

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE POLICY DIRECTIVE 35-1

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Public Affairs

PUBLIC AFFAIRS MANAGEMENT



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The Air Force has an obligation to communicate with the American public, and it is in the national interest to communicate with the international public. Through the responsive release of accurate information and imagery to domestic and international audiences, public affairs (PA) puts operational actions in context, facilitates the development of informed perceptions about Air Force operations, helps undermine adversarial propaganda efforts, and contributes to the achievement of national, strategic, and operational objectives. This directive establishes the framework for Air Force PA operations and applies to all Air Force organizations including the Air Force Reserve and Air National Guard. This Directive implements Department of Defense Directive (DoDD) 5230.16 *Nuclear Accident and Incident Public Affairs Guidance*, DoDD 5230.9, *Clearance of DoD Information for Public Release*, DoDI 5160.48, *DoD Public Affairs and Visual Information (PA&VI) Education and Training (E&T)*, DoDI 5400.13, *Public Affairs Operations*, and DoDD 5410.18, *Public Affairs Community Relations Policy*.

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SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. It reflects the merger of the PA and visual information career fields; transfer of Air Force News Agency capabilities to the Defense Media Activity (DMA) as mandated by the 2005 Base Realignment and Closure Commission; and stand-up of the Air Force Public Affairs Agency for centralized PA support.

1. The Air Force conducts comprehensive, active communication programs at all levels of command—in garrison and while deployed—to provide Airmen and their families, Congress, and the public timely, factual and accurate DoD and Air Force information that contributes to awareness and understanding of the Air Force mission. This directive conveys the policies that enable commanders and PA personnel to conduct these programs.

1.1. The Air Force will respond to requests for releasable information and material. To maintain credibility of all communications, it is Air Force policy that commanders at all levels will ensure a free flow of information in a timely and responsive manner.

1.1.1. Review of information proposed for public release will be delegated to the lowest echelon competent to evaluate the content and predict implications of releasing the information, ensuring it is not classified and does not conflict with established government policies or programs.

1.1.2. Propaganda, disinformation or activities intended to misinform, mislead or deny otherwise releasable information will not be practiced in any PA program.

1.2. The Air Force will develop and maintain cooperative and responsive relations with the public and media. To foster public trust and support, Airmen and their families are encouraged to be active in their communities and participate in service organizations.

1.3. Air Force command information programs will be planned and executed to increase awareness and understanding of the mission, policies, priorities and programs; inform Airmen of developments affecting them; educate Airmen and families about the need to protect sensitive information; and provide avenues for feedback.

1.4. The Air Force will collect, preserve and accession visual information products to meet operational, informational, training, research, legal, historical and administrative needs.

1.5. The Air Force will organize, train and equip its bands to foster sustained public trust and support, provide precise ceremonial engagement, sustain warfighter morale, build partnerships, foster military pride, patriotism and service, and recruit talented Airmen — in public, garrison and while deployed.

2. This directive establishes the following responsibilities and authorities:

2.1. The Office of the Secretary of the Air Force, Office of Public Affairs (SAF/PA) is responsible for policy, resource advocacy and oversight of Air Force PA programs. The Director advises the Secretary of the Air Force (SecAF), Chief of Staff of the Air Force (CSAF), Secretariat, and Air Staff on all matters relating to Air Force communication strategies and programs.

2.2. The Air Force Assistant Vice Chief of Staff and Director, Air Force Public Affairs will organize, maintain and facilitate a Strategic Communication Integration Group (and

supporting Strategic Communication Working Group) to advise the SecAF and CSAF on all communication issues.

2.3. The Director, Air Force Public Affairs Agency (AFPAA) will provide products, services and support for Air Force internal and external communication programs.

2.4. The SAF/PA Liaison to the DMA is responsible for monitoring and supporting all Air Force content distributed in DMA-produced Air Force products, ensuring they meet the needs and standards of Air Force leaders and audiences.

2.5. Air Force major commands (MAJCOMs), field operating agencies and direct reporting units will develop procedures that implement command-unique policies, complement Air Force-level programs, and synchronize them with Air Force strategic communication planning. They will also initiate, manage and evaluate PA programs for their command's assigned organizations and units.

2.6. Component Numbered Air Forces will ensure PA logistics support and planning details are included in theater concept plans, operations plans, functional plans and other theater- or mission-specific planning documents and complement combatant command PA objectives, themes and messages.

2.7. Commanders at all levels will:

2.7.1. Identify requirements and provide the resources to establish and manage PA programs. Commanders without organic PA capabilities will receive support from the host installation PA office and/or their higher headquarters PA staff.

2.7.2. Establish, direct and exercise responsibility for PA programs within their organization, ensuring programs are in compliance with applicable law and DoD, Air Force and MAJCOM policies.

2.7.3. Ensure communication activities are synchronized and integrated across functions and connected to higher headquarters communication plans and activities through a strategic communication approach of research, planning, execution and assessment.

2.8. PA offices are responsible for:

2.8.1. Providing PA advice, counsel and support to commanders.

2.8.2. Planning, budgeting, executing and assessing the effectiveness of PA programs, aligning them with Air Force priorities and communication objectives.

2.8.3. Providing visual documentation support for operational, informational, training, research, legal, historical and administrative needs.

2.8.4. Training and equipping their staff for both in-garrison and deployed operations.

MICHAEL B. DONLEY
Secretary of the Air Force

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

- DoDD 5105.74, *Defense Media Activity*, December 18, 2007
- DoDD 5122.05, *Assistant Secretary of Defense for Public Affairs (ASD(PA))*, September 5, 2008
- DoDD 5230.09, *Clearance of DoD Information for Public Release*, August 22, 2008
- DoDD 5230.16, *Nuclear Accident and Incident Public Affairs (PA) Guidance*, December 20, 1993
- DoDD 5410.18, *Public Affairs Community Relations Policy*, November 20, 2001
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- DoDI 5040.2, *Visual Information (VI)*, October 27, 2011
- DoDI 5120.4, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*, June 16, 1997
- DoDI 5120.20, *American Forces Radio and Television Service (AFRTS)*, October 18, 2010
- DoDI 5160.48, *DoD Public Affairs and Visual Information (PA&VI) Education and Training (E&T)*, March 21, 2011
- DoDI 5230.29, *Security and Policy Review of DoD Information for Public Release*, January 8, 2009
- DoDI 5400.13, *Public Affairs Operations*, October 15, 2008
- DoDI 5400.14, *Procedures for Joint Public Affairs Operations*, January 22, 1996
- DoDI 5410.01, *Release of Information Concerning Accidents Involving Military Personnel or Equipment or Concerning Senior Personnel*, June 2, 2009
- DoDI 5410.15, *DoD Public Affairs Assistance to Non-Government, Non-Entertainment-Oriented Print and Electronic Media*, March 28, 1989
- DoDI 5410.16, *DoD Public Affairs Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions*, January 26, 1988
- DoDI 5410.19, *Public Affairs Community Relations Policy Implementation*, November 13, 2001
- AFMAN 33-363, *Management of Records*, March 1, 2008

Forms Prescribed

None

Forms Adopted

AF Form 847, *Recommendation for Change of Publication*, 22 Sep 2009.

Abbreviations and Acronyms

AFPAA—Air Force Public Affairs Agency

CSAF—Chief of Staff of the Air Force

DMA—Defense Media Activity

DoD—Department of Defense

MAJCOM—Major Command

PA—Public Affairs

SAF/PA—Secretary of the Air Force, Office of Public Affairs

SecAF—Secretary of the Air Force