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THE SECOND ARMORED DIVISION'S
PUBLIC AFFAIRS OFFICE: ITS
OPERATION AND ORGANIZATION

THESIS

Presented to the Graduate Council of the
North Texas State University in Partial
Fulfillment of the Requirements

For the Degree of

Master of Arts

By

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Denton, Texas

December, 1980

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Donnelly, Robert T., The Second Armored Division's Public Affairs Office: Its Operation and Organization. Master of Arts (Journalism), December, 1980, 122 pp., bibliography, 36 titles.

This study described the operation and organization of the United States Army's Second Armored Division's Public Affairs Office, with emphasis on the differences between garrison and field operations.

The study found that the function of the division's public affairs office is to keep both the internal and external public(s) of the division informed concerning the activities of the division. The office is organized into three branches: command information, public information, and administration.

During garrison operations, all members of the office operate from a building at Fort Hood, Texas. During field operations, office personnel organize into teams in order to provide information to all public(s), internal and external.

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CHAPTER I

INTRODUCTION

The United States Army relies upon the American people for the legal authority to exist, the funds to maintain itself, and the manpower to fill its ranks. the public relations axiom that "no institution can be successful for long without public sufferance," (3, p. 8) is particularly applicable to the United States Army.

Scott Cutlip and Allen Center in their book Effective Public Relations said:

The armed forces, with their expensive weaponry and all-volunteer structure, drain heavily the nation's wealth, manpower, and natural resources. . . . So taxpayers must be persuaded of the need to pay heavy taxes for armaments; and young people must be persuaded to volunteer for military duty if manpower needs are to be met. It is mandatory, therefore, that the armed forces win public understanding of their mission. This calls for a gian-sized public relations and advertising program (3, p. 512).

The term public relations is not used by the military however. Instead, the term public affairs is used by the Army to describe the function and activity known in civilian life as public relations. An important distinction should be made at the outset between public relations and military public affairs. The Public Affairs Handbook of the United States Defense Information School states:

Commercial, corporate, and institutional public

relations are based on the free enterprise concepts of marketing a product or service for a private organization. Military public affairs programs exist to provide information and maintain an awareness and concern for public opinion regarding an organization that is owned and operated by and for the American people. Where the public relations practitioner answers only to the officers of his company, the military public affairs officer is responsible to his command, his Service, the Defense Department, the President, and, through the Congress, to the American voters and taxpayers (4, p. 1-3).

The Army's Public Affairs program is designed to gain public support and understanding for the Army's mission, provide for the people's right to know, and satisfy the information needs of the Army's internal audience. Major Thomas S. Catalano, in the Public Affairs Handbook of the United States Defense Information School, states:

If the Army is to organize, equip, and train suitable forces for all types of combat, it must have an informed, motivated combat soldier who is prepared to fight. At the same time, a well-informed American public which understands the Army and its roles and missions is necessary (4, p. 11-3).

In order to facilitate the flow of information between the Army and both its external and internal audiences, the Public Affairs program is divided into two main branches: Public information and Command Information. Public Information deals with the Army's external audience and includes all information disseminated to the general public. Command Information is directed at the Army's internal audience and includes all information disseminated to Army personnel and their dependents, civilian employees of the Army, and retired Army personnel.

Army Public Affairs must deal with a number of problem areas and situations not encountered in civilian public relations work. For example, as explained by Scott Cutlip and Allen Center:

It should be apparent that the military has a unique problem in the area of disasters or accidents. No matter how severe or how routine a mishap may be it always involves taxpayer's investments and often the lives of citizens serving in the armed forces.

.....
 The sensitivity of all segments of American society to such problems compels a recognition of the role and responsibility of those directly responsible for moving information from the military establishment into the public domain (3, p. 512).

Captain Charles A. Wood, in the Public Affairs Handbook of the United States Defense Information School, states that negative results in the area of military public affairs "often have long-term national and international ramifications which cause damage to our national defense posture and objectives" (4, pp. 1-3, 1-4).

It is essential therefore, to the Army and the American people that the Army carry out its public affairs program effectively.

A vital link in the Army's public affairs structure is the division public affairs office. The division is the lowest organizational level within the Army at which an authorized public affairs office exists. Each of the Army's sixteen active duty divisions has a public affairs office responsible for carrying out both the command information and the public information mission of the Army for their respec-

tive divisions.

In addition to the problem areas that are peculiar to the military, the division public affairs office must operate in a number of different environments and frequently under mobile conditions.

The division public affairs office, unlike most other Army public affairs operations, is often required to deploy with division units to the field and carry out its entire public affairs mission in and from a field environment. These field training situations require the division public affairs office to participate in the "game scenario" of the particular exercise while providing for ongoing, real-world public affairs responsibilities.

Oftentimes, division units are greatly dispersed, requiring increased mobility on the part of the public affairs office. Division field training exercises may take place in various parts of the United States or overseas. In either case, the division public affairs office must continue to perform both its command information and public information roles. The information needs of all the division's public(s) include the soldiers participating in an overseas exercise and their families waiting at home-station.

The Second Armored Division, headquartered at Fort Hood, Texas, is one of the Army's sixteen active-duty divisions and has an eleven-member public affairs office which is currently headed by Major John Raudy.

During 1979 the Second Armored Division participated in six major field exercises including Operation Desert Fire in the Mojave Desert and Operation Eligible Receiver II in West Germany. In all of these exercises, the division public affairs office was required to prosecute its public affairs mission in a rapidly changing, highly mobile environment.

During division field operations, the public affairs office must cover the exercise in order to provide for the "people's right to know" and satisfy the command information requirements of the soldiers participating in the exercise. At the same time however, the public affairs office must continue to provide for the information needs of its public(s) remaining at Fort Hood.

The Second Armored Division spent the entire month of May 1980 living and working in a field environment in preparation for Reforger 1980, an exercise in which a United States division is airlifted to West Germany to demonstrate America's ability to reinforce the NATO Alliance rapidly. For the participating divisions, Reforger is the biggest, most important event of the year.

Units participating in the Reforger exercise are "on stage" before the American people, and United States allies and potential adversaries. Inasmuch as the exercise demonstrates to the world the United States Army's ability to airlift a combat division overseas, to draw equipment from

prepositioned stocks, and to deploy the unit in the field, the division's performance can have national and international ramifications.

It is therefore extremely important that the division's public affairs office be able to satisfy accurately and comprehensively the "people's right to know" concerning what the division is doing. At the same time however, the public affairs office must provide for the command information needs of its soldiers in the field, and the division's other internal public(s), half a world away.

Statement of the Problem

The problem of this study was to describe the operation and organization of the Second Armored Division's Public Affairs Office with emphasis on the differences between garrison and field operations.

Purposes of the Study

The purposes of this study were to examine (a) the current organization of the Second Armored Division's Public Affairs Office, (b) the job roles and responsibilities of its personnel, (c) its current public affairs activities, (d) the organization of the division's public affairs activities during field operations, (e) the job roles and responsibilities of public affairs office personnel during field operations, and (f) the special planning, preparation and organization of the public affairs office during Reforger 1980.

Questions to Answer

This study endeavored to answer the following questions.

1. What are the functions of the Second Armored Division's Public Affairs Office as viewed by the division public affairs officer and as viewed by the division commander?

2. How is the public affairs office organized?

3. What are the duties and responsibilities of assigned personnel?

4. What responsibilities does the division public affairs office have toward the public affairs office of higher headquarters?

5. What is the public affairs office procedure for handling news media requests for interviews, news media inquiries, and disseminating public information to the news media?

6. What are the internal public(s) of the division and what communication channels are used to satisfy their information needs?

7. How does the public affairs office facilitate the news media's coverage of field training exercises?

8. How does the public affairs office target messages to specific audiences?

9. How does the public affairs office plan to provide for command information and public information during the Reforger 1980 exercise for its audiences both in West Germany and at Fort Hood?

Recent and Related Studies

A search of Journalism Abstracts, several computer data bases, and the research files of the Defense Documentation Center in Alexandria, Virginia, revealed that from 1963 to 1978 twenty-one master's theses dealt with communication and public relations within the United States Defense Establishment. Of these studies, eleven were concerned with the United States Army's information efforts, and one dealt specifically with the print media coverage of Fort Hood, Texas. No studies have been done on the public affairs activities of an Army division.

Sanford H. Winston of the University of Wisconsin wrote "The General and the Press" in 1965. This study examined the views and opinions of Army generals concerning the Army-press-society relationship. The generals' views were examined on (a) the performance and role of the press during the Cold War; (b) the performance of the press in explaining the Army to the American people; (c) the effectiveness of the Army's information program and information officers.

Winston found that the generals were dissatisfied with the press coverage of the Army. They all recognized their role, as government officials, to participate in the public information process, but most of them held information officers in low esteem and only eighteen would willingly serve as an information officer (8). Winston's findings are important to this study insofar as the relationship between

the division commander and his public affairs officer is critical to the effective operation of the public affairs office. Furthermore, the perceived role of the Army information program by general officers could be viewed as self-fulfilling in that the division commander, to a great degree, establishes the scope of the division public affairs office.

Captain Billy Lee Baxter of the University of Iowa wrote "The Strategic Air Command Base Director of Information; The Man and his View of the Job" in 1966. Baxter profiled the "typical" base information director and compared his opinions with those offered in public relations texts and with the official Air Force position on information programs. The author found that most base information directors and base commanders have a very limited knowledge of public relations principles. Furthermore, the author found that most information directors do not appreciate the importance of internal information (1). Baxter's findings are significant to this study because they indicate a lack of training on the part of base information directors and a lack of awareness concerning public relations principles on the part of base commanders.

Phillip Lee Mason of the University of Florida wrote "Public Affairs in U.S. Strike Command; Garrison to Crisis" in 1966. Mason examined the responsibilities of the public affairs officer in the United States Strike Command and how the office fulfilled its responsibilities under conditions

ranging from garrison, through field training exercises to actual crisis conditions. A major conclusion of the study was that public affairs operations in garrison, although they appear to be the least important, are vitally important to successful public affairs activities during both field training and crisis situations. The reason for this, the author said, is that the directives and procedures governing field and crisis situations are actually prepared and studied during the garrison phase (7). Mason's findings are important to this study insofar as both are concerned with the operation of military public affairs offices and how they operate under various conditions ranging from garrison to field environments.

Larry Eugene Bryan of the University of Florida wrote "A Profile of the Army Information Officer" in 1972. Bryan surveyed 148 Army information officers and found that the most outstanding demographic characteristic of the group was extreme print media orientation. Bryan's study found that the Columbia Broadcasting System television network was perceived by the respondents to have a greater threat potential than the other television networks (2).

The Second Armored Division's Public Affairs Office has three officers assigned to it. Therefore, Bryan's findings are important to this study insofar as they provide some insight into the typical Army information officer.

Linda L. Doherty of the University of Wyoming wrote

An Analysis of Recent Coverage of Fort Hood, Texas
in the Print Media of Five Surrounding Communities:
Temple, Killeen, Belton, Copperas Cove and Gateville

The coverage of Fort Hood in the news media was examined by Doherty and the relationship between Fort Hood and the local news media was analyzed through personal interviews and survey questionnaires. Doherty found that "Coverage of Fort Hood in the print media is fraught with problems on both the Army side and the media side" (5, p. 152). On the Army side, she said, "a decidedly defensive attitude and a policy for not volunteering information. . . result in reportage which is slanted, overall, in favor of Fort Hood" (5, p. 153).

Doherty's findings are important for this study in that she provides a number of suggestions for the Department of the Army, Fort Hood Public Affairs personnel, and the local news media representatives in order to improve press coverage of Fort Hood.

Justification

The Army Public Affairs Program provides for the American people's right to know and the American soldier's need to know. The division public affairs office, the first link in the Army's public affairs chain, must be organized to facilitate effective communication with all the division's public(s) during routine garrison operations, field operations in various parts of the United States, and multi-national overseas operations.

The division public affairs office must plan and organize operations in order to satisfy unchanging requirements under constantly changing situations. Thus far, no scholarly research has been conducted on the division public affairs office.

This study provides a paradigm for military public affairs officers on the operation and organization of the division public affairs office. It could prove helpful to the newly assigned public affairs officer and other public affairs personnel.

Definition of Terms

The below-listed definitions have been formulated for the purpose of this study.

Command Information- "Command information is a command responsibility. It is a leadership and management tool designed to help the commander communicate with all internal audiences" (6, p. 1-1). Command information consists of "Army-wide and local command activities aimed at keeping Army personnel, their dependents, and civilian employees of the command informed" (3, p. 5).

Public Information- Public information is the dissemination of information to the Army's external public through the news media (4), p. 16-3). Public information consists of activities that assist various news media in their coverage of the Army, respond to queries by individual citizens, and keep the commander informed of news media and public

interest in Army activities (3, p. 5).

Garrison operations- Garrison operations are operations during which the Second Armored Division's Public Affairs Office operates from its assigned building at Fort Hood. Although some units within the division may deploy to the field and require public affairs support, the division headquarters remains at Fort Hood.

Field operations- Field operations are operations during which the Second Armored Division's Public Affairs Office lives and operates in a field environment. Field operations are designed to simulate battlefield conditions, and public affairs office personnel participate in the exercise as though under wartime conditions.

Civilian enterprise newspaper- Civilian enterprise newspapers are newspapers published, at no cost to the government, by civilian enterprises under contract with Department of the Army. These newspapers are intended for distribution to Army military and civilian personnel. The civilian enterprise makes its profit through the sale of advertising.

Limitations

There are sixteen divisions in the active Army, each of which has its own public affairs office. This study is limited to the activities of the Second Armored Division's Public Affairs Office, which is at Fort Hood, Texas. Only the public affairs activities of the division are to be

examined. The Second Armored Division was selected because of its proximity and its scheduled participation in the 1980 Reforger exercise.

Methodology

Information for this study was gathered from public relations textbooks, United States Army Regulations, Department of Defense Directives, United States Army Training and Doctrine Command pamphlets, Defense Information School publications and interviews with the public affairs personnel of the Second Armored Division's Public Affairs Office.

Organization of the Study

The study was organized into four chapters. Chapter I introduces the study; Chapter II describes the organization and operation of the public affairs office during garrison operations; Chapter III describes the organization and operation of the public affairs office during field operations, including the planned operation and organization of the Office during the Reforger exercise; and Chapter IV summarizes the study, draws conclusions, and makes recommendations for further study.

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CHAPTER II

THE SECOND ARMORED DIVISION'S PUBLIC AFFAIRS OFFICE: GARRISON OPERATIONS

Fort Hood, named after Confederate General John Bell Hood, is the United States Army's only two-division post and is the largest armored training area in the Free World. The installation covers three hundred thirty-nine square miles in Central Texas, seventy-two miles north of Austin and sixty miles south of Waco.

The site for the post was selected in 1941 and construction began in 1942. The post was designated a permanent installation in 1950 (4, p. 4).

Originally the home of the Army Tank Destroyer Center, Fort Hood is now the home of III Corps, the First Cavalry Division, and the Second Armored Division. Other activities at the post include the Training and Doctrine Command Combined Arms Testing Activity, the Medical Department Activity and many smaller units.

Fort Hood is commanded by the III Corps commander and is in the Fifth United States Army under the command of the United States Army Forces Command Headquartered at Fort McPherson, Georgia.

The Second Armored Division was activated at Fort Benning, Georgia in July 1940 and has been on continuous active duty ever since. Major General George A. Patton, an early commander of the division, said that the division would be like "Hell on Wheels" when it met the enemy. This name has stayed with the division ever since. (4, p. 8).

During the Second World War, the division participated in the invasion of Northwest Africa, the drive against Sicily, and the allied assault across France. In the Battle of the Bulge, the Second Armored Division moved one hundred miles overnight and destroyed the German Second Panzer Division. The accomplishments of the division during the war were recognized and the unit was honored by being the first American unit to move into Berlin.

The Second Armored Division returned to the United States in 1946 where it remained until the outbreak of the Korean Conflict. After Korea, the division was assigned to Germany in 1951 where it served for six years as the "Mail-ed Fist of NATO" (4, p. 8).

General Organization of the Public Affairs Office

The Second Armored Division's Public Affairs Office is on the second floor of building number sixty at Fort Hood, Texas. Major John Raudy, chief of public affairs, said the office is staffed and organized in order to keep both the internal and external public(s) of the division informed

concerning the activities of the division (12). The office is organized into three branches: Command information, public information, and administration.

The command information branch functions to inform the internal public(s) of the division, which consist of the soldiers of the division and their families. The command information branch is authorized a captain as its director, three enlisted journalists, and one broadcast journalist.

The public information branch functions to provide information about the division to the division's external public(s) through whatever public information outlets and markets are available. The public information branch, a one-person operation, is authorized a captain as the public information officer. This officer is responsible for answering news queries from the local, regional, and national level, arranging press escorts, preparing outside press releases, and evaluating markets for division stories and photographs (12).

The administrative branch, which is authorized a master sergeant public affairs supervisor and an administrative clerk, is responsible for maintaining the office supplies, files, distribution system, and correspondence.

Office Layout

The site and physical organization of the public affairs office are important considerations for several reasons. The public affairs officer should have ready access to the :

commanding general and the schief of staff, yet the office should be convenient for both the news media and the public. Since the public affairs office often provides visitors their first impression of the division, it should be set up in such a manner as to present a good impression of the division.

Location

The division's public affairs office occupies the second floor of building sixty on Headquarters Avenue at Fort Hood, Texas. The first floor of the buildin is occupied by the III Corps Public Affairs Office, which facilitates coordination between the two offices. A small protion of the second floor is shared with the staff of the Fort Hood Sentinel, the post newspaper.

The division headquarters building, where the commanding general and the chief of staff offices are, is one and a half miles from the public affairs office. The distance between the two buildings presents some difficulty since the public affairs officer generally goes to the headquarters building three times a day (12).

Security

The division's public affairs office does not have a classified safe, so no classified documents are maintained in the office. The III Corps Public Affairs Office does have a classified documents safe that division personnel can use if necessary.

Since the division and III Corps public affairs personnel share the same building, controlling the number of access keys to the building is a concern, Raudy said (12). There are two rooms in the division's section of the building that have dead-bolt locks and the command information officer controls these keys. He maintains a log for the signing in and signing out of these keys.

Telephone Service

The division public affairs office has two telephone lines. One telephone is strictly for on-post calls, the other is used for both on-post and off-post calls. The office has the capability to use the Army's autovon calling system, and through this system can talk to any other military installation in the United States.

Personnel

The number of personnel, their ranks and specialties, authorized to any military unit or office are determined by the table of organization and equipment for that type unit. According to the table of organization and equipment for the Second Armored Division, the public affairs office is authorized one major, chief of public affairs; two captains, one as director of the command information branch, and one as the public information officer; one master sergeant, public affairs supervisor; three journalists, writers for the command information branch; and one broadcaster (14, p. 6).

In addition to the personnel authorized by the table of organization and equipment, the division has one special duty position, a clerk typist. A special duty position is not authorized by the table of organization and equipment, but is recognized by the command as a need. This position however, is temporarily vacant in the division's public affairs office.

The division public affairs office has two photographer positions to support the command information branch. The personnel serving in these positions are listed in an "attached" status, which means they are actually assigned to another office, but work for the public affairs office.

Equipment

Equipment authorized to any military unit or office is determined by the unit's table of organization and equipment. Office equipment provided for by the table of organization and equipment is called organizational equipment and stays with the unit when it deploys to the field or moves to another installation. Other office equipment, known as installation equipment, belongs to the installation and is issued to the unit or office as long as the unit remains at that installation. Should the unit be transferred to another installation, or deploy to the field, this equipment remains behind.

The organizational equipment of the division's public affairs office includes one motion picture camera, four thirty-

five-millimeter cameras, one camouflage screen and support system, one stencil machine, one light exposure meter, one tape recorder, one three-quarter ton cargo truck with trailer, and one portable tape recorder.

The installation equipment assigned to the office includes six electric typewriters, three manual typewriters, fifteen desks, three file cabinets, and two storage cabinets.

In addition to the organizational and installation property assigned to the office, the installation training aids support center has provided the public affairs office with one color television with stand a video cassette playback unit.

When necessary, the public affairs office signs for additional equipment from the training aids support center. Equipment signed out on a regular basis includes a slide projector and a movie projector.

The division public affairs office has access to a duplicating machine which is located on the first floor of the public affairs building.

Funding

The division's public affairs office purchases all its office supplies through a self-service account. Each quarter the office is allocated a certain amount of money to purchase supplies from the installation's self-service supply store. No money actually changes hands, but the dollar amount of purchases is deducted from the quarterly allowance.

The Office of the Chief
of Public Affairs

The chief of public affairs for the Second Armored Division is currently Major John Raudy. As the chief, he is responsible for everything the office does or fails to do (12). The chief of public affairs is responsible for advising the commanding general and his staff on all aspects of command information and public information. He supervises and coordinates the activities of the command information and public information branches and provides direction to the branch chiefs. He is responsible for the training and proper utilization of all personnel assigned to the public affairs office.

The public affairs officer ensures that the command information, public information, and administrative branches of the office comply with Army Regulations and directives from higher headquarters and that all information disseminated from the office has been properly cleared and reviewed for security purposes. The chief of public affairs is responsible for preparing the public information and command information portions of division operations orders, standard operating procedures, and letters of instruction (12).

Staff Status

The public affairs officer reports directly to the chief of staff, Colonel Robert Molinelli, and has direct access to

the commanding general of the Second Armored Division, Major General John Prillaman. As the public affairs officer, Raudy is a member of the general's personal staff, together with the inspector general and the staff judge advocate (12).

Goals and Objectives

The goals and objectives of the public affairs office are established by the chief of public affairs in consultation with the chief of staff. The goals of the office are to provide accurate, comprehensive information concerning the division to the public through the news media; to help publicize the division, its mission, capabilities, and accomplishments; and to provide the division's internal audiences with all information considered necessary for them to live and work within the military community (12).

Specific objectives to accomplish these goals have not been formulated for the office or its branches.

Relationship with the III Corps

Public Affairs Office

The division is a subordinate unit to the Corps. Since the Corps public affairs office serves as the installation public affairs office, everything that the division does in the area of public information must be cleared through the III Corps office. This includes answering news queries, disseminating press releases, arranging press interviews with personnel in the division, and arranging press coverage of

division activities.

The request to III Corps from the division public affairs office for outside media coverage is usually oral, Raudy said, but is then followed up with a written memorandum.

When a news media request comes into the division public affairs office, the III Corps office is advised. The division public affairs office is then responsible for arranging all transportation and personnel required to facilitate the request after clearance is provided by the Corps public affairs office.

Any stories prepared for outside release by the division public affairs office must be cleared through the III Corps public information officer. This includes stories written for the post newspaper, the Fort Hood Sentinel.

Community Relations

The division has a G-5 office, as part of the commanding general's primary staff, which is responsible in wartime for civil affairs. In peacetime however, the office is concerned primarily with community relations functions. This relieves the division's public affairs office of conducting a formal community relations program.

One aspect of community relations that the office does become involved with is providing Army speakers to community and civic groups. Requests for Army speakers are received by the III Corps Public Affairs Office and are sent to either the First Cavalry Division or the Second Armored Division,

depending on which unit fulfilled the last requirement. Speaker requests sent to the Second Armored Division are handled by the public affairs office. If the request is for a general officer, there are two in the division, the public affairs officer deals with the general's aide de camp and determines if the commanding general's or deputy commanding general's schedules can accommodate the speaking engagement. If the request calls for someone other than a general officer, the public affairs officer checks with individuals he knows are good speakers to determine who is available for the engagement. He then sends a decision paper to the chief of staff, stating the problem and recommending a solution.

Raudy identified the lack of a formal speaker's bureau as a shortcoming of the office, but said that the number of requests for speakers was not that great (12).

Special Events

Armed Forces Day and July Fourth are the two major special events that occur at Fort Hood each year. The Second Armored Division and the First Cavalry Division rotate responsibility for handling the events. When the Second Armored Division is in charge of the event, its public affairs office is in charge of all the public relations and promotion for the event.

The public affairs office is responsible for putting out the news releases, developing the program, writing the narrations, and providing the media escorts for these events.

Although special events involve the civilian news media, they are not considered a function of the public information branch because the entire public affairs office becomes involved in the effort, Raudy said (12). A considerable amount of command information concerning the special events is published and the command information officer is responsible for the narration of the entire event.

Serious Incidents

The III Corps operations center is notified of all serious incidents, i.e., murder, rape, suicide, and accidental deaths that occur on Fort Hood or involve Fort Hood personnel. After duty hours the III Corps operations center is manned by a duty officer and duty noncommissioned officer. The III Corps Public Affairs Office is on the list to be notified in the event of a serious incident. If the incident involves the Second Armored Division, the III Corps office notifies the division public affairs officer.

Once notified of the incident, the division public affairs office begins to gather all the facts and prepare a news release. "Usually we don't have all the facts available, but we try to provide as much information to the news media as possible," (12) Raudy said. The division public information officer, Second Lieutenant Regina Largent, continues to gather information on the incident and provides that information to the news media as it becomes available. All releases provided to the news media however,

must first be cleared through the III Corps Public Affairs Office, Raudy said (12).

Serious incidents that involve personnel from units other than the Second Armored Division are usually handled by the III Corps office, even though the Second Armored Division may be involved in the incident. If this is the case, the division public affairs office assists the III Corps office in gathering the facts and preparing the release.

Before reporting to the office each morning, the division public affairs officer picks up from the III Corps Public Affairs Office a list of all serious incidents from the night before and a copy of the military police blotter, covering the previous twenty-four hour period. Both are these documents are scanned for possible adverse news situations.

Speech Writing

The extent that the division public affairs office is involved with speech writing is largely dependent on the personality and desires of the commanding general. The present commanding general chooses to write his own speeches, whereas the former commanding general relied upon the public affairs officer to write his speeches.

The public affairs officer visits with all new battalion and brigade commanders and advises them, among other things, that they may be asked to present speeches to various civilian groups. If the speech concerns anything of a national

scope or controversial nature it must be made from a prepared script and cleared through the public affairs office. The speech should be delivered to the public affairs office at least two weeks prior to the date of delivery. A copy of the proposed speech is provided to the III Corps Public Affairs Office, which transmits it to the United States Army Forces Command at Fort McPherson, Georgia and to the Office of the Chief of Public Affairs at Department of the Army in Washington, D.C. Final clearance for the speech is provided by Department of the Army.

Problem Areas Identified by the

Chief of Public Affairs

The public affairs officer identified the shortage of ground transportation as one of the primary problems facing the office. "The one vehicle authorized us by the table of organization and equipment is just not sufficient," (12) Raudy said. Because of the shortage of ground transportation all office personnel must use their privately owned vehicles in order to accomplish their job and cover stories, Raudy said.

Because privately owned vehicles are not permitted in the field, a shortage of ground transportation develops when the office is covering field training exercises. When this happens, the office is forced to borrow vehicles from other staff sections or to depend on the units in the field for transportation.

A second shortcoming of the office identified by Raudy is the lack of written standard operating procedures. The Defense Information School's Public Affairs Handbook recommends that public affairs activities be regulated by written standard operating procedures and cover, at a minimum, serious incidents, speaker's bureaus, interviews, and press conferences (1, p. 8-17).

Second Armored Division

Command Information

Branch

The Department of the Army defines command information as:

A command responsibility. It is a leadership and management tool designed to help the commander communicate with all internal audiences. As a part of the overall Army Information Program, it compliments the public information and community relations programs of the Army (6, p. 1-1).

Since command information has a tremendous impact on both public information and community relations, it is generally considered to be the most important of the three public affairs programs (1, p. 17-9).

The goals of the Army command information program are outlined in Army regulations dealing with public affairs.

The Public Affairs Handbook states that:

The primary objective of command information is to foster and maintain within the Army Total Force a climate of understanding in which each member will be motivated to perform to the best of his ability (1, p. 17-10).

The principle governing the command information program is outlined in the Department of the Army publication entitled Army Information: Command Information Program Objectives and Policies Newspapers, Radio, and Television. This publication states that:

Soldiers and civilian employees who are well informed about the Army Total Force and their role in it, and who feel they have a channel of communication to those in authority, are more likely to be in a state of mind to perform in their most capable manner (6, p. 1-2).

Goals and Objectives as Determined
by the Command Information Officer

The division's command information officer is Captain David Vogels. The goals of the division's command information program, as stated by Vogels are:

To provide all the information necessary to the internal public(s) of the division, that enable them to live and work effectively in the Army community, and to serve as a communication link between the command and its internal public(s) (15).

The command information goals of the division are formulated by the public affairs officer and the command information officer, through consultation with the commanding general and the chief of staff.

The command information branch does not have any formal, clear-cut objectives other than to publish the Fort Hood Sentinel each week and to provide information to the internal public(s) of the division. The information needs of the division's internal audience are determined by Raudy and

Vogels after consultation with and input from the commanding general, deputy commanding general, and chief of staff. Other staff agencies identify information needs within their area of responsibility and advise the public affairs officer accordingly (15).

Internal Public(s)

The internal audience of the division comprises the officers, noncommissioned officers, enlisted personnel assigned to the division, and their families, and former members of the division who are now members of the Hell on Wheels Association (12).

Organization and Personnel of the Command Information Branch

The division's command information branch comprises five assigned personnel, authorized by the table of organization and equipment, and two attached personnel, assigned to another unit but working for the command information branch.

The assigned personnel are Vogels, command information officer; Sergeant Lee DeWitt, journalis; Specialist Fifth Class Michael Meyers, journalis; Specialist Fourth Class James Frey, journalis; and Sergenat Terri Reeves, broadcast journalist.

The attached personnel are Specialist Fifth Class Robert Lusby and Specialist Fourth Class Joeseph Ramirez, photographers.

The command information branch is organized by function into three sections: the "Armored Express" newspaper section, the broadcast section, and an unnamed section that includes all other command information programs and channels of communication (15).

The "Armored Express" section accounts for the majority of the personnel assigned or attached to the command information branch. DeWitt, slotted by the table of organization and equipment as a journalist, serves as the editor of the "Armored Express." Meyers and Frey serve as reporters for the section. Lusby and Ramirez serve as photographers for the section. Ramirez however, has been away from Fort Hood for several months on a special duty assignment.

Since the division does not have its own radio or television station, the broadcast section, which consists of Reeves, is attached to the post radio and television stations, which come under the III Corps Public Affairs Office and the III Corps Training Aids Support Office respectively (12). Although Reeves does not work in the division's command information office, she is assigned to that office and therefore her duties and responsibilities are discussed later in this chapter.

The unnamed section includes all command information programs, channels of communication, and responsibilities other than the "Armored Express" section of the newspaper and command information radio and television. The command

information officer supervises and conducts these programs and information efforts, drawing when necessary upon the other individuals assigned or attached to the command information branch (15).

Channels of Communication

The command information branch of the division public affairs office has a number of communication channels through which to disseminate information to the division's internal public(s).

The "Armored Express" section of the Fort Hood Sentinel is the primary means of disseminating information to the division's internal audience. The three-page section of the weekly paper is devoted to covering events within the division of interest or importance to the members of the division and their families (20). Stories to be covered by the "Armored Express" are determined by the editor in consultation with the command information officer.

Command information fact sheets are published by the command information branch at irregular intervals. The fact sheets, usually one or two pages in length, concentrate on a particular subject or information need recognized by or brought to the attention of the command information officer. Common fact sheet topics include safety and accident prevention, medical care, recreation activities available to the soldier and his family, personal affairs, and how to protect oneself against financial rackets (15).

A portable billboard is employed by the command information office to advertise short messages to division personnel. The billboard is positioned at a highly travelled intersection in the division area and the message is changed every three days.

Cable television is operated on post by the training aids support office and is available as a command information tool for all units on post. The cable station is received in all on-post housing, troop units, and medical and dental clinic waiting rooms. "There is a lot of free time on the cable schedule," Vogels said, "so we can usually schedule a command information videotape and advise division units of when it will be shown" (15). When nothing is scheduled on the cable station a carousel unit with typewritten messages is shown. The command information officer prepares announcements, which are put onto reader cards for the carousel unit.

A cable radio station is operated by the III Corps Public Affairs Office, which, like the cable television station, is received in all on-post housing, troop units, and waiting areas in medical and dental clinics. The division command information office either prepares its own recorded messages or asks the radio station to make announcements concerning command information topics.

A division bulletin is published weekly and is distributed down to company level. The command information

officer uses the bulletin for short announcements concerning the availability of command information resources such as videotapes and slide presentations. This command information tool is primarily directed at officers and senior non-commissioned officers.

The division has developed a course for newly assigned company commanders and the public affairs office presents a thirty minute class during the course. During this period of instruction, the public affairs officer familiarizes the new commanders with the division's public affairs program and the various command information tools available. "We invite the new commanders to come by the office and tell us about their unit," (12) Raudy said.

The Hell on Wheels Bulletin is a publication of the Hell on Wheels Association, which consists of former members of the Second Armored Division. The bulletin is published in Stillwater, Oklahoma, and publishes articles from the command information branch to keep the former soldiers in touch with the current activities of the division.

The major subordinate commanders conference is conducted once a week in the division conference room, and the public affairs officer, as a member of the commanding general's staff, always attends. Attendees at the conference include all brigade, battalion, and separate company commanders. "The conference provides an excellent opportunity to put out important information in a timely manner," (12)

Raudy said, but just as important, it is a valuable source of information for the public affairs officer.

The command information officer is responsible for conducting the division's monthly Newcomers Welcome Orientation. The presentation is given the third Friday of each month at nine o'clock in the morning at Palmer theater. The audience consists of soldiers and their families who arrived in the division during the past month and usually numbers about 200. The commanding general welcomes the newcomers to the command and introduces them to the division. The general's wife speaks to the group, advising the wives of the soldiers of the family activities available at Fort Hood. The public affairs officer provides a twelve minute slide presentation on the history of the Second Armored Division. Two enlisted persons provide a twenty-minute slide presentation, prepared by the command information officer, that acquaints the audience with all the major facilities available at Fort Hood. After this presentation, the newcomers are provided a narrated bus tour of Fort Hood during which all the major points of interest are visited.

Command Information Resources Provided
by Higher Headquarters

In addition to the command information tools produced or controlled by the division's command information officer, a number of command information resources are available that are produced by higher headquarters.

The Fort Hood Sentinel.-- The installation newspaper is used by the command information officer of the division when the subject is applicable to the Fort Hood community as a whole, or is of interest to Fort Hood residents not part of the division. Examples of usage include coverage of special events such as the July Fourth celebration and deployment of large units for extended field duty.

The III Corps Public Affairs Office publishes fact sheets on such command information topics such as safety, cold and hot weather injuries, and personal finances. These fact sheets are distributed to all Fort Hood units, including the Second Armored Division. Vogels said his office examines the content of the fact sheet to determine if it can be localized for the division or if additional information is required for the audiences of the division.

The III Corps publishes a daily bulletin which is distributed throughout the Second Armored Division and includes command information announcements from the III Corps Public Affairs Office.

Soldiers magazine.-- The United States Army Command Information Unit publishes Soldiers magazine on a monthly basis. Soldiers is an official Army magazine designed to provide "timely, factual information on policies, plans, operations, and technical developments of the Department of the Army and other information of interest to Army personnel" (6, p. B-0).

Commanders Call.--The United States Army Command Information Unit publishes Commanders Call magazine once every two months. The magazine is intended to provide "guidance, instructional materials and training information for unit commanders to use in conducting command information programs" (6, p. B-0).

The DA Scene.--The United States Army Command Information Unit publishes the DA Scene on an irregular basis to all active Army units to provide timely information from the Department of the Army to unit personnel. The publication is a one-page, bulletin-board style newspaper (6, p. B-0).

The Army News Service.--The United States Army Command Information Unit publishes a packet of news releases once a week under the title Army News Service. The purpose of the publication is "to provide public affairs personnel with current information on topics of interest to both internal and external audiences (6, p. B-0).

Command Information Spotlight.--The United States Army Command Information Unit publishes the Command Information Spotlight on an irregular basis. The publication is a one-page fact sheet on "subjects of immediate concern to commanders and managers of the Army" (6, B-0). The Command Information Spotlight is distributed to all general officers, brigade and battalion commanders, and public affairs officers.

Command Comment.--The United States Army Command Information Unit publishes Command Comment on an irregular basis.

The publication consists of "selected statements by Department of Defense officials on matters of interest to the Army" (6, p. B-0).

The Speech File Service.--The United States Army Command Information Unit publishes the Speech File Service on an irregular basis. The publication consists of selected speeches by Defense Department officials. This publication is distributed to all general officers, major command public affairs officers, and general officer commands (6, p. B-0).

Fridaygram.--The office of the Chief of Public Affairs at Department of the Army in Washington, D.C. publishes the Fridaygram on a weekly basis. The publication is distributed to all officers who have the public affairs specialty designator regardless of whether they are serving in a public affairs position. Fridaygram provides information and guidance to public affairs officers (6, p. B-0).

The Green Scene.--The United States Army Command Information Unit publishes The Green Scene, which is a series of twelve multisubject films for use in support of command information topics (6, p. B-0). The Green Scene is distributed to installation training aids support offices and may be checked out by unit personnel for viewing.

The Army Reports.--The Army Reports are single subject films with running times of five to thirty minutes. Topics include most major command information subjects for use in direct support of the command information program. These

films are not produced on a regular basis. The Army Reports series consists of numbered films that may be checked out by unit commanders from the training aids support office.

The Army Information Radio Service.--The Army Command Information Unit produces forty hours of contemporary music on a weekly basis which is mailed to public affairs officers for use by installation radio stations. The programs have information spots which address command information subjects.

Army Radio News Notes.--This service consists of fifteen-minute news casts on tape from the Armed Forces Radio and Television Network. The Army notes are mailed to public affairs officers requesting this service on a weekly basis.

The Air News Feed.--This service is produced three times each week by the United States Army Command Information Unit in Washington, D.C., and consists of "automatic telephone feed of latest Army-interest news. The feed consists of five-to-seven minute audio reports which are taped" (6, p. B-1).

Contempo.--This command information tool is a "fifty-five-minute contemporary music, variety, and interview show" (6, p. B-1). The show is prepared weekly by the United States Army Command Information Unit and is distributed to the public affairs offices requesting the service.

The American Forces Press Service.--This service is prepared by the Office of Information for the Armed Forces and consists of "items of interest to the military and general public" (6, p. B-1). The package contains materials that may be reproduced in installation newspapers. The service is available to public affairs offices requesting it.

Commanders Digest.--This publication is produced weekly by the Office of Information for the Armed Forces and consists of "information, news, and policy primarily from sources within the Department of Defense and the military departments" (6, p. B-1). The publication is distributed, upon request, and provides commanders with information for their command information programs.

Armed Forces Information Films.--These films are produced by the Office of Information for the Armed Forces as needed and are designed to "provide information on subjects of common interest to all services, i.e., drug and alcohol abuse prevention, equal opportunity, patriotism, and democracy" (6, p. B-1). These films are distributed to installation training aids support offices and may be checked out by unit commanders to support their command information programs.

Defense Information Guidance Series.--This publication is produced monthly and is designed to "quickly

disseminate to Armed Forces commanders and personnel current information and policy that will contribute to a better understanding of national defense programs" (6, p. B-1). These publications are distributed, upon request, down to company level and can be incorporated into unit command information programs.

General pamphlets.--These pamphlets are published by the Office of Information for the Armed Forces on an irregular basis, in order to "provide general information on single subjects such as the flag, voting, and enemy agents" (6, p. B-1). These publications are distributed, upon request, down to company level.

Personal affairs pamphlets.--These pamphlets are produced by the Office of Information for the Armed Forces on an irregular basis and are designed to "provide information concerning disability separations, family protection plans, life insurance and credit guides" (6, p. B-1). These publications are distributed, upon request, down to company level.

Pocket guides.--The Office of Information for the Armed Forces publishes pocket guides on an irregular basis which are designed to "provide information about other countries, with emphasis on the people and their way of life" (6, p. B-1).

Take Ten.--The Office of the Chief of Public Affairs

in Washington, D.C., produces a scripted slide presentation which consists of fifteen to twenty slides and is sent directly to the division public affairs officer. The installation training aids support office makes copies of the slides, Vogels said, and the presentation can then be checked out from the public affairs office by unit commanders. The presentations are produced once a month and include topics such as gasoline conservation, preventing barracks theft, and rape prevention (15).

Soldiers Television Magazine.--This videocassette presentation is produced on an irregular basis and consists of a number of features, similar to the Columbia Broadcasting System's Sixty Minutes presentation in format. The Soldiers Television Magazine is distributed to the installation training aids support office who notifies the division public affairs office when a new presentation arrives. After previewing the videocassette, the public affairs officer summarizes the content and advises unit commanders that it is available for check out.

Targeting Messages

The internal audience of the division is composed of a number of subgroups or internal public(s): officers, noncommissioned officers and enlisted personnel assigned or attached to the division and their families. Members of the Hell on Wheels Association, although not located at Fort

Hood, are considered part of the internal audience since the association is made up of former members of the Second Armored Division.

Knowing the internal public(s) that constitute the division's internal audience assists the command information office in targeting messages to specific public(s) (15).

The Defense Information School's Public Affairs Handbook defines "targeting a message" as:

composing and transmitting a piece of information in such a way that it reaches specific, definable people. The 'shot-gunning' or indiscriminate transmission of a message to an undetermined group of people is not only uneconomical, it is ineffective (1, p. 17-3).

Raudy said, "Once we identify the internal public that we wish to communicate a message to, we analyze the channels of communication available and select the one best tailored to that public" (12).

Vogels said the command information office usually directs its messages at more than one or two individual publics, and therefore employs a number of the command information channels. However, some channels work better for some public(s) than others, he said (15). Both Vogels and Raudy agreed that the most difficult internal public to reach is the young wife of the junior enlisted soldier. This is particularly true, they said, if the family lives off post since they are then removed from several channels of communication available to on-post families such as the billboard, daily bulletin, and post newspaper.

Feedback and Evaluation

Feedback and evaluation are, according to the Defense Information School's Public Affairs Handbook, "the crux of two-way communication" (1, p. 17-7). The handbook states:

The public affairs officer should maximize his own efforts to obtain feedback on the command's internal information programs. While the distinction between feedback as two-way communication and feedback as evaluation of communication media may seem unimportant the public affairs officer should understand that his goal in internal information is to help the commander establish and maintain effective two-way communication throughout the organization (1, p. 17-8).

For the command information officer, feedback is a dual function. He must facilitate effective two-way communication between the commander and the internal publics of the division, and he must evaluate the internal communication programs in light of their effectiveness in getting the message to the internal audience.

Concerning the solicitation of feedback and program evaluation, Raudy said:

The command information office gathers feedback in a number of ways, but the primary method is by going down and talking to soldiers. Every member of the office is involved in the feedback process. By talking to members of the internal audience, we receive many good, innovative ideas concerning methods we can adopt to better get the message across. Through this dialogue with soldiers, we are also able to facilitate two-way communication (12).

The public affairs office evaluates the effectiveness of its individual communication programs almost exclusively through feedback obtained by talking with members of the internal audience. For the most part the process is informal,

Raudy said, "We don't administer random sample surveys or employ other formal fact-finding measures" (12).

Two of the command information programs conducted by the division lend themselves to a more comprehensive feedback and evaluation process. The Company Commanders Course affords the public affairs officer and the command information officer an opportunity for face-to-face contact with an internal public. Vogels said:

We receive instant feedback from the company commanders on the effectiveness of the course as an internal communication channel. At the conclusion of our block of instruction, we find out what the commanders thought of it by simply asking them. We are also able to receive feedback concerning other information programs, and establish a dialogue with this important internal public (15).

A second command information program that provides excellent feedback is the Newcomers Orientation, Vogels said (15). Vogels described the feedback and evaluation process for this program as follows:

At the conclusion of the bus tour, we hand out a two-page questionnaire. This tool provides information only on the welcome orientation and the bus tour, but we are able to evaluate the program each time to ensure that it is still meeting the needs of the incoming personnel. Because of the feedback we receive from this questionnaire, the Newcomers Orientation is under constant revision (15).

The command information office does not receive feedback concerning the effectiveness of the cable radio and television programs. Readership surveys conducted by the Fort Hood Sentinel are infrequent and do not provide enough data to evaluate the "Armored Express" section (15).

Duties of the Command Information Officer
as Described by Major Raudy

The command information officer is responsible for overall supervision of all the facets of command information including the operation of the "Armored Express" section of the installation newspaper (12).

The command information officer is responsible for developing and implementing internal information programs designed to keep all the internal public(s) of the division informed concerning the activities of the division and providing other information to assist them in living and working within the division environment.

This responsibility includes all actions necessary to develop and maintain effective communication programs, such as determining the information needs of the internal audience, developing programs to satisfy those needs, and evaluating those programs.

The command information officer is responsible for a number of other tasks that, although they do not fall within the definition of command information, have been assigned to the command information officer.

Vogels is responsible for narrating all ceremonies in the division and for writing the narrations for ceremonies at division level. Brigade and battalion size units are responsible for writing their own narrations, which Vogels must review and present.

The command information officer is responsible for conducting the Newcomers Orientation Welcome each month and for coordinating bus transportation and guides for the tour.

Duties of the Command Information Officer
as described by Captain Vogels

The command information officer is responsible for keeping the internal audience of the division informed concerning what the division is doing, how it is doing it, and what the individual's role in the division is (15). The operation of the "Armored Express" section, he said, consumes most of the time spent by himself and the other individuals working in the command information branch.

Vogels is responsible to the public affairs officer for the operation of the command information branch. Vogels supervises the operation of the "Armored Express" and, through "Armored Express" editor DeWitt, controls what is and is not published in the newspaper section.

The command information officer reads all the copy produced by the reporters after it has been edited by DeWitt and he makes any additional changes necessary. After the Fort Hood Sentinel is published, Vogels goes through the "Armored Express" section with a red pen, indicating mistakes or items that could have been improved. Vogels said, "I point out both the good and the bad, and then hand the paper on the bulletin board for the reporters to examine. I think it serves a useful purpose" (15).

The command information officer is responsible for making sure that the personnel in the command information branch are properly utilized and developed to their fullest potential. He said the training program program is accomplished through on-the-job training. "We try to provide each member of the office with experience that enables them to assume the duties and responsibilities of the next higher position and encourage initiative and originality" (15).

Duties of the Command Information Branch Personnel
as Described by Captain Vogels

The editor of the "Armored Express" and the two reporters, Meyers and Frey, are concerned primarily with putting together the three-page newspaper section each week. The photographer, Lusby, supports the newspaper, but is required to photograph other events in the division such as ceremonies, re-enlistments, and promotions.

The editor.--The editor of the "Armored Express" is responsible for finding stories in the division area and for generating story ideas. He makes story assignments for the reporters and photography assignments for the photographer. The editor is responsible for editing all the copy provided him by the reporters and ensuring that cutlines are properly written. The editor determines the size and type for headlines and ensures that they are properly written.

The editor is responsible for ensuring that story

deadlines to III Corps are met and for establishing deadlines for his reporters. The editor selects the photos to be used in support of the stories and determines when to give by-lines for stories appearing in the section.

The editor is responsible for going to The Temple Daily Telgram where the Fort Hood Sentinel is printed each week, laying out the section and ensuring that no mistakes appear in print. After publication of the Fort Hood Sentinel, the editor provides the public information officer with a copy of each story contained in that issue.

The reporters.--The two reporters cover assignments given them by the editor and write the stories for publication in the "Armored Express." The reporters are responsible for generating story ideas, but for the most part, stories are assigned.

Although by military occupational specialty the reporters are not considered photographers, they are both capable of taking their own pictures, developing the film, and making prints.

The reporters are required to write outlines for pictures appearing with their stories and, under the direction of the editor, for writing headlines for all stories appearing in the section.

The photographer.--The photographer works in support of the reporters, but also provides photographic support for

ceremonies in the division at battalion level and above. The photographer is considered the darkroom technician and as such processes film and makes prints of photos taken by the reporters and other members of the office.

Vogels said the photographer is, at times, called upon to cover a story when the reporters and the editor are all committed. In this case, the photographer takes pictures and gets quotes from individuals at the event which the reporters later build a story around (15).

The broadcast journalist.--The Second Armored Division doesn't have a radio station or a television station and therefore, the division's broadcast journalist can best be used by the III Corps station. In order to enable the broadcast journalist to use the skills for which she was trained, she was attached to the III Corps station. In that position, she is required to anchor a television news show every-day and serve as a disc jockey for the radio station for two hours a day (15).

Duties of the Editor as Described
by Sergeant DeWitt

DeWitt serves as the editor of the "Armored Express" section of the Fort Hood Sentinel. There is no authorized position for an editor in the table of organization and equipment for an armored division, so DeWitt is actually assigned as a journalist, but serves as the editor.

DeWitt is responsible for finding stories for the newspaper, determining which stories will be covered, assigning reporters to the stories, and making photo assignments.

DeWitt receives news tips concerning events in the division from a number of sources. One of the best sources, he said, is a training highlights sheet produced each Friday afternoon by the G-3 operations office. The sheet lists the special training activities of every unit in the division for the following week (3).

The editor answers directly to the command information officer and is responsible for the supervision of the two reporters and one photographer. After assigning stories to the reporters and photo assignments to the photographer, DeWitt updates the "Working Assignments Board," which lists all the stories being worked on and who is working on what in the event any questions arise when DeWitt is not available.

After the reporters write their stories, they are turned in to the editor who edits them and submits them to the command information officer who reads and edits them further. After the command information officer finishes editing the stories, he signs a clearance sheet indicating that they have been cleared for publication through the division public affairs office. The stories are returned to the editor who then makes four copies of each story. The original and two copies are submitted to the III Corps Public Affairs Office

and the fourth copy is retained by the editor until the Fort Hood Sentinel is published. After the paper is published, the fourth copy is provided to the public information officer for outside release.

The original copy of the story is sent to The Temple Daily Telegram, publisher of the Fort Hood Sentinel, to be typeset. The III Corps Public Affairs Office holds the other two copies until the newspaper staff is ready to do the layout. Before going to Temple on Wednesday morning to layout the paper, the editor picks up a copy of every story from the III Corps Public Affairs Office to check the typeset version of the story against the original for errors. After the paper is published, this copy of the story is filed in the division public affairs office for possible future use.

The division editor has a deadline to III Corps which requires that fifty percent of all copy be in by three o'clock Friday afternoon. The remaining fifty percent is due by three o'clock Monday afternoon.

The "Armored Express" editor receives the dummy sheets from Temple on Monday night and layouts the section Tuesday morning and determines headline requirements.

Headlines are written by the two journalists and the editor on Tuesday morning and the pages are returned to the editor of the Fort Hood Sentinel by one o'clock Tuesday afternoon.

On Wednesday morning the editor goes to the Temple

Daily Telegram to paste up the "Armored Express" section. One copy is then made of each page and every story is read by two people to check for errors.

DeWitt said, on the average, each of his writers is assigned three stories each week. As editor, DeWitt writes at least one story each week for the section.

Contact sheets of all photographs are provided to DeWitt by either the photographer or the reporter who took the photographs. DeWitt selects the photos to be used and two prints are made of every photograph intended for publication. One copy goes to The Temple Daily Telegram and the other, after publication in the Fort Hood Sentinel, goes to the public information officer for outside release. All negatives are filed, together with the contact sheets, in folders maintained by the photographer. The folders identify the photographer and the topic (3).

Duties of a Second Armored Division Journalist
as Described by Meyers and Frey

Meyers said the duties of a division reporter "basically involve covering assigned stories and then writing the stories in Associated Press style" (11). He said he has developed a number of contacts at all levels in the division and generates about thirty percent of the story ideas that he works on. Before working on a story however, Meyers said he clears it with the editor.

Meyers said he is required, at times, to conduct

interviews by telephone, but avoids it whenever possible.

The division reporters are often required to take their own photographs in support of assigned stories, but they prefer to use the photographer when possible. On those occasions when the reporters take their own pictures, they give the film to the darkroom technician for processing.

It is the responsibility of the reporter to arrange for interviews in support of assigned stories and both Meyers and Frey agree that the place to start is with the unit first sergeant. "Most first sergeants like to know when someone from outside the unit is in their area, so it's a courtesy to let him know ahead of time" (5) Frey said.

Division reporters are often required to rewrite releases published by Department of the Army or by III Corps in order to localize them for the division audience.

The reporters are required to write headlines, together with the editor, and to write outlines for photos used with their stories.

Duties of the Division's Broadcast Journalist as Described by Sergeant Reeves

Reeves is the broadcast journalist for the division. While serving as the broadcast journalist, Reeves was attached to the III Corps radio and television station.

At the television station, Reeves anchored a fifteen-minute television newscast daily, produced public service announcements for Fort Hood cable television and for

distribution to nearby television stations, and prepared reports received from Department of the Army for use by both radio and television stations.

At the radio station, Reeves produces a daily five-minute summary of Fort Hood news used by nearby commercial stations, serves as a disc jockey for two hours each day, and prepares radio news in broadcast style from Army Times news stories (13).

Duties of the Photographer
as described by Lusby

Lusby is assigned to the division photography studio, but works for the public affairs office. Lusby's primary function is to work in support of the reporters for the "Armored Express" section, but receives many other photo assignments in addition to the newspaper.

Lusby serves as the darkroom technician for the public affairs office, oftentimes developing film and making prints for the reporters and other office personnel even though he was not available to take the pictures. Lusby maintains a file of all pictures taken by office personnel. A separate manila folder is used for each photo assignment. Each folder contains a contact sheet and the negatives for the assignment. The folders are filed by photographer's name and the topic.

Lusby receives all photography assignments concerning the "Armored Express" from the editor, but also receives

other photography assignments from the command information officer. In the latter case, Lusby said, DeWitt is informed by the command information officer (10).

Problem Areas Identified by Command
Information Branch Personnel

Vogels said that although the command information branch has established goals, there are no written objectives for the branch, which he said would be helpful (15). He said the branch needs to target its messages to specific public(s) in a more formal fashion. Too often, he said, "We just rely on the shotgun effect and never really know if we're getting the right message to the right public" (15).

The lack of written standard operating procedures was identified by Vogels as a shortcoming of the command information branch.

Vogels said one problem of the command information branch, which is characteristic of the public affairs office in general, is its heavy print media orientation (15). He said he has tried to get the operation to expand its scope to include more audio-visual media, but it is a slow process.

DeWitt said the reporters should operate on a beat system, but there are too many units and activities to be covered with only two reporters. He said "Ideally, you need one reporter for each senior command, the First Brigade, Second Brigade, Division Support Command, and Division

Artillery, plus one reporter for separate division troops. The command information branch then, in order to cover the division on a beat system, would need five reporters.

Second Armored Division
Public Information
Branch

Public information is defined by the Defense Information School as "the dissemination of information and other material to the public(s) via press, radio, television, and other media of mass communication" (1, p. 16-3).

Public Information Goals as Described
by the Department of the Army

The Army regulation concerning public information states that one of the Army's goals is to "fully inform the public of the Army's unclassified activities" (8, p. 1-2).

In order to accomplish this goal of the Army, a number of public information goals have been established by the chief of public affairs for the Army. These goals and principles, as stated in the Army regulation governing public information are:

- a. Department of the Army agencies will provide unclassified information about the Army and its activities to the public.
- b. Requested Army records will be released under Army Regulation 340-17.
- c. Unfavorable news will be released with the same care and speed as favorable news. Candor is essential in dealing with the public.
- d. Promotional, self-serving news is suspect in terms of truth and accuracy and should be avoided.
- e. Department of the Army officials must not discuss publicly matters which are the responsibility

of other governmental agencies.

f. Information classified in the interest of national security under DOD 5200.1-R and AR 380-5 will not be disclosed.

g. Public affairs officers and staffs will not initiate or conduct programs for psychological warfare purposes (7, p. 1-2).

Public Information Goals as Described by Raudy

The division public affairs office has several public information goals, Raudy said. The first goal of the office is to "Tell the American people what the division is doing in a straight, forthright manner" (12).

A second goal of the public information branch, Raudy said, is to "Publicize the division and its soldiers through whatever public information channels are available" (12).

The philosophy governing these two goals is that the American people have a right to know everything the division is doing within the bounds of security. The Army belongs to the American people, Raudy said, and they have a right to know how their tax dollars are spent.

Public Information Goals and Objectives as Described by Largent

The public information branch is basically a one-person operation although the clerk typist works for the public information officer when the office does not have a public affairs supervisor. Largent is the public information officer.

The goals of the public information branch as stated

by Largent are:

- a. To publicize the division's soldiers through an active hometown news release program.
- b. To publicize the division through the marketing of stories about the division in the news media.
- c. To answer media inquiries concerning the division.
- d. To assist the media in covering stories about the division and its people.
- e. To answer all questions and provide assistance as requested by American citizens who contact the division (9).

The public information branch, like the command information branch, does not have written objectives to support the goals.

Communication Channels Employed by the
Public Information Branch

The public information branch employs a number of civilian news media outlets, print and electronic, and a number of official, authorized by the Army, and unofficial military markets in order to fulfill the public information goals of the organization.

The public information branch maintains a media book in a three-ring binder entitled "The Warbook," which contains a listing of news media used by the division.

The media book is divided into six sections; local newspapers, state newspapers, state and local television, military magazines and newspapers, local radio stations, and the wire services. Information contained in the book is completely updated every two months by the III Corps Public Affairs Office, but changes are posted by Largent as she

learns of them

The local newspaper section consists of: the Journal, Belton; the Killeen Daily Herald, Killeen; the Telegram, Temple; the Record, Lampassas; and the Leader, Copperas Cove. Under the heading of each newspaper is the address of the newspaper, the correspondent(s) that cover Fort Hood and their business and home phone numbers, and the newspaper deadline for the daily edition and where applicable the Sunday edition.

The state newspaper section consists of: the Citizen and the American Statesman, Austin; the News and the Times Herald, Dallas; the Star-Telegram, Fort Worth; the Chronicle and the Post, Houston; the Express and the Light, San Antonio; and the Tribune-Herald, Waco. Under each state newspaper heading is listed the mailing address of the paper and phone number of the editor for military news or of the reporter who covers Fort Hood. Two of the listed newspapers also indicate the daily and Sunday deadlines.

The state and local television section consists of: KSAT-TV, San Antonio; KCEN-TV, Temple; KWTX-TV, Waco; KTRK-TV, Houston; KNCT-TV, Killeen; DERN-TV, Austin; KDFW-TV, Dallas; KTVT-TV, Dallas; KXTX-TV, Dallas; KHOU-TV, Houston; KPRC-TV, Houston. Under each television listing is the address and telephone number of the station. Five of the fifteen stations list an individual to contact.

The local radio station section lists six radio stations: KIXS, Killeen; KOOV, Copperas Cove; KTON, Belton;

KTEM, Temple; KMCS, Gatesville; and KCKY, Lampasas. Listed under the radio call letters are the address, telephone number, and person to contact.

The wire service section lists United Press International in Dallas, The Associated Press in Dallas and The Associated Press in Austin. Under each heading, the address, telephone number, and person to contact are listed.

The military magazine and newspaper section lists fourteen magazines and one newspaper. Magazines listed are: All Volunteer, published by the United States Army Recruiting Command at Fort Sheridan, Illinois; Armor, published by the United States Army Armor School at Fort Knox, Kentucky; Army, published by the Association of the United States Army in Arlington, Virginia; Army Communicator, published by the United States Army Signal Center in Fort Gordon, Georgia; U. S. Army Aviation Digest, published by the United States Army Aviation School in Fort Rucker, Alabama; the Field Artillery Journal, published by the United States Army Field Artillery School at Fort Sill, Oklahoma; Infantry, published by the United States Army Infantry School in Fort Benning, Georgia; Soldiers, published by the United States Army Command Information Unit in Alexandria, Virginia; Driver, published by the Air Force Information Service at Norton Air Force Base, California; Army Logistician, published by the United States Army Logistics Management Center at Fort Lee, Virginia; Army Administrator, published by the

United States Army Administration Center at Fort Harrison, Indiana; Military Police Journal, published by the United States Army Military Police School at Fort McClellan, Alabama; Army Times, published by the Army Times Publishing Company in Washington, D.C.; The Times Magazine, published by the Army Times Publishing Company in Washington, D.C.; The Engineer, published by the United States Army Engineer School at Fort Belvoir, Virginia; and Air Defense, published by the United States Army Air Defense School at Fort Bliss, Texas.

The public information officer uses the media book extensively in dealing with the news media (9).

Public Information Branch Procedure
for Dealing with the News Media

There are many channels of communication through which the public information officer provides information to the news media. The Department of the Army pamphlet concerning public information states:

The means of releasing news includes written releases, tapes, personal and telephone contact, fact sheets, press memos, photographs, motion picture film, interviews, news conferences, and tours (7, p. 3-2).

Whatever channel of communication is employed in releasing information to the news media, it must be first cleared through the III Corps Public Affairs Office (12). The procedure employed by the public information officer varies somewhat depending on the type of release in question, but clearance from III Corps is always required.

The news release is probably the most common means of

releasing information to the news media by the public information office (9). One form of news release is stories originally published in the "Armored Express" section of the Fort Hood Sentinel. After the stories are published in the "Armored Express," the editor of the section gives the stories to the public information officer who rewrites them for outside release, sends the stories to area newspapers, and files the stories with a list of story receivers. Since stories that appear in the "Armored Express" are already cleared by III Corps the public information officer does not clear them again before sending them out.

News releases prepared by the division public information officer that were not published in the "Armored Express," must be cleared by the III Corps Public Affairs Office.

News media requests for interviews with persons in the division must be cleared through the III Corps Public Affairs Office. If the individual to be interviewed is in the grade of colonel or above, approval must come from the III Corps chief of staff.

Upon receiving a request for an interview, the division public information officer contacts the person to be interviewed to determine if the person is available and agreeable to the interview. Then, the public information officer advises the III Corps Public Affairs Officer of the request and the division command group at the same time. The III Corps Public Affairs Office prepares a decision

paper for the chief of staff of III Corps. If the decision is to grant the interview, and it usually is, then the division public information officer coordinates with the news media and the person to be interviewed in order to arrange a time and place for the interview (9).

The procedure for handling telephone inquiries is basically the same as handling requests for interviews, Largent said. When an inquiry is received, the III Corps Public Affairs Office is advised of the specifics of the inquiry. If the subject involves only Second Armored Division, then the division public information officer is told to handle the inquiry and inform the III Corps office of the answer. However, if the inquiry involves units other than the Second Armored Division, then the III Corps Public Affairs Office assumes responsibility for handling the inquiry.

Whenever the commanding general, deputy commanding general, or the chief of staff are interviewed by the news media, either the division public affairs officer or the public information officer is present and records the interview to protect the command group.

Hometown News Release Program

The hometown news release program publicizes the achievements and activities of Army personnel in their hometown news media. The Army's public information regulation states: "Hometown news releases include written stories, still

photographs, and motion picture films and tape-recorded features. An effective hometown news program should use a combination of all media" (8, p. 7-0).

The hometown news program is a major part of the public information effort of the division's public information office. Individual units are required to submit to the public affairs office hometown news release forms concerning individual assigned to the unit. The public information officer screens the submissions to ensure that necessary information is provided and then forwards the forms to the Army Hometown News Center in San Antonio, Texas. The Army Hometown News Center is responsible to:

- a. Function as the central editing and placement agency for the news release program.
- b. Evaluate and edit hometown news releases, feature stories, photographs, motion picture film and video features.
- c. Forward hometown news releases to the proper news outlets in an individual's home community.
- d. Maintain a United States Army television news team to film hometown feature stories (13, p. 7-0).

The form sent to the Army Hometown News Center by the division public information officer contains all the pertinent information concerning the individual and the event. The hometown news personnel are responsible for putting the information into story format suitable for publication.

Basically there are four types of stories suitable for submission as hometown news stories: the group story, the feature story, the individual achievement story, and the headline follow-up story (7, p. 3-6).

The group story concerns a number of soldiers participating in the same event, such as a major field exercise. A hometown news release form is prepared for each individual, providing specific information on the individual such as location of hometown, name and address of parents, high school attended, and rank. A cover story concerning the event is written with appropriate spaces into which the specific information for each individual can be inserted (7, p. 3-6).

The feature story is written on one or more soldiers and concentrates on personalizing the human side of the Army (12).

The individual achievement story concerns promotions, awards, reenlistments, and other personal achievements of Army personnel (7, p. 3-6).

The headline follow-up story "is an interview with soldiers involved in any headline event" (7, p. 3-6). This type story, which often provides local angles for national events, is time sensitive so the Army Hometown News Center is alerted well in advance so the story can be processed quickly (7, p. 3-6).

The division's hometown program is outlined in Second Armored Division Regulation 360-3, "Division Hometown News Release Program," which states:

The Hometown News Release Program is an important segment of the Army's Public Affairs program. The target markets are the soldier's family and friends via the media of daily and weekly newspapers and local radio stations. The program publicizes the soldier's

accomplishments and achievements, resulting in a better understanding of the Army's role in national defense, and has proved to be a viable tool for improving individual morale (2, p. 1).

The division reugulation states that the public affairs officer "has staff responsibilities for all matters pertaining to the hometown news release program" (2, p. 1). The regulation outlines the duties and responsibilities of every level of command regarding the administration of the program.

The public information officer receives copies of promotion orders and awards from the adjutant general's office. This procedure serves as a back-up to ensure a hometown news release is prepared for such events in that if the unit does not submit a completed hometown news form by the time the public information officer receives the orders, the unit is notified and complies with the requirement.

Participation in the hometown news program is voluntary and the division regulation governing the administration of the program states that: "prior to filling out the hometown news form, service members are requested to read the Privacy Act statement on the bottom of the form (2, p. 2).

Units in the division are required to submit the completed hometown news release forms to the public affairs office, where the clerk screens them to ensure that all the information is correct and that only bonafide events are submitted. The clerk then credits each unit with the number of forms submitted. The public information branch publishes

a monthly standing that indicates how well each unit in the division is doing relative to the other units (9).

Facilitating News Media Coverage of
Field Training Exercises

Since news media coverage of field training exercises provides the American people an opportunity to see their Army in action, the public information officer must do everything possible to assist the news media in their reportage of training exercises (12).

Prior to large-scale or unique field training exercises the public information branch notifies the news media through a press advisery specifying what will take place, who will participate, and why it is newsworthy.

The public information office, in releasing a press advisery, tries to be as specific as possible concerning what activities will take place during the exercise so the news media can determine if the event is newsworth (9).

After the news media responds to the advisery, the public information officer develops a news media list indicating what news media will cover the exercise and what their special requirements or desires are. Working with the public affairs officer, the public information officer determines the logistical requirements, such as transportation, food, shelter, special protective equipment, and special arrangements necessary to get the news media where they want to be in order to cover the exercise.

Since civilian vehicles are not permitted in the training area, military transportation is provided for news media representatives.

While covering field training exercises the news media representatives are feed by the unit participating in the training. They are charged the same rate for the food that the unit officers pay. Although the news media representatives are welcome to stay in the field at night with the unit, most of them prefer hotel accomadations, which are made by the public information officer.

News media representatives are authorized to fly in military aircraft, Raudy said, when they are covering an Army story. Clearance to fly in military aircraft is obtained from the commander of III Corps and Fort Hood, through the III Corps Public Affairs Office.

Exclusive Interviews

The division public affairs officer said the division adheres strictly to Department of the Army guidelines concerning the use of exclusive interviews. Information is provided on an exclusive basis, he said, "if a newsman requests information which has not been asked for by others" (12).

The Army Information Officers' Guide provides Department of the Army guidelines concerning exclusive interviews, and states:

a.If similar queries have been received, the

newsperson should be told without being given the names of other inquirers.

b. If similar requests are received from not more than three news media, the answer should be given to all three, simultaneously if possible, and each one informed of the action.

c. When more than three newsmen have made similar requests, the information can no longer be considered exclusive and should be announced in a release. Inform those who requested an exclusive, and reasons for the release.

d. If a request is received concerning a release in preparation, tell the inquirer a release is being prepared and that he will receive his answer when the release is made. His request cannot be considered an exclusive (7, p. 2-4).

Feedback and Evaluation

Largent said the only public information program that lends itself to feedback and evaluation is the hometown news release program, which is evaluated in two ways (9). The public information office is able to determine if each unit in the division has satisfied its required number of submissions each month, which is three percent of assigned unit strength. These statistics are compiled by the administration section's clerk and published in a monthly summary sheet by the public information officer.

Largent said, "It's very easy to determine if we are meeting our goals by simply examining the summary sheet each month" (9).

The Army Hometown News Center in San Antonio, Texas publishes a quarterly summary entitled "Feedback" in which the division's results can be compared with other Army divisions.

Duties of the Public Information Officer
as Described by Raudy

The public information officer is responsible for all contact with the external public(s) of the division (12). This general responsibility involves many specific duties. In order to simplify the discussion of the public information officer's duties, they have been broken down into the following categories: news media, media escorts, news releases, marketing, hometown news program, and command mail.

News media.--The public information officer is responsible for the division's relations with the news media, including the handling of news media inquiries, requests for interviews, and providing assistance to the news media in their reportage of division stories (12). All news media inquiries, requests for interviews, and requests to cover division stories must be cleared by the public information officer through the III Corps Public Affairs Office.

In answering news media inquiries, the public information officer, after obtaining III Corps clearance, must research the subject of the inquiry and contact as many staff agencies and commands as necessary to formulate an accurate, comprehensive answer (12).

News media requests for interviews, after being cleared through the III Corps office and the division command group, are coordinated by the public information officer. She is responsible for ensuring the news media representative and

the person to be interviewed meet at the scheduled time in a site conducive for an interview (12).

The public information officer is responsible for facilitating news media coverage of the division, including field training exercises. This facet of the job includes getting the necessary clearance from III Corps, advising the Second Armored Division command group, coordinating with the persons and units to be covered, arranging for whatever logistics are necessary, such as transportation, food, and equipment, and ensuring the news media is able to talk to everyone and see everything they want (12).

Media escorts.--The public information officer is responsible for all news media escorts within the division area. Escorting the news media, Raudy said, "is the best way to ensure they will get to where they want to be and talk to the people they want to meet" (12). Although the public information officer is responsible for ensuring that news media representatives are escorted, she does not escort them herself in all cases.

News releases.--The public information officer is responsible for writing all news releases for both the print and electronic media. Information for these releases may come from a story written for the "Armored Express," the command group, or from the commanders of other units in the division. Aside from writing the releases, the public

information officer is responsible for clearing it through the III Corps Public Affairs Office and for disseminating it to the news media.

Marketing stories.--The public information officer is responsible for reviewing all stories written for the "Armored Express" to determine if they are suitable for outside release. This involves evaluating available markets and rewriting the stories for specific market requirements.

The public information officer is responsible for maintaining a log which indicates what stories have been released to outside markets and for compiling a file of published articles.

Hometown news program.--The public information officer is responsible for the division hometown news release program. Although the hometown program is actually run by the administration section's clerk, the public information officer monitors the program, provides guidance to the clerk, compiles the monthly reports, and advises the public affairs officer of the division's status concerning the hometown program.

Command mail.--The public information officer is responsible for answering mail addressed to the command group, from the news media, civilian groups, and private citizens.

The division command group receives a considerable amount of mail asking questions about the division, the post, or why the division is doing or not doing something. Answering this mail usually involves some research on the part of the public information officer in order to provide an accurate and comprehensive answer.

Duties of the Public Information Officer
as Described by Largent

As the division public information officer, Largent said she is concerned with the division's external public(s) and employs whatever communication channels are available to publicize the division and to answer questions concerning the division (9).

In order to simplify the discussion of the public information officer's duties, the following categories are employed: news media, media escorts, news releases, marketing stories, hometown nes program, and command mail.

News media.--Largent said she handles all media inquiries concerning the division. When an inquiry is received, whether by telephone or in person, the first thing the public information officer does is fill out an inquiry sheet. The inquiry sheet, which begins the file for each inquiry, includes the name of the person making the inquiry, his organization, the subject of the inquiry, and the date and time it was received (9).

After completing the inquiry sheet, Largent notifies

the public affairs officer of the inquiry and provides the information to the III Corps Public Affairs Office.

If the matter is fairly routine, Largent said, the III Corps Public Affairs Office will generally have the division public information officer answer the inquiry and inform III Corps of the response. If the inquiry is of a controversial nature, the III Corps Public Affairs Office will send the inquiry to the corps chief of staff in a decision paper format, which provides all the basic facts relating to the inquiry on a single typed page. Then, depending on the decision, either the division or the corps public affairs office handles the inquiry.

The inquiry file may contain nothing more than the inquiry sheet and a typed response, Largent said. Sometimes however, the inquiry may develop into a complex story.

In researching answers to inquiries, it is often necessary to talk to a number of staff officers or commanders in order to develop a complete answer for the news media. Generally, this research is done by telephone, Largent said, but afterward a memorandum for record is made in questions arise later concerning the response.

The public information officer handles all media requests for interviews. Largent said after an interview request is cleared by the III Corps Public Affairs Office and the division command group has been advised, she notifies both the news media representative and the person to be

interviewed and coordinates a time and a place for the interview (9).

Largent said she is always present at the interviews and records all interviews with the commanding general, deputy commanding general, and chief of staff.

Facilitating news media coverage of the division is the responsibility of the public information officer. Largent said this duty mainly consists of planning for all the logistical requirements involved in the coverage and for anticipating and providing for possible contingencies so that the news media representatives are free to cover the story however they want (9).

Media escorts.--Largent said she usually does not escort the news media personally unless the commander of the unit being covered asks her to (9). She said, "If I'm out all day with one newsman, I can't be back at the office answering the daily fare of media inquiries or arranging division coverage by other media representatives" (9).

Largent, after making all the necessary coordination between the unit and the newsman as to time, place, and what's going on, said she usually asks the unit to provide an officer as an escort for the newsman while he is visiting that unit.

Some commanders request that a representative from the public affairs office accompany the news media when covering a story in their area, and in those cases, Largent said,

she escorts the news media herself.

News releases.--Although Largent said she is responsible for writing news releases for both print and electronic media, the releases are cleared through the III Corps Public Affairs Office before being released to the news media.

Every effort is made to ensure that all news media channels receive the information in time to disseminate it in either the next edition, for the print media, or their next scheduled broadcast, for the electronic media (9).

When it is necessary to make the release over the telephone, the public information officer does so from a prepared text to ensure that all media channels receive exactly the same information.

Marketing stories.--The public information officer is responsible for marketing stories, written primarily for the division internal audience, in communication media intended for the external audience. Largent said the editor of the "Armored Express" section provides her with one copy of every story published in the post newspaper. Largent screens these stories to determine if they are suitable for the external market and then rewrites the stories according to the specific requirements of that market.

After sending the story to the external market, the public information officer provides the III Corps Public Affairs Office with a copy of the story and a list of the

markets it was sent to.

Hometown news program.--The public information officer is responsible for the operation of the hometown news release program in the division.

Largent said the clerk in the administration section is the one who actually runs the program on a daily basis, but that she is responsible for monitoring the program and ensuring the division meets the goals established for it.

The public information officer is also responsible for publishing the end of month statistics which indicate how well each unit in the division did for the month. In the event the division is not meeting its monthly objectives, the public information officer should detect the trend early enough so that remedial action can be taken in time to correct the deficiency.

Aside from monitoring the submission of hometown news release forms by the units in the division, the public information officer is responsible for arranging coverage of the division by the Department of the Army Hometown News Team, which prepares television spots on individuals in the division to be aired in their hometowns.

Command mail.--The public information officer is responsible for answering mail addressed to the command group. Largent said that the amount of time required in answering these letters varies considerably from case to case. She said

"There is no standard procedure that applies to the answering of command mail because there are so many different types of requests" (9).

After an answer is developed, the public affairs officer sends the letter to the member of the command group to whom it was originally addressed. The letter is sent up as an enclosure to a one-page decision paper designed to explain the history of the action, i.e., who make the request, what it was, what answer was developed, and any other pertinent facts relating to the action (9).

Public Affairs Office: the
Administrative Branch

The administrative branch of the public affairs office is authorized a master sergeant, public affairs supervisor, and a special duty position for a clerk. At the present time however, both positions are vacant.

The administrative branch is responsible for ensuring the entire office has the necessary supplies required to operate. The public affairs supervisor is the primary custodian of the self-service account fund, which is used to purchase supplies and equipment for the office.

The administrative branch is responsible for the internal distribution and routing system within the office and for monitoring suspense dates from higher headquarters.

The office filing system is maintained by the administrative section, as is the office library of regulations.

Office Files

The administrative branch maintains the files for the public affairs office in accordance with the Army Information Officers' Guide. The files are divided into several categories: policy, background, biography, press release, organizations, suspense, query, photographs, and clippings (12, pp. 20-2, 20-3).

Policy files.--Policies of the division and III Corps are maintained concerning information and other topics which relate to the public affairs operation. The file is informal, filed alphabetically, and contains staff studies, disposition forms, and command letters that establish policy within the division (7, p. 20-2).

Background files.--Background files are created to assist in answering news media queries. The Information Officers' Guide states:

Background files are established and grow as specific information accumulates on subjects of interest to the command. . . . They include: information material from higher headquarters, history and mission of the installation or command, organization and function charts, manuals, and statements by commanders, military and civilian strengths, payrolls and personnel data, budget information and workloads (7, p. 20-2).

Biography file.--The biography file contains official pictures and current biographies of the division commander, deputy commander, chief of staff, and brigade commanders. The pictures and biographies maintained in this file are

reviewed by the individual concerned.

Release file.--News releases are filed in two files. Each release is filed numerically in the news release file and by subject in the background or policy files if a release was issued on that particular subject (12).

Hometown news release file.--Hometown news releases are filed separately from other news releases by the clerk. These releases are filed by month and by unit.

Organization file.--The organization file contains a listing and brief description of all the organizations: professional, veteran, service, and fraternal connected with the division. Each file contains a list of organizational officers and is updated quarterly by either the public affairs supervisor or the clerk.

Suspense file.--A daily suspense file, normally maintained by the public affairs supervisor, consists of thirty-one folders, one for each day of the month. Reminders and other actions are placed in the folder corresponding to the day the action is required. This file, Raudy said, is designed to keep the office from getting behind in staff actions and other requirements (12).

Query file.--The query file, discussed earlier in the public information branch, is maintained by the public information officer. The file is maintained in chronological

order with an index which provides a listing of queries by number, date, and subject. In each file is a copy of the query which indicates the date received, from whom, and the nature of the inquiry. In the file is the answer provided in response to the query, and a brief chronology of the research conducted to provide the answer (9).

Photograph file.--The photograph file, discussed under the command information branch, is maintained by the photographer. Each file includes a contact sheet of the pictures shot on a particular subject and the negatives of that contact sheet. The file is maintained by subject and photographer's name (10).

Clipping file.--The public affairs supervisor and the clerk maintain the clipping file, which consists of articles concerning the division, clipped from local, state, and regional newspapers, and magazines. These publications are screened by the public affairs supervisor and clerk, and pertinent articles clipped. These articles are placed in a three-ring binder and sent to the command group weekly (12).

Duties of Administration Branch Chief
as Described by Raudy

The public affairs supervisor, an authorized master sergeant position, is the branch chief of the administration branch.

The public affairs supervisor is responsible for the smooth functioning of the entire office. He is responsible for the internal distribution system, ordering and procuring supplies, and keeping track of office suspenses.

The public affairs supervisor, as the senior enlisted man in the office, is responsible for keeping track of the extra duty details performed by office personnel, and for accounting for office personnel at company formations.

The public affairs supervisor directly supervises the clerk and is responsible for overseeing the office file system (12).

Problem Areas

The main problem in the administrative branch is the lack of personnel. Since the public affairs supervisor is, by the table of organization and equipment, authorized to be a master sergeant position, the fact that the job is vacant hurts the effectiveness of the office, Raudy said. The added fact that the clerk position is also vacant compounds the problem tremendously, Raudy said (12).

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CHAPTER III
THE ORGANIZATION AND OPERATION
OF THE PUBLIC AFFAIRS OFFICE
IN THE FIELD

The Second Armored Division participates in a number of field training exercises each year. These exercises are conducted in the field at Fort Hood, at other training areas in the United States, and at training areas in West Germany. During field operations, the scope of the division's public affairs activities is broadened considerably. The public affairs office must continue to perform the functions described during garrison operations plus a number of additional functions created by field training requirements.

The command information branch must continue to satisfy the information needs of the division's internal audience at Fort Hood, and must address the information needs of the soldiers living and working in the field.

The public information branch must continue to answer queries from the news media and private citizens concerning the division, and must publicize the division's participation in the field training exercise through whatever news media channels are available.

Field operations present a number of problems not

encountered during garrison operations such as lack of electricity, shortage of transportation, degradation of communications, and a constantly changing tactical situation in which units frequently move making news media coverage more difficult.

Public Affairs Activities During
Field Training Exercises
At Fort Hood

The division does a good part of its field training on the Fort Hood reservation. Units in the division train frequently in the field and are covered by the division public affairs office, which operates from its garrison office in building sixty. However, when the division as a whole deploys for field training, the public affairs office conducts its operations in the field environment.

The command information officer is responsible for determining the equipment requirements for the office, based on the location of the exercise, the number of troop units involved, and the duration of the exercise (5).

After equipment requirements are determined, the command information officer signs for the equipment from headquarters company. For most field training exercises, the equipment consists of one general purpose tent, six field desks, and four manual typewriters (5).

During field training exercises at Fort Hood, the public affairs office operates from three sites simultaneously. The three locations used are the division tactical

operations center, the division support area, and the public affairs building at Fort Hood.

The division tactical operations center is where the division commander and his operations officer control the maneuver of the division. The G-3 section maintains the division operations map which depicts the location and disposition of all division units and indicates both known and suspected "enemy" locations. The division tactical operations center is the command and control nerve center for the division.

The Public Affairs Officer

The public affairs officer operates from the division tactical operations center during field training exercises. From this location, Raudy said, he can "stay on top of the situation and know immediately of any significant changes, which would be of interest to the news media" (4).

From the tactical operations center, the public affairs officer is able to advise the public information and command information officers of the changing situation and unexpected developments.

At the tactical operations center, the public affairs officer receives and briefs news media representatives who are brought forward by the public information officer.

Command Information

The command information officer, together with the

reporters and photographers, sets up a press operations center in a general purpose tent located in the division support area. The command information officer receives timely information from the public affairs officer, located at the tactical operations center, and assigns reporters and photographers from the press center to cover units engaged in activity.

The reporters and photographers use the press center as a base of operations, but spend most of their time out in the field with the units. After spending a few days with a unit, the reporter returns to the press center to write the story. Likewise, the photographers return to the press center to drop off exposed film. Lusby, the darkroom technician, collects all the exposed film, and takes them to the public affairs building where they are processed.

After the reporters write their stories, they are given to the command information officer who copy-edits them, puts them in a folder, and send them to the editor of the section located in the public affairs building at Fort Hood.

The press center is divided into a sleep area and a work area. The work area consists of three field desks with manual typewriters and one desk with the mimeograph machine. In the press center, the command information officer maintains a map of the division area with approximate unit locations plotted. Next to the map is an assignment board that indicates what unit each of the reporters is covering

at any given time.

The command information officer uses the mimeograph machine to produce an exercise newspaper, usually four pages long, which is published twice each week.

Public Information

The public information officer operates from the public affairs building at Fort Hood when the division is in the field. Largent said that while the division is training in the field, her job is to "publicize what the division is doing in the field by writing news releases and advising the news media of what is going on in the field" (3). She said she tries to get the news media to go to the field and cover the division by letting them know in advance what activities are taking place.

When the public information officer learns that a news media representative wants to cover the field exercise, she advises the public affairs officer who determines what unit the news media representative should visit. Largent then provides transportation for the news representative to Raudy at the division tactical operations center.

Personnel assigned to the administrative branch of the office remain at building sixty with the public information officer during field training at Fort Hood. The personnel from the administrative section assist the public information officer in escorting the news media.

Field Training Exercises Conducted in
Other Parts of the United States

The division participates in some training exercises in which a large part of the division deploys to training areas in other parts of the United States. Public affairs activities during this type of training exercise are complicated by the fact that the internal public(s) of the division often are separated by a considerable distance.

The most recent exercise of this type was Operation Desert Fire, conducted at Fort Irwin, California in February 1980. During this exercise a large part of the division was airlifted to the desert at Fort Irwin, but several thousand soldiers and all of the division's dependent families remained at Fort Hood.

Raudy said that in order to ensure adequate coverage of the exercise, provide for the information needs of the soldiers on the exercise, and continue to meet all the demands, concerning both public and command information, at Fort Hood, it was necessary for the office to organize into teams.

To meet the demands the office was organized into three teams: two consisting of one officer and two reporters and one consisting of one officer, a reporter, and a photographer (4). One team went to the exercise site for a week, then rotated back to Fort Hood and was replaced by another team.

The team at the exercise site, covered the training and sent stories and photographs through the mail back to the public affairs office at Fort Hood. Copies of the Fort Hood Sentinel were sent by military aircraft each week to the exercise site at the rate of one for every five soldiers.

Local news media coverage of the exercise was coordinated through the Fort Irwin Public Affairs Office, because they knew the requirements of the local media and the points of contact (5).

The public affairs team operated from the division tactical operations center, where they would receive news media representatives and brief them regarding the training exercise prior to escorting them to the unit they wanted to cover.

During field training exercises away from Fort Hood, the exercise newspaper is usually published in the same manner as in the field exercises at Fort Hood. The exercise newspaper is directed at the soldier with short feature articles about the exercise, personality profiles, and news summaries from The Associated Press and United Press International.

Some news media representatives from the Fort Hood area travel to wherever the division is training to cover the exercise. This is done at the media's expense unless the area is considered inaccessible in which case the public affairs office arranges military transportation.

Planned Operation of the
Public Affairs Office
for Reforger 1980

Reforger, which stands for return of forces to Germany, is one of the exercises which comprise the Autumn Forge series of exercises conducted in Western Europe each year. The series of exercises involve national, multi-national, and NATO exercises (2, p.1).

Reforger is intended to "demonstrate the United States capability to return NATO-committed ground and air forces to the Federal Republic of Germany" (1, p. 1). In September 1980, more than 17,000 United States soldiers and airmen will return to Europe during the Reforger exercise (1, p.11).

The Second Armored Division is the major unit participating in Reforger 1980 in which 8,000 division soldiers will be airlifted to Germany, draw prepositioned equipment, and move to Northern Germany to participate in the First British Corps' Spearpoint 80 field exercise. During the move north, one brigade from the division will participate in a major river crossing exercise, called Cargo Canoe, in conjunction with the German Army (1, p. 3).

Although technically the division will participate in several exercises: Reforger, Cargo Canoe, and Spearpoint, all of which are in the Autumn Forge series, the office has organized and planned its operation in five stages: pre-deployment, deployment, field training exercise, post-exercise, and redeployment.

The predeployment phase includes all public affairs activities prior to the division's departure for West Germany. These activities are designed to provide the American public information concerning the exercise, provide information to the soldiers who will participate in the deployment, provide information to the families of those soldiers necessary for them to get along while the servicemember is away, and prepare for coverage of all phases of the exercise (4).

The deployment phase concentrates on public affairs activities while the division is in the process of moving to West Germany. This phase includes the movement of troops and equipment from Fort Hood to West Germany, the drawing of prepositioned stocks of equipment in Germany, and the movement of the division from the preposition sites to tactical assembly areas in Northern Germany.

The field training exercise phase consists of public affairs activities during the nine-day tactical training exercise, Spearpoint 80.

The postexercise phase covers clean-up after the field training exercise and the turn-in of equipment at the preposition sites.

The redeployment phase covers the period during which the division returns to Fort Hood.

Predeployment Phase

The early stages of the predeployment phase are used for

fact-finding. The public affairs officer contacts units that participated in the Reforger exercise in past years and reviews their after-action reports.

During the predeployment phase, the goals and objectives of the exercise are formulated.

Goals and objectives.--The goals of the public affairs office for the Reforger exercise are formulated by the public affairs officer in conjunction with the public information and command information officers. Objectives are developed to support the goals.

The first public affairs goal for the exercise is to "publicize the Second Armored Division and its soldiers' participation in the Reforger exercise" (4). The specific objectives to support this goal are to provide coverage of all major activities of the division on the exercise through photographs and stories; to provide photographic coverage of one tank battalion from start to finish; and to facilitate news media coverage of the division throughout the exercise.

The second goal of the office is to satisfy the information needs of the internal public(s) that remain at Fort Hood. In order to accomplish this goal, it was decided that the "Armored Express" would continue to be published as a section of the Fort Hood Sentinel throughout the exercise period and would focus on what the soldiers in Germany were

doing.

The third goal of the office is to satisfy the information needs of the soldiers participating in the exercise. In order to accomplish this goal, it was decided that the command information branch reporters would contribute stories about the division to the exercise newspaper, which would be published by the British. This newspaper would tell the soldiers about the exercise. In order to provide for additional information needs, the public affairs officer arranged for copies of the European Stars and Stripes to be delivered to the soldiers in the field. The soldiers would learn of developments back at Fort Hood through the Fort Hood Sentinel, which would be shipped to Germany each week and distributed to the soldiers at the rate of one for every five soldiers.

Personnel.-- In order to meet the requirements for photographic support on the exercise, the public affairs office received four photoraphers from the division's signal battalion. The photographers are: Specialist Fifth Class Robert Lusby, Specialist Fifth Class Clifford Jones, Specialist Fourth Class John Barber, and Specialist Fourth Class Kenneth Clawson.

Command information.--Vogles said the command information effort during the predeployment phase concentrates on four areas: providing information about Germany to the

soldiers going on the exercise, provide information to the dependents concerning how they can get help while the soldiers are away, provide coverage of the preparations for the exercise in the "Armored Express", and arrange for distribution of the Stars and Stripes for the soldiers while in Germany (5).

In order to accomplish the first function Vogels contacted the Office of the Chief of Public Affairs, Headquarters United States Army Europe, who developed a list of publications designed to familiarize an individual with Germany and arranged for the publications to be shipped. These publications were grouped into packets and distributed to the battalions going on the Reforger exercise by the command information officer.

In order to inform the dependent families of soldiers participating in the exercise of where they could turn for help during the soldier's absence, the command information officer began presenting "chain of concern" briefings to the wives of the soldiers.

During the predeployment phase, the command information office provided coverage of the preparations for movement to Germany by covering the units, writing stories, and taking pictures.

Public information.--Because of an agreement between the United States and West Germany, information concerning

the Reforger exercise was under a news embargo for most of the predeployment phase. The West Germany government did not want information concerning the exercise to be released until the population in the maneuver area was properly informed.

During the news embargo, the public information officer prepared news releases concerning every phase of the Reforger exercise, listing all the participating units, number of troops involved, and the overall concept of the exercise. These releases were held until the embargo was removed (3).

All the hometown news releases concerning the Reforger exercise were prepared during the predeployment phase for distribution during the exercise by Vogels.

The Deployment Phase

Eight thousand division soldiers are scheduled to deploy to West Germany to participate in the Reforger exercise. The deployment period lasts for nine days, beginning on August 27, 1980 and ending on September 4, 1980. Two airfields in West Germany are scheduled to receive troops, Rhein Main airport in Frankfurt and Ramstein airbase near Kaiserslautern.

From these two airfields, the troops will be taken to marshalling areas located near the sites from which their equipment will be drawn. The equipment storage sites are located near Kaiserslautern, Miesau, Pirmasens, and Karlshrue,

all in Southern German.

After drawing vehicles and equipment from prepositioned stocks, the units will move more than three hundred miles north to participate in the British sponsored Spearpoint Exercise.

Since the division moves to Germany over a period of nine days and disperses to a number of different areas to draw equipment from upon arrival, the division's public affairs office must be organized to cover the entire operation and facilitate news media reportage of the exercise, Raudy said (4).

During the first stages of deployment, the division will have newsworthy events occurring on both sides of the Atlantic, requiring the attention of the public affairs office. Therefore, office personnel are scheduled to depart for Germany at various times to provide maximum coverage for the division and to ensure that a public affairs representative is available to assist civilian media during the major events.

The public affairs officer and reporters Meyers and Frey are scheduled to deploy with the advanced party on August 31, 1980.

Photographers Lusby, Jones, and Barber are required to deploy with their unit on September 1, 1980.

Reporter DeWitt will deploy with the Division artillery unit on September 2, 1980 and remain with them through their

equipment draw and movement north.

Largent and photographer Clauson will deploy on September 3, 1980 with the main body of the division.

The public affairs officer, by deploying with the advanced party will be able to assist the news media in covering the arrival of the units and the drawing of equipment from the prepositioned stocks. Largent, by remaining at Fort Hood until the last flight, will be able to assist the news media at that end in their reportage of departures. The reporters and photographers assigned to the office are interspersed in the deployment schedule to enable them to cover every phase of the movement.

Once in Germany, the public affairs officer will move about the various cities and areas occupied by the division, depending on the interests of the news media.

The reporters and photographers will operate as three separate teams in order to cover the different, simultaneous activities.

Frey and Barber will cover the equipment draw in Kaiserslautern and then travel to Karlshrue to cover the Second Brigade's equipment draw. Meyers and Lusby will cover the First Brigade's equipment draw in Miesau and Pirmasens. DeWitt will cover the Division Artillery's equipment draw at Pirmasens and remain with that unit as it travels to the maneuver area.

Photographer Jones will be attached to the 2/67 Armor

battalion and will remain with that unit throughout the exercise. He is responsible for creating a photographic record of one battalion's experiences during the Reforger and Spearpoint exercises. Although Jones is working for the Public Affairs Office, he will be attached to this tank battalion and redeploy back to the states with the unit.

Largent and photographer Clauson will arrive in Kaiserslautern in time to move north with the division and will establish an operations center at the Allied Press Information Center in Hildersheim.

Field Training Phase

The field training phase of the exercise, called Spearpoint 1980, will begin on September 17, 1980 and end on September 26, 1980. The Spearpoint exercise is the first time American units will operate under British control.

The exercise area, in northern Germany, is bordered by Hannover on the north, Hildesheim on the south, the Weser River on the west, and Braunschweig on the east. The maneuver area measures forty kilometers by ninety kilometers.

Organization.--During the field training phase, the public affairs office will operate from two locations. The public affairs officer will operate from the division tactical operations center while the public information officer will operate from the Allied Press Information Center in Hildesheim. The reporters and photographers will operate

from the Allied Press Information Center, but will spend most of their time in the field with the units. After gathering information for stories, the reporters will return to the Allied Press Information Center to write the stories.

The Allied Press Information Center.--All news media representatives covering the Spearpoint 1980 exercise will sign in at the Allied Press Information Center in Hildesheim. The press center will be run by the British Army on the Rhine.

After signing in at the press center, media representatives will be briefed on the exercise and taken to one of two programming cells. There, the news media representatives will establish an itinerary. The programming personnel then notify the public affairs officer in the event the news media wishes to visit the Second Armored Division.

The Allied Press Information Center will arrange transportation and an escort officer for the news media to get the representatives to the unit they want to visit.

The photographic cell of the press center is responsible for processing and printing all the film turned in by the news media including the reporters and photographers of the Second Armored Division.

The public affairs officer.--During the Spearpoint exercise the public affairs officer will operate in the field from the division tactical operations center.

The programming personnel from the press center inform the public affairs officer of news media representatives that desire to visit the Second Armored Division. The public affairs officer then, informs the command group and coordinates with the major subordinate commands to ensure that the press is properly received, briefed, and assisted in getting the information they want.

The public affairs officer, operating from the division tactical operations center, has daily personnel contact with the chief of staff and can keep the command informed concerning news media activity in the division.

Although all news media representatives sent to the field by the press center have escort officers, the public affairs officer will arrange for an escort officer from the unit visited.

The public information officer.--The public information officer will operate from the Allied Press Information Center and will represent the Second Armored Division at the center.

From the press center the public information officer will coordinate the movement of the Second Armored Division's reporters and photographers throughout the division area. All stories written by division reporters will be processed through the public information officer for dissemination to civilian and military media.

The public information officer will ensure that the division is adequately represented in the exercise newspaper, entitled Spearpoint News. The American forces are provided two pages in the British run newspaper and the public information officer is responsible for supervising the preparation of the American pages.

Reporters and photographers.--The three reporters and three photographers working with the Second Armored Division during the Spearpoint exercise will operate from the Allied Press Information Center under the supervision of the public information officer. At the press center, they will have access to typewriters and work space.

The reporters and photographers will be assigned stories by the public information officer and then go to the units in the field to gather information and take photographs. After gathering sufficient material, they will be picked up by Largent and taken to the press center to write their stories.

Post-Field Training Phase

The post-field training phase begins on September 26, with the termination of the Spearpoint exercise and ends when the last unit has returned to Fort Hood on October 18. This phase consists of three parts: interoperability training, the clean-up and turn-in of equipment, and the re-deployment of the troops to Fort Hood (4).

Interoperability training.--After the Spearpoint exercise, twenty-one platoons from the Second Armored Division will participate in interoperability training in which the platoons will live and train with platoons from other allied nations.

In order to provide adequate coverage for this training, the public affairs office will attach reporters and photographers to the participating platoons.

Reporter Meyers will accompany a tank platoon from 1/67 Armor to train with a German tank platoon near the town of Braunschweig, West Germany. After covering the training, Meyers will redeploy to Fort Hood with that platoon and report on the redeployment.

Reporter Frey will accompany a tank platoon from 2/67 Armor to train with a Belgium tank platoon near the town of Troisdorf, West Germany.

Photographer Lusby will accompany a platoon from the 2/41 Infantry to train with a Dutch infantry platoon near the town of Hertogenbosch, Holland.

Reporter DeWitt will accompany a platoon from the 2/5 Air Defense Battalion to train with a British air defense platoon near the town of Dortmund, West Germany.

Clean-up and turn-in.--All the vehicles and equipment that were drawn from storage sites in Germany by the division must be thoroughly cleaned, inspected, and turned back in to the storage sites at the conclusion of the exercise.

All the reporters and photographers, except for Meyers who will redeploy with the platoon he covered during inter-operability training, will cover the clean-up and turn-in phase.

Although the vehicles assigned to the public affairs office must also be turned in during this phase, leaving the office without transportation to cover the division, the Twenty-First Area Support Command Public Affairs Office has agreed to provide transportation to the division reporters during this time period.

Redeployment to Fort Hood.--Most of the Second Armored Division units are scheduled to redeploy to Fort Hood between October 10 and October 18, 1980. The units will fly from either Rhein Main airport or Ramstein Airbase.

Reporter Meyers will redeploy to Fort Hood with 1/67 Armor and will cover the unit's activity including baggage turn-in, customs inspections, boarding the aircraft, and arrival at Fort Hood.

Photographer Jones will redeploy with the 2/67 Armor and will photograph the travel and related activities of that battalion.

All other members of the public affairs office will redeploy with Headquarters Company on September 17, 1980 and will provide coverage of that trip.

All the news media coverage of the Second Armored Division's arrival at Fort Hood will be handled by Vogels.

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CHAPTER IV

CONCLUSION

The function of the Second Armored Division's Public Affairs Office, simply stated, is to keep both the internal and external public(s) of the division informed concerning the activities of the division.

The division's commanding general, Major General Richard Prillaman, and public affairs officer, Major John Raudy, are in complete agreement concerning the functions of the public affairs office and the manner in which the job should be accomplished. Prillaman's philosophy concerning public affairs--"that the Second Armored Division should be like an open book for the news media"--is what Army public affairs manuals consider the ideal attitude for a commander to have.

All of the policies and procedures of the Second Armored Division's Public Affairs Office examined during the course of this study are consistent with and reinforce Prillaman's ideal.

The organization of the public affairs office into three branches: command information, public information, and administration, facilitates the accomplishment of the office's function. The lines of job responsibility are clear and well

defined, but are not formalized in writing. Although all office members are aware of who does what, the fact that a written standard operating procedure is not available hinders the transition of new personnel into the office.

The public affairs office has a good working relationship with the III Corps Public Affairs Office and keeps that office advised of all dealings with the news media. Media requests for interviews or stories concerning the Second Armored Division are cleared through III Corps Public Affairs Office. Generally, media queries concerning the division are researched and answered by the division, but the III Corps office is advised of the response.

The public information officer maintains comprehensive records concerning press releases, queries, and media requests for interviews. Telephonic responses provided to the media are read from prepared texts, which are then filed. This procedure insures that all the media are given the same information and provides an historical record of what information was provided.

The division's internal public(s) are serviced through a number of communication channels including print media, radio, closed circuit television, and billboards. However, no real effort is made to target specific messages to specific public(s) within the internal audience. Information directed at even a small segment of the internal audience is often disseminated through, what Vogels called

the shotgun method, i.e., blanket coverage through as many communication channels as possible.

Both the public affairs office and the command information officer are able to identify the various groups which compose the division's internal audience and both associate specific communication channels with specific public(s), but both agree that more effort is needed in selecting the right medium for a particular audience.

The public affairs office does not employ any formal methods for soliciting feedback in order to evaluate their efforts, but all members of the office are aware of the importance of feedback and participate in gathering information.

The principle method for obtaining feedback is by talking to soldiers and their dependents. Although this method undoubtedly provides excellent insight into the effectiveness of certain programs and communication channels, it should be coupled with a more formal information gathering tool such as a random sample survey. The incorporation of a formal fact-finding device, administered on a periodic basis, would indicate the validity of the informal efforts and provide a firmer basis on which to make program evaluations.

The public affairs officer, together with the command information and public information officers, evaluates ongoing programs continually. However, time is not set aside specifically for program evaluation. Since evaluation is a

vital phase in the four-step public relations process, it would be beneficial to formalize the evaluation phase to a greater degree to ensure it is not forgotten or overlooked in the day-to-day operation of the office.

Program evaluation, perhaps the most important phase of the four-step process, is certainly a continual, on-going activity. However, by allocating a specific time period for the purpose of evaluation on a regular basis, the office members are able to consider the effectiveness of current programs in light of the objectives of the program and the goals of the organization.

An example of public affairs goals and objectives to support an organizational goal has been developed in order to demonstrate the type of process needed for every public affairs program.

A relatively new organizational goal has been developed to support the advanced individual training of new soldiers assigned to the 1/50 Infantry. The following is a brief outline of public affairs goals and objectives to support this new program.

Organizational goal.--To train the best infantry soldier possible through the advanced individual training program.

Public affairs goal.--To publicize the advanced individual training program in order to provide personal recognition for the soldiers undergoing the training and

inform both the internal and external public(s) of the division about the training program.

Public affairs objective one.--That the "Armored Express" section carry at least one story on the advanced individual training program each month.

Public affairs objective two.--That at least two hometown news releases be prepared and submitted on every soldier involved in the training program with at least one release to be accompanied by a photograph of the soldier.

Public affairs objective three.--That at least one television spot be prepared on each of the soldiers participating in the training and be distributed to the local television station in the soldiers hometown. This television spot should be prepared by the Department of the Army Audio-Visual Hometown News Team.

Public affairs objective four.--That at least one comprehensive story be published in area newspapers concerning the advanced individual training program each month.

Public affairs objective five.--That at least one story concerning the advanced individual training program be published in a military magazine.

Public affairs objective six.--That at least one story be published in a newspaper with national circulation.

These public affairs objectives lend themselves to objective evaluation and were designed to support the public affairs and organizational goal concerning the advanced individual training program. The list of objectives provided is not exhaustive, but is intended to provide an example of formal goals and objectives in support of an organizational goal.

The public affairs office makes a major effort to facilitate news media coverage of field training exercises and has an effective procedure by which the media is notified well in advance of when and where an exercise will take place. The principal limitations on the office's ability in this regard is the shortage of ground transportation. With only one vehicle assigned to the office it is difficult to shuttle members of the news media to and from the field training sites, where only military vehicles are permitted.

The different types of news media, print, television, and radio, have different needs and desires concerning the reportage of field training exercises and request to visit training sites at different times. The distance between field training sites at Fort Hood and the public affairs office is considerable and travel time to field locations is usually in excess of thirty minutes.

Transporting the news media to the field and getting them back in time for their various deadlines is a problem

for the public affairs office. This problem is compounded by the fact that the three military reporters assigned to the office and military photographers attached to the office must make use of the same vehicle to cover field exercises at Fort Hood.

The Second Armored Division's Public Affairs Office provides coverage of the division during field training exercises conducted at other sites in the United States by dividing the office into three, three-member teams. Each team rotates to the field for a week after which it is replaced by another team. This system works well and satisfies the information requirements for both the soldiers at the field training site and the soldiers and dependent families remaining at Fort Hod. The team rotation system has the additional advantage of allowing all office personnel to benefit from the field training experience.

The division's public affairs office has prepared a comprehensive plan concerning public affairs activities during the Reforger exercise in which the division will participate during September and October 1980. The plan provides for the needs of the internal public(s) of the division both at Fort Hood and in West Germany, and for the external public(s) needs.

The goals of the public affairs office are clear-cut and understood by office personnel, however, these goals

have not been translated into specific program objectives, a step which is essential to the evaluation process. Without properly formulated objectives individual programs cannot be evaluated effectively and refined to support the organizational goals.

The division public affairs office is heavily oriented toward the print media at the expense of the electronic media. The public affairs officer recognizes the growing importance and impact of the electronic media and acknowledges that the imbalance between the two is a shortcoming of the office.

Overall, the Second Armored Division's Public Affairs Office is well organized, and operates in accordance with Army and Department of Defense guidelines and regulations in support of the Army Public Affairs Program and the Second Armored Division.

Recommendations for Further Study

The field of military public affairs is one which is growing rapidly and therefore in need of considerable further study. Since the role and function of the public affairs office is expanding, their requirements in terms of personnel and transportation are also expanding. An evaluation of current personnel and equipment authorizations within the public affairs field is an area requiring additional study.

The relationships between military public affairs offices and news media representatives in their area is

important and in need of further study as are the perceptions held by news media personnel concerning the military counterparts.

Since the public affairs officer has, as one of his prime functions, the obligation to advise the commander concerning matters pertaining to the news media and public affairs, a study evaluating this facet of the public affairs job at a number of military installations would be helpful to public affairs officers, commanders, and the United States Army. Additionally, a study of this type would provide a comparison between the advisory role played by the public relations officer in the private sector and the role played by the Army public affairs officer.

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