper. The command information paper is a morale tool and getting a name wrong (as simple as the is) destroys morale, the paper's credibility and throws a pall over whether the commander cares for the troops. *Yes, just from misspelling a name.*

Let's say the paper prints the departure time of a deploying unit. Oh, sure, it may seem like a small thing, but in reality what has happened? The unit's OPSEC plan has been breached. Logistical and security preparations have been compromised by a couple of words that could have been checked or reviewed in the editorial process.

Public affairs is part of the commander's staff, it is part of the team, but this one mistake has far reaching implications (especially in the age of terrorism.)

Do I need to go on?



THE DINFOS KNOWS ADVICE COLUMN

QUESTION: I got into a real problem. I promised page one to a unit commander on base, and then another commander actually DIRECTED me to put his story on page one.

DINFOS KNOWS: First and foremost, the newspaper is YOUR turf and the only person who can direct you on that subject is the commander who OWNS that paper. Invariably, other things do come up – particularly issues that prove more significant or pertinent to your command. If this ever comes up to you, use the following: tell the commander you will run it on page one if you have space. In fact, make the above statement your mantra. Say it with me, “I will run it on page one ONLY if I have space.”

The only person who has the power to direct a placement in your command information paper is your commander.

What have you learned from this lesson? Don't promise anything.

Ready for a Practice Quiz?



Which is a type of command information paper?

- a) Funded
- b) Distributed
- c) Donation
- d) Capped

Ready for a Practice Quiz?



Which is the regulation covering civilian enterprise newspapers?

- a) **Army Regulation 360-1**
- b) **Air Force Instruction 35-101**
- c) **Secretary of the Navy Instruction 5720.44A**
- d) **Commandant (Coast Guard) M5728.2C**

Ready for a Practice Quiz?



What should you have the commander sign in regards to the newspaper?

- a) Your pay stubs
- b) The S.O.P.
- c) The editorial policy
- d) His photo

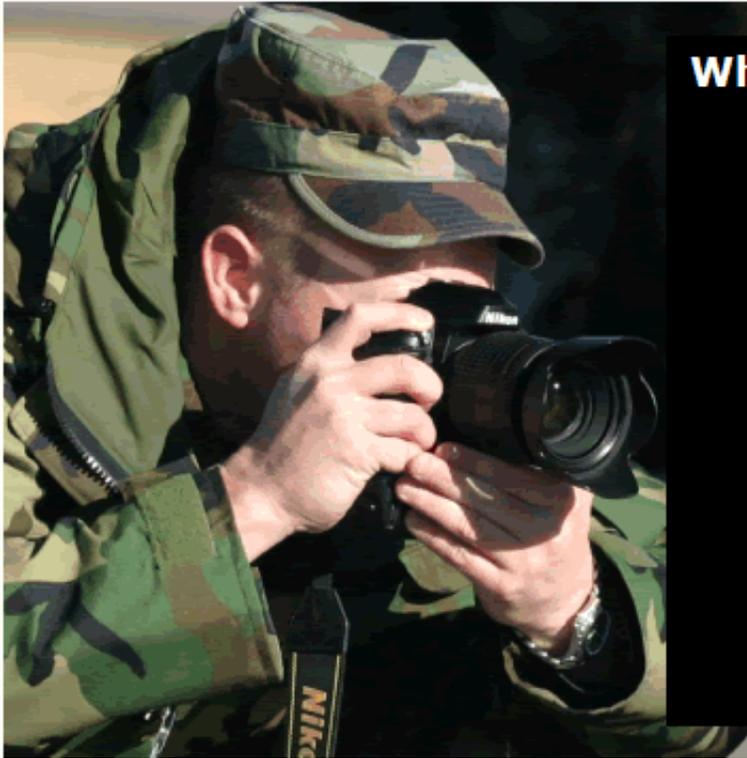
Ready for a Practice Quiz?



Complaints should be handled by...

- a) The photojournalist
- b) The editor
- c) The PAO
- d) JAG

Ready for a Practice Quiz?



What is a stringer?

- a) A collector of unclaimed string
- b) A layout person
- c) Someone who writes stories and wants a byline. Usually they are not on your staff.

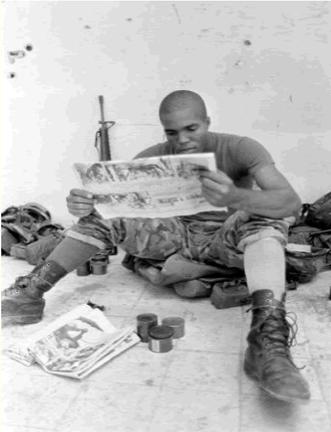
Ready for a Practice Quiz?



As a PAO what are you responsible for on the paper?

- a) Photos
- b) Stories
- c) News coverage
- d) Staff
- e) The annual plan
- f) The editorial policy
- g) All of the above

Unit Summary



Your efforts in managing a newspaper is a testament to your skills as an officer in the U.S. military.

It is not an easy job. Not only do you have to manage people with a variety of skills, but what you are producing is called by some to be an "art form."

Newspaper production is considered a craft, equal to any artisan that produces unique tables and chairs, or a sculpture that sits in front of city hall.

In the final analysis, it is an extremely visible "piece of art." Your commander -- and everyone else in your command -- will look at it.

And then -- you have to do it again next week.