CHAIRMAN OF THE JOINT CHIEFS OF STAFF

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MEMORANDUM FOR: Chief of Staff, US Army
Chief of Naval Operations
Chief of Staff, US Air Force
Commandant of the Marine Corps
Commander, US Central Command
Commander, US European Command
Commander, US Joint Forces Command
Commander, US Northern Command
Commander, US Pacific Command
Commander, US Southern Command
Commander, US Special Operations Command
Commander, US Strategic Command
Commander, US Transportation Command

Subject: Policy on Public Affairs Relationship to Information Operations

1. Effective planning and execution of Public Affairs (PA) operations and information operations (IO) are critical to accomplishing the commander's mission. The success of both depends on sound leadership, guidance and organizational rigor. Successful PA operations, fulfilling the public's right to know, require institutional credibility to maintain public trust and confidence. Credible PA operations are necessary to support the commander's mission and maintain essential public liaisons throughout the spectrum of conflict.

2. PA and IO objective audiences differ. PA's principal focus is to inform the American public and international audiences in support of combatant commander public information needs at all operational levels. IO, on the other hand, serves, in part, to influence foreign adversary audiences using psychological operations capabilities. While audiences and intent differ, both PA and IO ultimately support the dissemination of information, themes and messages adapted to the audience and operational level.

3. PA and IO activities directly support military objectives, counter adversary disinformation and deter enemy actions. Although both PA and IO conduct planning, message development and media analysis, the efforts differ with respect to audience, scope and intent, and must remain separate. However, PA and IO entities must be aware of each other's activities for maximum

effect and to achieve success in both operational areas. Absent this awareness, conflicting efforts could impede operational success.

4. Inherent in effective coordination and collaboration with IO is the necessity for PA to maintain its institutional credibility. While organizations may be inclined to create physically integrated PA/IO offices, such organizational constructs have the potential to compromise the commander's credibility with the media and the public. It is important that we not let the organization's relationship diminish the command's PA capability or effectiveness. Public affairs officers should work directly for the commander and supporting PA personnel should be organized under the PAO. Commanders, in turn, must ensure appropriate coordination and synchronization between PA and IO efforts.

RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff