



CURTIS E. LEMAY CENTER

FOR DOCTRINE DEVELOPMENT AND EDUCATION



ANNEX 3-61 PUBLIC AFFAIRS OPERATIONS

PA RELATIONSHIP TO EFFECTS-BASED OPERATIONS

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The [effects-based approach to operations](#) (EBAO) is “an approach in which operations are planned, executed, assessed, and adapted to influence or change systems or capabilities in order to achieve desired outcomes” (Annex 3-0, [Operations and Planning](#)). The basic methodology of EBAO encompasses objectives, effects, and actions. Objectives are clearly defined, decisive, attainable, and measurable goals toward which every military operation should be directed. Effects are the full range of outcomes, events, or consequences that result from a particular action or set of actions. Actions are individual deeds or acts of will that can be either kinetic (physical, material) or non-kinetic (logical, behavioral).

Properly [planned](#), [executed](#), and [assessed](#), [public affairs](#) (PA) operations are fundamentally effects-based operations in terms of creating an “effect” by disseminating timely, truthful, and accurate information to achieve a particular objective. However, the success of PA operations is contingent upon the desired effects of PA operations being related to appropriate objectives.
