



# CURTIS E. LEMAY CENTER

FOR DOCTRINE DEVELOPMENT AND EDUCATION



## ANNEX 3-61 PUBLIC AFFAIRS OPERATIONS

### ANALYSIS AND DISSEMINATION

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Public affairs (PA) operations' analytical and dissemination capabilities make them integral to enhancing air, space, and cyberspace operations. The collection, analysis, and release of information about ongoing Air Force operations are part of the daily workload of activities such as public affairs, broadcasting, visual information, combat camera (COMCAM), and recruiting. PA personnel have keen awareness of the public information environment as a result of communications with the chain of command and analyzing media products from varied sources. Commanders can leverage this situational awareness to adjust their PA operations to increase public awareness of Air Force operations, capabilities, and resolve. The information analyzed and disseminated can help provide predictive awareness of the public information environment to warfighters, allowing them to preempt some effects of a crisis, frame the public debate, and make well-informed decisions.

Assessing the IE and the effects from PA operations gives the commander a more comprehensive view. Multiple aspects of the IE require analysis to enable effective operations. The international news media, social media, international web sites, internet discussions, and coalition PA operations are just a few elements forming and impacting the IE. PA personnel must understand the priorities and perspectives of key domestic and international audiences to effectively assess the IE and the effects of PA operations.

PA personnel should be able to evaluate public communication in a way that enables them to assess PA effectiveness in achieving commander's objectives. Well-written objectives and targeted data collection are necessary to analyze the effect and impact of PA activities. There are two general types of research: formative and evaluative. Formative research provides the analysis necessary to plan PA activities. Evaluative research provides analysis of the effectiveness and efficiency of these activities. PA personnel should look to all feedback sources to assist in evaluating what additional information, messages, and programs are necessary to improve the effectiveness and efficiency of the PA activities. In some cases, this information will be readily available through the internet, print media, television, radio, or existing opinion research. In other cases, PA personnel may need to plan to fund media clip services, media translation, or commissioned focus groups or polls in order to obtain the required information.

PA operations also process information from past Air Force operations for use in current or projected operations. Lessons learned, after-action reports, historical records, and

museum programs are the primary resources for analyzing and preparing information for dissemination about the historical activities of the Air Force. The integrated efforts of these activities often result in dissemination of historical information to assist commanders in achieving desired effects in the public information environment.

The products and programs from these analytical and dissemination efforts can provide unique avenues to help commanders foster public understanding and support for operations. They also can be sources of information to help warfighters apply lessons from the past to current operations.

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