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ABSTRACT

The image of public relations, and particularly government public relations, is often linked to thoughts of press agentry and propaganda (Brown, 1976; Cutlip, 1995; Cutlip, Center, & Broom, 2000; Lesly, 1988), and journalists seem to agree with this association (Ryan & Martinson, 1985; Stegall & Sanders, 1986). As a result, a "media-public relations struggle" (Cutlip, 1976, p. 6) ensues, despite the reliance each has upon the other to do their jobs effectively (Bishop, 1988; Brown, 1976; Cutlip, 1976; Gieber & Johnson, 1961; Shea & Gulick, 1997; Sietel, 1992). This mutually-dependent relationship is especially important to the Department of Defense (Baroody, 1999, Braestrup, 1991), which considers the news media "the principal means of communicating information about the military to the general public" (Joint Pub 3-61, p. vi) and measures the effectiveness of the military public affairs program upon its ability to communicate with various publics to maintain awareness and support of the Defense Department (Public Affairs Handbook, 1991). Each of the branches of the armed forces – the Air Force, Army, Navy, and Marine Corps – has a distinct public affairs structure, including how they designate public affairs officers (Public Affairs Handbook, 1991). With the exception of the Marine Corps, which follows Navy guidelines, each branch also has their own set of regulations and policies.

The military-media relationship has been examined only at an institutional level. Often described as adversarial (Aukofer & Lawrence, 1995), it is important to understand the evolution of propaganda and public affairs policies and their current status as weapons of modern warfare. But most research regarding the military and the media has focused on media coverage of the military or measuring the attitudes of the groups toward one another. Few surveys focused on public affairs, and no in-depth investigation was discovered that

compares how well all of the services perform their public affairs function. Investigation revealed only one study that has even broached the question, although the Gulf War has sparked comment on the variations in quality among the PA personnel and practices of the different branches. It has been suggested (Cohen, 1998; O'Rourke, 1994; Soucy, 1991) that there may be some link between public affairs effectiveness and how the branches manage their public affairs personnel, but no analysis has been undertaken.

This study showed that journalists do perceive differences in the competency, cooperation, and credibility among public affairs officers of the different branches of the armed forces. These perceptions were related to how the journalists rated the public affairs officers overall, and seemed to be unaffected by the interaction (time or type) or professional experience of the journalist. A relationship was also discovered between journalists' perceptions and whether public affairs officers were serving in PA as their primary specialty. Air Force, Marine, and Navy public affairs officers were rated higher overall than their counterparts in the Army.

Perhaps most importantly, the ratings given public affairs officers were a reflection of how journalists rated the media relations with the military service branch overall. In other words, journalists tended to rate media relations with the service branch in line with how they rated the public affairs officers in that branch. Correlation matrices were constructed and showed a positive relationship between PAO evaluations and the evaluations of the media relations programs as scored by the journalists. The magnitude of the relationship was strong, particularly for the branches with higher PAO evaluations (Air Force and Marine Corps). This indicates that the branches can expect increasing returns on their investment in building the PAO-journalist relationship, and affirms the importance of the public affairs role in the military-media relationship.

EXECUTIVE SUMMARY
The Role of Public Affairs in the Military-Media Relationship

INTRODUCTION

The image of public relations, and particularly government public relations, is often linked to press agentry and propaganda. Journalists seem to agree with this association and, as a result, an information struggle ensues despite the reliance each has upon the other to do their jobs effectively. This mutually-dependent relationship is especially important to the Department of Defense, which considers the news media its primary means of communicating information about the military to the general public. It is also important because the effectiveness of the military public affairs program is evaluated upon its ability to communicate with various publics to maintain awareness and support of the Defense Department. Each of the military branches of the armed forces – the Air Force, Army, Marine Corps, and Navy – has a distinct public affairs structure, including how they designate public affairs officers. With the exception of the Marine Corps, which follows Navy guidelines, each branch also has its own set of regulations and policies.

Despite these differences, the military-media relationship has been examined only at an institutional level. Often described as adversarial, the media often find themselves at odds with the military on issues of information dissemination and access. It is therefore important to understand the evolution of propaganda and public affairs policies and their current status as weapons of modern warfare. But most research regarding the military and the media has focused on media coverage of the military or measuring the attitudes of the groups toward one another. Few surveys focused on public affairs, and no in-depth investigation was discovered that compares how well all of the services perform their public affairs function. Investigation revealed only one study that has even broached the question, although the Gulf War sparked comment on the variations in quality among the public affairs personnel and practices of the different branches. It has been suggested that there may be some link between public affairs effectiveness and how the branches manage their public affairs personnel, but no analysis has been undertaken.

This study examined the differences – if any – of journalists' perceptions of military public affairs officers from the Air Force, Army, Marine Corps, and Navy. A seven-part questionnaire was distributed to 445 journalists likely to cover defense issues. These journalists names and contact information were derived from four sources: 1) members of the professional journalism organization Investigative Reporters and Editors (IRE) who listed military or defense as one of their interests; 2) editors of military or aerospace trade publications as listed in Bacon's 1999 Media Directory; 3) correspondents in the Pentagon Press Corps; and 4) media contacts of military public affairs officers at installations across the United States and overseas. Journalists were contacted by e-mail, mail, or fax, and were told they could mail or fax their response, or visit the project Web site http://cronkite.pp.asu.edu/military/surveyintro.html and complete the survey online. Most of the replies (62%) came in via the online survey. The overall response rate was 21% (92 respondents).

The questionnaire focused on the competency, cooperation, and credibility of public affairs officers and respondents also rated public affairs officers and the media relations programs of the branches overall. The journalists were asked to provide information about the type and amount of interaction that they have had with military public affairs officers and to provide personal and professional demographic information.

FINDINGS

Data from Parts I – VII of the survey were arrayed by frequency and percentage using Excel 97 and then analyzed with the statistics program SPSS 9.0. Descriptive statistics were run on the variables analyzed in the research questions.

Respondents. The final section of the survey collected demographic information about respondents. Participants were asked to provide personal and professional information about themselves including sex, age, education level, military experience, how often they write about the military, their journalism experience, and their participation in professional organizations.

Most of the journalists were male (71.7%), 26 to 36 years of age (46.7%), with at least a bachelor's degree (46.7%). Almost three-fourths (73.9%) had not served in the military but write stories about the military on a daily (36.8%) or weekly (29.9%) basis. The journalists had been working at their current job an average of 6 years, at their organization for an average of 7.2 years, and in journalism an average of 16 years. Almost half (46.6%) reported working for a newspaper, and nearly three-fourths (71.4%) work on a daily publication or program. About one-third of respondents belong to a professional organization, with almost half (46.9%) citing themselves as active participants.

Competency. The first section addressed the job competency of military public affairs officers by listing seven statements regarding communication skills. Journalists were asked to reply whether they "strongly agreed," "agreed," "disagreed," or "strongly disagreed" with each statement. The scores for these statements were averaged for an overall competency score for each branch and are summarized in the table below:

Table 1. Descriptive Statistics for Average Competency Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCOMP	91	1.86	4.86	3.5190	.6514
ARMYCOMP	85	1.43	4.57	3.1708	.6115
MARCOMP	69	2.00	5.00	3.4720	.6259
NAVYCOMP	72	1.43	4.86	3.3926	.6748
Valid N (listwise)	64				

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Journalists rated Air Force public affairs officers highest in competency (mean = 3.52) followed closely by the Marine Corps (mean = 3.47). Army public affairs officers were rated lowest in competency of all the branches, with a mean of 3.17.

Cooperation. The second section addressed public affairs officers' understanding of the media, their use of illegitimate persuasion, and information handling practices. Journalists read 15 statements and annotated their reaction on a Likert scale of "strongly agree," "agree," "disagree," "strongly disagree," or "don't know." Scores for these statements were averaged for an overall cooperation score for each branch and are summarized below:

Table 2. Descriptive Statistics for Average Cooperation Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCOOP	91	1.60	3.80	2.8229	.5741
ARMYCOOP	85	1.13	3.67	2.5905	.6219
MARCOOP	69	1.73	3.73	2.8799	.5336
NAVYCOOP	72	1.13	3.67	2.5686	.6425
Valid N (listwise)	64				

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

The Marines were reported as most cooperative (mean = 2.88), with the Air Force just slightly behind with a mean of 2.82. The Navy was rated by the journalists as least cooperative (mean = 2.57), but this score just edged out the Army which had 2.59.

Credibility. The fourth section asked journalists to respond to a set of bipolar adjectives by marking on a continuum how they felt about the characteristics for each of the branches of service. The sets were not listed in the same order (positive-negative) throughout the section and were re-coded before scoring. The scores for these statements were averaged for an overall credibility score for each branch and are summarized in the table below:

Table 3. Descriptive Statistics for Average Credibility Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCRED	89	1.83	5.00	3.3242	.6048
ARMYCRED	77	1.17	4.83	3.0069	.7958
MARCRED	64	2.17	5.00	3.4481	.5660
NAVYCRED	65	1.50	4.33	3.1728	.6470
Valid N (listwise)	56				

RATINGS
1 = Very Negative
2 = Somewhat Negative
3 = Neutral
4 = Somewhat Positive
5 = Very Positive

Journalists rated public affairs officers in the Marine Corps as the most credible (mean = 3.45) and the Air Force public affairs officers as second most credible (mean = 3.32). The Army had the lowest credibility score with a mean of 3.01.

Performance. The third section of the survey addressed journalists' overall evaluation of public affairs officers and the media relations program of each service branch. Respondents graded the public affairs officers and the media relations programs of each branch as "excellent," "good," "fair," "poor," or "don't know." The responses are tabulated under the respective categories below:

Public Affairs Officers. Air Force, Marine and Navy public affairs officers were mostly rated "good" by the journalists while Army public affairs officers received a "fair" rating most often. Overall the Marine Corps (69.5%) received the highest marks; the Air Force was second with 62.9%. When descriptive statistics were run on the data, however, the Air Force ranked slightly higher than the Marine Corps as shown below:

Table 4. Descriptive Statistics of Public Affairs Evaluations

	N	Minimum	Maximum	Mean	Std. Deviation	
AFPAOS	87	0	4	2.61	.99	RATINGS
ARPAOS	84	0	4	2.07	.99	1 = Poor
MARPAOS	69	0	4	2.59	1.33	2 = Fair
NAVYPAOS	70	0	4	2.19	1.18	3 = Good
Valid N (listwise)	60					4 = Excellent

Media Relations Programs. Consistent with the rating given public affairs officers, the Air Force, Marine Corps and Navy were mostly rated "good" by the journalists. The Army received an equal number of votes for "good" and "fair" (28.9%) for its program, though the "poor" rating was not far behind at 22.9%. The Air Force topped the positive rankings with 60.5%; the Marine Corps rated second with 56.7%. When descriptive statistics were run on the data, Air Force media relations were rated highest, the Marine Corps' second, with the Navy and the Army third and fourth as shown below:

Table 5. Descriptive Statistics for Media Relations Programs

	N	Minimum	Maximum	Mean	Std. Deviation	
AFMEDR	89	0	4	2.38	1.11	RATINGS
ARMEDR	83	0	4	1.96	1.14	1 = Poor
MARMEDR	67	0	4	2.30	1.43	2 = Fair
NAVYMEDR	70	0	4	1.97	1.24	3 = Good
Valid N (listwise)	60					4 = Excellent

Interaction. The fifth part of the survey addressed the interaction between journalists and public affairs officers. For each branch, respondents annotated how many public affairs officers with whom they have worked, how often they typically interact with them, and through what communication medium.

For all of the branches, phone communication was the most pervasive medium, with very little technical communication (fax/Web site/e-mail) reported by the journalists. Most of the respondents have worked with more than 15 public affairs officers, and reported that most of their contact was on a weekly basis. The exception was the Marine Corps, with whom most of the contact was reported as monthly.

Overall Assessment. One two-part, open-ended question was included to address the issue of senior leadership and its relationship to how the journalists evaluate the media relations programs of the service branches. Only a few respondents specifically mentioned senior leadership in their responses, however.

For the best top-down media program, the Air Force received more mentions than any other branch (36 times), with the Marine Corps second (25 times). For the worst media relations program, the Army earned the most ink with 27 mentions. The Navy earned 18 votes for this dubious honor, making it second. Although not statistically sound, these scores were consistent with those in section III.

RQ6. How are the journalists' evaluations of public affairs officers and service branch media relations programs related to their experience level?

The experience of journalists was analyzed by running descriptive statistics on the number of years they have served in their current position, at their current outlet, and in the journalism career field. The following tables summarize the statistics:

Descriptive Statistics for Journalism Experience

	N	Minimum	Maximum	Mean	Median	Std. Deviation
JOBEXP	89	.0	38.0	6.0	4.000	6.084
PUBEXP	85	.5	29.0	7.2	6.000	6.682
JRNEXP	87	2.0	38.0	16.0	15.000	8.814
Valid N (listwise)	81					

The statistics show that the overall experience of journalists is fairly high as shown by the median years of experience, 15 (sd = 8.81). The experience a particular reporter has in his or her current job is somewhat lower (median = 4 years, sd = 6.08). To determine whether there is a relationship between journalists' evaluation of the military, independent sample t-tests were run. Job experience was run with public affairs evaluation for each of the branches while experience in journalism was run with media relations program evaluation for each of the branches. No relationship was found between these variables for any of the branches of service.

RQ7. How are the journalists' evaluation of public affairs officers related to the public affairs personnel policy of each of the military service branches?

The Army is the only branch of service that does not have public affairs as one of its primary career field designations. Instead, officers enter into the specialty after about eight years of service and then alternate between assignments in public affairs and their original (and primary) career field. In order to examine whether this practice has implications on how its public affairs officers are evaluated, the public affairs evaluation variable was analyzed. Air Force, Marine and Navy public affairs officers were mostly rated "good" by the journalists. Army public affairs officers received a "fair" rating most often. Overall the Marine Corps (69.5%) received the highest marks; the Air Force was second with 62.9%. Descriptive statistics were on the public affairs evaluation ratings given by journalists yielded the following table:

Descriptive Statistics of PAO Evaluations

		AFPAOS	ARPAOS	MARPAOS	NAVYPAOS
N	Valid	87	84	69	70
	Missing	5	8	23	22
Mean		2.61	2.07	2.59	2.19
Median		3.00	2.00	3.00	3.00

RATINGS
1 = Poor
2 = Fair
3 = Good
4 = Excellent

The Air Force had the highest rating of public affairs officers followed by the Marine Corps. The Navy followed in third with the Army last. The Army was also the only branch to receive a median score below the positive rankings. Its median score of 2, or "fair" rates it lowest. As the only branch that has public affairs as a secondary specialty, the data suggest that personnel policy of public affairs is related to public affairs officer evaluations.

SUMMARY OF FINDINGS

RQ1/2/3. How is the competency/cooperation/credibility of public affairs officers in each military service branch perceived by journalists covering defense issues?

Average Competency, Cooperation, and Credibility Scores

	Competency	Cooperation	Credibility
AF PAOs	3.52	2.82	3.32
ARMY PAOs	3.17	2.59	3.01
MARINE PAOs	3.47	2.88	3.45
NAVY PAOs	3.39	2.57	3.17

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ4. How are the journalists' perceptions related to their evaluations of public affairs officers in each of the military service branches?

The relationship between journalists' perceptions and how they evaluate public affairs officers was examined by running an independent t-test with the perception variables (AvgComp, AvgCoop, and AvgCred) of each of the military service branches and the respective public affairs evaluation variable. Variables were grouped by PA evaluation first with extreme values (4 = excellent, 1 = poor), and then with 3 as a cut-off point (>=3, <3; where 3 = good). The results of Levene's Test for Equality of Variances for both sets of tests indicated that the two population variances were not equal. Therefore, the researcher turned to graphing to examine the relationship visually. Box plots were constructed for each of the perception variables, graphing them against the respective PA evaluation. The box plots showed that as the median of the score increased, so did the PA evaluation. Therefore, there is a relationship between the perceptions and overall evaluation. The amount and significance of this relationship would need to be examined with more sensitive statistical tests.

RQ5. How are the journalists' evaluations of public affairs officers related to the interaction they have with them?

Interaction with public affairs officers was broken down into two elements: one variable for time, and one for type. Each variable was analyzed in contingency tables with the public affairs evaluation for the respective military service branch. The eight cross-tabs did not show a relationship between interaction time or type, though there did appear to be some interesting peaks between technical interaction (fax, web site, or e-mail) and in person communication. To investigate, a correlation matrix was run for interaction time and type of public affairs evaluation for each of the service branches. All but one of the eight correlation matrices showed a positive (though not statistically meaningful) relationship between interaction (time or type) and evaluation (as interaction increased, so did ratings of public affairs officers). The exception was the Army, which showed a negative relationship (as interaction decreased, ratings increased) for interaction type (such that the more information rich type of communication used, the worse their ratings). Although the magnitude of the relation (Spearman's rho = -0.191) was weak, the divergent direction was an interesting discovery.

CONCLUSION

This study showed that journalists do perceive differences in the competency, cooperation, and credibility among public affairs officers of the different branches of the armed forces. These perceptions were related to how the journalists rated the public affairs officers overall, and seemed to be unaffected by the interaction (time or type) or professional experience of the journalist. A relationship was also discovered between journalists' perceptions and whether public affairs officers were serving in PA as their primary specialty. Air Force, Marine, and Navy public affairs officers were rated higher overall than their counterparts in the Army.

Perhaps most importantly, the ratings given public affairs officers were a reflection of how journalists rated the media relations with the military service branch overall. In other words, journalists tended to rate media relations with the service branch in line with how they rated the public affairs officers in that branch. Correlation matrices were constructed and showed a positive relationship between PAO evaluations and the evaluations of the media relations programs as scored by the journalists. The magnitude of the relationship was strong, particularly for the branches with higher PAO evaluations (Air Force and Marine Corps). This indicates that the branches can expect increasing returns on their investment in building the PAO-journalist relationship, and affirms the importance of the public affairs role in the military-media relationship.

Not only did the quantitative data support the notion that the individual PAO is important, but the qualitative remarks from the open-ended responses did as well. Reading through the full text of the responses, the divergent opinions among the responses indicates disparity among the experiences reporters are having within each service branch. In other words, PAOs within each branch – despite operating under the same structure and regulations – are having varying degrees of success in building a positive relationship with members of the media. The result is that *individual* public affairs officers are having significant influence on the sentiment of journalists about the media relations program of the respective service branch. This relationship is not lost on the journalists, who observed "[a]s in all the services, much depends on individuals, some of whom are more effective at cutting through the…bureaucracy than others" and "[s]o much depends on the individual helpfulness of the single public relations person I'm working with."

A new direction for research then, may be to examine these successful relationships and attempt to identify common traits among PAOs fostering positive relations. Of the six broad categories identified in leadership trait theory, the most salient categories would be intelligence, personality, task-related characteristics, and social characteristics. Elements within these categories may be combined or updated to apply to the military public affairs officer.

In summary, while the data show that embracing a public affairs personnel policy in which public affairs officers are career professionals increases customer (media) satisfaction and promotes better relations, it is not the sole determining factor. There is a personal element that also needs to be examined. The path to improvement of military media relations, then, is not a philosophical or even historical study of the institutions themselves, but through the individuals – the PAOs – who build it one relationship at a time. Public affairs officers are the "keepers" of the image of their respective branches and to be successful must foster positive relations with the media. The service branches must cultivate PAOs who possess this skill. This is consistent with the suggestions in the literature that well-trained public affairs officers can help reconcile the differences between the military and the media. And it is suggested here, as contemplated in more recent studies, that the existence of a corps of professional public affairs specialists is the first step in realizing this goal.

Available in **JUNE**

For the full text of the results,
please visit http://cronkite.pp.asu.edu/military/surveyintro.html
and click the 'Findings' button.

THE ROLE OF PUBLIC AFFAIRS
IN THE MILITARY – MEDIA RELATIONSHIP

by
Adriane B. Craig

An Applied Project Presented in Partial Fulfillment
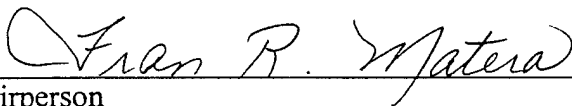of the Requirements for the Degree
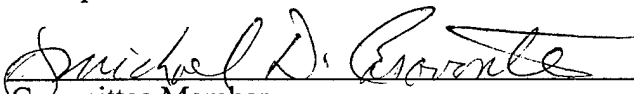Master of Mass Communication

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April 2000

THE ROLE OF PUBLIC AFFAIRS
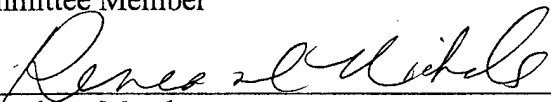## IN THE MILITARY – MEDIA RELATIONSHIP

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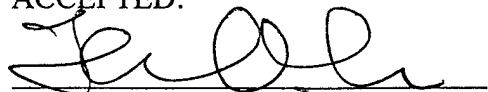Adriane B. Craig

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ABSTRACT

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ACKNOWLEDGEMENTS

The following pages reflect six months of study on a complex topic. I have no illusions of my expertise on the subject and concur with Soucy (1991, p. 107) that "I run the risk of committing the very sin that I will charge and convict others of: addressing extremely complex and important issues in a simplistic manner that often brutalizes and deforms the issue beyond recognition." As is the nature of work in both journalism and public relations, many will find error in this study...these are my own. My only hope is that critics recognize this project for what it is – but one perspective on the demands, dilemmas, and importance of a job that I have come to love over the past seven years.

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CHAPTER 4: METHODOLOGY

CHAPTER 1

INTRODUCTION

Background of the Problem

The image of public relations, and particularly government public relations, is often linked to thoughts of press agentry and propaganda (Brown, 1976; Cutlip, 1995; Cutlip, Center, & Broom, 2000; Lesly, 1988). Press agentry is "creating newsworthy stories and events to attract media attention and to gain public notice" (Cutlip, Center, & Broom, 2000, p. 14), while propaganda is defined as "the communication of ideas designed to persuade people to think and behave in a desired way" (Taylor, 1995, p. 6). Press agents are concerned more with attracting attention – positive or negative – than building public understanding (Cutlip, Center, & Broom, 2000). Similarly, the propagandist "is not interested in the accurate communication of information so that the audience can determine for themselves their own decision; rather the communicator has a preordained decision designed for them" (Merrill & Odell, 1983). Because of the manipulative tactics employed by press agents and propagandists, neither association is a positive one for public relations.

Journalists seem to agree with these associations (Arnoff, 1975; Ryan & Martinson, 1985; Stegall & Sanders, 1986; Walker, 1991). Despite the reliance each one has upon the other to perform their jobs effectively (Bishop, 1988; Brown, 1976; Cutlip, 1976; Gieber & Johnson, 1961; Shea & Gulick, 1997; Seitel, 1992), a "media-public relations struggle" (Cutlip, 1976, p. 6) ensues from their difference in objectives. The media's objective is to guard the public interest and report news "that will be of maximum value in building an audience" whereas practitioners advance the interest and image of an institution (Cutlip,

1976, p. 6). This conflict often leads to media complaints of propaganda or misinformation (Hess, 1983). Additionally, Hess (1983) attributes ill feelings on the part of the press to government agencies that failed to establish "guidelines that defined for press officer and reporter the limits of government helpfulness" (p.113). The Pentagon, however, was an exception.

Perhaps this exception can be attributed to the awareness of the Department of Defense in that "the effectiveness of military public affairs programs depends upon the ability of public affairs officers to communicate with various publics to maintain awareness and support of the Defense Department" (Public Affairs Handbook, 1991). Institutionally, the Department of Defense promotes an overall theme of "maximum disclosure, minimum delay" through its "Principles of Information" (DODD 5122.5, Enclosure 2), a one-page proclamation issued and signed by each Secretary of Defense since 1983. The proclamation (Appendix A) lists information dissemination guidelines for Department of Defense personnel.

But while the armed services are guided by Department of Defense policy, implementation is handled independently by the individual military branch. Each of the service branches has its own public affairs organization, structure, and polices (Fraser & Pedersen, 1981; Public Affairs Handbook, 1991), including how they designate public affairs officers.

Despite these differences, research reveals that the military-media relationship has been examined only at an institutional level. Most studies regarding the military-media relationship focus on media coverage of the military (Aubin, 1998; Bailey, 1976; Lund-Vaa, 1992; Vician, 1996) or measure the attitudes of the groups toward one another as a whole

(Aukofer & Lawrence, 1995; Henry, 1986; Sharpe, 1987b). Few surveys focus on public affairs, and no in-depth investigation has been found regarding how well each of the services perform their public affairs function. One study was identified that broached the question (Aukofer & Lawrence, 1995), although the Gulf War has sparked comment on the variations in quality among the public affairs personnel and practices of the different branches (Aukofer, 1992; Browne, 1992; Fialka, 1991; Lowy, 1992; Seward, 1991).

Purpose of the Study

It has been suggested (Cohen, 1998; O'Rourke, 1994; Soucy, 1978) that there may be a link between public affairs effectiveness and how the branches manage their public affairs personnel. However, no analysis has been undertaken. The study of the military-media relationship has been, and continues to be, approached as the analysis of two institutions at odds. No systematic investigation has been conducted to delineate the separate relationship of each of the service branches with the mass media. The Gulf War in 1991 was the first large-scale military operation that employed the use of a Joint Information Bureau (JIB). The JIB exposed news media correspondents to public affairs officers from various branches of the armed forces under the same operating guidelines. Post-Gulf War studies and literature have thus led to journalists voicing distinctions about the branches.

Significance of the Study

These distinctions may prove significant. The effectiveness of the military public affairs program depends upon its ability to communicate with various publics to maintain awareness and support of the Defense Department. Because the media represent a segment

of the public with which the public affairs officer is most likely to interact regularly (Soucy, 1978), and are considered a component in building public trust (Miller, Goldenber, & Erbring, 1979), the efficacy of public affairs officers relies heavily upon their ability to communicate with and through the news media. The media are important in shaping organizational image. Marken (1990) describes this as "a good relationship [that] can assist in communicating or amplifying" an image (p. 23). Examining whether there is a difference in how public affairs officers are perceived by the media could be a valuable first step toward improved relations between the military and the media and an effective public affairs program. If one military service branch were more successful in bridging the relationship gap, it would behoove the Department of Defense to benchmark from their program. O'Rourke (1994) proposed that the lack of consistency might affect defense public affairs overall: "The apparent lack of public affairs conformity among the services presents the military with a possible 'weak link' in the public affairs chain" (O'Rourke, 117).

<u>Statement of the Problem</u>

This research project explores the military-media relationship and attempts to answer the research question: Is there a difference in how the public affairs officers of each of the Department of Defense branches of the armed forces – the Air Force, the Army, the Navy, and the Marine Corps – are perceived by the media? Seven sub-questions focus the study:

RQ1. How is the competence of public affairs officers in each military service branch perceived by journalists covering defense issues?

RQ2. How is the cooperation of the public affairs officers in each military service branch perceived by journalists covering defense issues?

RQ3. How is the credibility of the public affairs officers in each military service branch perceived by journalists covering defense issues?

RQ4. How are the journalists' perceptions related to their evaluations of public affairs officers in each of the military service branches?

RQ5. How are the journalists' evaluations of public affairs officers related to the interaction they have with them?

RQ6. How are the journalists' evaluations of public affairs officers and service branch media relations programs related to their experience level?

RQ7. How are the journalists' evaluations of public affairs officers related to the public affairs personnel policy of each of the military service branches?

Methodology

The research questions were answered with data collected via a self-administered questionnaire. A four-page self-administered survey (Appendix B) was sent to journalists likely to cover defense issues. This population included members of the professional journalism organization Investigative Reporters and Editors, editors of military or aerospace trade magazines, correspondents from the Pentagon Press Corps, and media contacts of military public affairs officers at installations across the United States and overseas (Appendix D). In all, a listing of 525 journalists was created; 445 of whom mail, e-mail or fax contact information were validated. Journalists were able to mail their response, fax their response, or log on to the Internet and complete the survey online at the Web site http://cronkite.pp.asu.edu/military/surveyintro.html (Appendix C).

The seven-part survey employed a variety of question formats including Likert scales (Wimmer & Dominick, 1997), semantic differential technique (Kerlinger, 1973), and unstructured responses (Dexter, 1970). The topics addressed were:

Competence of Public Affairs Officers. Respondents were asked to indicate on a four-point scale how strongly they agree or disagree with seven statements regarding the communication skills of public affairs officers.

Cooperation of Public Affairs Officers. Respondents were asked to annotate on a four-point scale how strongly they agree or disagree with 15 statements regarding public affairs officers' role in facilitating information gathering.

Overall performance. Respondents were asked to annotate on a four-point scale their overall evaluation of the performance of public affairs officers of each branch as well as the media relations function of each of the branches.

Credibility. Respondents were asked to indicate on a five-point scale their feelings about public affairs officers given a list of 12 bipolar adjective sets (Wimmer & Dominick, 1997).

Interaction. Respondents were asked to categorize the amount and type of interaction experience with public affairs officers in each of the service branches. They were also asked the number of public affairs officers with whom they have worked in each branch to discern the degree of experience with each service.

Media Relations Assessment. Respondents were asked to answer a two-part open-ended question. This was included to ensure context, and to give respondents a chance to directly address any specific concerns about public affairs or a particular branch of service.

Demographics. Questions in the final section center on personal data and professional experience. Respondents were asked to provide their age, educational background and sex, as well as information regarding their military and journalism experience. These questions were included to create a demographic profile about respondents to support or refute generalizations made about journalists covering defense issues.

Theoretical Framework.

For the purpose of this study, the relationship between the media and the military is examined under the context of Intergroup Theory. Baroody (1998) asserts that within the strained relationship lies an intercultural communication problem, one of "in-group/out-group distinctions" (p. 38).

The military and the media are separate groups with distinct "sets of norms, values and goals" that shape perceptions and contribute to intergroup conflict (Baroody, 1998, p. 40). Baroody contends the most important of these is "the group members' sense of values, the basis for all decisions, priorities, and judgments."

Studies about the military-media relationship include a range of surveys in which researchers seek opinions about how the groups view one another – which is unfavorably (Aukofer & Lawrence, 1995; Sharpe, 1987b; Henry, 1986). Recurring themes of conflicting goals – the media's quest for the "public's right to know" and the military's quest for "security" – stand out in the literature and reaffirm these identities.

What remains uncertain, however, is whether the media distinguish between separate identities for each of the branches, or view the military as one group. Janis' (1982) concept

of Groupthink explores how group identification molds the thinking behavior of the organization. This is particularly true among groups characterized by high cohesiveness, solidarity, and loyalty (Janis, 1982). Given the service branches' differences in mission and values, and the inter-service rivalry that exists in the Department of Defense, it is logical to assume ideological differences among the military service branches.

Equally important is the how public affairs officers assume their roles as a liaison between the two groups. This is particularly salient if, as Baroody (1998) contends: "[t]hose…who negotiate over the procedures to regulate inter-group interaction…have to distance themselves from their group affiliations in pursuit of resolving the problem of a negative relationship" (p. 48).

CHAPTER 2

A TROUBLED PAST

For the military public affairs practitioner, it is thoughts of propaganda more than press agentry that clouds its image. The relationship between the military and the media has often been described as adversarial, and much of the strain can be traced to issues of information. Two of the biggest issues for the media are propaganda and independent reporting. These two issues are addressed to provide a framework for the military-media relationship. Because much of the military-media relationship literature focuses on periods of military action, a review of the military conflicts of the United States serves as a consistent backdrop.

First, a brief overview of wartime propaganda is provided. From the Revolutionary War to the Gulf War, the tools of the trade of propaganda and its effects are evaluated. Second, a short discourse of the public affairs activities that evolved over this timeframe are discussed. Although public affairs programs emerged primarily out of internal information demands – morale, recruiting and retention – its function quickly grew in scope. How this history helped shape the military-media relationship is then examined with respect to shaping the theoretical framework for this study.

Propaganda

American Revolution (1775 – 1783). Propaganda in the American Revolution initially focused on the precept of war. The Tories and the Whigs, polarized in their feelings about loyalty to the mother country, sought to gain support for their view among the masses, who

would be the ones called upon to fight in the event of a revolution. Hundreds of pamphlets were written to heighten interest. The pamphlets were sold, but the latest public prints were also available "for free reading at inns, barber shops, post offices, taverns and coffee houses" (Philbrick, 1972).

The most famous of these pamphlets was *Common Sense* by Thomas Paine. Largely seen as the leading literature in molding public opinion for independence, the Congress later awarded Paine $3,000 and issued a resolution of thanks for his work (Summers, 1951).

A less historically known medium was the pamphlet play. Between the years of 1773 and 1783, "at least thirteen propaganda plays and dialogues were printed in the colonies" (Philbrick, 1972). Their innovative format stood out among the hundreds of pamphlets and gained attention through a direct and realistic style by which reporter-playwright recounted recent events in theatrical terms (Philbrick, 1972). Additionally, they helped counteract the problem of illiteracy because their dialogue-writing style was well suited for public readings that were popular at the time (Philbrick, 1972).

When war broke out, the plays served as a re-creation of the atrocities occurring at the time. The pamphlet play reflected events by direct, if exaggerated, reporting of the British bombarding of towns, horrible conditions on British prison ships, tar and feathering of the Tories, hangings of spies and informers, and the hated occupation of towns (Philbrick, 1972). The pamphlet plays were printed, reprinted, advertised, and read -- their popularity "added to the tinder of rebellion" (Philbrick, 1972).

The Tories had failed to recognize the importance of the press early on. They primarily directed their arguments toward the intellectuals with controversial essays (Philbrick, 1972). The Whigs also targeted this group, but also sought to move toward "a more common style" and

appeal to emotion as well as reason (Philbrick, 1972). The Tories realized the potential of propaganda too late.

Civil War (1861 – 1865). Europe was the target for much of the propaganda generated in the Civil War. The North, by virtue of position of official government of the Union, initially had the upper hand in the controlling the information received by Europe; but propagandists from the Confederate side of the Civil War sought to gain sympathy abroad to achieve recognition as a separate national entity.

The main venue for this propaganda were the press abroad. Early diplomatic expeditions had failed to gain recognition of the Southern government, but they did plant the seeds of reception for their cause. The availability of the cotton supply was a concern. Newspapers in Britain and France began to voice editorial support for the South, despite staunch opposition to slavery.

The Confederacy hoped to keep their plight in the minds of the European countryman. Henry Hotze outlined a plan for infiltrating the press abroad. His plan was to establish a pool of journalists who would submit articles to the British papers and incite local journalists to their topic (Cullop, 1969). Eventually his plan gave way to the establishment of his own newspaper, *The Index*, to distribute and, more importantly, interpret information (Cullop, 1969). It operated with relative success from May 1862 to August 1865 (Cullop, 1969).

The Index sought to redefine Southern culture and depict Southerners with similar social, cultural, economic and political views, and a preserved English heritage, in contrast to the Northerners (Cullop, 1969). Additionally, *The Index* subtly attacked Britain's inactivity and neutrality.

Edwin De Leon sought to mirror Hotze's efforts in France. After fleeting trials to get close to or persuade members of Napoleon's personal entourage, he eventually turned to the French press (Cullop, 1969). He employed writers to produce slanted articles to appear in the Paris and provincial papers and articles sympathetic to the South ran in more than 200 newspapers (Cullop, 1969). When the funds dwindled, he aligned with the *Paris Patrie* and, for a subsidy, this paper became the "Confederate publicity organ" until 1864 (Cullop, 1969).

On the home front, generals on both sides of the conflict attempted to place stories about the outcomes of the fighting on the previous day. A leader of the Kentucky army would plant false reports on his campaign strategies and troop strength in Southern newspapers, knowing they would be "parroted" in the North (Campen, 1992).

Spanish American War (1898). The Spanish American War marked the use of correspondents for gathering and relaying information about international incidents. In part, the United States' entry in the Spanish-American War can be explained by the circulation war between Ralph Pulitzer and William Randolph Hearst, and the birth of "yellow journalism" in 1897, "a policy of aggressive activity in bringing to light unusual incidents" (Wilkerson, 1932). Hearst is reported as telling his newsman "provide the pictures and he'll provide the war" (cited in Crumm, 1996, p. 25). The circulation tactic sparked interest and the competition to get a story, sometimes in lieu of the facts.

"Yellow journalism" had already been in practice before the *New York Journal* coined the term. It began with exaggerations on the Spanish atrocities in Cuba and constant coverage of "Cuban Oppression" (Wilkerson, 1932). The newspapers took on editorial views, and the *Chicago Tribune* sparked a promotion among several newspapers to collect money for assisting in the Cuban rebellion (Wilkerson, 1932). Each of these instances elicited a chain reaction of

events from the public and government. The climax was the Maine incident on February 15, 1898. Significant copy space was devoted to the incident, mostly to speculate on the causes of the explosion of the battleship and link Spain to the incident. Six weeks later, amid questions of "how to punish Spain" and advocating retaliation, the United States declared war on Spain on April 24, 1898 (Wilkerson, 1932). Perhaps not surprisingly, the press boats were in the Caribbean before the war broke out (Cutlip, 1995).

World War I (1914 – 1918). On April 13, 1917, one week after America's entry into World War I, President Woodrow Wilson created the Committee on Public Information with George Creel as the chairman and the secretaries of State, War and Navy as committee members. Creel viewed the war "as a product which he had at all costs to 'sell' to the public" (Buitenhuis, 1987). At its peak, the Creel Committee directed 150,000 employees in various branches, who published the Official Bulletin (dissemination of government news), made films, circulated scholar pamphlets, published war posters, wrote articles for publication in the U.S. and abroad (Buitenhuis, 1987).

The Creel Committee embodied the propaganda campaign, but there were subsequent movements. One such movement came from American historians. J. Franklin Jameson, Wilson's former professor, mobilized his fellow colleagues by encouraging historians to join the war for their "obligation not only to national service, but to history" (Blakey, 1970). He pursued his recruitment through appeals in the *Review*, and joined forces with Frederick Jackson Turner and James T. Shotwell in establishing the National Board for Historical Service, which would "facilitate the coordination and development of historical activities in the United States to aid the federal and state governments" (Blakely, 1970). This recruitment propaganda cannot be minimized as historians would be the ultimate judge through recording the war (Blakely, 1970).

Another movement occurred within the writing community. A number of American novelists joined the effort and wrote in support of the war (Buitenhuis, 1970). Encouraged by Creel, the atrocity stories began to grow in circulation and embellishment (Buitenhuis, 1970).

The prevalence of propaganda and the discrediting of some of the war accounts produced negative feelings and the perception or realization of the power of propaganda. As a result, Congress disbanded the Committee on Public Information on June 30, 1919 immediately, leaving no opportunity for records to be made or work to be finalized (Buitenhuis, 1970). Despite a late start in the game, America had built a considerable propaganda machine.

World War II (1939 – 1945). Isolationism finally cracked and America entered World War II on December 8, 1941 after the bombing of Pearl Harbor. In June 1942, President Roosevelt issued Executive Order 9182, establishing the Office of War Information. This order consolidated the numerous information services into a single agency and empowered the officials to conduct domestic and foreign informational programs (Soley, 1989).

Voice of America, created just five months earlier, was now broadcasting 24 hours a day in 27 languages and dialects (Soley, 1989). Battleship broadcasts of VOA usually ended with threats of the guns as the troops prepared to land on shore. Often times, the enemy was waiting to surrender when the landing occurred (Margolin, 1946).

Because of the resounding success of the radio broadcasts, the Psychological Warfare Branch was created by General Dwight D. Eisenhower (Margolin, 1946). The creation of the organization allowed for operational planning of the communication of propaganda. The PWB soon become seasoned at disseminating news, news photographs, special publications, and American propaganda films. Another accomplishment included selling the idea of "paper

bullets," propaganda leaflets, which could be used to urge enemy troops to surrender (Margolin, 1946).

"Safe conduct passes," or leaflets, called for the surrender of enemy troops, promising food, medical attention and safe haven (Margolin, 1946). The passes caught on as "insurance" and became a commodity on the black market, often purchased by parents and given to their sons before they departed for the war with instructions to use it (Margolin, 1946).

Leaflets were also dropped on the civilian population calling for revolt against their governments to end the war (Margolin, 1946). "Black propaganda," masking the source of information, came to be the means of deceptively winning enemy confidence by posing as the enemy source. This included leaflet drops and radio broadcasts, which, after building itself as an established, credible source, led the enemy into entrapment or ambush (Margolin, 1946).

The volume and effectiveness of such campaigns ultimately saved casualties and spared lives. By war's end, psychological warfare had developed into an integral part of all military operations (Margolin, 1946).

Korean War (June 25, 1950 – July 27, 1953). After the embattlement of the two world wars, the United States entered its first limited conflict, the Korean War, with the same mindset of total national commitment. But the concept of U.S. involvement in a faraway place with seemingly no threat to the American lifestyle sparked a different media response than previous war coverage. With some wartime coverage under its belt, the media began more specific and strategic coverage. As a result, breaches of security ensued and military operations were feared threatened. In a knee-jerk reaction, censorship became the standard operating practice. The zealous censorship by General Douglas MacArthur led to even more scrutiny by the press, who delighted in exposing instances when information was needlessly withheld by the military

(Crumm, 1996). When China entered the war and military losses ensued, censorship became the media control tool for MacArthur and his public affairs officers (Crumm, 1996). Coupled with the "reemergence of government disinformation" (Trainor, 199x, 36), the entire information cycle became corrupted and these attempts to manage the media deteriorated the military-media relationship. Ironically, President Truman had called for the Campaign of Truth in February 1950 (Summer, 1951); this would be just a precursor to the many disagreements Truman would have with MacArthur.

Vietnam War (1965 – 1973). Propaganda in the Vietnam War was used to sway supporters away from the Vietcong and instill anti-communism in the southern population (Chandler, 1981). To accomplish this, three audiences were defined: elites and the population of North Vietnam, communist supporters in South Vietnam, and non-communists in South Vietnam (Chandler, 1981).

The propaganda tools of the past – political posters, banners, radio, films, newspapers, magazines, and other printed materials – were all used in the Vietnam War. Over a seven year period, 50 billion leaflets were dropped into the surrounding area (Chandler, 1981).

The introduction of television as a propaganda medium occurred during this time. Campaigns were organized around this new tool, planning for countrywide telecasting (Chandler, 1981). If censorship marked the Korean War, a lack of media control was the hallmark of the Vietnam era.

An unmatched volume and variety of propaganda were disseminated during the war, but previous results of the psychological warfare were not realized. The war dragged on and eventually, at the perceived insistence of the American public, troops were withdrawn and the country was eventually reunified under communism.

Gulf War (1991). The United States entered the conflict in Vietnam with lessons-learned about support from the home front and the need for clear objectives. As a result, the second half of 1990 was devoted to advance preparation for a war of words and images in hopes of securing "the moral high ground" in a conflict with Saddam Hussein (Taylor, 1992).

During this time, Iraq was portrayed as a formidable military power seeking to acquire nuclear weapons and domination of the Middle East (Taylor, 1992). Descriptive and associative keywords were used to ignite support: Kuwait had been "raped;" Iraqi troops were "butchering" the Kuwaiti people; Hussein was a "new Hitler;" Saddam must not be "appeased" as Hitler had been at Munich (Taylor, 1992). The autocratic Al-Sabah regime in Kuwait was downplayed.

The United States also entered the war with global satellite telecommunications and the Cable News Network (CNN), which provided a 24-hour link from Baghdad to Washington, D.C. The ongoing coverage did not necessarily mean more information, however. By watching nonstop coverage, viewers were "mesmerized by the live coverage" which reduced the "capacity to stand back from the images objectively or critically" (Taylor, 1992).

This does not imply that the technology has not improved the information dissemination in wartime. The Gulf War was unique in that it was the first televised war also covered from the enemy side of the conflict (Taylor, 1992). Western journalists were allowed into Baghdad by the opposition because it was felt their presence would enable them "to break the stranglehold which the coalition had secured on the international flow of information concerning the progress of the war" (Taylor 1992).

Hussein, who thought he'd be able to use the American outlet for propaganda purposes, misjudged sorely. The best example of this was the oil spill, which the Iraqis blamed on coalition bombings. The incident did not spark ecological groups to successfully rally against

the war but rather had a reverse effect and highlighted Hussein's contempt for the environment, dubbed as "environmental terrorism" (Taylor, 1992). Furthermore, the incident proved detrimental to the Iraqi people who could not believe the focus on the wildlife while their country was being demolished (Taylor, 1992).

Public Affairs Activities

American Revolution (1775 – 1783). With no real threat of rapid dissemination of reports that would be helpful to the enemy, censorship was largely unheard of in the war of independence (Hammond, 1991). Media relations were handled by the commanding officers with an eye toward maintaining public support, as the population would be providing troops for the revolution (Hammond, 1991).

Mexican War (1846 – 1848). The Mexican War was the first foreign war covered extensively by American correspondents, with the media making an extensive effort to have reports transmitted back to the United States (Emery & Emery, 1978). The Pony Express and limited use of the telegraph increased the pace of news slightly, though reports still lagged enough not to be considered sensitive. There was occasional use of censorship, but overall the press had "wide latitude of freedom in its coverage" (Emery & Emery, 1978, p. 144). Instead, the military focused inward and published internal publications for their troops. The creation of "camp newspapers," written and disseminated to soldiers to keep them abreast of war information, is dubbed by historians as the first military public affairs effort (Aukofer & Lawrence, 1995).

Civil War (1861 – 1865). The expansion of the telegraph created the first risk of "real-time" reporting, and the semi-introduction of a "mass media" occurred with the

creation of the Associated Press (AP), (Aukofer & Lawrence, 1995). Perhaps the first act of censorship was invoked when Northern authorities decided to prevent reporters from using telegraphs to transmit reports (Baroody, 1998). Journalists largely ignored the concerns for secrecy and, as a result, the federal government eventually seized control of the telegraph lines (Sharpe, 1987a). The first attempts to restrict access of the media through an accreditation process of reporters was also introduced (Sharpe, 1987a), as was the concept of daily updates, when Secretary of War Edward Stanton began disseminating information to the Associated Press (Moskos & Ricks, 1996).

Spanish American War (1898). The Spanish American War marked the use of correspondents for gathering and relaying information about international incidents. In part, the United States entry in the Spanish-American War can be attributed to the circulation war between Ralph Pulitzer and William Randolph Hearst (Wilkerson, 1932). Thompson (1991) depicted this behavior as "the moral low point in the coverage of conflicts by the American press" (p. 19). The government responded by banning journalists from combat zones and closing cable offices (Aukofer & Lawrence, 1995), but reporters enjoyed unusual freedom with lax enforcement of reporting rules (Sharpe, 1987a).

World War I (1914 – 1918). World War I introduced the first true concept of mass media, with some newspapers and magazines reaching audiences of one million or more, motion pictures becoming increasingly popular, and the advent of radio (Hiebert, 1993). Despite all the new media, reporters enjoyed wide access to the battlefields (Kirtley, 1992), although the military maintained the practices of accreditation and tight control of communication by radio, telegraph, and mail (Sharpe, 1987a). Both civilian authorities at home and military officials abroad were responsible for censorship (Thompson, 1991). Reverting to a

public affairs effort christened in the Mexican War, a military newspaper was introduced for troops overseas as part of an internal information program (Hammond, 1991).

World War II (1939 – 1945). The Second World War "set a standard by which the military would judge all subsequent military-media relations" (Moskos & Ricks, 1996, p. 17), despite the continuation of accreditation procedures, the creation of "press camps" that housed media representatives, and the employment of military escorts for the news media (Aukofer & Lawrence, 1995). Censorship was accomplished voluntarily (Thompson, 1991), and the military actively worked to keep morale high by securing the cooperation of the press with regard to pulling photos seen as gruesome or detrimental to recruitment (Steele, 1985). Additionally, the military started its first efforts at the placement of positive war images with the production of newsreels, which were supplied to theaters (Steele, 1985). In WWII, the media and the military enjoyed a shared purpose (Thompson, 1992):

> Confronted with a global struggle, the Roosevelt administration sought to enlist journalists in the war effort. The vast majority of journalists accepted this role, and as a result it was possible to carry out censorship on a voluntary basis. The need to win was so widely accepted that few of the 2,600 correspondents accredited by the Navy and War Departments to cover the conflict had any desire to circumvent review of their copy (p.15).

The *New York Times* led the American press in extensive war coverage just as it had in World War I, (Thompson, 1991) but as the hostilities expanded, it became harder for any single news organization to cover all fronts. In 1942, the three largest picture agencies – Acme, Associated Press, and International News Service – joined *Life* magazine to pool resources (Thompson, 1991). Images from correspondents could be shared among news organizations, limiting the

amount of on-site resources needed. World War II period is often looked upon as the peak of positive relations between the two organizations (Aukofer & Lawrence, 1995, Steele, 1985; Thompson, 1991, 1992), mainly due to the cooperative effort of the media with regard to censorship and self-directed pooling.

Korean War (June 25, 1950 – July 27, 1953). The United States entered its first limited conflict, the Korean War, with visions of repeating the same voluntary censorship that was the hallmark of WWII. Expanded censorship soon became the standard operating practice, with censors reviewing every piece of correspondence for security violations, while also considering morale and embarrassment variables (Aukofer & Lawrence, 1995). Military information officers "provoked the press" with the extension of censorship into legitimate topics and withholding information under the guise of military security (Hammond, 1991, p. 12). The zealous censoring led to even more scrutiny by the press, who delighted in exposing instances when information was needlessly withheld by the military (Crumm, 1996).

Vietnam War (1965 – 1973). If censorship marked the Korean War, a lack of any media control was the distinction of the Vietnam era. The press were unescorted and roamed the countryside with specific restrictions about reporting military-sensitive information (Thompson, 1992). The military continued the practice of previous wars by providing regular background briefings for the press as well as daily press conferences (Hammond, 1991), but the unrestricted access of the press diminished the effectiveness. Public affairs officers, who were available 24 hours each day for consultation, arranged logistical support for the press (Hammond, 1991). The relationship between the media and military soured with the introduction of the war to the America public via television (Aukofer & Lawrence, 1995; Thompson, 1991). Whether the press caused the decline in public opinion or simply reported it is a timeless debate (Trainor,

1991), but the result seemed to be the emergence of the military credo "duty, honor, country,

and hate the media" (p.73).

Grenada (1983). Censorship took on new meaning in the Grenada rescue operation, as a

full-fledged media blackout occurred for the first two days of the operation (Kirtley, 1992;

Thompson, 1991). After access was granted, the military fully reversed the lack of media

control experienced in Vietnam by implementing press pools and requiring military escorts to

accompany the groups (Thompson, 1991). Furthermore, restrictions initially placed on the

transmission of stories from the island were not fully lifted until after the fighting had ceased

(Thompson, 1991).

After Grenada, in 1984, the Defense Department convened a panel of military officers

and journalists, headed by retired Army Major General Winant Sidle, to investigate how

media coverage of military operations could be improved. The Sidle Report submitted eight

recommendations, which mostly revolved around public affairs planning for military

operations. Two significant developments that grew out of the recommendations were the

establishment of a press pool system and a consultation program between top military

officials and media management (Young & Jesser, 1997). The DOD National Press Pool and

the Media Advisory Committee (MAC) were thus created. The rotating pool, comprised of

correspondents nominated by their news organizations, has been employed under the control

of the MAC – a committee of "eminent journalists charged with ensuring maximum press

coverage consistent with security" (p. 136).

Panama (1989). The Panama invasion – Operation Just Cause – was the first and

minimally-successful operational test of the Defense National Media Pool (Katz, 1992;

Thompson, 1991, 1992). Once again the media were denied access to the early portion of the

operation, and once in the country, there were restrictions on interviews and photography (Katz, 1992; Kirtley, 1992). The operation was marred from the beginning by the excessive secrecy of the Pentagon and poor logistics (Thompson, 1992), including transportation and equipment problems.

After Panama, in 1990, Fred Hoffman, Pentagon correspondent for the Associated Press, prepared a report on the problems associated with the Panama invasion at the request of Pete Williams, then Assistant Secretary of Defense for Public Affairs (Hoffman, 1991). The report criticized political decisions not to involve the media earlier and outlined 17 recommendations for improving operation of the Defense pool system (Hoffman, 1991; Katz, 1992). In addition to recommendations for policy restructuring at the Department of Defense level and logistics of implementing the pool, three of Hoffman's (1991) recommendations specifically dealt with public affairs including: formalized public affairs planning; assignment of press escorts from the service involved in the action, rather than Department of Defense personnel out of Washington, D.C.; and periodic meetings between public affairs officers with pool-assigned correspondents. Additionally, several recommendations dealt with security review, including: creation of an editor slot in the pool to serve as a liaison in the security review process and restructuring of the organization which handles press pool reports sent to the Pentagon for processing and distribution (Hoffman, 1991). Then Secretary of Defense Richard B. Cheney's response was that he stood by all of his decisions to limit access in Panama and would handle future deployments of the press pool on a case-by-case basis (cited in Hoffman, 1991).

Gulf War (1991). The war in the Persian Gulf was the first international conflict entered into with global satellite telecommunications (Taylor, 1992). It was also the first conflict the military entered with a public affairs plan in place, though the plan or "annex" (Annex Foxtrot)

was largely ignored (Aukofer & Lawrence, 1995). A list of Pentagon "savvy public relations strategies" summarized by Shell (1991, p. 9) included press briefings, hometown media relations, video news releases, and public affairs training. The requirement for media pools and media escorts, much to the dismay of media members, remained intact throughout the conflict (Katz, 1992). Hiebert (1993) attributed the success to public affairs advance training and education in public relations. Opinions of news media representatives regarding the access given to them were divergent. Some news organizations, like *National Geographic*, appeared to receive assistance in getting a visa from the Saudis, while many freelance reporters or journalists associated with progressive magazines were denied entry (Katz, 1992). Once in country, some reporters were able to thrive, a number of news media organizations filed complaints, charging that the war coverage was orchestrated – a show of "extraordinary manipulation" by official sources (Moskos & Ricks, 1996, p. 21). Primary complaints (Moskos & Ricks, 1996) included the centralized Joint Information Bureau (JIB), which controlled all press activities, mandated press escorts, "staged briefings," and "strictly controlled briefing sessions" (p. 21). A group of authors, magazines, and news dailies actually filed a lawsuit challenging the constitutionality of the Pentagon's press restrictions. Ultimately, hearings were held before a Senate oversight committee, but not until after the conclusion of the war.

Somali, Rwanda, Haiti, and Bosnia (1992 – present). Public affairs activities during military operations following the Gulf War have met with little criticism from the news media (Moskos & Ricks, 1996). Aukofer and Lawrence (1995) attributed the improvement of military-media relations in post-Gulf War military operations to the implementation of news media planning for the first time.

<u>Implications for the Military-Media Relationship</u>

How the media and military view information says a lot about the differences between the two institutions. While the relationship between the military and media has traditionally been examined during conflict, Trainor (1991, p.74) contends that war "sharpened the tension which exists between the media and the military, but it is not its cause." The source of the tension, is in the nature of the institutions (Trainor, 1991). Katz (1992, p. 376) observed:

> The military is an institution and an organization, and its command structure serves to give orders. ...The media is an institution but it does not function as an organization. Its culture is based in the eyes and ears of reporters, and there is a fierce competition among news organizations to 'scoop' one another ...and top each other for ratings and revenue.

Their varying mission and values conflict such that "there will always be a divergence of interests" between the two (Trainor, 1991, p. 122). Indeed, as just described, the era that is looked upon as the hallmark of military-media relations was in World War II, when journalists, Americans and soldiers alike had a shared purpose. And while both the military and the media "staunchly maintain that it (is their role to) defend and preserve democracy" (Katz, 1992, p. 377), they are different in form and function, and "tension is caused by differing priorities, strong feelings, cultural differences, and confusion on both sides." This study proposes that examining the military-media relationship should focus on the day-to-day management of media relations.

For that reason, it is perhaps best not to study the military and the media when in conflict, but in the capacity of their everyday role. The differences between the military and media do not just exist in wartime, but are exacerbated by the conflict.

Theoretical Framework

The military and the media are separate groups with distinct "sets of norms, values and goals" which shape perceptions and contribute to intergroup conflict (Baroody, 1998, p. 40). Baroody (1998) contends the most important of these is "the group members' sense of values, the basis for all decisions, priorities, and judgments" and framed her (1998) analysis of the military-media relationship as one of "in and out group distinctions" (p. 38). How is this important to the military-media relationship? Baroody (1998) asserts that within the strained relationship lies an intercultural communication problem that is, group distinctions often lead to intergroup discrimination.

Some may contend that while the military are certainly a distinct group with its own standards of dress, regulations, and customs and courtesies, the media are less of a cohesive unit. Regardless of whether this is true, studies have shown (Tajfel & Billig, 1973; Allen & Wilder, 1975) that a specific set of conditions such as perceived interpersonal similarity or cohesiveness is not required for group behavior to exist. "The mere categorization of persons into groups…is sufficient to cause discrimination in favor of the group" (Allen & Wilder, 1975). Belief similarity, although not a requirement for discrimination to occur, does increase favoritism toward the in-group.

For the military then, it may be more instructive to examine the service branch as its own group. In his pioneer work, Sherif (1953) observed that as society becomes more complicated, small groups are not to be considered distinct and closed entities, but as "parts or subordinates of larger social units" (p.3). The characteristics of subordinate groups can be similar or different than those of the superordinate group, depending on the "degree of integration of the various parts within the larger organization" (p. 3).

Service members share a sense of commitment to country, but given the different mission, training and values of the branches of service, belief similarity is stronger at this level. Furthermore, inter-service rivalry promotes group loyalty to individual service branches rather than the military as a whole. By definition then, the categorization of a service member as an airmen, soldier, Marine, or sailor creates separate groups. The culture of each branch is fundamental in creating the social identity that is essential to recruitment, retention and morale. This group identification is more salient to members than that to the superordinate group, because peers reinforce social identity.

This peer group is the basis of the group dynamic. Janis' (1982) concept of Groupthink explores how group identification molds the thinking behavior of the organization. In his well-documented phenomenon, a group of like-minded individuals becomes biased in its outlook. This is particularly true among groups characterized by high cohesiveness, solidarity, and loyalty (Janis, 1982). Again, while this is true for members of the military, it exists to a higher degree within each, individual service branch.

Studies about the military-media relationship include a range of surveys in which researchers seek opinions about how the groups view one another – which is unfavorably (Aukofer & Lawrence, 1995; Sharpe, 1987b; Henry, 1986). Themes of conflicting goals – the media's quest for the "public's right to know" and the military's quest for "security" – stand out in the literature and reaffirm these distinct identities. However, what remains uncertain is whether the media distinguish between separate identities for each of the branches. A better approach, then, may be to study the organizations as sub-group.

Certainly, there is a difference in the approach of public affairs practitioners, who serve as liaisons to the media. How to best incorporate the media into military operations has been a

topic of much debate, particularly in recent years through Post-Gulf War literature. There are also different approaches as to how best to manage media relations with respect to allocation of resources, namely manpower.

These differences are highlighted in the next chapter, but they lead to the final dimension for study within the military-media relationship: the public affairs officer. As a liaison between the community and the military, public affairs officers often find themselves in conflict. Soucy (1973) found that Army PAOs perceive themselves as centered between two opposing groups. In an attempt to balance the opposing pressures, they take the middle-of-the-road approach and become "boundary-spanners" (Soucy, 1973, p.87).

With regard to in- and out-group distinctions, this ability to span the boundaries of the two groups may prove critical in improving the military-media relationship. This is particularly vital as Baroody (1998) contends "[t]hose…who negotiate over the procedures to regulate inter-group interaction…have to distance themselves from their group affiliations in pursuit of resolving the problem of a negative relationship" (p. 48).

CHAPTER 3

MILITARY PUBLIC AFFAIRS

Public Affairs

Public relations practitioners "identify, establish and maintain mutually beneficial relationships between their organization and its various publics, on whom its success or failure depends" (Cutlip, Center, & Broom, 1994, p. 6). Like public relations, public affairs is the practice of establishing and maintaining two-way communication with the internal and external audiences of an organization (Cutlip, Center, & Broom, 2000; O'Rourke, 1994). For the military PAOs, who have the American public as one of their audiences, this translates into a large-scale task, particularly in times of conflict. As Hiebert (1991) articulated: "To win a war today, government not only has to win on the battlefield; it must also win the minds of its publics" (p. 115).

Public affairs is often considered synonymous with public relations (Cutlip, 1976; Seitel, 1992; Soucy, 1978), though it has also been clarified as a segment of public relations which "addresses public policy and the publics who influence such policy" (cited in Cutlip, Center, and Broom, 2000, p. 17). The term "public affairs" was born when Congress passed the Gillett Amendment in 1913, which prohibited the expenditure of funds on "publicity or propaganda purposes" (Cutlip, Center, & Broom, 2000, p. 15). Equating public relations with publicity, most government agencies adopted the term public information (Soucy, 1978, 1991). The military eventually adopted the term "public affairs" and defines it as "public information, command information, and community relations activities directed toward both the external and internal publics with interest in the Department of Defense" (Joint Pub 1-02, 2000). According

to the Defense Information School (DINFOS) <u>Public Affairs Handbook</u>, "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" (p. 2).

Despite these noble definitions of public relations and public affairs, the modern

concept of public relations grew from its roots in the areas of press agentry and propaganda

(Cutlip, Center, & Broom, 1974), a murky beginning that has been hard to overcome across

the years. Arnoff (1975) surveyed Texas journalists and found a low opinion of the public

relations profession, viewing the career field as "a suspicious manipulator of the press" (p.

48). Cline (1982), who compared descriptions of the public relations practice in 12

introductory mass communication textbooks, found the image portrayed as less than

flattering. This portrayal is consistent with Stegall and Sanders (1986) findings that

journalists typically "dismiss the public relations trade as flackery" (p. 341). In a survey of

2,432 journalists worldwide (Walker, 1991), public relations was still viewed negatively.

When respondents were asked to name an animal most like a public relations practitioner,

nearly three-fourths (71%) picked "weasel" (p. 36).

Public relations officials working in the government have an additional challenge.

Working in an institution many view as a monolithic manipulator of information (Morgan,

1986), gives them an even more difficult image to overcome. "Hostility to the government

public relations function keeps it in a twilight of shadowy legitimacy, and thus keeps it from

being efficient in the discharge of its obligation to inform citizens about their government

and to facilitate citizen feedback to government" (Cutlip, 1976, p. 8). Twenty-five years has

done little to improve the image of the profession such that, "almost by definition, government-press relations are adversarial" (Cutlip, Center, & Broom, 2000).

Department of Defense Public Affairs

The Department of Defense (DOD) was among the first government agencies to employ public affairs (David & Pierson, 1998). Then Major Douglas MacArthur is generally regarded as the first public affairs officer with his appointment in 1916 to handle the newspaper reporters who had begun covering the War Department (Hammond, 1991). Historian R. Ernst credits MacArthur with swaying public opinion in favor of the Selective Service Act in 1917 through his news releases and interviews with the press (cited in Hammond, 1991),.

Military public affairs has grown in diversity and numbers. The corps of public affairs personnel includes public affairs specialists, military journalists, radio and television broadcasters, and – in some service branches – musicians or bandsmen. About 5,000 DOD personnel who work in the public affairs field (Aukofer & Lawrence, 1995), though many believe there will never be an accurate accounting for the number of personnel who perform public relations duties under other titles (Brown, 1976; Cutlip, 1976). Priest (1996) asserted that, when combined, there are more public affairs personnel in the Army, Navy, Air Force and Marines than any other government agency in any country in the world.

At the cabinet level, the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA) serves as the principal advisor to the Secretary of Defense. In this capacity, OASD/PA is responsible for Freedom of Information Act implementation, clearance of DOD information for public release, and oversight of internal information and community programs (DODD 5122.5, 1996). In performing its duties, DOD operates under

the "Principles of Information." Originally issued in 1983, the principles are signed by each

Secretary of Defense. The one-page document (Appendix A) states the overall directive for

defense public affairs:

> It is the policy of the Department of Defense to make available timely and accurate
>
> information so that the public, Congress and the news media may assess and
>
> understand the facts about national security and defense strategy. Requests for
>
> information from organizations and private citizens will be answered in a timely
>
> manner.

The document further clarifies implementation of this policy:

■ Information will be made fully and readily available, consistent with statutory

requirements, unless its release is precluded by current and valid security classifications. The

provisions of the Freedom of Information Act will be supported in both letter and spirit.

■ A free flow of general and military information will be made available, without

censorship or propaganda, to the men and women of the Armed Forces and their dependents.

■ Information will not be classified or otherwise withheld to protect the government

from criticism or embarrassment.

■ Information will be withheld only when disclosure would adversely affect national

security or threaten the safety or privacy of the men and women of the Armed Forces.

■ The Department's obligation to provide the public with information on its major

programs may require detailed public affairs planning and coordination within the

Department and with other government agencies. The sole purpose of such activity is to

expedite the flow of information to the public: propaganda has no place in Department of

Defense public affairs programs.

DINFOS. Another facet of OASD/PA is its charge to conduct entry-level and advanced public affairs training for military and civilian personnel at the Defense Information School (DODD 5400.13). According to the Defense Information School history (DINFOS, 2000), formal public affairs education for the military began in 1946 at the Army Information School at Carlisle Barracks, Pennsylvania. In addition to training Army personnel, small numbers of Air Force, Navy and Marine Corps students also attended despite the existence of an Air Force Public Information School at Craig Air Force Base, Alabama, and a naval journalism school at Great Lakes Naval Training Center, Illinois. In 1948, the services began discussing combined information training. As a result, the Armed Forces Information School was established at Fort Slocum, New York in 1951. When the services failed to meet their student quotas, or the minimum agreed upon number of students to maintain an economically feasible program, the Armed Forces Information School reverted to an Army school again.

Ten years later (1961), efforts to consolidate information training were renewed. On February 21, 1964, the Department of Defense chartered the Defense Information School (DINFOS), re-establishing the Army's schoolhouse as a joint institution. The school then relocated in September 1965 to Fort Benjamin Harrison, Indiana. When Fort Benjamin Harrison closed during one of the base realignment and closure (BRAC) rounds, the school once again moved. Now located at Fort Meade, Maryland, the school "provides entry level and advanced training in public affairs, journalism, photojournalism, broadcasting, graphics, electronic imaging, broadcast systems maintenance, video production, and visual information management" (DINFOS, 2000).

The Department of Defense is the only government department that maintains a regular school for public information (Fraser & Pedersen, 1981). Regarded as a "thoroughly comprehensive, intensive, exceptionally professional public relations school" (Bitter, 1989, p. 28), DINFOS trains officers, enlisted personnel, and civilians from all branches of the armed forces as well as some international military officers. About 2,900 students are trained at the school annually, with some 240 officers and equivalent-rank civilians completing the Public Affairs Officer Course every year (A.J. Robinson, personal communication, April 14, 2000). The core of instructors at the school is made up of Department of Defense civilians and also public affairs officers from the different military branches of service. The DOD civilians provide continuity to the course as military officers serve as a DINFOS instructor as a tour of duty, rotating about every three years.

PAOC. The Public Affairs Officer Course is a 43-day comprehensive training program for new Public Affairs Officers (PAOs). The format for the course is small-group seminars with lectures, discussions, demonstrations, exercises and case studies. Case studies and public relations problems are used extensively (Fraser & Pedersen, 1981). Students are instructed and evaluated in 12 functional areas: public affairs policy and procedure, community relations, media relations, environmental public affairs, internal information concepts, public affairs operations, communications skills, media training, print journalism, information technology, service-specific training, and participation in a Joint Information Bureau Exercise (JIBEX), (Training Program of Instruction, 2000).

In addition to the course work under the headings of public affairs, journalism, broadcasting, speeches, photography and media training (Appendix G), the curriculum includes 18 hours and six assignments in service-unique instruction that is developed with

guidance from the service public affairs chief (Appendix H). These assignments change

frequently "to reflect recent developments in public affairs as practiced in the field"

(DINFOS, 2000). The service-unique instructor – usually the highest-ranking member for

each service branch – constructs the six "in-box" exercises based upon salient issues for the

service branch. The assignments are typically essay responses regarding what public affairs

counsel the student would provide in a given situation. Students may also be asked to

develop public affairs plans or position papers, either individually or in groups.

Service-Unique Approaches to Public Affairs

While Department of Defense public affairs leadership is responsible for PA policy

and the Defense Information School provides the training foundation for public affairs, the

military departments "provide training at Service schools, encourage programs that improve

military-news media understanding and cooperation, and conduct Service-unique PA

programs, including command information and community relations programs" (Joint Pub 3-

61, 1997, p. vi). To that end, individual installations and the service war colleges

(professional military education institutions for senior officers identified as future leaders)

sponsor symposia, seminars, and workshops (Trainor, 1991).

All of the services divide the overall public affairs responsibilities into the general

tasks of communicating with an internal audience (military and civilian members and their

families), members of the media, and the public surrounding its installations. Each service

gives its own names to these functions and has its own public affairs organization, structure,

and set of polices for implementation of these tasks (Fraser & Pedersen, 1981, Public Affairs

Handbook, 1991). The services are responsible for execution of their programs including

allocation of personnel resources. One difference among the services is their public affairs personnel policy. The Air Force and Navy (including the Marine Corps) designate public affairs as a primary career field, whereas the Army does not (Soucy, 1991). In other words, instead of officers serving a career in public affairs, the Army trains officers in public affairs as a secondary specialty, usually at the eight-year point (Aukofer & Lawrence, 1995; Soucy, 1991). The other branches may also cross-train experienced officers into the public affairs career field, but this is usually due to manpower shortages or other personnel considerations.

United States Air Force. Established in 1948, the United States Air Force is the youngest of the military services and may be able to credit its creation to effective public relations. Under the leadership of the Commanding General of the Army Air Forces – General H. H. "Hap" Arnold (who was himself a former information officer) – hired a number of skilled public relations and advertising specialists to promote air power (AF PA Strategic Plan, 1997; Cutlip, Center, & Broom, 2000). With air power now a mainstay in the United States defense arsenal, the Air Force defines its public affairs mission as "Expanding awareness of and support for the world's most respected air and space force" and defines its principles as leadership, credibility, loyalty, professionalism, and vision (AFI 35-101, 1999; AF PA Strategic Plan, 1997).

Currently, the Air Force has 389 public affairs officers (V.W. Trefts, personal communication, April 3, 2000). Officers are primarily slotted for the public affairs Air Force Specialty Code (AFSC) upon receiving their commission as a second lieutenant, although some higher-ranking officers – mostly senior captains and majors – cross-train from other career fields due to manpower shortages. According to the Air Force manpower standard (AFMS 104A, 1994):

Public Affairs is to advise and counsel commanders in communicating Air Force

messages to Air Force people and the American public, and to identify and manage

communication issues that impact on the capability of the Air Force to conduct its

peacetime and wartime missions (p. 1).

The Air Force not only has a Public Affairs Strategic Plan, but also published an Air

Force Strategic Communication Plan in 1999 that identifies all Air Force members as

potential spokespersons. This document directs commanders to get personally involved and

public affairs staffs to "provide USAF people the information and training they need to

communicate Air Force messages to our important audiences effectively" (USAF Strategic

Communication Plan, 1999, p. i). In its foreword, the Strategic Communication Plan (1999)

contends:

In the military, as in business, success or failure in today's world is a direct result of

how well you do and how well you communicate what you're doing. Within the Air

Force, this is true in peacetime as well as in war. Seizing the initiative to tell our

story is the only way to gain and maintain the trust and support of USAF people and

the Americans who pay our bills and send their sons and daughters to serve our nation

(p. i).

United States Army. Like most of the service branches, public relations (or at the

time, media relations) was mostly handled by commanders individually based on their own

personal policy. It wasn't until 1907 when the first news release was issued and the first

public relations officer Major John Dapray was hired (AF PA Strategic Plan, 1997) that the

Army began its formal public relations program. With the appointment of Major Douglas MacArthur as the first public affairs officer 10 years later, PA gained a foothold in the Army structure. PA remained under the Army's "Information" directorate until the eve of World War II when it gave up the function "because of the Intelligence community's reluctance to release information" (AF PA Strategic Plan, 1997). Information dissemination during World War II became centralized under the War Department, and it wasn't until the end of the war, in 1945, that the Army established an independent public relations directorate (Hammond, 1991).

Today's Army public affairs mission is "to fulfill the Army's obligation to keep the American people and the Army informed, and to help establish the conditions that lead to confidence in America's Army and its readiness to conduct" (Army FM 46-1-1, 2000, p. iv). Supporting this mission, the Army has defined eight public affairs principles: soldiers and families come first; truth is paramount; if news is out it's out; not all news is good news; telling our story is good for the Army; public affairs must be deployed early; media are not the enemy; and practice security at the source (Army FM 46-1, 1997).

Approximately 218 Army officers are serving in public affairs positions (G. Skaw, personal communication, April 4, 2000). The Army public affairs officer's duty is "to assess the PA situation, advise the commander on PA issues, assist him in making the best possible decisions, and translate his decision into effective PA operations" (Army FM 46-1-1, 2000, p. 1-3).

The Army emphasizes the importance of public affairs with its assertion (Army FM 46-1-1, 2000, p. v):

Effective PA operations are critical to successful Army operations in the information age. They assist the commander in monitoring and understanding public opinion, explaining the situational context of events and communicating the Army's perspective clearly and without filters. They enable the commander to interpret the perceptions of external and internal audiences and influence the way in which discussion of the operation is framed.

United States Marine Corps. The roots of the United States Marine Corps public information program can be found in the duties and responsibilities of recruiting personnel or Commandants' aides (SECNAVINST 5720.44A, 1987) in the 1930s. The Corps activated its first "public relations division" in 1941, and today defines its mission in terms of the DOD principles of information in that they "provide timely, accurate information with minimal delay in accordance with security and privacy of our Marines" (N. Murphy, personal communication, April 3, 2000).

About 85 public affairs officers and 300 enlisted public affairs personnel work under the public affairs mission in the Marine Corps (N. Murphy, personal communication, March 3, 2000). Public affairs is considered a primary Military Occupation Specialty (MOS). Although many officers – anywhere from 50 to 75 percent depending on staffing levels at the second lieutenant rank – come into the field after serving an initial two-year tour in another specialty (N. Murphy, personal communication, March 3, 2000). The job description for a Marine public affairs officer is:

Supervises and coordinates activities of a public affairs unit. Advises the

commander and staff on public affairs matters, with responsibilities in the

fields of public information, community relations, and internal relations. Supervises

preparation and editing of material for release to the public. Reviews all news

material; regulates activities of civilian correspondents, photographers,

broadcasters and visitors; provides technical advice and assistance. Assists

civilian agencies in their contacts with the Marine Corps (USMC, 2000).

According to Murphy (personal communication, March 3, 2000), Marine Corps

public affairs can be summed up in a quote from General John A. LeJeune, former

commandant of the Corps:

> The future success of the Marine Corps depends on two factors. First, an efficient
>
> performance of all duties to which its officers and men may be assigned. Second,
>
> promptly bringing this efficiency to the attention of the proper officials of the
>
> government and the American people.

United States Navy. By its own account, the Navy traces the beginnings of its public

affairs program to World War II, when "Secretary of the Navy Knox encouraged the transfer

of the public information function from the cognizance of the Director of Naval Intelligence

and the activation of reserve officers as correspondents rather than as officers in the

intelligence field" (SECNAVINST 5720.44A, 1987). Cutlip (1995), however, traces naval

public relations to inter-service rivalry during the Civil War. The Navy, which found itself at

a disadvantage because their ships were not easily accessible to the media, started sending

dispatches to reporters (Cutlip, 1995).

Today, promotion of the Navy is still a theme. Retired Rear Admiral Kendell Pease (cited in Cutlip, Center, & Broom, 2000), former naval Chief of Information (CHINFO), describes the primary goals of Navy public affairs as:

1) keeping the American public informed about Navy operations in a timely, complete, and accurate fashion;

2) coordinating Navy participation in special events and community affairs; and

3) supervising the Navy's internal communications activities (p. 511).

The Navy currently employs about 185 public affairs officers and 1,350 enlisted public affairs personnel (N. Murphy, personal communication, April 3, 2000). The Navy describes the overall responsibility of the PAO as "the principal advisor and assistant to the officer in command for all public affairs matters. The PAO reports directly to the officer in command, keeping the executive officer (or chief of staff) informed" (SECNAVINST 5720.44A, 1987, p. 1-17)

Admiral Pease (cited in Cutlip, Center, & Broom, 2000) summarizes the importance of public affairs in the Navy by emphasizing:

...every public affairs officer...is constantly a part of the decision-making process. He or she is an indispensable member of the leadership team. When important decisions are made in the Navy, the public relations ramifications of those decisions are carefully considered in advance (p. 511).

Studying the Military-Media Relationship

Despite the differences in mission and public affairs history, the military-media relationship has largely been framed as two institutions at odds. Studies related to the

military-media relationship can be generally categorized into two areas: analysis of the media's military coverage and surveys of military members and news media representatives about the relationship between the two groups. Only a few surveys focusing on public affairs were identified, but some of the other studies offer secondary insight as to how well each of the services perform their public affairs function. Dozens of articles and books have been written by news correspondents who covered the Gulf War (Moskos & Ricks, 1996), unleashing a variety of opinions about the treatment of media members and the access granted them by the different branches.

Media Coverage of the Military

Examinations of media coverage of the military attempt to discern whether there is a negative bias in news stories. The majority of analyses have focused on television, and the results have been mixed.

In one of the first studies, Bailey (1976) reviewed a random sample of kinescopes of Vietnam War news constructed from the American Broadcasting Company (ABC), Columbia Broadcasting System (CBS), and National Broadcasting Company (NBC) weekday evening newscasts stratified over the period from August 20, 1965 to August 20, 1970. His content analysis of 465 stories showed that more than half of the stories lacked interpretation, opinion, argument, or special pleading (an argument with no basis). Roughly 35% of each network's stories were interpretive and tended to become more so in the later years.

Hallin (1984) also studied Vietnam coverage. His content analysis of a stratified random sample of 779 newscasts from August 20, 1965 to January 27, 1973, showed that the

media relied primarily on official information and avoided passing explicit judgment on such statements. In a study based on Hallin (1984), Lund-Vaa (1992) examined network news coverage of the 1989 U.S. invasion of Panama. The majority of the 144 stories analyzed were coded as positive (42%) or neutral (21%), with coverage focusing on military policy more than the use of force. Her findings supported the conclusions of Bailey (1976) and Hallin (1984).

A more recent and extensive study reported a different representation of defense coverage. Aubin (1998) focused on network news coverage of defense issues over a time frame of 11 years, performing a content analysis of daily transcripts of the network evening newscasts from January through April in 1983, 1985, 1990, 1994, as well as January through February in 1991. The data from his 2,947 reports showed a distortion of defense issues that he attributed to the insertion of reporters' attitudes into the story, the less frequent use of beat reporters, and the practice of using "anchor-only" reports that relied solely on the anchor's view (p. 66).

Vician (1996), who studied the media coverage of a particular military branch in news magazines, rated media portrayal as favorable, unfavorable, or neutral. He found unfavorable coverage of the U.S. Air Force in a content analysis of *Time, Newsweek,* and *U.S. News & World Report.* His analysis of 416 news articles printed during non-war years from 1976 to 1995 revealed that the majority (54%) of the coverage reflected an unfavorable portrayal of the Air Force. Of the three magazines, *Newsweek* presented the highest percentage of unfavorable articles (60%), with *U.S. News & World Report* almost as high (57%) and *Time* with the least amount of unfavorable portrayals (48%). Journalists tended to use almost as many anonymous as identified sources leading Vician (1996, p. 35) to conclude

that they "clearly did not let source availability, accountability, or identification stand in the way of reporting the story."

Media-Military Surveys

Studies about the military-media relationship include a range of surveys in which researchers seek opinions about how the groups view one another. Henry (1986), who conducted a small, qualitative survey of Marine Corps infantry battalion commanders in 1985, found common complaints about the news media. The Marine commanders viewed the media as ill-informed on defense issues, sensationalistic, insensitive, and discourteous. One lieutenant colonel responded "They [the media] are…[o]riented to sensationalism, seeking Pulitzer prizes instead of reporting honestly without bias (p. 10)."

Sharpe (1987b) polled 105 senior Army officers at the Army War College in 1986. His data showed most respondents held a negative opinion of the media, despite the fact that few had little personal experience dealing with the news media and almost no formal training about the role, mission and operation of the media. Many of the officers voiced concerns similar to the Marine commanders' complaints (Henry, 1986) about the sensationalism in news and the lack of defense knowledge by reporters covering the military. Comments included "The media are more interested in profit than…truth" (p. 8) and "The views rendered…are extremely subjective and sometimes do not align well with what the 'news' really is" (p. 8). Some respondents, however, acknowledged that the Army is also to blame. Comments included "Often we adopt a superior, know-it-all attitude" (p.9) and "most officers do not understand the media and how they work; they don't trust media people" (p. 9).

In a joint military-media study, Aukofer and Lawrence (1995) conducted the most extensive survey. The study, sponsored by The Freedom Forum, paired *Milwaukee Journal* reporter Frank Aukofer with retired navy Vice Admiral William Lawrence, to assess the current state of the military-media relationship. Their mailed survey drew 935 responses from members of all of the defense branches, plus the Coast Guard, as well as from 146 journalists, a response rate of 42% for the media and 47% for the military. While the data showed that military leaders did not have an intense animosity toward the press, they were significantly more likely than the journalists to say the press seeks out negative stories and sensationalizes reporting. These findings were consistent with the responses from Henry (1986) and Sharpe (1987b).

Surveys about Military Public Affairs

There have been several surveys about military public affairs, but only a few that examine the military-media relationship by surveying journalists. Some studies surveyed public affairs officers about public relations practices (Cohen, 1998; Clark & Bishop, 1977; David & Pierson, 1998; Stephens, 1981), but focused on just one branch. Only three surveys of journalists regarding public affairs were identified. Only one examined the role of public affairs in the military-media relationship; the other two gauged journalists' reaction to public affairs practices and policies.

Surveys About Public Affairs. The earliest survey was conducted in 1978 (Soucy), who polled 70 Army public affairs officers (PAOs), 46 journalists, and 58 Army infantry officers via a mailed questionnaire. Participants responded to 35 statements about ideal PAO behavior in relations with the press and the military. The data showed differences in

expectations of the PAO by these three groups. PAOs indicated they felt commanders expected them to act primarily on the principle of "candor with the press," with little regard to "protecting the Army." The working press, on the other hand, expected the PAO to behave primarily on the principle of "protecting the Army," rather than "candor with the press." The Army officer peers of the PAO recorded only negative expectations of the PAO.

Steuck (1992), who surveyed managing editors of U.S. newspapers with a circulation over 50,000, focused on the problems associated with the public affairs execution of press pools in the Gulf War. The data from 58 editors (return rate = 29%) showed managing editors found the war coverage credible but expressed a strong dissatisfaction with the press pool system. In rating individuals involved in the press pool hierarchy, press escorts and policymakers were seen as more capable than Joint Information Bureau (JIB) personnel, but escorts were rated as more cooperative than either policy makers or JIB personnel.

Two years later, O'Rourke (1994) studied media attitudes of Gulf War correspondents toward information policies outlined in Annex Foxtrot, the Department of Defense public affairs plan for the war in the Gulf. Data from his mailed questionnaire that surveyed 110 war correspondents indicated an overall negative attitude toward the plan and the management of information during the conflict. The 34 respondents (return rate 31%) generally believed that the annex accomplished its communication objectives to attain and maintain public support for the operation and that "the military currently has the upper hand in the military-media relationship" (p. 1). The most effective public affairs tactics identified by the respondents were daily press briefings, centralized war information, the use of press pools, and military press escorts.

The most recently published study that was found also focused on post-Gulf War attitudes. Baroody (1999) conducted interviews in 1992 with a small, purposive sample of 11 Department of Defense public affairs officials and 14 journalists who covered Operations Desert Shield and/or Desert Storm. Extensive face-to-face interviews focused on the roles of the government and the media during wartime. Though highly qualitative, some general distinctions were found by comparing the responses of the two groups. Military and media members agreed that the media have a role at the scene of military conflict but differed in their opinions about that role. Military respondents identified with the view that the role of the media is to inform, rather than interpret events, while the media mostly purported that their role involves some degree of interpretation. Almost half of the media respondents mentioned their role as a watchdog.

Although the Aukofer and Lawrence (1995) study focused on reporting the attitudes of the groups toward one another, it contained some insights as to how well public affairs officers are perceived by asking respondents to rate the performance of public affairs officers. Figures from the 935 military respondents were more favorable, with 18% rating PAOs as "excellent" and 54% giving them a "good" rating. Just 4% of the 146 participating journalists gave PAOs an "excellent" rating, with the majority (51%) citing "good" performance and 40% reporting them as "fair." Just 3% of military and 5% of press respondents rated the PAO performance as "poor" (p. 182).

Aukofer and Lawrence (1995) addressed public affairs offers in their findings, as well. Their eleventh (of twelve) observation was that: "[a]lthough the nation's armed forces collectively have the best public affairs apparatus in the U.S. government, the specialty still has not achieved the status it deserves among members of the military" (p.5). Perhaps more

notable was their inclusion of the recommendation that "[t]he military services should continue efforts to enhance the effectiveness, prestige and career attractiveness of public affairs officers" (p. 7).

Comparing the Services

No systematic study was found that focused on ranking which service had the best relationship with the media, but again, Aukofer and Lawrence (1995) provided some insight. Respondents were asked to rate the effectiveness of the various branches of the Department of Defense. Both the military and the press gave the highest marks to the Marine Corps, followed by the Air Force, then the Navy, with the Army last. However, the percentage of "poor" ratings given to the Marine Corps by journalists was almost double than those given to the Air Force. Thirteen percent of the journalists rated the Marines dealings with the news media as "poor," compared to just seven percent for the Air Force.

The only other ranking uncovered was offered by Fred Reed, a military columnist (cited in Steward, 1991). Reed's perception was:

> The Army public affairs office, which is the best of the active-duty services, is thoughtful, friendly, and argues its case when criticized. The Air Force is friendly, efficient and never volunteers. The Navy is surly, combative, inefficient and unhelpful. Why, I don't know, but the pattern has held for years. (p. 8)

Steward (1991) agreed with Reed's assessment, based his own years of work as a reporter for a metropolitan newspaper and an international news service.

The Gulf War has sparked comment on the variations in quality among the public affairs personnel and practices of the various branches. Some references can be found in the open-ended responses of the military-media or public affairs surveys (Aukofer & Lawrence, 1995; Baroody, 1998). Mostly, however, the correspondents' attitudes are captured in journal-like articles containing examples of public affairs triumphs and tragedies as experienced by media members while on assignment (Aukofer, 1992; Browne, 1992; Lowy, 1992). None of these authors, however, attempted to generalize these incidents to an overall conclusion about the performance of the service.

One correspondent who wrote a book about his experiences did make the distinction, however, and compared performance of the branches, but only between the Marine Corps and the Army (Fialka, 1991). Based on his experience in the Gulf War, Fialka credited the Marines as more media savvy and asserted that "the differences between the two services' skills in handling public affairs were so vast that reporters sometimes wondered whether they represented different countries" (p. 26).

Recent researchers (Cohen, 1998; O'Rourke, 1994; Soucy, 1991) have suggested a relationship may exist between public affairs effectiveness and how the branches manage their public affairs personnel. Soucy (1991), a former Army public affairs officer, paints the Army PAO as a participant, not just an observer. He contends [a]lthough they may not reach the level of public affairs expertise that their peers in the navy and air force might, it also means that they can be of more use to the commander, the press, and the public in efforts to translate things army into terms easily understood by a general audience" (p. 108).

On the other hand, in Cohen's (1994) study of Navy public affairs, journalists reported that "the Navy's practice of promoting PAOs and keeping them in pubic affairs

throughout their duty raises their level of professionalism" (p. 147). In a recommendation for future research Cohen posed the question: "Does this mean they are more trusted by the media?"

CHAPTER 4

METHODOLOGY

Overview

This project examined differences among the Department of Defense branches of the

armed forces of the United States – the Air Force, Army, Navy, and Marine Corps – in their

approach to public affairs. The United States Coast Guard, which also sends its public affairs

officers to be trained at the Defense Information School, was not included in this study

because it falls primarily under the Department of Transportation. The Coast Guard is under

the direction of the Defense Department only in times of war and therefore was beyond the

scope of this study.

Specifically, this project posed the overarching research question: Is there a

difference in how the public affairs officers of each of the Department of Defense branches

of the armed forces – the Air Force, the Army, the Navy, and the Marine Corps – are

perceived by the media? Seven sub-questions focused the study:

RQ1. How is the competence of public affairs officers in each military service

branch perceived by journalists covering defense issues?

RQ2. How is the cooperation of the public affairs officers in each military service

branch perceived by journalists covering defense issues?

RQ3. How is the credibility of the public affairs officers in each military service

branch perceived by journalists covering defense issues?

RQ4. How are the journalists' perceptions related to their evaluations of public affairs

officers in each of the military service branches?

RQ5. How are the journalists' evaluations of public affairs officers related to the interaction they have with them?

RQ6. How are the journalists' evaluations of public affairs officers and service branch media relations programs related to their experience level?

RQ7. How are the journalists' evaluations of public affairs officers related to the public affairs personnel policy of each of the military service branches?

To answer these questions, a self-administered survey (Appendix B) was distributed to a population of journalists likely to interact with military public affairs officers. For the purposes of this study, the journalists were correspondents from the Pentagon Press Corps, members of Investigative Reporters and Editors who listed military or defense as an interest, journalists from military or aviation magazines, and media contacts as supplied from 28 Air Force bases across the nation and overseas.

Survey Method

The survey method is useful for collecting information on audiences or customers (Kendall, 1996; Welch & Comer, 1988; Wimmer & Dominick, 1997), and therefore appropriate for this study on journalists' attitudes toward military public affairs officers. A mail survey was selected due to its ability to gather a considerable amount of information from a variety of subjects over a wide geographic area at a minimal cost (Wimmer & Dominick, 1997). Because military public affairs officers (and the journalists who are likely interact with them) are located nationwide and overseas, e-mail and the Internet were also used to extend the reach of this survey and further minimize cost.

One drawback of using this method is that surveys can not indicate causality (Welch & Comer, 1988; Wimmer & Dominick, 1997). Therefore, this project investigated only the attitudes journalists have toward public affairs officers and the correlation of these attitudes with self-reported demographic information and overall opinions given about the branches of service. Another disadvantage of the mail survey is that it may be returned incomplete – that is, a respondent may skip questions or provide only partial answers (Welch & Comer, 1988). Moreover, the mail survey does not offer the respondent a chance to clarify questions or instructions (Welch & Comer, 1988). For the portion of this study's population that received the survey via e-mail, that obstacle was partially overcome as they could reply to the e-mail for timely feedback, usually within two hours. Several recipients e-mailed the researcher to verify whether they were appropriate recipients (the most common concerns centered on interaction: "I have only worked with one branch of service" or "with only a few public affairs officers"). Recipients also used e-mail to ask questions such as "How did you get my name?" or, in the instance of several journalists who had recently finished a master's program, to extend sympathies. The timeliness of e-mail enabled the researcher to address any concerns and build a rapport with the respondents, a technique usually reserved for face-to-face and phone surveys (Wimmer & Dominick, 1997). Lincoln and Guba (1985) stress that interaction is important to the evolution of research design.

Finally, a drawback to all surveys is accurate contact data (Baroque & Fielder, 1995). While a population of 525 journalists was constructed, the initial correspondence was returned from 72 of those potential respondents as "undeliverable" due to expired or incorrect mailing addresses, e-mail addresses, or fax numbers. The use of e-mail and fax also partially aided in overcoming another obstacle with regard to accurate contact data, however.

Eight recipients (seven via e-mail and one via fax) contacted the researcher with information

that they do not interact with military public affairs officers and were therefore removed from

the population list. Mail survey recipients do not normally return correspondence when

received in error (Welch & Comer, 1988), but the convenience of fax and e-mail once again

encouraged timely feedback.

Identifying Potential Participants.

      After investigation of current media directories (Editor and Publisher, Media Yellow

Pages, Bacon's Publicity Checker), it was discovered that there is no formal organization or

listing of journalists who cover defense issues. Therefore, a population of journalists likely

to interact with military public affairs officers had to be constructed. Four sources were

utilized to compose a list of applicable journalists. The first source were members of

Investigative Reporters and Editors who listed military or defense as one of their interests.

The second source were editors of military or aerospace trade publications, as listed in

Bacon's Media Directory (1999). The third source were current Pentagon correspondents –

reporters selected to cover the Pentagon by their respective news organizations (Sims, 1983).

Finally, public affairs officers were asked to provide names of reporters who cover their

bases. A sizeable population (525) was constructed in hopes of generating an acceptable

number of returns, particularly given the poor rate of mail surveys which can be lower than

30 percent (Bourque & Fielder, 1995; Welch & Comer, 1988). The typical return rate for

surveys is between 10 – 40 percent (Wimmer & Dominick, 1997).

      Investigative Reporters and Editors. Investigative Reporters and Editors (IRE) was

founded in 1975 as an educational organization to promote good investigative reporting

(Greene, 1983), and its vision was to create a nationwide network and forum through which journalists could exchange questions and ideas. According to its homepage (www.ire.org), IRE is "a grassroots nonprofit organization dedicated to improving the quality of investigative reporting within the field of journalism" and currently has almost 2,000 members nationwide. A search of the organization's database for reporters with an interest in military, defense, or defense issues yielded 63 names. Narrowing that list to include members who were American and had an e-mail address produced 48 contacts, but the number was pared to 31 after eliminating invalid e-mail addresses and those who said they do not interact with military public affairs officers.

Trade Publications. A search of the current Bacon's Publicity Checker (1999) provided the researcher with a lengthy list of military and aviation/aerospace publications, names of managing or news editors, and contact information. Eliminating government publications and narrowly defined niche publications yielded 42 outlets. With the listed contacts and cross-references with the information on the Internet, 56 potential participants were identified, 44 of whom were valid.

Pentagon Press Corps. The National Security Act of 1947 re-organized the United States' approach to military affairs, creating the National Security Council and the Department of Defense (Websters, 1988). In this post-World War II era, with the largest peace-time standing military force in place, defense issues – including budgetary activities and conflicts over service roles – became news (Sims, 1983). When construction was completed on the Pentagon, it became one of the beats – such as the White House, the State Department, or Capitol Hill (Hess, 1981; Sims, 1983). Unlike those on the State Department beat, the Defense Department reporters never formally organized but still came to be "known

generically as the Pentagon press corps" (Sims, 1983, p. 4). At any given time there are a number of vacancies for organizations, and so the number of the Pentagon Press Corps fluctuates. At the time of this study, the list included 71 organizations and yielded 91 names. After eliminating foreign organizations and respondents for which there was erroneous or missing contact information, there were 70 names.

Reporters covering military bases. While the Pentagon beat may be restricted to those in the Washington, D.C. area, media outlets covering an area with military bases in it may also assign reporters to a military or sometimes, more generically, a government beat. For smaller or less specialized outlets, the relationship may not be attributable to a beat, but rather a general assignment reporter is given as a point of contact (POC) for military news. In either case, military public affairs officers usually have a by-name POC. Air Force Public Affairs Officers were contacted and POCs or entire media contact lists were collected from 28 Air Force installations across the United States and overseas. Special consideration was made to contact Air Force public affairs officers at bases near another military installation since journalists would be more likely to interact with more than one branch of service in these areas. In all, 301 contacts were produced from these inquiries.

Contacting Potential Participants

Contact information was gathered for the journalists as described and, when necessary, referenced against the outlet's publication and/or Web site. The questionnaire was distributed via e-mail, mail, or fax. If an e-mail address was available for potential participants, they were sent a message describing the research (Appendix E) with a hyperlink to the online survey. The remaining journalists were sent the survey via first-class mail with

a personalized letter on Arizona State University letterhead (Baroque & Fielder, 1995;

Dillman, 1978; Erdos, 1983; Wimmer & Dominick, 1997). As recommended, the survey

was presented as a booklet (Baroque & Fielder, 1995; Dillman, 1978) by duplicating it onto

11''x17'' paper and folding it in half. The survey was mailed flat in a 9''x12'' manila

envelope that was stamped – not metered. The survey was sent with a business reply

envelope that was self-addressed and postage paid. Despite the impersonality of a business

reply envelope, its use does not adversely affect the return rate (Dillman, 1978).

There was a small number of the population for whom only fax numbers were

available and hence their surveys were distributed via fax. For the faxed surveys, a similar,

personalized cover letter with ASU letterhead was used. A total of 525 journalists were sent

the survey – 239 via e-mail, 236 via mail, and 50 via fax. All respondents were given several

options – mail, fax, and Internet – for submitting their reply and this response method was

also tracked (Baroque & Fielder, 1995).

To boost returns, all of the journalists received follow-up requests (Bourque &

Fielder, 1995; Wimmer & Dominick, 1997). A postcard was sent to mail recipients four days

before the deadline, while e-mail and fax recipients received reminder notices on the deadline

date (via e-mail and fax, respectively). These reminder notices (Appendix F) advised

journalists that their valuable input was still needed (Baroque & Fielder, 1995) and extended

the deadline for an additional week.

To further encourage participation and candid responses, journalists were advised that

their answers would remain confidential (Fink, 1995; Erdos, 1983). Journalists were also

offered an executive summary of the survey results as a motivation for participation

(Baroque & Fielder, 1995; Erdos, 1983). The number of journalists who requested results,

and the delivery method they chose to receive them (e-mail, mail or fax), are included in the discussion (Chapter 6).

<u>Development of the Instrument - Format</u>

The four-page questionnaire (Appendix B) was constructed by the researcher based on measurement scales and format guidance in the literature. Special consideration was given to the questionnaire design – namely length, layout, order – to present a professional document helping increase legitimacy and encourage return of the survey (Bourque & Fielder, 1995; Dillman, 1978; Erdos, 1983, Welch & Comer, 1988).

The questionnaire design included 39 closed-ended questions and two open-ended questions as well as 12 demographic questions. The survey was designed with the majority of the questions closed to keep the response time minimal, and due to the large number of variables (178) examined. Closed-ended responses are easily quantified and provide greater uniformity (Wimmer & Dominick, 1997).

The questions on the survey were organized into seven sections. The first three sections of the survey – Competence, Cooperation, and Performance Evaluations – utilized Likert scales. Likert scales are used to determine the intensity an individual has toward a subject by summing or averaging responses to statements within a subject area such that a summated rating for each individual can be calculated (Kerlinger, 1973). Likert scales may be the most commonly used scale in mass media research (Wimmer & Dominick, 1997).

The fourth section utilized a semantic differential (SD) technique, which measures the meaning an item has for an individual (Wimmer & Dominick, 1997). A topic is placed at the top of a series of seven-point scales anchored by bipolar adjectives (Wimmer & Dominick,

1997). Through the responses to the adjectives, the respondents' attitude toward the topic can be framed semantically. Semantic differential scales are a "useful" and "sensitive" tool in exploring connotative meaning (Kerlinger, 1973).

The fifth section used multiple-choice questions to categorize the type of interaction journalists have with public affairs officers and the sixth section contained two open-ended questions. Dexter (1970) recommends unstructured responses since the individuals responding are the experts in their field and attempts by a researcher to categorize all possibilities usually fail. The questions follows the Like Best/Like Least (LB/LL) format (Fink, 1995).

The seventh and final section collected demographic information. As recommended (Wimmer & Dominick, 1997), these questions were placed at the end to allay suspicions. The questions were a mixture of forced choice questions and fill-in the blank, centering on personal and professional background information to create a demographic profile of respondents. These questions are standard procedure, and allow comparison of "attitudes, information, or behavior among different population groups" (Welch & Comer, 1988).

Once the body of the survey was constructed, it was converted to a hypertext markup language (HTML) document and posted on the Walter Cronkite School of Journalism and Telecommunication Web site at http://cronkite.pp.asu.edu/military/surveyintro.html. This conversion provided an additional and convenient means for journalists to complete the survey. The survey was pre-tested by five Arizona State University professors with journalism experience to ensure the wording of the instructions and questions were clear, and the completion time reasonable. The Web site was presented to a Arizona State University multi-media journalism class of seniors and graduate students to test the utility of the online

survey. Format and content suggestions from both groups were incorporated into the final design.

Development of the Instrument - Content

The questionnaire covered seven sections. The first four sections measured journalists' attitudes toward military public affairs officers. In an effort to qualify the responses given, the fifth section addressed the depth of experience the respondent had in dealing with public affairs officers. The sixth section posed an open-ended question about the media relations program of the military service branch overall, and the seventh section was devoted to collecting demographic information about the respondent. The sections were:

Competence of Public Affairs Officers. Respondents were asked to annotate on a four-point Likert scale how strongly they agree or disagree with seven statements regarding the communication capabilities of public affairs officers in the Air Force, Army, Marines, and Navy. This section was developed based on concepts that emerged in a study of the related literature (Itule & Anderson, 1997; Soucy, 1978; Stegall & Sanders, 1986) about expectations of public relations practitioners and journalist requirements for news input.

Cooperation of Public Affairs Officers. Respondents were asked to annotate on a four-point scale how strongly they agree or disagree with 15 statements regarding public affairs officers' role in facilitating information gathering. This section is based on Soucy's (1978) media questionnaire about the role-conflict Army public affairs officers' face when working with the press, and was modified to incorporate elements of the Department of Defense Principles of Information (Appendix A). The elements addressed include full disclosure of unclassified information and prohibition of the use of propaganda.

Performance Evaluations. Respondents were asked to annotate on a four-point Likert scale (Outstanding, Excellent, Fair, or Poor) their overall evaluation of the performance of public affairs officers of each branch and of the media relations of each of the branches. This section duplicates questions posed by Aukofer and Lawrence (1995).

Credibility. Respondents were asked to indicate on a five-point scale their feelings about public affairs officers given a list of 12 bipolar adjective sets. This section is modeled after the McCroskey (1966) source credibility scale which measures Authoritativeness and Character but has been modified to address elements of Merrill's PASID model (Lowenstein & Merrill, 1990) as well as Lowenstein and Merrill's (1990) TUFF model. These models explain elements of propaganda and ethical communication.

The PASID model describes the essence of propaganda: persuasive, action-oriented, selfish, intentional, and devious (Lowenstein & Merrill, 1990). Lowenstein and Merrill's TUFF Model (1990) describes the elements necessary for ethical communication: truthful, unbiased, full and fair. Propaganda elements work against the purported essentials of journalism to be objective, reliable, balanced, thorough and credible (Lowenstein & Merrill, 1990), and under the DOD principles of information, public affairs officers are directed to be ethical communicators. A conflict in these models would likely produce a conflict between journalists and public affairs officers, particularly given the negative or evil connotation that propaganda has in a journalistic context (Lowenstein & Merrill, 1990).

Interaction. Respondents were asked to categorize the amount (daily, weekly, monthly, quarterly, annually, or never) and type (in-person, telephone, fax/Web site, e-mail, or mix) of interaction they have mostly experienced with public affairs officers in each of the service branches. Responses to these questions would help determine whether the frequency

and "information richess" of the contact method are related to perceptions of public affairs officers. The type of interaction was re-coded with ordinal values using Matera and Artigue's (2000) information continuum. This continuum is based on and improves the original Daft and Lengel spectrum and the additions made by Fulk & Steinfeld (1990) by addressing modern communication methods like e-mail and Web sites. Daft and Lengel (cited in Matera & Artigue, 2000) found that the higher the interaction method falls on the Information Richness Continuum, the higher the value placed on information. For the purposes of this study, technical communications (fax, Web site, and e-mail) were grouped together and assigned the lowest value. Although Matera & Artique (2000) give a higher value to Web sites, these are interactive web sites. The military PAO is new to the Internet and primarily uses the medium as another place to post news releases. Respondents are also asked how many public affairs officers of each branch they have worked with as an indicator of the depth of their experience.

Performance Assessment. Respondents are asked to answer a two-part open-ended question. This unstructured response was solicited to ensure context and to give respondents a chance to directly address any specific concerns about public affairs or a particular branch of service. Responses would also help qualify evaluations assigned in Part III.

Demographics. Questions in the final section center focus on two areas: personal data and professional information. Personal data questions included age, sex, and education level. Professional information questions included the number of years the journalist has worked in their current position, at their current outlet, and in journalism. The journalists are also asked whether they have served in the military and whether they participate in any professional

organizations. These questions were developed from the literature about journalist profiles and military complaints about the inexperienced reporters assigned to cover defense issues.

Data Collection Procedures

The researcher received approval from the ASU Institutional Review Board prior to the collection of data. The questionnaire, printed on buff-colored paper, was sent with a personalized cover letter and a self-addressed, postage-paid envelope as recommended by the literature (Dillman, 1978; Erdos, 1983). Potential participants were informed that there were many communication mediums through which they could respond. Respondents could mail their response, fax their response, or log on to the Internet and complete the survey online. E-mail recipients were sent the hyperlink to the online survey, but were advised they could request a hardcopy be faxed or e-mailed to them as an attachment that could be mailed or faxed back.

Data Analysis

Data from Parts I – VII were arrayed by frequency and percentage using Excel 97 and then analyzed with the statistics program SPSS 9.0. Descriptive statistics (mean, minimum, maximum, and standard deviation) were run on all of the variables.

The survey collected 39 variables for each branch of service for a total of 158 service-unique items. Demographic data was also collected (20 variables), bringing the total number of variables logged to 178. Many of the variables could lend themselves to interesting study, but for the purposes of this study only elements that emerged from the literature were examined:

Table 4-1. List of Variables Examined

Name	Information	Data Type
AvgComp	Average of Competency Scores	Interval (created)
AvgCoop	Average of Cooperation Scores	Interval (created)
AvgCred	Average of Credibility Scores	Interval (created)
PAOEval	Evaluation Given PA Officers	Ordinal
MedREval	Evaluation Given Media Relations	Ordinal
IntTime	Amount of interaction with PAO	Ordinal
IntType	Type of interaction with PAO	Ordinal
JrnExp	Journalists' Years Working in Journalism	Interval
JobExp	Journalists' Years Working in Position	Interval
PubExp	Journalists' Years Working at Outlet	Interval

For simplified analysis, the variables of AvgComp, AvgCoop, and AvgCred were created by summing and averaging journalists responses to sections I (Competency), II (Cooperation), and IV (Credibility). This computed an individual attitude score as suggested by the literature (Kerlinger, 1973). Specifically, the research sub-questions were addressed as follows:

RQ1. How is the competence of public affairs officers in each military service branch perceived by journalists covering defense issues?

Responses to Part I of the questionnaire, the competence component, were arrayed by frequency and percentage for the Air Force, Army, Marine Corps, and Navy. Answers were also scaled and an average competence score calculated for each branch. The distribution of average competency scores were graphed and descriptive statistics (minimum, maximum, mean, and standard deviation) run for each branch.

RQ2. How is the cooperation of the public affairs officers in each military service branch perceived by journalists covering defense issues?

Responses to Part II of the questionnaire, the cooperation component, were arrayed by frequency and percentage for the Air Force, Army, Navy, and Marine Corps. Answers were scaled and an average cooperation score calculated for each branch. The distribution of

average cooperation scores were graphed and descriptive statistics (minimum, maximum, mean, and standard deviation) run for each branch.

RQ3. How is the credibility of the public affairs officers in each military service branch perceived by journalists covering defense issues?

Responses to Part IV of the questionnaire, the credibility component, were compiled and compared among the Air Force, Army, Navy, and Marine Corps. Answers were scaled and an average cooperation score calculated for each branch. The distribution of average credibility scores were graphed and descriptive statistics (minimum, maximum, mean, and standard deviation) run for each branch.

RQ4. How are the journalists' perceptions related to their evaluations of public affairs officers in each of the military service branches?

The averages calculated for Parts I, II, IV (cooperation, competence, and credibility) for each branch were compared to the evaluations given in Part III (performance evaluation). Box plots were graphed and independent sample t-tests run.

RQ5. How are the journalists' evaluations of public affairs officers related to the interaction they have with them?

The averages calculated for Parts I, II, IV (cooperation, competence, and credibility) for each branch were compared to responses given in Part V, the interaction assessment by using contingency tables. Interaction time and type were evaluated separately for each branch of service. For further clarification, correlation matrices were also constructed.

RQ6. How are the journalists' evaluations of public affairs officers and service branch media relations programs related to their experience level?

The averages calculated for Parts I, II, IV (cooperation, competence, and credibility) for each branch were compared to "experience level" responses given in Part VII. Independent sample t-tests were run with journalists' experience in their current job against their evaluations of public affairs officers while their overall experience in journalism was run against their evaluations of the media relations programs for each of the branches.

RQ7. How are the journalists' evaluations of public affairs officers related to the public affairs personnel policy of each of the military service branches?

The averages calculated for Parts I, II, IV (cooperation, competence, and credibility) for each branch and unstructured response in Part VI were compared among the branches that employ career public affairs officers (Air Force, Marine Corps, and Navy) and the Army, whose public affairs officers have a primary career field in another discipline.

Scope of the Study

Assumptions. The following assumptions have been made regarding the design of this media research project:

1. Reporters will be able to recall interaction with military members and accurately distinguish between branches when answering.

2. Reporters can and will discern between their interactions with public affairs officers and other military members.

3. Reporters will answer based on the aggregate of their experience and not allow isolated incidents to affect their rating of public affairs officers for that branch overall.

4. The constructed population is assumed to representative.

5. Reporters will answer truthfully.

Delimitations. The following delimitations were placed on the research project:

1. Because there is not a universal list of journalists covering the military, a sample of such journalists could not be randomly selected. Instead, the research sought to construct a substantial list of journalists who would have interacted with public affairs officers at the various bureaucratic levels and in variable-sized media markets.

2. In constructing the list of reporters covering military bases, only Air Force public affairs officers were solicited for names and contact information for reporters with whom they have worked. This was due to the availability of a List Serv that facilitated contact with dozens of practitioners nationwide and overseas. However, a special effort was made by issuing personal requests to Air Force bases co-located with an Army or Navy base to include journalists exposed to branches other than the Air Force. The public affairs officers were not told the nature of the study in order to keep them from selectively providing contacts. Responses appeared unbiased; most bases forwarding their entire media list.

Limitations. The following limitations are inherent in this study based on the aforementioned delimitations and, as discussed earlier, the methodology selected.

1. Mail questionnaires are ultimately a volunteer-based sample and may only elicit responses from reporters with a particularly strong pro- or anti-military attitude. In either case, results may not be representative of those who do not return the survey.

2. Generalizations to journalists covering the military may not be valid because the participants were not randomly selected.

3. The effect or impact of any differences, should they be uncovered, will not be determined by this study.

Definitions.

Overview. Conceptual definitions, or constitutive definitions define terms "by substituting other words or concepts for it" (Wimmer & Dominick, 1997, p.11), while operational definitions define terms by specifying "patterns of behavior and procedures in order to experience or measure a concept" (Wimmer & Dominick, 1997, p. 483). The following conceptual and operational definitions are provided to clarify key terms used in this project.

Conceptual

1. Age. Length of time that a person or thing has existed (Webster's, 1988).

2. Air Force. The United States Air Force. Originally part of the United States Army, it is the armed service branch responsible for air and space operations.

3. Army. The United States Army. The armed service branch responsible for land operations.

4. Competence. Capacity or qualification (Webster's Dictionary, 1988).

5. Cooperation. Working together to a common end (Webster's, 1988).

6. Credibility. The state or quality of being believable (Webster's, 1988).

7. Demographics. Distribution, density, and composition of a population (Itule & Anderson, 1997). For the purpose of this study, the personal and professional elements Age, Education Level, Experience Level, Sex, Reporter Specialty.

8. Education level. Amount of formal schooling.

9. Experience level. Skill or judgment gained by practice (Webster's, 1988).

10. Image. Cumulative perception a public has of an organization based on its publicity efforts together with its behavior (Kendall, 1996).

11. Interaction. Integration; bringing people of two groups together (Stephan & Stephan, 1996).

12. Marine Corps. The United States Marine Corps. Part of the United States Navy, it is the armed service branch responsible for integrated land-sea-air action.

13. Media. Collective term referring to technology systems for disseminating information—print, cinema, radio, television, and computer (Kendall, 1996).

14. Military Service Branch. The branches of the armed forces under the full-time direction of the Department of Defense – Air Force, Army, Marine Corps, and Navy.

16. Navy. The United States Navy. The armed service branch responsible for sea operations.

17. Perceptions. Sensations in the mind (Webster's, 1988). For the purposes of this study, we are concerned with perceptions of the Competence, Cooperation, and Credibility of military public affairs officers.

18. Personnel policy. Guidelines for the distribution, training and evaluation of employees (Cayer, 1996). For the purposes of this study, we are concerned with Primary specialty codes and Secondary specialty codes.

19. Primary specialty code. Service members' primary career field or job.

20. Performance. The total functioning of a person, company, or other organization in carrying out its purpose (Kendall, 1996). For the purposes of this study, the interest is the performance of public affairs officers and media relations programs of each of the military service branches.

21. Public affairs. The daily link between private sector and the government (Kendall, 1996).

22. Public affairs officers. Communication managers serving as a liaison between the private sector and the government.

23. Media relations. Mutually beneficial associations between publicists and members of media organizations as a condition for reaching media audiences with messages (Kendall, 1996).

24. Secondary specialty code. Service members' secondary area of training; a career-broadening job which the service member may work in alternatively throughout their career.

25. Sex. Sum characteristic of being classified as male or female (Webster's Dictionary, 1988).

26. Specialty code. Career-field designation or job category – can be primary or specialty.

27. Reporter specialty. Highly specialized area for a reporter; like the sources they cover, must be experts in their particular field (Itule & Anderson, 1997). For the purposes of this study, the interest is reporters with a specialty in defense issues or military affairs.

Operational

1. Age. Ordinal variable assessed by respondents' answer to question 2, Part VII.

2. Air Force. One of four categories of military service branch.

3. Army. One of four categories of military service branch.

4. <u>Competence</u>. Variable assessed by respondents' answers to 7 items in Part I.

5. <u>Cooperation</u>. Variable assessed by respondents' answers to 15 items in Part III.

6. <u>Credibility</u>. Variable assessed by respondents' answers to 12 items in Part IV.

7. <u>Demographics</u>. Personal and professional data gathered from participants in Part VII of the questionnaire including <u>Age</u>, <u>Education level</u>, <u>Experience level</u>, <u>Sex</u>, and <u>Reporter specialty</u>.

8. <u>Education level</u>. Ordinal variable assessed by respondents' answer ("high school," "AA degree," "some college," "bachelor's degree," "some graduate work," "master's degree," "some doctoral work," or "doctoral degree").

9. <u>Experience level.</u> Interval variables assessed by respondent's answer to three-part demographic question #5 ("years in current job," "years at current publication," and "years in journalism").

10. <u>Image</u>. Cumulative perception a public has of an organization based on its publicity efforts together with its behavior (Kendall, 1996). For the purpose of this study, the interest is in the perceptions about public affairs officers (defined by <u>Competence</u>, <u>Cooperation</u>, and <u>Credibility</u> components) and media relations programs (defined in <u>Performance evaluation</u> and <u>Performance assessment</u>).

11. <u>Interaction</u>. Ordinal variables for amount ("daily," "weekly," "monthly," "quarterly," "yearly," or "never") and type ("in-person," "phone," "fax/Web site," "e-mail," "equally over these mediums," or "not applicable") of contact as assessed by respondent's answer to Part V. Ordinal value for categories of number of public affairs officers worked with ("1 or 2," "3 to 7," "8t o 11," "12 to 15," "more than 15," or "none").

12. Marine Corps. One of four categories of Military service branch.

13. Media. Reporters with the specialty of covering military affairs or defense issues

14. Military Service Branch. Branches of the Department of Defense; categorization of Air Force, Army, Marine Corps or Navy.

15. Navy. One of four categories of Military service branch.

17. Perceptions. Attributions and attitudes influencing a person's evaluation of and behavior toward a person, group, issue, etc. (Taylor & Moghaddam, 1987). For the purpose of this study, perceptions are measured by respondents classification of these attitudes in the areas of Competence, Cooperation, and Credibility.

18. Personnel policy. Dichotomous variable for the treatment of public affairs as a career field as either a primary or specialty code.

19. Primary specialty code. Designation for the specialty codes of Air Force, Marine, and Navy public affairs officers.

20. Performance. Evaluation of branches based on performance of public affairs officers or media relations program of the service branch as indicated by respondents in Part III (Performance evaluation). Assessment of best and worst media relations programs as explained in Part VI (Performance assessment).

21. Public affairs. The daily link between the private sector and the government (Kendall, 1996). For the purpose of this study, the media relations or public information component of the military public affairs program.

22. Public affairs officers. For the purpose of this study military officers serving in a community liaison role in the Air Force, Army, Marine Corps, or Navy.

22. Media relations. Ordinal variable ("excellent," "good," "fair," or "poor") assessed by respondents' answer to the second question in Part III. Unstructured responses regarding best and worst media relations programs in Part VI.

23. Secondary specialty code. Designation for the specialty code of Army public affairs officers.

25. Sex. Dichotomous variable ("male" or "female") assessed by respondent's answer to the first demographic question (Part VII).

26. Specialty code. Dichotomous variable assigned to service branches to describe whether public affairs is treated as a primary or secondary career field.

27. Reporter Specialty. Variable assessed by respondents' answers to demographic questions #3 and #4 regarding job title and the constancy with which the reporter writes about the military ("daily," "weekly," "monthly," "quarterly," "annually," or "never").

CHAPTER 5

FINDINGS

Purpose

The purpose of this study was to explore the relationship between the military and the media under the context of public affairs. The survey sought to determine whether there is a difference in how public affairs officers of each of the Department of Defense branches of the armed forces – the Air Force, the Army, the Navy, and the Marine Corps – are perceived by the media who cover defense issues. Seven sub-research questions focused the study:

RQ1. How is the competence of public affairs officers in each military service branch perceived by journalists covering defense issues?

RQ2. How is the cooperation of the public affairs officers in each military service branch perceived by journalists covering defense issues?

RQ3. How is the credibility of the public affairs officers in each military service branch perceived by journalists covering defense issues?

RQ4. How are the journalists' perceptions related to their evaluations of public affairs officers in each of the military service branches?

RQ5. How are the journalists' evaluations of public affairs officers related to the interaction they have with them?

RQ6. How are the journalists' evaluations of public affairs officers and service branch media relations programs related to their experience level?

RQ7. How are the journalists' evaluations of public affairs officers related to the public affairs personnel policy of each of the military service branches?

<u>Instrument</u>

The research questions were answered with data collected via a self-administered questionnaire. A four-page self-administered survey (Appendix B) was sent to journalists likely to cover defense issues, including members of the professional journalism organization Investigative Reporters and Editors, editors of military or aerospace trade magazines, correspondents from the Pentagon Press Corps, and media contacts of military public affairs officers at installations across the United States and overseas. Journalists were able to mail their response, fax their response, or log on to the Internet and complete the survey online.

The seven-part survey employed a variety of question formats including Likert-type scales (Kerlinger, 1973), semantic differential technique (Osgood, Suci, & Tannenbaum, 1957), and unstructured responses (Dexter, 1970). The topics addressed were:

<u>Competence of Public Affairs Officers</u>. Respondents were asked to indicate on a four-point scale how strongly they agree or disagree with seven statements regarding the communication skills of public affairs officers.

<u>Cooperation of Public Affairs Officers</u>. Respondents were asked to indicate on a four-point scale how strongly they agree or disagree with 15 statements regarding public affairs officers' role in facilitating information gathering.

<u>Overall performance</u>. Respondents were asked to indicate on a four-point scale their overall evaluation of the performance of public affairs officers of each branch and of the media relations of each of the branches.

<u>Credibility</u>. Respondents were asked to indicate on a five-point scale their feelings about public affairs officers given a list of 12 bipolar adjective sets. Respondents annotated whether they felt strongly or weakly about the descriptive adjective, or marked neutral.

Interaction. Respondents were asked to categorize the amount and type of interaction they have mostly experienced with public affairs officers in each of the service branches. They were also asked how many public affairs officers they have worked with in each branch to discern the degree of their experience with each service.

Media Relations Assessment. Respondents were asked to answer a two-part open-ended question. This was included to ensure context, and to give respondents a chance to directly address any specific concerns about public affairs or a particular branch of service.

Demographics. Questions in the final section center on personal data and professional experience. Respondents are asked to provide their age, educational background and sex, as well as information regarding their military and journalism experience.

Results

Questionnaires were sent to 525 journalists likely to cover the military and therefore interact with military public affairs officers. Some surveys were returned as undeliverable and some potential participants returned correspondence indicating that they do not interact with military public affairs officers. Eliminating these non-respondents, the number of journalists contacted was 445. Seventy were correspondents from the Pentagon Press Corps, 31 were members from the professional organization Investigative Reporters and Editors who registered with a military or defense interest, and 43 journalists from military or aviation trade publications. The bulk of the list included 301 media contacts provided by public affairs personnel from Air Force bases across the country.

The journalists were contacted via e-mail, mail or fax – 183 journalists received e-mail notification, 225 received the survey in the mail, and 37 journalists were faxed the

questionnaire. Regardless of the initial contact method, all journalists were given the option

of returning the survey via the Internet (http://cronkite.pp.asu.edu/military/surveyintro.html),

through the mail, or by fax.

The data from the participants is presented here in three parts. First, information

about the respondents is provided, including return rate. Second, the results each of the

seven sections of the survey are reported. Finally, the variables are reported in relation to the

seven research questions that framed this study.

Respondents. The survey was completed by 92 journalists, for a return rate of 21%,

a figure which falls within the typical response rate of mail surveys of 10 – 40% (Wimmer &

Dominick, 1997). The distribution of the returns was as follows:

Table 5-1. Distribution of Survey Responses by Reply Method

WEEK	ONLINE n = 57		MAIL n = 33		FAX n = 2		TOTAL n = 92	
	Freq	%	Freq	%	Freq	%	Freq	%
Week One	26	45.6	11	33.3	2	100	39	42.4
Week Two	2	3.5	12	36.4	0	0	14	15.2
Week Three	26	45.6	8	24.2	0	0	34	37.0
LATE	3	5.3	2	6.1	0	0	5	5.4
TOTAL	57		33		2		92	

Follow-up e-mails, postcards and faxes were sent two to four days before the original

survey deadline (postcards four days, e-mails and faxes two days). The follow-up

correspondence noted that the recipient's valuable input was still needed and that the

deadline had been extended for an additional week. The distribution table shows a

significant response to the follow-up, particularly via e-mail. Journalists responded mostly

via the online survey with 57 entries submitted via the Web site, accounting for 62% of the returns. Thirty-three surveys (36%) were mailed in and only two were submitted via fax, or just 2%.

Responses. The population generated a fairly even distribution consistent with the known population. Within the 92 responses, 91 indicated they had worked with at least one Air Force public affairs officer, 85 indicated they had worked with at least one Army public affairs officer, 69 indicated they had worked with at least one Marine public affairs officer, and 72 annotated they had worked with at least one Navy public affairs officer. Relative to the known population of public affairs officers reported earlier, the Air Force is slightly underrepresented in this study while the Marine Corps is slightly over-represented.

More importantly, however, almost all of the surveys included data for two or more services, and about two-thirds (67.4%) responded for three of the four branches. This is important because it increases the validity of the comparisons as they are made across services and ranked accordingly. Second, it indicates that the respondents are highly knowledgeable about the topic, and can be considered an "elite interview" (Dexter, 1970).

The results from the surveys are summarized here, arrayed by frequency and percentage. Percentages reported are valid percentages, meaning that missing data is not included in the calculation (SPSS, 1999). Results are presented in survey order, sections one through seven. The number of responses (n) is reported for each question and, when applicable, for each branch of service. This notation is important because the number of responses varies due to the fact some questions were not answered and because some journalists chose to answer questions about branches regardless of whether they reported having experience working with them.

Section I. Competence of public affairs officers. The first section addressed the job

competency of military public affairs officers by asking questions about their communication

skills. Journalists were asked to reply whether they "strongly agreed," "agreed," "disagreed,"

or "strongly disagreed" with each of the statements listed. The seven items – and the

journalists' responses – were as follows:

Table 5-2. Reply to Question 1, Section I

It has been my experience that most public affairs officers are skilled in public relations.

VALUE LABEL	Air Force n = 87		Army n = 80		Marine n = 66		Navy n = 71	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	17	19.5	7	8.8	21	31.8	12	16.9
Agree	50	57.5	36	45.0	27	40.9	38	53.5
Disagree	16	18.4	23	28.8	8	12.1	11	15.5
Strongly Disagree	2	2.3	6	7.5	2	3.0	4	5.6
Don't Know	2	2.3	8	10.0	8	12.1	6	8.4
Missing Data	4		5		3		1	

Marine public affairs officers were reported strongest in the area of public relations skill,

with 31.8%. The Army had the highest responses of strongly disagree (7.5%) and disagree

(28.8%). Overall, nearly three-fourths (70 – 77%) felt the Air Force, Marine Corps, and

Navy PAOs were skilled in public relations. This is consistent with the personnel policy of

these branches to employ full-time practitioners with PA as their primary career field.

Table 5-3. Reply to Question 2, Section I

It has been my experience that most public affairs officers are good writers.

VALUE LABEL	Air Force n = 88 Freq	%	Army n = 79 Freq	%	Marine n = 67 Freq	%	Navy n = 71 Freq	%
Strongly Agree	3	3.4	1	1.3	1	1.5	1	1.4
Agree	35	39.8	24	30.4	21	29.6	25	35.2
Disagree	34	38.6	31	39.2	22	32.8	24	33.8
Strongly Disagree	6	6.8	6	7.6	2	2.8	4	5.6
Don't Know	10	11.4	17	21.5	21	29.6	17	23.9
Missing Data	3		6		2		1	

Overall, only about one-third felt military public affairs officers are good writers. Slightly more journalists (3.4%) indicated that they strongly felt that Air Force public affairs officers were good writers. The Air Force was viewed as better writers overall, with 44.2% responding positively (strongly agree + agree) about the writing skills of the branches' public affairs officers.

Table 5-4. Reply to Question 3, Section I

It has been my experience that most public affairs officers work solely in the field of Public Affairs with no other duties.

VALUE LABEL	Air Force n = 89 Freq	%	Army n = 80 Freq	%	Marine n = 68 Freq	%	Navy n = 70 Freq	%
Strongly Agree	22	24.7	3	3.8	6	8.8	10	14.3
Agree	36	40.4	24	30.0	23	33.8	30	42.8
Disagree	9	10.1	19	23.8	14	20.6	5	7.1
Strongly Disagree	4	4.5	7	8.8	2	2.9	4	5.7
Don't Know	18	20.2	27	33.8	23	33.8	21	30.0
Missing Data	2		5		1		2	

The Air Force was recognized as having dedicated public affairs personnel by the highest

number of journalists (24.7%). The Air Force received the highest number of affirmations

with more than two-thirds (65.1%). The Navy ranked second in recognition with 57.1%.

The Army had the lowest agreement, with one-third noting Army personnel have other

duties. However, there was a higher response of "don't know," with about one-third (30 –

34%) of the respondents citing that they were not sure about the Army, Marine and Navy

personnel policy.

Table 5-5. Reply to Question 4, Section I

It has been my experience that most public affairs officers are good speakers.

VALUE LABEL	Air Force n = 88		Army n = 81		Marine n = 66		Navy n = 68	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	9	10.2	7	8.6	12	18.2	3	4.4
Agree	56	63.6	35	43.2	25	37.9	41	60.3
Disagree	11	12.5	17	21.0	13	19.7	10	14.7
Strongly Disagree	0	0.0	0	0.0	0	0.0	1	1.5
Don't Know	12	13.6	22	27.2	16	24.2	13	19.1
Missing Data	3		4		3		4	

Overall, journalists responded positively about the speaking abilities of military public affairs

officers. The Marines received the highest number of the most positive (strongly agree)

marks with 18.2%, but the Air Force overall (strongly agree + agree) topped the ranks with

73.8%. The Army lagged behind slightly from the other branches with just a slight majority

of positive remarks (51.8%), and the most marks in the "disagree" category with 21%.

Table 5-6. Reply to Question 5, Section I

It has been my experience that most public affairs officers are well-informed on modern journalistic practices.

	Air Force n = 89		Army n = 81		Marine n = 68		Navy n = 70	
VALUE LABEL	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	6	6.7	3	3.7	10	14.7	6	8.6
Agree	45	50.1	34	42.0	26	38.2	29	41.4
Disagree	22	24.7	21	25.9	14	20.6	18	25.7
Strongly Disagree	7	7.9	11	13.6	3	4.4	8	11.4
Don't Know	9	10.1	12	14.8	15	22.0	9	12.8
Missing Data	2		4		1		2	

Most of the branches were credited by at least half (50 – 56.7%) of the journalists with being informed on journalistic practices. The Army lagged slightly behind at 45.7% and 13.6% of the journalists strongly disagreeing. The Navy was only slightly better with a 50% positive rating and 11.4% strongly disagreeing about their knowledge.

Table 5-7. Reply to Question 6, Section I

It has been my experience that most public affairs officers are able to express ideas clearly.

	Air Force n = 89		Army n = 80		Marine n = 67		Navy n = 69	
VALUE LABEL	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	8	9.0	2	2.5	7	10.4	4	5.8
Agree	62	69.7	47	58.8	40	59.7	45	65.2
Disagree	17	19.1	20	25.0	9	13.4	12	17.9
Strongly Disagree	1	1.1	2	2.5	0	0.0	1	1.4
Don't Know	1	1.1	9	11.2	11	16.4	7	10.1
Missing Data	2		5		2		3	

For the most part, journalists overwhelmingly supported the ability of military public affairs officers to express ideas clearly with three of the four branches receiving positive remarks from almost three-fourths of the respondents (70.1% - 78.7%). The Army lagged behind (61.3%) and had more than one-fourth (27.5%) of the journalists respond negatively.

Table 5-8. Reply to Question 7, Section I

It has been my experience that most public affairs officers verify the information provided for dissemination.

VALUE LABEL	Air Force n = 89		Army n = 81		Marine n = 68		Navy n = 70	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	16	18.0	2	2.5	11	16.2	9	12.8
Agree	51	57.3	47	58.0	34	50.0	35	50.0
Disagree	9	10.1	20	24.7	4	5.9	7	8.8
Strongly Disagree	4	4.5	2	2.5	1	1.5	2	2.8
Don't Know	9	10.1	9	11.1	18	26.5	17	24.3
Missing Data	2		5		1		2	

Respondents generally agreed that military public affairs officers verify information before dissemination, with the Air Force receiving the most positive responses (75.3%). The Army faired the worst, with more than one-fourth (27.2%) of the journalists disagreeing.

Section II. Cooperation of public affairs officers. This section addressed public affairs officers' understanding of the media, their use of illegitimate persuasion, and information handling practices. Journalists read 15 statements and annotated their reaction on a Likert scale of "strongly agree," "agree," "disagree," "strongly disagree," or "don't know."

Table 5-9. Reply to Question 1, Section II

It has been my experience that most public affairs officers are aware of the day-to-day problems of the press.

VALUE LABEL	Air Force n = 88 Freq	%	Army n = 79 Freq	%	Marine n = 68 Freq	%	Navy n = 70 Freq	%
Strongly Agree	9	10.2	1	1.3	3	4.4	2	2.8
Agree	38	43.2	34	43.0	30	44.1	28	40.0
Disagree	25	28.4	24	30.4	15	22.0	18	25.7
Strongly Disagree	10	11.4	9	11.4	4	5.9	10	14.3
Don't Know	6	6.8	11	13.9	16	23.5	12	17.1
Missing Data	3		6		1		2	

Generally, journalists do not feel that military public affairs officers are aware of the day-to-day problems of the press. The Air Force was the only service that more than half (53.4%) of the journalists credited with being aware of the challenges facing the press, one-fifth of which (10.2%) strongly agreed with the statement.

Table 5-10. Reply to Question 2, Section II

It has been my experience that most public affairs officers will run "delaying tactics" to minimize impact of bad information.

VALUE LABEL	Air Force n = 88 Freq	%	Army n = 80 Freq	%	Marine n = 67 Freq	%	Navy n = 69 Freq	%
Strongly Agree	30	34.1	33	41.2	17	25.4	27	39.1
Agree	29	32.9	26	32.5	17	25.4	22	31.9
Disagree	16	18.2	6	7.5	12	17.9	4	5.8
Strongly Disagree	1	1.1	0	0.0	1	1.5	0	0.0
Don't Know	13	14.8	15	18.8	20	29.8	16	23.2
Missing Data	3		5		2		3	

Overall journalists tended to believe that military public affairs officers run delaying tactics.

The Marines were viewed the most positively with respect to delaying the release of

information, with only slightly more than half (50.8%) agreeing or strongly agreeing with the

statement. The Army received the highest agreement with almost three-fourths agreeing

(73.7%) and the Navy was a close second (71%).

Table 5-11. Reply to Question 3, Section II

It has been my experience that most public affairs officers never lie to the media or the community.

VALUE LABEL	Air Force n = 85		Army n = 79		Marine n = 65		Navy n = 69	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	5	5.9	3	3.8	7	10.8	3	4.3
Agree	21	24.7	13	16.4	9	13.8	8	11.6
Disagree	26	30.6	27	34.2	20	30.8	24	34.8
Strongly Disagree	13	15.3	13	16.4	5	7.7	15	21.7
Don't Know	20	23.5	23	29.1	24	36.9	19	27.5
Missing Data	6		6		4		3	

The Navy received the lowest vote of confidence about lying with 56.5% of the journalists

disagreeing about the integrity of naval public affairs officers; the Army was slightly better

with just over half (50.6%). The Air Force and the Marines rated highest, with about one-

third (31.3%) and one-fourth (24.6%) respectively, agreeing. However, one-fourth to one-

third (24% to 37%) indicated that they did not know whether public affairs officers lie.

Table 5-12. Reply to Question 4, Section II

It has been my experience that most public affairs officers are familiar with and meet media deadline times.

VALUE LABEL	Air Force n = 89		Army n = 81		Marine n = 68		Navy n = 69	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	8	9.0	5	6.2	6	8.8	5	7.2
Agree	37	41.6	28	34.6	35	51.5	24	34.8
Disagree	29	32.6	23	28.4	10	14.7	20	29.0
Strongly Disagree	8	9.0	12	14.8	2	2.9	8	11.6
Don't Know	7	7.9	13	16.0	15	22.0	12	17.4
Missing Data	2		4		1		3	

The Marines led the branches with recognition and meeting of media deadlines with three-fifths of the respondents (60.3%) answering positively. Responses for the Air Force, Army and Navy were normally distributed across the four categories.

Table 5-13. Reply to Question 5, Section II

It has been my experience that most public affairs officers are willing to discuss sensitive topics (homosexuals, fraternization, etc.)

VALUE LABEL	Air Force n = 88		Army n = 80		Marine n = 67		Navy n = 69	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	2	2.3	2	2.5	5	7.5	4	5.8
Agree	38	43.2	25	31.2	28	41.8	24	34.8
Disagree	16	18.2	14	17.5	4	6.0	10	14.5
Strongly Disagree	16	18.2	17	21.2	11	16.4	15	21.7
Don't Know	16	18.2	22	27.5	19	28.4	16	23.2
Missing Data	3		5		2		3	

The Marines topped the ranks in openness about sensitive topics with almost one-half of the journalists (49.3%) responding positively; the Air Force was second with 45.5%. The Army

was rated the worst, with just one-third of journalists responding positively, and 38.7%

disagreeing about their openness. The Navy, which also had about two-fifths of the

journalists disagree, was just slightly better than the Army with 40.6% positive replies.

Table 5-14. Reply to Question 6, Section II

It has been my experience that most public affairs officers are able to get timely responses on requests for information.

	Air Force n = 88		Army n = 80		Marine n = 67		Navy n = 70	
VALUE LABEL	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	7	8.0	3	3.8	3	4.5	6	8.6
Agree	38	43.2	29	36.2	33	49.2	22	31.4
Disagree	28	28.4	24	30.0	14	20.9	18	25.7
Strongly Disagree	13	14.8	15	18.8	4	6.0	14	20.0
Don't Know	2	2.3	9	11.2	13	19.4	10	14.3
Missing Data	3		6		2		2	

Responses to this question varied greatly within each of the branches. The Marines and the

Air Force were attributed with being able to get timely responses to media requests for

information with over one-half of the journalists agreeing (53.7% and 51.2%, respectively).

The Army and the Navy each received 40% affirmative responses, with the remainder of the

responses distributed evenly.

Table 5-15. Reply to Question 6, Section II

It has been my experience that most public affairs officers favor the media members who are friendly toward the military.

VALUE LABEL	Air Force n = 88		Army n = 80		Marine n = 67		Navy N = 68	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	19	21.6	18	22.2	12	17.9	16	23.5
Agree	33	37.5	29	36.2	26	38.8	25	36.8
Disagree	19	21.6	14	17.5	10	14.9	9	13.2
Strongly Disagree	3	3.4	3	3.8	1	1.5	1	1.5
Don't Know	14	15.9	16	20.0	18	26.9	17	25.0
Missing Data	3		5		2		4	

Overall, each of the service branches were viewed as favoring media members who are friendly toward the media, with about three-fifths of the respondents answering positively. The Marines were voted only slightly less likely to favor friendly media with 56.7%, while the Navy was viewed as slightly more inclined to at 60.3%. Many respondents (15% - 25%) replied they did not know.

Table 5-16. Reply to Question 7, Section II

It has been my experience that most public affairs officers deal openly with the press on issues detrimental to the military.

VALUE LABEL	Air Force n = 87		Army n = 79		Marine n = 66		Navy n = 68	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	2	2.3	2	2.5	3	4.5	1	1.5
Agree	36	41.3	17	21.5	21	31.8	18	26.5
Disagree	26	29.9	26	32.9	18	27.3	21	30.9
Strongly Disagree	17	19.5	20	25.3	6	9.1	16	23.5
Don't Know	6	6.9	14	17.7	18	27.3	12	17.6
Missing Data	4		6		3		4	

The Air Force was seen as the branch most open on negative issues with 43.6% of journalists responding positively; the Marines were second with 36.3%. Generally, though, the media felt that military public affairs officers were not open on issues detrimental to the military, in most cases (three of four branches, with the Marines being the exception) one-half of the journalists responded negatively.

Table 5-17. Reply to Question 8, Section II

It has been my experience that most public affairs officers tell the full truth as they know it.

VALUE LABEL	Air Force n = 87		Army n = 79		Marine n = 66		Navy n = 69	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	4	4.6	2	2.5	2	3.0	2	2.9
Agree	31	35.6	21	26.6	25	37.9	22	31.9
Disagree	32	36.7	33	41.8	20	30.3	23	33.3
Strongly Disagree	6	6.9	6	7.6	1	1.5	8	11.6
Don't Know	14	16.1	17	21.5	18	27.3	14	20.3
Missing Data	4		6		3		3	

In responding about whether military public affairs officers disclose the full truth as they know it, the data were distributed normally over the responses for three of the branches. They Army had a peak in the "disagree" category, with 41.8%.

Table 5-18. Reply to Question 9, Section II

It has been my experience that most public affairs officers lie, obfuscate, or conceal the truth when told to do so.

VALUE LABEL	Air Force n = 88		Army n = 80		Marine n = 67		Navy n = 69	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	12	13.6	14	17.5	6	9.0	14	20.3
Agree	32	36.4	28	35.0	26	38.8	26	37.7
Disagree	16	18.2	9	11.2	8	11.9	9	13.0
Strongly Disagree	4	4.5	3	3.8	4	6.0	2	2.0
Don't Know	24	27.3	26	32.5	23	34.3	18	26.1
Missing Data	3		5		2		3	

Journalists generally felt that most public affairs officers would lie, obfuscate or conceal the truth to do so, with an "agree" response of about 35% consistent among the branches. The Navy and the Army, however, also received higher marks of "strongly agree" with 20.3% and 17.5%, respectively. This gave the Navy the poorest image, followed by the Army.

Table 5-19. Reply to Question 10, Section II

It has been my experience that most public affairs officers use propaganda techniques in peacetime.

VALUE LABEL	Air Force n = 88		Army n = 80		Marine n = 67		Navy n = 69	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	11	12.5	9	11.2	5	7.5	13	18.8
Agree	41	46.6	39	48.8	38	56.7	32	46.3
Disagree	19	21.6	13	16.2	6	9.0	8	11.6
Strongly Disagree	1	1.1	2	2.5	1	1.5	1	1.4
Don't Know	16	18.2	17	21.2	17	25.4	15	21.7
Missing Data	3		5		2		3	

Journalists consistently agreed that military public affairs officers use propaganda techniques in peacetime. The Navy and the Marines, which use the same public affairs regulation, received the highest response rate with almost two-thirds of the respondents agreeing.

Table 5-20. Reply to Question 12, Section II

It has been my experience that most public affairs officers are open about all activities not governed by security issues.

	Air Force n = 86		Army n = 78		Marine n = 65		Navy n = 68	
VALUE LABEL	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	4	4.6	2	2.6	4	6.2	2	2.9
Agree	28	32.6	18	23.1	20	30.8	18	26.5
Disagree	34	39.5	32	41.0	22	33.8	25	36.8
Strongly Disagree	12	14.0	14	17.9	5	7.7	11	16.2
Don't Know	8	9.3	12	15.4	14	21.5	12	17.6
Missing Data	5		7		4		4	

Regarding the openness of military public affairs officers with respect to security issues, the data were normally distributed except for peaks of disagreement for the Army and the Navy. Forty-one percent of the journalists disagreed that Army public affairs officers were open about activities not governed by security, while 36.8% felt that way about the Navy.

Table 5-21. Reply to Question 13, Section II

It has been my experience that most public affairs officers protect the military from criticism.

VALUE LABEL	Air Force n = 88		Army n = 80		Marine n = 67		Navy n = 69	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	12	13.6	13	16.2	10	14.9	15	21.7
Agree	52	59.1	44	55.0	34	50.7	33	47.8
Disagree	16	18.2	14	17.5	11	16.4	10	14.5
Strongly Disagree	1	1.1	2	2.5	1	1.5	1	1.5
Don't Know	7	8.0	7	8.8	11	16.4	10	14.5
Missing Data	3		5		2		3	

Journalists consistently responded that military public affairs officers protect the military

from criticism.   The Air Force and the Army topped this category with just over 70%.

Table 5-22. Reply to Question 14, Section II

It has been my experience that most public affairs officers support a strong and critical press.

VALUE LABEL	Air Force n = 86		Army n = 77		Marine n = 65		Navy n = 67	
	Freq	%	Freq	%	Freq	%	Freq	%
Strongly Agree	1	1.2	1	1.3	2	3.1	1	1.5
Agree	25	29.1	20	26.0	19	29.2	16	23.9
Disagree	35	40.7	26	33.8	22	33.8	26	38.8
Strongly Disagree	10	11.6	11	14.3	7	10.8	11	16.4
Don't Know	15	17.4	19	24.7	15	23.1	13	19.4
Missing Data	5		8		4		5	

Overall, journalists felt military public affairs officers do not support a strong and critical

press, and the data were mostly normally distributed. The exceptions were the Navy and the

Air Force. The Navy and the Air Force had peaks in the "disagree" category, which drove

the negative responses to over 50%.

Table 5-23. Reply to Question 15, Section II

It has been my experience that most public affairs officers freely and willingly admit errors of judgment when they occur in the military.

VALUE LABEL	Air Force n = 89 Freq	%	Army n = 81 Freq	%	Marine n = 68 Freq	%	Navy n = 70 Freq	%
Strongly Agree	1	1.1	2	2.5	6	8.8	1	1.4
Agree	31	34.8	16	19.8	15	22.0	12	17.1
Disagree	31	34.8	34	42.0	20	29.4	27	38.6
Strongly Disagree	13	14.6	14	17.3	4	5.9	13	18.6
Don't Know	13	14.6	15	18.5	23	33.8	17	24.3
Missing Data	2		4		1		2	

Journalists tended to disagree that military public affairs officers freely admit errors of

judgment when they occur in the military. The Army and the Navy were marked down in

this area, with almost one-half of the journalists disagreeing or strongly disagreeing.

Section III. Overall Evaluation (Part III). The third section of the survey addressed

journalists' overall evaluation of public affairs officers and the media relations program of

each service branch. Respondents graded the public affairs officers and the media relations

function of each branch as "excellent," "good," "fair," "poor," or "don't know."

Table 5-24. Reply to Question 1, Section III

How would you rate the performance of public affairs officers?

VALUE LABEL	Air Force n = 89		Army n = 84		Marine n = 69		Navy n = 70	
	Freq	%	Freq	%	Freq	%	Freq	%
Excellent	15	16.8	5	6.0	17	24.6	5	7.1
Good	41	46.1	25	29.8	31	44.9	31	44.3
Fair	18	20.2	29	34.5	8	11.6	16	22.8
Poor	13	14.6	21	25.0	2	2.9	8	11.4
Don't Know	2	2.2	4	4.8	11	15.9	10	14.3
Missing Data	2		2		0		2	

Air Force, Marine and Navy public affairs officers were mostly rated "good" by the journalists, while Army public affairs officers received a "fair" rating most often. Overall the Marine Corps (69.5%) received the highest marks; the Air Force was second with 62.9%.

Table 5-25. Reply to Question 2, Section III

How would you rate the media relations program of each of the branches?

VALUE LABEL	Air Force n = 89		Army n = 83		Marine n = 67		Navy n = 70	
	Freq	%	Freq	%	Freq	%	Freq	%
Excellent	14	15.7	6	7.2	14	20.9	5	7.1
Good	31	34.8	24	28.9	24	35.8	25	35.7
Fair	24	27.0	24	28.9	11	16.4	15	21.4
Poor	15	16.8	19	22.9	4	6.0	13	18.6
Don't Know	5	5.6	10	12.0	14	20.9	12	17.1
Missing Data	2		3		2		2	

Consistent with the rating given public affairs officers, the Air Force, Marine Corps and Navy were mostly rated "good" by the journalists. The Army received and equal number of votes for "good" and "fair" (28.9%) for its program, though the "poor" rating was not far

behind at 22.9%. The Air Force topped the positive rankings with 60.5%; the Marine Corps

rated second with 56.7%.

Section IV. Credibility of Public Affairs Officers. The fourth section asked

journalists to respond to a set of bipolar adjectives by marking on a continuum how they felt

about the characteristics for each of the branches of service. As suggested (Wimmer &

Dominick, 1997), the sets were not presented in the same order (positive-negative) order

throughout the list. For easier reading here, the reversed sets were re-coded such that all are

reported in positive-negative order (and therefore the scoring scale reversed before

calculation). The 12 sets of adjectives, and the journalists' reactions to them, were as

follows:

Table 5-26. Reply to Question 1, Section IV

Reliable - Unreliable

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 63		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Reliable	16	18.0	10	13.0	15	23.8	7	10.8
Somewhat Reliable	29	32.6	20	26.0	26	41.3	24	36.9
Neutral	30	33.7	24	31.2	18	28.6	23	35.4
Somewhat Unreliable	11	12.4	13	16.9	4	6.3	8	12.3
Very Unreliable	3	3.4	10	13.0	0	0	3	4.6
Missing Data	2		8		6		7	

Overall journalists' responses indicated they mostly felt military public affairs officers were

reliable. The Marine Corps were viewed as the most reliable (65.1%), the Army the least

(29.9% rating as somewhat or very unreliable).

Table 5-27. Reply to Question 2, Section IV

Unbiased - Biased

	Air Force		Army		Marine		Navy	
	n = 88		n = 77		n = 63		n = 72	
VALUE LABEL	Freq	%	Freq	%	Freq	%	Freq	%
Very Unbiased	1	1.1	10	13.0	15	23.8	7	10.8
Somewhat Unbiased	17	19.3	7	9.1	6	9.5	5	7.7
Neutral	10	34.1	26	33.8	26	41.3	28	43.1
Somewhat Biased	32	36.4	28	36.4	26	41.3	18	27.7
Very Biased	8	9.1	12	15.6	3	4.8	12	18.5
Missing Data	3		8		6		7	

Generally, military public affairs officers were viewed as biased. Of the four branches, the

Marines were viewed as the least biased (34.3%) while the Army garnered the highest marks

for biased with more than half of respondents (52.0%) rating them as somewhat or very

biased.

Table 5-28. Reply to Question 3, Section IV

Honest - Dishonest

	Air Force		Army		Marine		Navy	
	n = 89		n = 77		n = 63		n = 72	
VALUE LABEL	Freq	%	Freq	%	Freq	%	Freq	%
Very Honest	16	18.0	10	13.0	14	22.2	5	7.7
Somewhat Honest	32	36.0	23	29.9	27	42.9	23	35.4
Neutral	34	38.2	29	37.7	20	31.7	27	41.5
Somewhat Dishonest	5	5.6	10	13.0	2	3.2	8	12.3
Very Dishonest	2	2.2	5	6.5	0	0	2	3.1
Missing Data	2		8		6		7	

Overall, military public affairs officers were rated as honest by journalists. The Marine

Corps received 65.1% positive ratings, more than 10 percentage points higher than the

second highest branch, the Air Force with 54%. The Army received the most negative

marks, followed closely by the Navy.

Table 5-29. Reply to Question 4, Section IV

Expert - Inexpert

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 63		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
An expert	8	9.0	7	9.1	1	17.5	3	4.6
Somewhat an expert	34	38.2	22	28.6	24	38.1	29	44.6
Neutral	34	38.2	29	37.7	26	41.3	22	33.8
Inexpert	12	13.5	16	20.8	2	3.2	9	13.8
Very inexpert	1	1.1	3	3.9	0	0	2	3.1
Missing Data	2		8		6		7	

Military public affairs officers were mostly viewed as experts, with the Marine corps

garnering the highest positive remarks (55.6%). The Army received the lowest marks with

about one-fourth of the journalists (24.7%) scoring them in the two lowest categories.

Table 5-30. Reply to Question 5, Section IV

Informed - Uninformed

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 63		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Informed	8	9.0	5	6.5	7	11.1	6	9.2
Somewhat Informed	38	42.7	28	36.4	29	46.0	28	43.1
Neutral	26	29.2	20	26.0	21	33.3	19	29.2
Somewhat Uninformed	17	19.1	20	26.0	6	9.5	10	15.4
Very Uninformed	0	0	4	5.2	0	0	2	3.1
Missing Data	2		8		6		7	

Journalists mostly labeled military public affairs officers as informed. The Marines topped

the positive ratings with 57.1%, with the Navy and Air Force scoring 52.3% and 51.7%,

respectively. The Army received lower marks with almost one-third of the journalists

(31.2%) reporting them as somewhat or very uninformed.

Table 5-31. Reply to Question 6, Section IV

Open - Deceptive

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 63		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Open	7	7.9	4	5.2	4	6.3	4	6.2
Somewhat Open	24	27.0	21	27.3	21	33.3	17	26.2
Neutral	36	40.4	26	33.8	31	49.2	24	36.9
Somewhat Deceptive	16	18.0	19	24.7	6	9.5	14	21.5
Very Deceptive	6	6.7	7	9.1	1	1.6	6	9.2
Missing Data	2		8		6		7	

Journalists generally viewed military public affairs officers as open, with the Marines

receiving the highest percentage of positive marks (39.6%). The Army was the only branch

to receive more negative responses (33.8%) than positive ones (32.5%). The Navy's

differential was only slightly better with its positive score of 32.4% and negative score of

30.7%.

Table 5-32. Reply to Question 7, Section IV

Pleasant - Unpleasant

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 63		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Pleasant	32	36.0	14	18.2	22	34.9	14	21.5
Somewhat Pleasant	38	42.7	24	31.2	21	33.3	23	35.4
Neutral	10	11.2	24	31.2	17	27.0	22	33.8
Somewhat Unpleasant	8	9.0	12	15.6	3	4.8	4	6.2
Very Unpleasant	1	1.1	3	3.9	0	0	2	3.1
Missing Data	2		8		6		7	

Public affairs officers were rated far more pleasant than unpleasant. The Air Force received the highest marks with more than three-fourths of the journalists (76.7%) rating them as very or somewhat pleasant. The Army received the highest number of low marks, with almost one-fifth (19.5%) rating them as somewhat or very unpleasant.

Table 5-33. Reply to Question 8, Section IV

Valuable - Invaluable

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 63		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Valuable	12	13.5	9	11.7	9	14.3	5	7.7
Somewhat Valuable	33	37.1	18	23.4	23	36.5	20	30.8
Neutral	29	32.6	27	35.1	26	41.3	28	43.1
Somewhat Invaluable	13	14.6	17	22.1	5	7.9	10	15.4
Very Invaluable	2	2.2	6	7.8	0	0	2	3.1
Missing Data	2		8		6		7	

Generally, journalists felt that public affairs officers are valuable. The Marines and the Air Force topped the branches with slightly more than half of the journalists rating them as very

or somewhat valuable. Almost one-third of the journalists (29.9%) reported Army public

affairs as invaluable.

Table 5-34. Reply to Question 9, Section IV

Objective - Unobjective

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 63		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Objective	3	3.4	3	3.9	4	6.3	1	1.6
Somewhat Objective	19	21.3	15	19.5	7	11.1	11	17.2
Neutral	39	43.8	23	29.9	28	44.4	30	46.9
Somewhat Unobjective	17	19.1	26	33.8	18	28.6	13	20.3
Very Unobjective	11	12.4	10	13.0	6	9.5	9	14.1
Missing Data	2		8		6		8	

Journalists were mostly neutral about whether military public affairs officers are objective.

In three of the four branches, the neutral response (3) was the most frequently given reply.

The exception was the Army, whose peak was "somewhat unobjective" and who overall had

46.8% of the journalists label them as somewhat or very unobjective.

Table 5-35. Reply to Question 10, Section IV

Proactive - Reactive

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 62		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Proactive	7	7.9	4	5.2	8	12.9	6	9.2
Somewhat Proactive	19	21.3	14	18.2	14	22.6	12	18.5
Neutral	19	21.3	19	24.7	22	35.5	24	36.9
Somewhat Reactive	24	27.0	13	16.9	11	17.7	9	13.8
Very Reactive	20	22.5	27	35.1	7	11.3	14	21.5
Missing Data	2		8		7		7	

Journalists mainly recorded military public affairs officers as reactive. The only service

branch to receive more positive responses than negative responses was the Marine Corps

(35.5% versus 29.0%). The Army led the lower marks with about one-half of the journalists

(52.0%) categorizing them as somewhat or very reactive.

Table 5-36. Reply to Question 11, Section IV

Intelligent - Unintelligent

VALUE LABEL	Air Force n = 89		Army n = 77		Marine n = 62		Navy n = 72	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Intelligent	18	20.2	6	7.8	8	12.9	7	10.9
Somewhat Intelligent	42	47.2	24	31.2	26	41.9	27	42.2
Neutral	23	25.8	32	41.6	26	41.9	27	42.2
Somewhat Unintelligent	5	5.6	13	16.9	2	3.2	2	3.1
Very Unintelligent	1	1.1	2	2.1	0	0	1	1.6
Missing Data	2		8		7		7	

Journalists reported military public affairs officers as mostly intelligent, although the Air

Force rated highest with a peak in "somewhat intelligent" and the highest overall positive

percentage (67.4%). The Army recorded more negative responses than the other branches,

with 19%.

Table 5-37. Reply to Question 12, Section IV

Unselfish - Selfish

VALUE LABEL	Air Force n = 85		Army n = 74		Marine n = 59		Navy n = 70	
	Freq	%	Freq	%	Freq	%	Freq	%
Very Unselfish	12	14.1	5	6.8	8	13.6	5	7.9
Somewhat Unselfish	20	23.5	13	17.6	10	16.9	10	15.9
Neutral	45	52.9	41	55.4	38	64.4	42	66.7
Somewhat Selfish	5	5.9	9	12.2	2	3.4	3	4.8
Very Selfish	3	3.5	6	8.1	1	1.7	3	4.8
Missing Data	6		11		10		9	

Journalists were generally neutral about the selfishness of military public affairs officers, with this response capturing anywhere from one-half (52.9%) to two-thirds (66.7%) of the marks. The Air Force was given slightly more positive responses than the other branches with 37.6%; the Marine Corps was next with 30.5%. Once again the Army received the highest amount of lower marks with about one-fifth of the journalists (20.3%) categorizing them as somewhat or very selfish. It should be noted, however, that several journalists did not indicate a response on this particular question.

Section V. Interaction with Public Affairs Officers. The fifth part of the survey addressed the interaction between journalists and public affairs officers. Respondents annotated how many public affairs officers with whom they have worked, how often they typically interact with them, and through what communication medium. Questions were answered for each branch.

Table 5-38. Reply to Question 1, Section V

How often do you interact with a public affairs officer? (answered for each branch)

VALUE LABEL	Air Force n = 92		Army n = 92		Marine n = 92		Navy n = 92	
	Freq	%	Freq	%	Freq	%	Freq	%
Daily	4	4.3	1	1.1	1	1.1	0	0
Weekly	46	50.0	32	34.8	18	19.6	23	25.0
Monthly	27	29.3	21	22.8	26	28.3	22	23.9
Quarterly	8	8.7	8	8.7	3	3.3	4	4.3
Yearly	6	6.5	19	20.7	16	17.4	17	18.5
Never	1	1.1	10	10.9	27	29.3	26	28.3
Missing Data	0		1		1		0	

The Air Force recorded the most interaction of all the branches. Half of the journalists reported weekly interaction with an Air Force public affairs officer, with another one-third having monthly contact. The Army had the second largest amount of interaction, with more than one-third of journalists recording weekly contact and another fifth (22.8%) reporting monthly contact. For the Navy and the Marine Corps, almost a third (28.3%) reported monthly contact and another fifth (19.6) with weekly contact.

Table 5-39. Reply to Question 2, Section V

About how many public affairs officers have you worked with throughout your career?

VALUE LABEL	Air Force n = 91		Army n = 90		Marine n = 90		Navy n = 92	
	Freq	%	Freq	%	Freq	%	Freq	%
None	1	1.1	8	8.9	26	28.9	24	26.1
1 or 2	8	8.8	17	18.9	13	14.4	15	16.3
3 to 7	26	28.6	21	23.3	15	16.7	14	15.2
8 to 11	13	14.3	14	15.6	14	15.6	10	10.9
12 to 15	10	11.0	2	2.2	5	5.6	7	7.6
More than 15	33	36.3	28	31.1	17	18.9	22	23.9
Missing Data	1		2		2		0	

This question was asked mostly as a filter to ensure that respondents were not basing answers on interaction with just a few public affairs officers. Eliminating the "none" category as shown in Table 5-40 (because these respondents, excepted in very isolated cases, did not provide answers for that branch) gives a snapshot of the breadth of experience of the participants:

Table 5-40. Modified Reply to Question 2, Section V

About how many public affairs officers have you worked with throughout your career?

VALUE LABEL	Air Force n = 90		Army n = 82		Marine n = 64		Navy n = 68	
	Freq	%	Freq	%	Freq	%	Freq	%
1 or 2	8	8.9	17	20.8	13	20.3	15	22.0
3 to 7	26	28.9	21	25.6	15	23.4	14	20.1
8 to 11	13	21.1	14	17.1	14	21.9	10	14.7
12 to 15	10	11.1	2	2.4	5	7.8	7	10.3
More than 15	33	36.7	28	34.1	17	26.6	22	32.4
Missing Data	1		2		2		0	

Most of the respondents have worked with more than 15 public affairs officers. This

reaffirms that the participants have highly-specialized knowledge. Not only have they

worked with a variety of branches, but also have a depth of knowledge in the subject and can

therefore be classified as a "elite" respondents (Dexter, 1970).

Table 5-41. Reply to Question 3, Section V

What type of interaction do you MOSTLY have with public affairs officers?

VALUE LABEL	Air Force n = 89 Freq	%	Army n = 83 Freq	%	Marine n = 67 Freq	%	Navy n = 70 Freq	%
Person	9	10.1	9	10.8	8	11.9	5	7.1
Phone	52	58.4	48	57.8	33	49.2	34	48.6
Email	1	1.1	1	1.2	0	0	1	1.4
Fax/Web site	2	2.2	2	2.4	2	3.0	4	5.7
Equal among all	26	29.2	20	24.1	22	32.8	21	30
Missing Data	0		1		0		0	

For all of the branches, phone communication was the most pervasive medium. The

Navy had the most technical communication (fax/Web site + e-mail), which may be

attributed to the long tours units spend at sea.

Part VI. Open-ended question. A two-part, open-ended question was included to

address the issue of the role of senior leadership in PA and provide journalists with an

opportunity to assert any additional factors they feel which contributes to the success/failure

of media relations.

Table 5-42. Reply to Open-Ended Question, Section VI

In your experience, which branch of service has the best top-down media relations program (i.e. senior leadership is committed to maximum disclosure, minimum delay) and why? The worst?

	Air Force		Army		Marine		Navy	
VALUE LABEL	Freq		Freq		Freq		Freq	
BEST	36		5		25		9	
WORST	13		27		5		18	

These figures are presented mostly for consistently in reporting all the questions on the survey. Because several respondents listed more than one branch under best and worst, and because more than one-fifth (22%) of the respondents did not answer or only partially answered this question, only frequencies are reported. The intent of this question was to provide context for responses recorded throughout the survey and to see if any issues were consistently mentioned that were not covered in the survey. The full text of the comments is provided in Appendix I and recurring, salient points will be incorporated into the discussion (Chapter 6).

Part VII. Demographic and professional information. The final section of the survey collected demographic information about respondents. Participants were asked to provide personal and professional information about themselves including sex, age, education level, military experience, how often they write about the military, their journalism experience, and their participation in professional organizations.

Table 5-43. Reply to Question 1, Section VII (Sex of Respondent)

VALUE LABEL	Sex n = 92	
	Freq	%
Female	26	28.3
Male	66	71.7
Missing Data	0	

Table 5-44. Reply to Question 2, Section VII (Age of Respondent)

VALUE LABEL	Age n = 91	
	Freq	%
25 or younger	4	4.4
26 to 35	38	41.7
36 to 45	26	28.6
45 to 55	18	19.8
56 to 65	3	3.3
over 65	2	2.2
Missing Data	1	

Table 5-45. Reply to Question 3, Section VII (Specialty of Respondent)

How often do you write stories about the military?

VALUE LABEL	Specialty n = 87	
	Freq	%
Daily	32	36.8
Weekly	26	29.9
Monthly	14	16.1
Quarterly	10	11.5
Yearly	3	3.4
Never	4	4.6
Missing Data	5	

Tables 5-46 to 5-49. Journalism Background of Respondent

Table 5-46. Years working in current job, at current outlet, and in journalism.

	Current Job n = 89	Current Outlet n = 85	In Journalism n = 87
STATISTIC			
Min	0	0.5	2
Max	38	29	38
Average	6	7.2	16
Median	4	5	15
Mode	1	2	20
Missing Data	3	7	5

Table 5-47. Medium working in

	Medium n = 88	
VALUE LABEL	Freq	%
Newspaper	41	46.6
TV	23	26.1
Radio	9	10.2
Magazine	8	9.1
Wire	8	9.1
Missing Data	4	

Table 5-48. Currency of publication/program.

	Currency n = 84	
VALUE LABEL	Freq	%
Daily	60	71.4
Weekly	17	20.2
Bi-Monthly	0	0
Monthly	4	4.8
Quarterly	3	3.6
Missing Data	8	

Table 5-49. Journalism Background (continued)

Job Title.

VALUE	Title n = 90 Freq	%
Aerospace Writer	1	1.1
Air Talent	1	1.1
Anchor/Reporter	3	3.3
Announcer/Public Affairs	1	1.1
Assignment Editor or Manager	7	7.8
Bureau Chief	7	7.8
Community Relations Coordinator	1	1.1
Correspondent	2	2.2
Editor	8	8.9
Investigative Producer	1	1.1
Managing Editor	7	7.8
Military Affairs Reporter	5	5.6
Military Reporter	5	5.6
National Security Correspondent	2	2.2
News Director	6	6.7
Newswoman	1	1.1
Pentagon Correspondent	4	4.4
Reporter	15	16.7
Reporter/Photographer or Photojournalist	4	4.4
Staff Writer or Writer	8	8.9
Station Manager	1	1.1
Missing Data	2	

Table 5-50. Journalism Participation

Do you belong to a professional organization?

VALUE LABEL	Part Org n = 92 Freq	%
Yes	32	34.8
No	60	65.2

VALUE LABEL	Part Level n = 32 Freq	%
Active Participant	15	46.9
Hold Membership	17	53.1

Table 5-51. Military Experience

Have you served in the armed forces?

VALUE LABEL	Military Exp n = 92	
VALUE LABEL	Freq	%
Yes	24	26.1
No	68	73.9

VALUE LABEL	Rank n = 24	
VALUE LABEL	Freq	%
Officer	6	25
Enlisted	18	75

VALUE LABEL	Branch n = 24	
VALUE LABEL	Freq	%
Air Force	10	41.7
Army	7	29.2
Marine Corps	0	0
Navy	7	29.2

VALUE LABEL	Yrs Served n = 24
Average	10.7
Median	9
Mode	2
Missing Data	2

Table 5-52. Educational Background

Education level achieved.

VALUE LABEL	Education n = 92	
VALUE LABEL	Freq	%
High School Diploma	2	2.2
Some College	8	8.7
AA Degree	8	8.7
Bachelor's Degree	43	46.7
Some Graduate work	13	14.1
Master's Degree	18	16.6
Some Doctorate work	0	0
Doctoral Degree	0	0
Missing Data	0	

Research Questions

The statistics program SPSS 9.0 was used to further analyze the variables and study them in relation to one another as posed by the research questions. Descriptive statistics (mean, minimum, maximum, and standard deviation) were run on all of the variables. Due to the large number of variables, only the statistical summaries, contingency tables, correlation matrices, and supporting test data that prove significant are provided in Appendix J. Tables that can succinctly display summary information are included in the text.

The research question analysis follows:

RQ1. How is the competence of public affairs officers in each military service branch perceived by journalists covering defense issues?

The competency of public affairs officers was analyzed by running descriptive statistics on the average competency score for PAOs of each military service. Average competency was obtained by summing and averaging journalists' responses to the seven questions in section I of the survey. The following table summarizes the statistics:

Table. 5-53. Descriptive Statistics for Average Competency Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCOMP	91	1.86	4.86	3.5190	.6514
ARMYCOMP	85	1.43	4.57	3.1708	.6115
MARCOMP	69	2.00	5.00	3.4720	.6259
NAVYCOMP	72	1.43	4.86	3.3926	.6748
Valid N (listwise)	64				

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Agree
4 = Strongly Agree

Journalists rated Air Force public affairs officers highest in competency (mean = 3.52) followed closely by the Marine Corps (mean = 3.47). Army public affairs officers were rated lowest in competency of all the branches, with a mean of 3.17. For distribution graphs of the average competency scores of each branch, see Appendix J.

RQ2. How is the cooperation of the public affairs officers in each military service branch perceived by journalists covering defense issues?

The cooperation of public affairs officers was analyzed by running descriptive statistics on the average cooperation score for PAOs of each military service. Average cooperation was obtained by summing and averaging journalists' responses to the 15 questions in section II of the survey. The following table summarizes the statistics:

Table 5-54. Descriptive Statistics for Average Cooperation Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCOOP	91	1.60	3.80	2.8229	.5741
ARMYCOOP	85	1.13	3.67	2.5905	.6219
MARCOOP	69	1.73	3.73	2.8799	.5336
NAVYCOOP	72	1.13	3.67	2.5686	.6425
Valid N (listwise)	64				

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Agree
4 = Strongly Agree

The Marines were recorded as most cooperative (mean = 2.88), with the Air Force a close second with a mean of 2.82. The Navy was rated by the journalists as least cooperative (mean = 2.57), but this score just edged out the Army which had 2.59. The distribution graphs of the average cooperation scores of each branch can be compared by examining Appendix J.

RQ3. How is the credibility of the public affairs officers in each military service branch perceived by journalists covering defense issues?

The credibility of public affairs officers was analyzed by running descriptive statistics on the average credibility score for PAOs of each military service. Average credibility was obtained by summing and averaging journalists' scoring of PAOs relative to 12 sets of bipolar adjectives in section IV of the survey. The following table summarizes the statistics:

Table 5-55. Descriptive Statistics for Average Credibility Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCREDAV	89	1.83	5.00	3.3242	.6048
ARMYCRED	77	1.17	4.83	3.0069	.7958
MARCREDA	64	2.17	5.00	3.4481	.5660
NAVYCRED	65	1.50	4.33	3.1728	.6470
Valid N (listwise)	56				

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Agree
4 = Strongly Agree

Journalists rated public affairs officers in the Marine Corps as the most credible

(mean = 3.45) and the Air Force public affairs officers as second most credible (mean =

3.32). The Army had the lowest credibility score with a mean of 3.01. For distribution

graphs of the average credibility scores of each branch, see Appendix J.

RQ4. How are the journalists' perceptions related to their evaluations of public affairs officers in each of the military service branches?

The relationship between journalists' perceptions and how they evaluate public affairs

officers was examined by running an independent t-test with the perception variables

(AvgComp, AvgCoop, and AvgCred) of each of the military service branches and the

respective public affairs evaluation variable. Variables were grouped by PA evaluation first

with extreme values (4 = excellent, 1 = poor), and then with 3 as a cut-off point (>=3, <3;

where 3 = good). The results of Levene's Test for Equality of Variances for both sets of tests

indicated that the two population variances were not equal. Therefore, the researcher turned

to graphing to examine the relationship visually. Box plots for each of the perception

variables (see Appendix J), plotted against the respective PA evaluation, shows that as the

median of the score increases, so does the PA evaluation. Therefore, there is a relationship

between the perceptions and overall evaluation. The amount and significance of this

relationship will need to be examined with more sensitive statistical tests. Running an analysis of variance (ANOVA) may reveal more precise information about the distinctions among the groups.

RQ5. How are the journalists' evaluations of public affairs officers related to the interaction they have with them?

Interaction with public affairs officers was broken down into two elements: one variable for time, and one for type. Each variable was analyzed in contingency tables with the public affairs evaluation for the respective military service branch. The eight cross-tabs did not show a relationship between interaction time or type, though there did appear to be some interesting peaks between technical interaction (fax, Web site, or e-mail) and in-person communication. To investigate, a correlation matrix was run for interaction time and type of public affairs evaluation for each of the service branches. All but one of the eight correlation matrices showed a positive (though not statistically meaningful) relationship between interaction (time or type) and evaluation (as interaction increased, so did ratings of public affairs officers). The exception was the Army, which showed a negative relationship (as interaction decreased, ratings increased) for interaction type (such that the more information rich type of communication used, the worse their ratings). Although the magnitude of the relation (Spearman's rho = -0.191) was weak, the divergent direction was an interesting discovery. The correlation matrices and the cross-tab for the Army can be found in Appendix J.

RQ6. How are the journalists' evaluations of public affairs officers and service branch media relations programs related to their experience level?

The experience of journalists was analyzed by running descriptive statistics on the number of years they have served in their current position, at their current outlet, and in the journalism career field. The following tables summarize the statistics:

Table 5-56. Descriptive Statistics for Journalism Experience

	N	Minimum	Maximum	Mean	Std. Deviation
JOBEXP	89	.0	38.0	6.04	6.084
PUBEXP	85	.5	29.0	7.20	6.682
JRNEXP	87	2.0	38.0	16.02	8.814
Valid N (listwise)	81				

NOTE:
Values are expressed in years

The statistics show that the overall experience of journalists is fairly high as shown by the median years of experience, 15 (sd = 8.81). The experience a particular reporter has in his or her current job is somewhat lower (median = 4 years, sd = 6.08). To determine whether there is a relationship between journalists' evaluation of the military, independent sample t-tests were run. Job experience was run with public affairs evaluation for each of the branches while experience in journalism was run with media relations program evaluation for each of the branches. No relationship was found between these variables for any of the branches of service.

RQ7. How are the journalists' evaluation of public affairs officers related to the public affairs personnel policy of each of the military service branches?

The Army is the only branch of service that does not have public affairs as one of its primary career field designations. Instead, officers enter into the specialty after about eight years of service and then alternate between assignments in public affairs and their original

(and primary) career field. In order to examine whether this practice has implications on how

its public affairs officers are evaluated, the public affairs evaluation variable was analyzed.

Air Force, Marine and Navy public affairs officers were mostly rated "good" by the

journalists, while Army public affairs officers received a "fair" rating most often. Overall the

Marine Corps (69.5%) received the highest marks; the Air Force was second with 62.9%.

Descriptive statistics were on the public affairs evaluation ratings given by journalists yielded

the following table:

Table 5-57. Descriptive Statistics of PAO Evaluations

		AFPAOS	ARMYPAOS	MARPAOS	NAVYPAOS	RATINGS
N	Valid	87	84	69	70	1 = Poor
	Missing	5	8	23	22	2 = Fair
Mean		2.61	2.07	2.59	2.19	3 = Good
Median		3.00	2.00	3.00	3.00	4 = Excellent
Mode		3	2	3	3	

The Air Force had the highest rating of public affairs officers followed by the Marine Corps.

The Navy followed with the Army last. The Army was also the only branch to receive a

median score below the positive rankings. Its median score of 2, or "fair" rates it lowest. As

the only branch that has public affairs as a secondary specialty, the data suggest that

personnel policy of public affairs is related to public affairs officer evaluations. More

detailed charts and graphs of the PAO evaluations are included in Appendix J.

Summary

The preceding analysis of the study variables and the relationships between them

have provided a summary of journalists' perceptions about military public affairs officers and

how they correspond to journalists' evaluations of each service branch. The potential

implications of these observations will be examined in Chapter 6.

CHAPTER 6

DISCUSSION

This study showed that journalists do perceive differences among the public affairs officers of the branches of the armed forces. This chapter summarizes the key findings of this project as revealed in examination of the research questions, and through an analysis of the demographics and communication with the respondents. The findings are presented in three parts. First, an overview of the demographic profile of the respondents is presented. Second, the communication preferences of respondents and how technology enhanced the methodology are discussed. Finally, the relationship of the variables as posed by the research questions is reviewed. A conclusion about the implications of these findings completes the chapter and this project.

Summary of Findings

Demographic Profile.

Overview. Most of the journalists were male (71.7%), 26 to 36 years of age (46.7%), with at least a bachelor's degree (46.7%). Almost three-fourths (73.9%) had not served in the military but write stories about the military on a daily (36.8%) or weekly (29.9%) basis. The journalists had been working at their current job an average of 6 years, at their organization for an average of 7.2 years, and in journalism an average of 16 years. Almost half (46.6%) reported working for a newspaper, and nearly three-fourths (71.4%) work on a daily publication or program. About one-third of respondents belong to a professional organization, with almost half (46.9%) citing themselves as active participants.

Standards. Because there isn't a known population of defense journalists, it is difficult to compare these demographics. It is simply observed that the number of female journalists covering defense issues is lower than the overall percentage of working journalists. The respondents in this survey also had a higher participation rate (defined as membership in a professional organization) than journalists overall, although this was likely due to the inclusion of IRE members as a source of journalists. Perhaps the most significant variable in the demographics then, is journalism background.

Complaints about the media in the literature included questions about the credentials of journalists covering defense issues. Many military members, as well as media representatives, indicated that younger, inexperienced journalists are covering military affairs for their organizations. This is a far cry from the peak of the Cold War, when the defense beat was viewed as a prestigious assignment (Hess, 1981). The profile of these respondents, with respect to job title, specialty, military experience and overall journalism experience provided mixed results about these complaints.

Job Title & Specialty. Ninety of the respondents provided information about their job title. These replies were collapsed into related category for a listing of 21 unique positions:

Table 6-1. Job Titles of Respondents

Job Title as Reported by Participants			
Position	#	Position	#
Aerospace Writer	1	Military Affairs Reporter	5
Air Talent	1	Military Reporter	5
Anchor/Reporter	3	National Security Correspond	2
Announcer/Public Affairs	1	News Director	6
Assignment Editor or Manager	7	Newswoman	1
Bureau Chief	7	Pentagon Correspondent	4
Community Relations Coordin	1	Reporter	15
Correspondent	2	Reporter/Photographer or PJ	4
Editor	8	Staff Writer or Writer	8
Investigative Producter	1	Station Manager	1
Managing Editor	7	Missing Data	2

Within the titles reported, only 17 included military or related words (Pentagon, national

security, or aerospace). While a number of the positions are managerial and cannot be included

in the comparison, there were 15 respondents who reported themselves as simply "reporters" and

two as correspondents. In sum, about half of the reporters are specifically dedicated – by job

title – to covering defense issues. Given the highly specific population sought for this survey,

this number seems low. However, 36% (32 respondents) indicated that they handled daily

stories about the military, so the journalists have constancy in writing stories but are either not

dedicated solely to covering defense issues or do not have a descriptive title which reflects their

expertise. For the military, which focuses on ranks and titles, this could be a barrier.

Position/Journalism Experience. The following distributions of journalists' position

experience and experience in journalism overall show another mix. While journalists are

experienced in journalism overall, many are new to their current position.

Figure 6-1. Distribution graph of Journalists' Position Experience
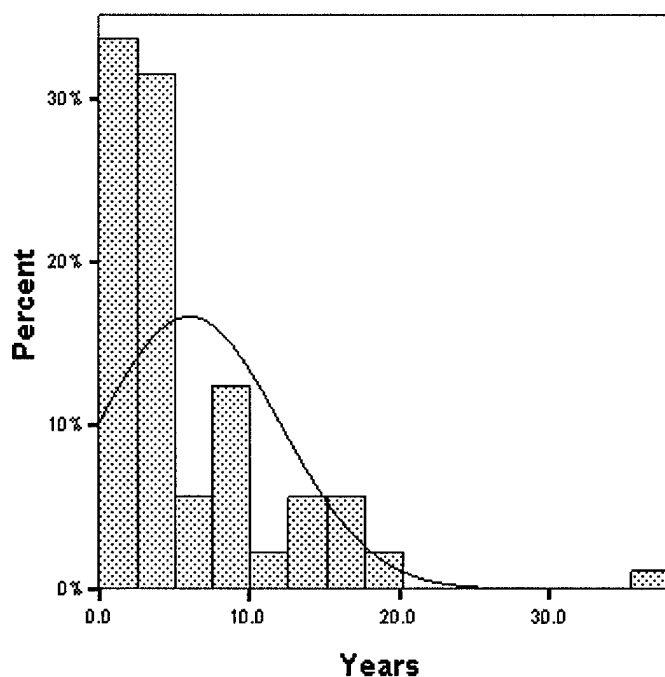
Figure 6-2. Distribution Graph of Respondents' Journalism Experience
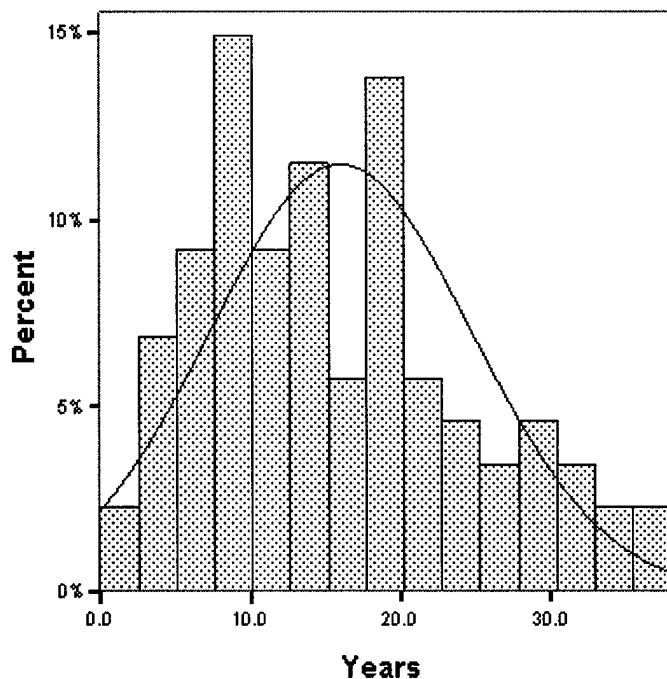
Additionally, only about one-fourth of the journalists have served in the military. While this number is probably slightly higher than the general population of journalists because of the inclusion of the trade publications, this low percentage would probably disturb military members. However, given the all-volunteer force our service branches operate under and the declining numbers of military personnel authorized by Congress each year, this number will probably continue to decline. Trainor (1991) cited the all-volunteer force as an contributor to the friction between the military and the media since fewer Americans serve, but examination of the difference in experience level and the ratings given the media relations of the military service branches (RQ4) showed no relationship. Much like media members cite ease in working with younger officers free from the baggage of Vietnam, it may be that reporters new to the specialty have no preconceived bias about the military. One public affairs officer at a Cantigny Conference (Ethiel, 1997) offered this perspective:

[T]here are some positive aspects to it. First, you have the people who want to do a good job, and they're going to learn. … And another thing is, not having been in the military, they don't understand the culture, and perhaps that helps them bring the military closer to where the American people are. … I think we can prevent [a divergence between military culture and the American people] by having people who don't understand the military so well report on the military. …[T]hen the military sees, as a result of this reporting, that maybe they are starting to diverge from the American public a bit and they can get back in line, if you will.

Technology Discussion.

Web site as a research tool. Journalists responded mostly via the online survey with 57 entries submitted via the Web site, accounting for 62% of the returns. Thirty-three surveys (36%) were mailed and just two (2%) submitted via fax.

The Web site proved not only to be a convenient way for journalists to submit their responses, but a time-saver in coding surveys as the data e-mailed from the Web site could be directly inputted into an Excel spreadsheet. This saved time and eliminated data entry errors. Additionally, the Web site aided in tracking how long journalists needed to complete the survey. When respondents entered their password and hit the continue button, a time-date stamp was attached to their response. Upon completion of each survey, the pages of data were compiled by the server and e-mailed directly to the researcher – a process that adds another time-date stamp. While personal interruptions or any e-mail system delays might add to this time, the difference of the time-date stamps would nonetheless yield the maximum amount of time the respondent needed to take and submit the survey. This

calculation was useful to determine whether the length of the survey was reasonable and within the guidelines asserted by the researcher. Participants were told the survey would take 20 minutes based on the pretest; the date stamp on the surveys indicated a mean completion time of 19.4 minutes and a median completion time of 17 minutes.

E-mail as a contact method. E-mail enabled the researcher to get real-time feedback. First, the researcher had instantaneous feedback on the population size. E-mail notifications which were undeliverable came back immediately or at the most within four hours. Also, recipients of the e-mail notification that had been contacted in error could easily reply to the message and notify the researcher of the mistake. This was helpful as several journalists from the IRE replied that they do not cover defense issues and did not know how the notation of "military" appeared under their interests in the database. Participants in a mail survey are unlikely to notify the researcher of the error, but will simply discard the questionnaire (Welch & Comer, 1988).

Second, journalists could also e-mail the researcher with any questions or clarifications, or computer problems. Because of the simplicity of linking to the Web site from the e-mail message, many participants submitted their replies immediately. This provided almost instant feedback about the amount of interest in the survey and would have alerted the researcher regarding any problems with the Web site, although the pretest had ironed many of these problems out. An e-mail link to the researcher was also built into the concluding page of the survey, encouraging respondents to voice any additional comments on the topic or the survey. Because the open-ended questions were limited, the comments link gave participants an opportunity to share additional information with the researcher. Of

the 57 participants who completed the survey online, 24 used the comments link or replied to the initial e-mail message.

E-mail appears to be emerging as the communication medium of choice. Journalists initially contacted by e-mail were the most likely to return the survey. E-mail recipients had the highest response rate of the survey with 28.4%, whereas the return rate for those contacted by mail was just 16.9%, and by fax = 2.7%. E-mail also topped the preferred contact method with 54 journalists (74%) requesting results be e-mailed to them. Mail was the second preferred medium for results to be sent with 12 requests or 16%. Only seven requested the results be faxed to them, or 10%. Nineteen of the respondents (21%) did not wish to receive the results, though it should be noted that participants were advised that the results would be available on the Web site in June. This option was provided to protect those individuals who did not wish to reveal any contact information that may jeopardize the anonymity of their reply.

Despite the apparent preference for these technical forms of communication, journalists reported very little interaction with public affairs officers using these mediums. The Navy had the highest amount of technical interaction, which may be a necessity borne from the long sea tours most of its units are subjected to. Public affairs officers may need to do a better job at determining the communication preferences of their customers (RQ5).

Finally, respondents who submitted their response online were more likely (96.5% compared to 80%) to answer open-ended responses, and did so more thoroughly with longer responses. More study may determine whether the anonymity and convenience of the Internet creates an environment more conducive for "interviewing," or if this was an anomaly because the population was comfortable with computers.

Research Questions

Research Question 1. The first research question addressed the perceptions of journalists with regard to competency, or job skill. As expected, the competency scores for career public affairs officers (i.e. those with PA as their primary career field) were higher. The communication skills of Air Force, Marine and Navy public affairs officers were rated above their Army counterparts. It may be, however, that non-career public affairs officers are seen as more competent in discussing the operations of their service branch. Journalists may in fact distinguish between operational or service knowledge and job skill of public affairs officers. Depending on which issue is more salient to journalists, this could be important – career public affairs officers may be becoming professional communicators at the expense of an operational perspective.

Research Question 2. The second research question addressed the perceptions of journalists with regard to cooperation of military public affairs officers. For the most part, the career public affairs officers scored highest in this category as well. The exception was the Navy, which scored just slightly below the Army and well behind the Marines and Air Force. This may indicate that there are elements outside the public affairs officers' control which limit cooperation in the military service branch. One potential culprit could be regulation or policies inhibiting information dissemination. Responses to the open-ended questions indicated frustration with the Navy to "put requests in writing," "get approval from CHINFO (the Washington D.C. headquarters)," or "have half-dozen admirals to sign off on the most mundane and routine requests." Examination of the regulations of the service branches, as recommended by Cohen (1998), still seems to be a valid suggestion. The timing for this is ripe as the Air Force and Army have just recently (1999 and 2000, respectively)

reissued their public affairs regulations. The Navy had an updated regulation in coordination as long ago as 1998 (Cohen), but still has not published it. Their current regulation, which the Marine Corps also uses, is dated 1987. Another contributor may be the culture of the organization as defined by the senior leadership. In criticizing the Army, one journalist wrote: "[The worst is] the Army. It reflects its uniformed leadership, starting at the top with the last two chiefs." Studies over time may show periods of openness that can be attributed to changes in top leadership.

Research Question 3. The third research question addressed the perceptions of journalists with regard to the credibility of military public affairs officers. The professional public affairs corps also rated highest in credibility, somewhat a surprise considering the "flack" image of government public information officers (Morgan, 1986). In the open-ended responses, journalists seemed appreciative of the professional PA image as indicated by positive remarks about branches being "media savvy," "professional," and several journalists expressed appreciation for story ideas pitched by PAOs. These surprising comments validate the value of the professional PAO, as did the response to the Valuable-Invaluable bipolar set with the Marines and Air Force receiving positive remarks from more than half of the journalists.

Research Question 4. The fourth research question addressed how the perceptions of competency, cooperation and credibility relate to the ratings journalists give military public affairs officers. The branches that ranked highest in perceptions (Marine Corps, Air Force) also ranked highest in evaluations. The branch that ranked lowest in perceptions of competency, cooperation and credibility – the Army mostly – also ranked lowest in the PAO evaluations. More sensitive statistics – particularly with regard to credibility where factor

analysis could be applied – could define the relationship even more clearly. Further examination would reveal to the branches where training should be focused and may shed some light on personal characteristics that need to be developed or identified in potential public affairs officers.

Research Question 5. The fifth research question addressed how the interaction of journalists with public affairs officers related to the evaluations given to military public affairs officers. The analysis of data did not indicate a relationship between these variables, but this area would benefit from more precise questioning about communication preference of journalists. Journalists were not asked how they *prefer* to interact with PAOs, only how they do. It may be that journalists place more value on communication when the medium used is their preferred method, not just information rich. Given the amount journalists who used e-mail and the Internet for this survey and the low figures (around 5%) journalists reported for technical communication, PAOs may need to update their communication approaches.

Research Question 6. The sixth research question addressed whether the experience level of journalists was related to the ratings journalists gave military public affairs officers or the media relations programs of the service branches. No evidence was found to support that journalists' experience level influenced the ratings given PAOs or the media relations function of the service branch. This is particularly interesting given the continuous dialogue about having more experienced journalists cover the military (Ethiel, 1993, 1997), but it may be less of a question of bias than accuracy. While many studies have investigated bias or favorableness of military coverage (Aubin, 1998; Bailey, 1976; Lund-Vaa, 1992; Vician, 1996), perhaps a better measure of and greater concern for defense reporting is accuracy.

Examining the journalism and military experience with respect to reporters' ability to present the information correctly may be more enlightening. This is a particularly salient issue given the slow disappearance of the specialty reporter in favor of generalists. "There is a philosophy amongst the upper level of management in newspapers that's been growing over the last ten to twenty years which is that a reporter has to be a generalist" (Ethiel, 1997). It may also become a question of reporter credibility. Military sources may be more likely to interact with reporters who have an established record. As mentioned earlier, the military tends to focus on titles and experience.

Research Question 7. The final research question addressed how journalists' evaluations of public affairs officers related to the personnel policy for the different service branches. Journalists' evaluations were considerably higher for the branches with career public affairs officers. These ratings indicate journalists' acceptance of a career public information officer, a finding which should be investigated further to see whether it merits a change in how public affairs officers are designated. Also important in this examination would be to identify why having career public affairs officers seems to produce a more effective PAO. It was mentioned previously that even service branches which "grow their own" corps of experienced public affairs personnel, manning shortages sometimes drives the service to cross-train officers into the public affairs career field at higher ranks. Many of these PAOs thrive in the career field. It may be that by designating public affairs as a primary career field is a reflection of the value the service branch places on the function. Of course, arbitrarily assigning value to PA (i.e. by just creating a primary career field or purporting to support a free and open environment) is merely tokenism (Merrill, & Odell, 1983). Many indicators – manning, funding, access to leadership, and inclusion in planning,

can measure the value an institution places on public relations (Matera, 1998). Halloran (1991) contended:

> The commander should demand the assignment of a competent PAO and listen to him as with any other staff officer. Equally important, when things beyond the PAO's reach go wrong, and the will, the commander must protect him against wrath from above, just as he would protect another staff officer (p. 140).

Further examination into how public affairs is treated, and its officers rewarded, will provide more insight into the true public affairs approach of each service branch.

The designation of public affairs officers might also benefit from some gender analysis. The Air Force, which has a high percentage of female public affairs officers, had the highest public affairs officer ratings. Forty-three percent of the Air Force public affairs career field is female, compared to just 16.9% of the overall Air Force officer population. Although outside the scope of this study, it would be interesting to look at the gender breakdown of the public affairs career field to see whether all of the branches have a similarly disproportionate corps of female representation. With this data, comparing the relative perceptions of competency, cooperation, and credibility of their PAO corps may prove interesting. While the Air Force is ultra high-tech, it also considered the most "corporate" of the armed forces and therefore less "military." Journalists may attribute higher credibility to male public affairs officers in the other branches. Analyzing how each service branch identifies specific personnel for the public affairs designation also merits study. Ultimately, it may be discovered that distinct leadership or personality traits are a significant factor in the success a PAO has with building a positive relationship with the media.

Conclusion

This study showed that journalists do perceive differences in the competency, cooperation, and credibility among public affairs officers of the different branches of the armed forces. These perceptions were related to how the journalists rated the public affairs officers overall, and seemed to be unaffected by the interaction (time or type) or professional experience of the journalist.

A relationship was also discovered between journalists' perceptions and whether public affairs officers were serving in PA as their primary specialty. Air Force, Marine, and Navy public affairs officers were rated higher overall than their counterparts in the Army. As a result, it is highly recommended that this issue be investigated further. This research can be accomplished in several ways. First, the recommendations made within the discussion of each of the research questions above can be applied. Second, the data set collected here can be subjected to more sensitive statistical tests. Third, the military can adopt a more strategic approach to monitoring its media relations by conducting longitudinal studies or at least replicating studies to increase the validity of the data collected here and in other studies dealing with the military-media relationship. The branches need to take a more formal and academic approach to research. This can be done by monitoring the research conducted by public affairs students who have been selected to attend higher professional military education (intermediate service school (ISS)) or senior service school (war college)), or to receive advanced degrees through military academic programs. Students who are sponsored by their career field to attend a civilian institution should be required to conduct specific research for the service branch. This is no different than the graduate assistant programs many universities promote in order to put manpower behind a particular research area. The

resources are already devoted to send students through these programs – the service branch would just be getting an additional return on its investment.

This investment could prove important. In addition to showing a positive relationship between the ratings of military public affairs officers and the personnel practices of the military service branch, and public affairs ratings were also a reflection of how they rated the media relations with the military service branch overall. In other words, journalists tended to rate their media relations with the service branch in line with how they rated the public affairs officers in that branch. The following correlation tables show the relationship between PAO evaluations and the evaluations of the media relations programs as scored by the journalists:

Table 6-2. Correlation of PAO and Media Relations Program Evaluations (AF)

			AFPAOS	AFMEDR
Spearman's rho	AFPAOS	Correlation Coefficient	1.000	.838
		Sig. (1-tailed)	.	.000
		N	87	87
	AFMEDR	Correlation Coefficient	.838	1.000
		Sig. (1-tailed)	.000	.
		N	87	89

Table 6-3. Correlation of PAO and Media Relations Program Evaluations (Army)

			ARPAOS	ARMEDR
Spearman's rho	ARPAOS	Correlation Coefficient	1.000	.760
		Sig. (1-tailed)	.	.000
		N	84	83
	ARMEDR	Correlation Coefficient	.760	1.000
		Sig. (1-tailed)	.000	.
		N	83	83

Table 6-4. Correlation of PAO and Media Relations Program Evaluations (Marine)

			MARPAOS	MARMEDR
Spearman's rho	MARPAOS	Correlation Coefficient	1.000	.839
		Sig. (1-tailed)	.	.000
		N	69	67
	MARMEDR	Correlation Coefficient	.839	1.000
		Sig. (1-tailed)	.000	.
		N	67	67

Table 6-5. Correlation of PAO and Media Relations Program Evaluations (Navy)

			NAVYPAOS	NAVYMEDR
Spearman's rho	NAVYPAOS	Correlation Coefficient	1.000	.772
		Sig. (1-tailed)	.	.000
		N	70	69
	NAVYMEDR	Correlation Coefficient	.772	1.000
		Sig. (1-tailed)	.000	.
		N	69	70

The correlation matrices show that the variables of PAO evaluation and media relations program evaluation are related positively. As indicated by correlation coefficient (Spearman's rho), the magnitude of the relationship is strong, particularly for the branches with higher PAO evaluations (Air Force and Marine Corps). This indicates that the branches can expect increasing returns on their investment in building the PAO-journalist relationship, and affirms the importance of the public affairs role in the military-media relationship.

Not only does the quantitative data support the notion that the individual PAO is important, but the qualitative remarks from the open-ended responses do as well. Reading through the full text of the responses (Appendix I), the divergent opinions among the responses indicates disparity among the experiences reporters are having within each service branch. In other words, PAOs within each branch – despite operating under the same structure and regulations – are having varying degrees of success in building a positive relationship with members of the media. The result is that *individual* public affairs officers

are having significant influence on the sentiment of journalists about the media relations program of the respective service branch. This relationship is not lost on the journalists, who observed "[a]s in all the services, much depends on individuals, some of whom are more effective at cutting through the...bureaucracy than others" and "[s]o much depends on the individual helpfulness of the single public relations person I'm working with." These comments support Halloran's (1991) contention that:

> Each service has its share of first-class, competent, dedicated public affairs officers. Unhappily, each service also has its share of time-servers who go through the mechanical notions of public affairs (p. 140).

It seems that embracing a public affairs policy in which encourages a notion of "time-serving" within the career field, i.e. by not public affairs designated as a primary career field but rather as a secondary specialty, would promote the latter. But Halloran (1991) does not make that link, and suggests the opposite:

> The Army and Marine Corps require young officers to spend time with troops before becoming public affairs officers. That seasons them and gives them credibility. The Navy and Air force, in contrast, make PAOs out of young officers who, while they may be fine people, lack the feel of the deck or the flight line. They are too inexperienced to do much more than pass out press releases. (p. 140)

His pairing of the Army and Marine Corps personnel policy is flawed, however. As explained earlier, the Army and the Marine Corps implement this "seasoning" differently. While the Army never assigns officers directly into the public affairs officer upon commissioning, the Marines have anywhere from 25 to 50% of their public affairs officers entering PA after Basic School (the officer training course), depending on manpower

requirements for lieutenants (N. Murphy, personal communication, March 3, 2000). Officers may be introduced to Marine operations for an initial two-year tour, but once assigned to the public affairs career field it is considered their primary military occupational specialty (MOS). The Army, however, takes officers who are at about the eight-year point (Soucy, 1991) and assigns them public affairs as a secondary specialty. While this may ensure they are positioning officers who plan to make a career of the Army, the officers selected have now been diverted from their primary career tract. They have not cross-trained into a new career field, but instead are required to maintain proficiency in two career fields, the first of which is an operational (rather than support) designation. Assignments typically alternate between the two career fields, eliminating stability for the officer.

Nonetheless, some Army public affairs officers do perform well and were recognized by some of the respondents as "good" and by a few as even "excellent". The next step for research then, would be to examine these successful relationships and attempt to identify common traits among PAOs. Of the six broad categories identified by Stogdill (cited in Szilagyi & Wallace, 1983) in leadership trait theory, the most salient categories would be intelligence, personality, task-related characteristics, and social characteristics. Elements within these categories may be combined or updated to apply to the military public affairs officer.

In summary, then, while the data show that embracing a public affairs personnel policy in which public affairs officers are career professionals increases customer (media) satisfaction and promotes better relations, it is not the sole determining factor. There is a personal element that also needs to be examined. The path to improvement of military media relations, then, is not a philosophical or even historical study of the institutions themselves,

but through the individuals – the PAOs – who build it one relationship at a time. Public affairs officers are the "keepers" of the image of their respective branches and to be successful must foster positive relations with the media. The service branches must cultivate PAOs who possess this skill. This is consistent with the suggestion by Matthews (1991) and Aukofer & Lawrence (1995) that well-trained public affairs officers can help reconcile the differences between the military and the media. And it is suggested here, as pondered by O'Rourke (1994) and Cohen (1998), that the maintenance of a corps of professional public affairs specialists is the first step in realizing this goal.

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APPENDIX A

PRINCIPLES
OF INFORMATION

I t is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress and the news media may assess and understand the facts about national security and defense strategy.

Requests for information from organizations and private citizens will be answered in a timely manner. In carrying out the policy, the following principles of information will apply:

■ *Information will be made fully and readily available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act will be supported in both letter and spirit.*

■ *A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.*

■ *Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.*

■ *Information will be withheld only when disclosure would adversely affect national security or threaten the safety or privacy of the men and women of the Armed Forces.*

■ *The Department's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the Department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public: propaganda has no place in Department of Defense public affairs programs.*

**The Assistant Secretary of Defense for Public Affairs
has the primary responsibility for carrying out this commitment.**

1 April 1997

Date

William S. Cohen
Secretary of Defense

APPENDIX B

Media Perceptions about Military Public Affairs Officers

This survey should take less than 20 minutes to complete.
You may also take it on-line at http://cronkite.pp.asu.edu/military/surveyintro.html
THANK YOU FOR YOUR TIME AND PARTICIPATION.

Directions for Parts I & II: Based on your experience, annotate your reaction to each statement below.
Please evaluate **each branch** by filling in a response for each service under the corresponding column.

Mark: **Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD),** or **Don't Know (DK).**

I. Competence of public affairs officers.

It has been my experience that most public affairs officers....

	Air Force	Army	Marine	Navy
...are skilled in public relations.				
...are good writers.				
...work solely in the field of Public Affairs with no other duties.				
...are good speakers				
...are well informed on modern journalistic practices.				
...are able to express ideas clearly.				
...verify the information provided for dissemination.				

II. Cooperation of public affairs officers.

It has been my experience that most public affairs officers...

	Air Force	Army	Marine	Navy
...are aware of the day-to-day problems of the press.				
...will run "delaying tactics" to minimize impact of bad information.				
...never lie to the media or the community.				
...are familiar with and meet media deadline times.				
...are willing to discuss sensitive topics (homosexuals, fraternization, etc.)				
...are able to get timely responses on requests for information.				
...favor the media members who are friendly toward the military.				
...deal openly with the press on issues detrimental to the military.				
...tell the full truth as they know it.				
...lie, obfuscate, or conceal the truth when told to do so.				
...use propaganda techniques in peacetime.				
...are open about all activities not governed by security issues.				
...protect the military from criticism.				
...support a strong and critical press				
...freely & willingly admit errors of judgment when they occur in the military.				

Directions for Part III: Based on your experience, evaluate the branches overall.

Mark: **Excellent (E), Good (G), Fair (F), Poor (P),** or **Don't Know (DK).**

	Air Force	Army	Marine	Navy
How would you rate the performance of public affairs officers?				
How would you rate the media relations program of each of the branches?				

Directions for Part IV: On the scales below, please indicate your feelings about public affairs officers, answering for each branch separately. Circle the number between the adjectives which best represents your feelings about most public affairs officers in that branch. Numbers "1" and "5" indicate a **strong** feeling, while "2" and "4" indicate a **weak** feeling. Number "3" indicates you are **neutral**.

Air Force

Reliable	1	2	3	4	5	Unreliable
Biased	1	2	3	4	5	Unbiased
Honest	1	2	3	4	5	Dishonest
Inexpert	1	2	3	4	5	Expert
Uninformed	1	2	3	4	5	Informed
Open	1	2	3	4	5	Deceptive
Pleasant	1	2	3	4	5	Unpleasant
Valuable	1	2	3	4	5	Worthless
Unobjective	1	2	3	4	5	Objective
Proactive	1	2	3	4	5	Reactive
Intelligent	1	2	3	4	5	Unintelligent
Selfish	1	2	3	4	5	Unselfish

Army

Reliable	1	2	3	4	5	Unreliable
Biased	1	2	3	4	5	Unbiased
Honest	1	2	3	4	5	Dishonest
Inexpert	1	2	3	4	5	Expert
Uninformed	1	2	3	4	5	Informed
Open	1	2	3	4	5	Deceptive
Pleasant	1	2	3	4	5	Unpleasant
Valuable	1	2	3	4	5	Worthless
Unobjective	1	2	3	4	5	Objective
Proactive	1	2	3	4	5	Reactive
Intelligent	1	2	3	4	5	Unintelligent
Selfish	1	2	3	4	5	Unselfish

Marine

Reliable	1	2	3	4	5	Unreliable
Biased	1	2	3	4	5	Unbiased
Honest	1	2	3	4	5	Dishonest
Inexpert	1	2	3	4	5	Expert
Uninformed	1	2	3	4	5	Informed
Open	1	2	3	4	5	Deceptive
Pleasant	1	2	3	4	5	Unpleasant
Valuable	1	2	3	4	5	Worthless
Unobjective	1	2	3	4	5	Objective
Proactive	1	2	3	4	5	Reactive
Intelligent	1	2	3	4	5	Unintelligent
Selfish	1	2	3	4	5	Unselfish

Navy

Reliable	1	2	3	4	5	Unreliable
Biased	1	2	3	4	5	Unbiased
Honest	1	2	3	4	5	Dishonest
Inexpert	1	2	3	4	5	Expert
Uninformed	1	2	3	4	5	Informed
Open	1	2	3	4	5	Deceptive
Pleasant	1	2	3	4	5	Unpleasant
Valuable	1	2	3	4	5	Worthless
Unobjective	1	2	3	4	5	Objective
Proactive	1	2	3	4	5	Reactive
Intelligent	1	2	3	4	5	Unintelligent
Selfish	1	2	3	4	5	Unselfish

Directions for Part V: Please fill in the following boxes to indicate the amount and type of interaction you have with public affairs officers from each of the different branches.

Air Force

How often do you interact with an Air Force public affairs officer?

☐ Daily.
☐ Weekly.
☐ Monthly.
☐ Quarterly.
☐ Yearly.
☐ Never.

About how many Air Force public affairs officers have you worked with throughout your career?

☐ None.
☐ 1 or 2.
☐ About 3 - 7
☐ About 8 - 11
☐ About 12 - 15
☐ More than 15

What type of interaction you MOSTLY have? (Please check one)

☐ Mostly in person
☐ Mostly by phone
☐ Mostly via email
☐ Mostly via fax or website
☐ Equally communicate with them over all these mediums
☐ Not applicable, I do not interact with them.

Army

How often do you interact with an Army public affairs officer?

☐ Daily.
☐ Weekly.
☐ Monthly.
☐ Quarterly.
☐ Yearly.
☐ Never.

About how many Army public affairs officers have you worked with throughout your career?

☐ None.
☐ 1 or 2.
☐ About 3 - 7
☐ About 8 - 11
☐ About 12 - 15
☐ More than 15

What type of interaction you MOSTLY have? (Please check one)

☐ Mostly in person
☐ Mostly by phone
☐ Mostly via email
☐ Mostly via fax or website
☐ Equally communicate with them over all these mediums
☐ Not applicable, I do not interact with them.

Marine

How often do you interact with a Marine public affairs officer?

☐ Daily.
☐ Weekly.
☐ Monthly.
☐ Quarterly.
☐ Yearly.
☐ Never.

About how many Marine public affairs officers have you worked with throughout your career?

☐ None.
☐ 1 or 2.
☐ About 3 - 7
☐ About 8 - 11
☐ About 12 - 15
☐ More than 15

What type of interaction you MOSTLY have? (Please check one)

☐ Mostly in person
☐ Mostly by phone
☐ Mostly via email
☐ Mostly via fax or website
☐ Equally communicate with them over all these mediums
☐ Not applicable, I do not interact with them.

Navy

How often do you interact with a Navy public affairs officer?

☐ Daily.
☐ Weekly.
☐ Monthly.
☐ Quarterly.
☐ Yearly.
☐ Never.

About how many Navy public affairs officers have you worked with throughout your career?

☐ None.
☐ 1 or 2.
☐ About 3 - 7
☐ About 8 - 11
☐ About 12 - 15
☐ More than 15

What type of interaction you MOSTLY have? (Please check one)

☐ Mostly in person
☐ Mostly by phone
☐ Mostly via email
☐ Mostly via fax or website
☐ Equally communicate with them over all these mediums
☐ Not applicable, I do not interact with them.

Directions for Part VI: Please answer the following open-ended question.

In your experience, which branch of service has the best top-down media relations program (i.e. senior leadership is committed to maximum disclosure, minimum delay) and why? The worst?

BEST: _____

_____

_____

WORST: _____

_____

_____

Directions for Part VII: Please fill-in the following demographic and professional information.

Sex. Please mark the appropriate box.

☐ Female   ☐ Male

Age. Please check the box for the range corresponding with your age.

☐ 25 years old or younger   ☐ 36 - 40 years old   ☐ 51 - 55 years old
☐ 26 - 30 years old   ☐ 40 - 45 years old   ☐ 56 - 60 years
☐ 31 - 35 years old   ☐ 46 - 50 years old   ☐ over 60 years old

Specialty. How often do you write stories about the military?

☐ Daily.   ☐ Quarterly.
☐ Weekly.   ☐ Yearly.
☐ Monthly.   ☐ Never.

Journalism Background. Please fill in the number of years you have served.

☐ Years working in current position. (Indicate your Job Title: _____)
☐ Years working at current outlet.
☐ Years working in journalism.
☐ Medium you work in. (TV=Broadcast; R=Radio; NP=Newspaper; Mag=Magazine; Wr=Wire)
☐ Currency of your program/publication. (D=Daily; W=Weekly; B=Bi-Monthly; M=Monthly; Q=Quarterly)

Journalism Participation. Do you belong to a professional organization?

☐ Active Participant. (Indicate which organization(s): _____)
☐ Member. (Indicate which organization(s): _____)
☐ No.

Military Experience. Have you served in the armed forces?

☐ Yes. (If Yes, Indicate which branch: _____, Years Served _____; Rank _____)
☐ No.

Education. Please check the box next to the appropriate education descriptor.

☐ High School Diploma   ☐ Some Graduate work
☐ Some College   ☐ Masters' Degree
☐ AA Degree   ☐ Some Doctorate work
☐ Bachelor's Degree   ☐ Doctoral Degree

Thank you again. To receive an executive summary of the results, please mark how you prefer to be contacted. The summary will also be posted in June at http://. cronkite.pp.asu.edu/military/surveyintro.html under 'Results.'

☐ Mail the results to me at: ☐ Fax the results to me at   ☐ E-mail the results to me at

_____   (   )_____-_____   _____

APPENDIX C

——————ARIZONA STATE UNIVERSITY——————
WALTER CRONKITE SCHOOL
——————OF JOURNALISM & TELECOMMUNICATION——————

ASU
ARIZONA STATE
UNIVERSITY

This survey examines whether members of the media perceive differences among public affairs officers of the branches of the Armed Forces. It should only take about 20 minutes to complete.

Acknowledgments
Project Introduction
Background
Bibliography
Results

[Email Researcher]   [Take the Survey !]

Media Survey

This survey was designed to measure journalists' experience working with public affairs officers from the different branches of military service. Please answer the questions based upon the aggregate of YOUR PERSONAL EXPERIENCE over the course of your journalistic career. Participation in this study is voluntary.

The survey is broken up into seven sections, and should only take about 20 minutes to complete. The sections cover a variety of topics including: competence, cooperation and values of public affairs officers; media relations of the different branches; and type of interaction you have with public affairs officers. It also requests some basic demographic information about you.

Please enter the 7-digit password from the email or from the upperhand corner of the survey you were mailed or faxed. If you did not receive a survey, please enter z9999.

[   ]

[Enter]

PART I. Competence of Public Affairs Officers

Directions: Based on your experience, annotate your reaction to each of the statements below by selecting an option from the drop down menu for each branch.

It has been my experience that most public affairs officers...

a). ...are skilled in public relations.

| AIR FORCE - Select answer: | ARMY - Select answer: | MARINE - Select answer: | NAVY - Select answer: |

b). ...are good writers.

| AIR FORCE - Select answer: | ARMY - Select answer: | MARINE - Select answer: | NAVY - Select answer: |

c). ...work solely in the field of Public Affairs with no other duties.

| AIR FORCE - Select answer: | ARMY - Select answer: | MARINE - Select answer: | NAVY - Select answer: |

d). ...are good speakers.

| AIR FORCE - Select answer: | ARMY - Select answer: | MARINE - Select answer: | NAVY - Select answer: |

e). ...are well informed on modern journalistic practices.

| AIR FORCE - Select answer: | ARMY - Select answer: | MARINE - Select answer: | NAVY - Select answer: |

f). ...are able to express ideas clearly.

| AIR FORCE - Select answer: | ARMY - Select answer: | MARINE - Select answer: | NAVY - Select answer: |

g). ...verify the information provided for dissemination.

| AIR FORCE - Select answer: | ARMY - Select answer: | MARINE - Select answer: | NAVY - Select answer: |

Continue

PART II. Cooperation of Public Affairs Officers

Directions: Based on your experience, annotate your reaction to each of the statements below by selecting an option from the drop down menu for each branch.

It has been my experience that most public affairs officers...

a). ...are aware of the day-to-day problems of the press.

| AIR FORCE - Select answer: ⭥ | ARMY - Select answer: ⭥ | MARINE - Select answer: ⭥ | NAVY - Select answer: |

b). ...will run delaying tactics to minimize impact of bad information.

| AIR FORCE - Select answer: ⭥ | ARMY - Select answer: ⭥ | MARINE - Select answer: ⭥ | NAVY - Select answer: |

c). ...never lie to the media or the community.

| AIR FORCE - Select answer: ⭥ | ARMY - Select answer: ⭥ | MARINE - Select answer: ⭥ | NAVY - Select answer: |

d). ...are familiar with and meet media deadline times.

| AIR FORCE - Select answer: ⭥ | ARMY - Select answer: ⭥ | MARINE - Select answer: ⭥ | NAVY - Select answer: |

e). ...are willing to discuss sensitive topics (homosexuals, fraternization, etc.).

| AIR FORCE - Select answer: ⭥ | ARMY - Select answer: ⭥ | MARINE - Select answer: ⭥ | NAVY - Select answer: |

f). ...are able to get timely responses on requests for information.

| AIR FORCE - Select answer: ⭥ | ARMY - Select answer: ⭥ | MARINE - Select answer: ⭥ | NAVY - Select answer: |

g). ...favor the media members who are friendly toward the military.

| AIR FORCE - Select answer: ⭥ | ARMY - Select answer: ⭥ | MARINE - Select answer: ⭥ | NAVY - Select answer: |

h). ...deal openly with the press on issues detrimental to the military.

i). ...tell the full truth as they know it.

j). ...lie, obfuscate, or conceal the truth when told to do so.

k). ...use propaganda techniques in peacetime.

l). ...are open about all activities not governed by security issues.

m). ...protect the military from criticism.

n). ...support a strong and critical press.

o). ...freely and willingly admit errors of judgment when they occur in the military.

PART III. Overall Rating of the Military Branches

Directions: Based on your experience, evaluate the branches of the armed forces overall by selecting Excellent, Good, Fair, Poor, or Don't Know from the drop-down menus below.

a). How would you rate the performance of public affairs officers in each branch of the armed forces?

AIR FORCE - Select answer.	ARMY - Select answer.	Marine - Select answer.	Navy - Select answer.

b). How would you rate the media relations program of each of the branches?

AIR FORCE - Select answer.	ARMY - Select answer.	Marine - Select answer.	Navy - Select answer.

[Continue]

Part IV. Values of Public Affairs Officers

Directions: On the scales below, please indicate your feelings about public affairs officers, answering for each branch separately. Mark the circle next to the number in between the two adjectives which best represents your feelings about most public affairs officers in that branch. Each set of questions is for a separate branch of service as indicated by the heading.

AIR FORCE

Reliable	1	2	3	4	5	Unreliable
Biased	1	2	3	4	5	Unbiased
Honest	1	2	3	4	5	Dishonest
Inexpert	1	2	3	4	5	Expert
Uninformed	1	2	3	4	5	Informed
Open	1	2	3	4	5	Deceptive
Pleasant	1	2	3	4	5	Unpleasant
Valuable	1	2	3	4	5	Worthless
Unobjective	1	2	3	4	5	Objective
Proactive	1	2	3	4	5	Reactive
Intelligent	1	2	3	4	5	Unintelligent
Selfish	1	2	3	4	5	Unselfish

ARMY

Reliable	1	2	3	4	5	Unreliable
Biased	1	2	3	4	5	Unbiased
Honest	1	2	3	4	5	Dishonest
Inexpert	1	2	3	4	5	Expert
Uninformed	1	2	3	4	5	Informed
Open	1	2	3	4	5	Deceptive
Pleasant	1	2	3	4	5	Unpleasant
Valuable	1	2	3	4	5	Worthless
Unobjective	1	2	3	4	5	Objective
Proactive	1	2	3	4	5	Reactive
Intelligent	1	2	3	4	5	Unintelligent
Selfish	1	2	3	4	5	Unselfish

MARINE

Reliable	1	2	3	4	5	Unreliable
Biased	1	2	3	4	5	Unbiased
Honest	1	2	3	4	5	Dishonest
Inexpert	1	2	3	4	5	Expert
Uninformed	1	2	3	4	5	Informed
Open	1	2	3	4	5	Deceptive
Pleasant	1	2	3	4	5	Unpleasant
Valuable	1	2	3	4	5	Worthless
Unobjective	1	2	3	4	5	Objective
Proactive	1	2	3	4	5	Reactive
Intelligent	1	2	3	4	5	Unintelligent
Selfish	1	2	3	4	5	Unselfish

NAVY

Reliable	1	2	3	4	5	Unreliable
Biased	1	2	3	4	5	Unbiased
Honest	1	2	3	4	5	Dishonest
Inexpert	1	2	3	4	5	Expert
Uninformed	1	2	3	4	5	Informed
Open	1	2	3	4	5	Deceptive
Pleasant	1	2	3	4	5	Unpleasant
Valuable	1	2	3	4	5	Worthless
Unobjective	1	2	3	4	5	Objective
Proactive	1	2	3	4	5	Reactive
Intelligent	1	2	3	4	5	Unintelligent
Selfish	1	2	3	4	5	Unselfish

Part V. Interaction with Public Affairs Officers

Directions: Please check the following boxes to indicate the amount and type of interaction you have with public affairs officers from each of the different branches. Each set of questions is for a separate branch of service as indicated by the heading.

AIR FORCE

How often do you interact with an Air Force public affairs officer?
- ○ Daily
- ○ Weekly
- ○ Monthly
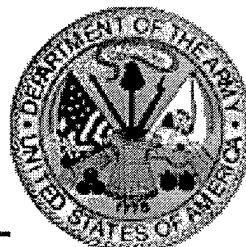- ○ Quarterly
- ○ Yearly
- ○ Never

About how many Air Force public affairs officers have you worked with throughout your career?
- ○ None.
- ○ 1 - 2
- ○ About 3 - 7
- ○ About 8 - 11
- ○ About 12 - 15
- ○ More than 15

What type of interaction do you MOSTLY have with Air Force public affairs officers? (Please check one)
- Mostly in person
- Mostly by phone
- Mostly via email
- Mostly via fax/website
- Communicate with them equally over all these mediums.
- Not applicable, I do not interact with them.

ARMY

How often do you interact with an Army public affairs officer?
- Daily
- Weekly
- Monthly

- ○ Quarterly
- ○ Yearly
- ○ Never

About how many Army public affairs officers have you worked with throughout your career?
- ○ None.
- ○ 1 - 2
- ○ About 3 - 7
- ○ About 8 - 11
- ○ About 12 - 15
- ○ More than 15

What type of interaction do you MOSTLY have with Army public affairs officers? (Please check one)

- ○ Mostly in person
- ○ Mostly by phone
- ○ Mostly via email
- ○ Mostly via fax/website
- ○ Communicate with them equally over all these mediums.
- ○ Not applicable, I do not interact with them.

MARINE

How often do you interact with a Marine public affairs officer?
- ○ Daily
- ○ Weekly
- ○ Monthly
- ○ Quarterly
- Yearly
- Never

About how many Marine public affairs officers have you worked with throughout your career?
- None.
- 1 - 2
- About 3 - 7
- About 8 - 11
- About 12 - 15
- More than 15

What type of interaction do you MOSTLY have with Marine public affairs officers? (Please check one
- Mostly in person
- Mostly by phone
- Mostly via email
- Mostly via fax/website
- Communicate with them equally over all these mediums.
- Not applicable, I do not interact with them.

NAVY

How often do you interact with a Navy public affairs officer?

○ Daily
○ Weekly
○ Monthly
○ Quarterly
○ Yearly
○ Never

About how many Navy public affairs officers have you worked with throughout your career?

○ None.
○ 1 - 2
○ About 3 - 7
○ About 8 - 11
○ About 12 - 15
○ More than 15

What type of interaction do you MOSTLY have with Navy public affairs officers? (Please check one)

○ Mostly in person
○ Mostly by phone
○ Mostly via email
○ Mostly via fax/website
○ Communicate with them equally over all these mediums.
○ Not applicable, I do not interact with them.

[Continue]

Part VI. Media Relations Program of the Branches

Directions: Please answer the following open-ended questions.

Which branch of service has the BEST top-down media relations program (i.e. senior leadership is committed to maximum disclosure, minimum delay) and why?

Which branch of service has the WORST top-down media relations program (i.e. senior leadership circumvents maximum disclosure, minimum delay) and why?

Continue

Part VII. Demographic Information

Directions: Please fill-in the following demographic and professional information.

Sex. Please mark the appropriate box.
◉ Female
◉ Male

Age. Please mark the box corresponding with the range of your age.
◉ 25 years old or younger
◉ 26-30 years old
◉ 31-35 years old
◉ 36-40 years old
◉ 41-45 years old
◉ 46-50 years old
◉ 51-55 years old
◉ 56-60 years old
◉ over 60 years old

Specialty. How often do you write stores about the military?
◉ Daily
◉ Weekly
◉ Monthly
◉ Quarterly
◉ Yearly
◉ Never

Journalism Background. Please fill in the number of years you have served as a journalist.
☐ Years working in current position. Please your job title: [   ]
☐ Years working at current publication.
☐ Years working in journalism
[Select ▼] Medium you work in.
[Select ▼] Currency of your medium.

Journalism Participation. Do you belong to a professional organization?
☐ Active Participant. Please enter organization(s): [   ]
☐ Member. Please enter organization(s): [   ]
☐ No.

Military Experience. Have you served in the Armed Forces?
◉ Yes.
  Please enter branch: [Select ▼] If other, please specify: [   ]
  Number of Years Served: [   ]
  Please enter highest grade (rank) achieved:

  No.

Education. Please mark the box corresponding to the appropriate education descriptor.
High School Diploma or Equivalent
Some College
Associate's Degree
Bachelor's Degree
Some Graduate Work
Master's Degree
Some Doctorate Work
Doctoral Degree

Contact. How did you receive this survey?
I received the survey in the mail.
I was faxed the survey.
I was emailed the hyperlink.
A friend or colleaque told me about the survey.
I came across it on the Internet.

Thank you for your time and participation. You can request an executive summary of the results of this study sent to you by marking your preferred communication method below and filling in the respective information for that choice:
No, I do not wish to receive the results.
Email me the results. Please enter your email address: [   ]
Fax me the results. Please enter your fax number (with area code): [   ]
Mail me the results. Please enter your mailing address below:

http://cronkite.pp.asu.edu/cgi-bin/tallymil.pl

THANK YOU!

Your survey has been submitted. Thank you again for your time and participation. Results should be available by June and will be posted on this site (http://cronkite.pp.asu.edu/military/surveyintro.html) under the 'Results' button.

If you have any additional comments or suggestions about the survey, feel free to email me by clicking on the mail link below. Please be sure to put 'SURVEY' in the subject line and indicate within the body of the message whether or not you mind having your comments annotated in the project.

Comments   **Other Projects**   **More About This Project**

This web site and survey was designed by Adriane Craig in partial fulfillment of the requirements for a Master's in Mass Communication from the Walter Cronkite School of Telecommunication and Journalism, Arizona State University, Tempe, Ariz.

Web Site Map

Take the Survey - Link to the survey; generic password required

Acknowledgements - Special thanks to those who helped make this project a reality

Project Introduction - Overview of the problem and presentation of how it will be studied

Background - Other military-media projects/studies

Bibliography - List of the references used for the literature review and instrument design

Results/Findings - Results of the study; conclusion and recommendation for future study

APPENDIX D

SURVEY POPULATION

Investigative Reporters and Editors

David Altenhof
Post-Tribune
Valparaiso, IN
Contact Method: E-mail

Jim Asker
Aviation Week & Space Technology
Washington, D.C.
Contact Method: E-mail

James Bamford
Freelancer
Washington, D.C.
Contact Method: E-mail

Julie Bird
Air Force Times
Springfield, VA
Contact Method: E-mail

Alicia Blaisdell-Bannon
Cape Cod Times
Hyannis, MA
Contact Method: E-mail

Anthony Capaccio
Bloomberg News
Washington, D.C.
Contact Method: E-mail

James Crawley
The San Diego Union-Tribune
San Diego, CA
Contact Method: E-mail

John Diedrich
The Gazette
Colorado Springs, CO
Contact Method: E-mail

Stephen Filmer
KSAZ-TV
Phoenix, AZ
Contact Method: E-mail

Regina Galvin
Freelance
Blacksburg, VA
Contact Method: E-mail

Vince Gonzales
CBS News
Los Angeles, CA
Contact Method: E-mail

Thomas Greenwood
The Detroit News
Detriot, MI
Contact Method: E-mail

Elaine Grossman
Inside the Pentagon
Washington, D.C.
Contact Method: E-mail

David Gulliver
Dayton Daily News
Dayton, OH
Contact Method: E-mail

Fukiko Hamill
Freelance
New York, NY
Contact Method: E-mail

Edward Humes
Simon & Schuster
Seal Beach, CA
Contact Method: E-mail

Gerard Lanosga
NBC WTHR-TV
Indianapolis, IN
Contact Method: E-mail

Ben Lesser
APB News
New York, NY
Contact Method: E-mail

Investigative Reporters and Editors (cont'd)

James Liddell
The Lufkin Daily News
Lufkin, TX
Contact Method: E-mail

Steve Liewer
Pacific Stars & Stripes
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Phoenix, AZ
Contact Method: Mail

Nora Muchanic
WPVI TV-6 (Trenton Bureau)
Trenton, NJ
Contact Method: Mail

Diane Mulligan
KMGH Channel 7
Denver, CO
Contact Method: Mail

Laurie Munn
KPHO-CBS TV 5
Phoenix, AZ
Contact Method: Mail

Michael Murphy
Arizona Republic
Phoenix, AZ
Contact Method: Mail

Gen Murray
Wyoming Newspapers, Inc.
Cheyenne, WY
Contact Method: Mail

Media Contacts from Military Bases (cont'd)

Steve Myers
Rocky Mountain News
Denver, CO
Contact Method: E-mail

Dawn Nici
Metro Networks/Skyview Network
Scottsdale, AZ
Contact Method: Mail

Sinclair Noe
KFNN-AM 1510
Phoenix, AZ
Contact Method: Mail

Gail O'Brien
KMGH Channel 7
Denver, CO
Contact Method: Mail

Ed Offley
Seattle Post-Intelligencer
Seattle, WA
Contact Method: E-mail

M Oliva
Stars and Stripes
Contact Method: E-mail

Dennis O'Neill
KTVK-TV 3
Phoenix, AZ
Contact Method: Mail

Mike Padgett
Arizona Business Journal
Phoenix, AZ
Contact Method: Mail

David Page
WTRG/WRDU/WRSN/WDCR Radio
Raleigh, NC
Contact Method: Mail

Jennifer Palmer
AF Times
Springfield, VA
Contact Method: E-mail

Allison Perkins
Stars and Stripes
Contact Method: E-mail

Eric Pilgrim
European Stars & Stripes
, Germany
Contact Method: E-mail

Phillip Pringle
WPMI Ch 15
Pensacola, FL
Contact Method: Mail

Carol Pursley
KWGN-NBC Channel 2
Englewood, CO
Contact Method: Mail

Martha Quillan
News Observer
Raleigh, NC
Contact Method: Mail

Rose Ragsdale
Alaska Military Weekly
Anchorage, AK
Contact Method: Fax

Lon Rains
Space News
Springfield, VA
Contact Method: E-mail

Jeff Raker
WTVY-CBS TV 4
Dothan, AL
Contact Method: Mail

Media Contacts from Military Bases (cont'd)

B Ramos
Army Times Publishing Company
Contact Method: E-mail

MILITARY REPORTER
Reuters
Charlotte, NC
Contact Method: Mail

Chip Redden
KATN-ABC Channel 2
Fairbanks, AK
Contact Method: Fax

MILITARY REPORTER
Cape Cod Times
Hyannis, MA
Contact Method: Mail

MILITARY REPORTER
The Seattle Times
Seattle, WA
Contact Method: E-mail

MILITARY REPORTER
The Atlanta Journal/Constitution
Atlanta, GA
Contact Method: Mail

MILITARY REPORTER
WTOC-CBS
Savannah, GA
Contact Method: Mail

MILITARY REPORTER
Boston Herald
Boston, MA
Contact Method: Mail

MILITARY REPORTER
Associated Press
Columbia, SC
Contact Method: Mail

MILITARY REPORTER
Yuma Daily Sun
Yuma, AZ
Contact Method: Mail

MILITARY REPORTER
The Tribune
Mesa, AZ
Contact Method: Mail

MILITARY REPORTER
Barnstable Patriot
Hyannis, MA
Contact Method: Mail

MILITARY REPORTER
Defense Focus/Washington Insider
Rosslyn, VA
Contact Method: Mail

MILITARY REPORTER
Otis Notice
Osterville, MA
Contact Method: Mail

MILITARY REPORTER
Boston Globe
Boston, MA
Contact Method: Mail

Renate Robey
Denver Post
Denver, CO
Contact Method: E-mail

MILITARY REPORTER
Associated Press - Boston
Boston, MA
Contact Method: Mail

Marilyn Rodriguez
KCOR/KROM/KXTN Radio
San Antonio, TX
Contact Method: Mail

Media Contacts from Military Bases (cont'd)

Julie Rodriguez
KSAZ-FOX TV 10
Phoenix, AZ
Contact Method: Mail

R Roesler
Stars and Stripes
Contact Method: E-mail

Rick Rogers
Daily Press
Newport News, VA
Contact Method: E-mail

Bruce Rolfsen
AF Times
Springfield, VA
Contact Method: E-mail

Bruce Rolfsen
Northwest Florida Daily News
Fort Walton Beach, FL
Contact Method: Mail

Rolanda Romera
La Prensa
San Antonio, TX
Contact Method: Mail

Dave Rose
KRDO-ABC Channel 13
Colorado Springs, CO
Contact Method: Mail

Belinda Rosser
KGUN-ABC TV 9
Tucson, AZ
Contact Method: Mail

Mike Rouse
Goldsboro News Argus
Goldsboro, NC
Contact Method: Mail

Lew Ruggiero
KPNX-NBC TV 12
Phoenix, AZ
Contact Method: Mail

Terry Ruggles
WCAU TV-10
Philadelphia, PA
Contact Method: Mail

Michelle Rushlo
Associated Press
Phoenix, AZ
Contact Method: Mail

John Sarche
Associated Press
Cheyenne, WY
Contact Method: E-mail

Frank Scandale
Denver Post
Denver, CO
Contact Method: E-mail

Scott Schonauer
Pensacola News Journal
Pensacola, FL
Contact Method: E-mail

Adam Schrager
9K USA TV
Denver, CO
Contact Method: E-mail

Tim Scott
KDKB-FM 93.3
Mesa, AZ
Contact Method: Mail

Bill Scott
Aviation Week - Colorado
Colorado Springs, CO
Contact Method: Mail

Media Contacts from Military Bases (cont'd)

Dan Seagel
KPHO-CBS TV 5
Phoenix, AZ
Contact Method: Mail

Paula Shake
Space News
Springfield, VA
Contact Method: E-mail

Kelly Shannon
Associated Press
San Antonio, TX
Contact Method: Mail

Brian Sheehan
Electronic Warfare Digest
Arlington, VA
Contact Method: Mail

Nancy Sherwood
KESZ-FM 99.9/KOAZ-FM 103.5
Phoenix, AZ
Contact Method: Mail

Jamie Sijon
KXLY-ABC Channel 4
Spokane, WA
Contact Method: E-mail

John Silva
Arizona Daily Star
Tucson, AZ
Contact Method: Mail

Nora Simmons
WJTC TV 44
Mobile, AL
Contact Method: Mail

Ted Simmons
KISO/KOY/KYOT/KZON
Phoenix, AZ
Contact Method: Mail

Jim Skeen
LA Daily News
Palmdale, CA
Contact Method: Mail

Steve Smith
Wayne Today
Goldsboro, NC
Contact Method: Mail

Bruce Smith
Aviation Week - Los Angeles Bureau
Los Angeles, CA
Contact Method: Mail

Jim Snyder
Inside the Air Force
Washington, D.C.
Contact Method: Mail

Shelby Spires
Mailbox Post
, GA
Contact Method: E-mail

Warren Sprecht
Stars and Stripes
Contact Method: E-mail

Jeff Stahla
Western Nebraska Observer
Kimball, NE
Contact Method: Mail

David Swartz
Reuters News Service
Gilbert, AZ
Contact Method: E-mail

George Tanner
Arizona News Network
Mesa, AZ
Contact Method: Mail

Media Contacts from Military Bases (cont'd)

John Temple
Rocky Mountain Times
Denver, CO
Contact Method: Mail

Bryan Thielke
KIRO-TV 7 (CBS)
Seattle, WA
Contact Method: Mail

Bruce Thurman
KFLR-FM 90.3
Phoenix, AZ
Contact Method: Mail

Doyle Tillman
The Lakewood Journal
Lakewood, WA
Contact Method: E-mail

Mark Tomasik
Scripps Howard News Service
Washington, D.C.
Contact Method: Mail

Mike Topel
Associated Press
Denver, CO
Contact Method: Mail

Diane Tracy
WTRG/WRDU/WRSN/WDCR Radio
Raleigh, NC
Contact Method: Mail

Gordon Tustin
Sidney Telegraph
Sidney, NE
Contact Method: Mail

G Tyler
Stars and Stripes
Contact Method: E-mail

Becky Uzzell
Wayne Today
Goldsboro, NC
Contact Method: Mail

Thomas Vick
WGBR/WKIX/WEQR Radio
Goldsboro, NC
Contact Method: Mail

Jeremy Voas
New Times
Phoenix, AZ
Contact Method: Mail

Jim Vojtech
CNN America
Los Angeles, CA
Contact Method: E-mail

Ric Volante
Arizona Daily Star
Tucson, AZ
Contact Method: Mail

Richard Wagner
Kinston Free Press
Kinston, NC
Contact Method: Mail

Robert Wahl
Aerospace Daily
Washington, D.C.
Contact Method: E-mail

Tom Wahl
WEAR-ABC TV 3
Pensacola, FL
Contact Method: Mail

Ed Walsh
KFYI-AM 910
Phoenix, AZ
Contact Method: Mail

Media Contacts from Military Bases (cont'd)

Patricia Ward
WERO Radio
Washington, NC
Contact Method: Mail

Maureen Webster
KTVK-TV 3
Phoenix, AZ
Contact Method: Mail

Robert Weller
Associated Press
Denver, CO
Contact Method: E-mail

Gigi Whitley
Inside the Air Force
Washington, D.C.
Contact Method: Mail

Bob Wilson
Laramie Daily Boomerang
Laramie, WY
Contact Method: Mail

Sue Wilson
Associated Press
Raleigh, NC
Contact Method: Mail

Bill Wilson
WTVD-ABC Channel 11
Durham Wilson, NC
Contact Method: Mail
Jim Wood
Wyoming Newspapers, Inc.
Cheyenne, WY
Contact Method: Mail

Richard Woodbury
Time Magazine - Denver Bureau
Denver, CO
Contact Method: E-mail

Julie Wright
KATV-TV Ch 7 (ABC)
Little Rock, AR
Contact Method: Mail

Susan Zirinsky
CBS
New York, NY
Contact Method: Mail

MILITARY REPORTER
WCIV-ABC TV 4
Charleston, SC
Contact Method: E-mail

APPENDIX E

ASU ARIZONA STATE UNIVERSITY

COLLEGE OF PUBLIC PROGRAMS
WALTER CRONKITE SCHOOL OF
JOURNALISM AND TELECOMMUNICATION

MAIN CAMPUS
PO BOX 871305
TEMPE, AZ 85287-1305

(480) 965-5011
FACSIMILE
(480) 965-7041

February 10, 2000

<Fname> <Lname>
<Organization>
<Address1>
<Address2>
<City> <ST> <ZIP>

Dear Opinion Leader:

You have been selected to participate in a research project examining the differences in the Air Force, Army, Navy, and Marine approach to public relations. The enclosed survey seeks your insights based on your own experiences working with public affairs officers from different branches of the armed forces.

Careful consideration has gone into the design of this survey to make it as simple as possible. It should take 20 minutes to complete and there are a variety of means through which you can submit your reply:
- fill out the enclosed survey and mail it in the pre-addressed, pre-stamped envelope
- fill out the enclosed survey and fax it to (480) 965-7041 (ATTN: Dr. Fran Matera)
- respond via an online survey at http://cronkite.pp.asu.edu/military/surveyintro.html.
(You will need the password from the upper right hand corner of the enclosed survey)
Whatever reply method you use, your participation is greatly appreciated and your responses will be kept confidential. The deadline for survey submittals is **Monday, February 28**.

This research is being conducted to fulfill requirements toward my master's degree in mass communication at Arizona State University and the results will be available to participants who indicate they are interested. You can request an executive summary by marking the appropriate box on the survey (paper or online).

Thank you again for your time and participation. If you have any questions about this study, please feel free to contact my committee chair, Dr. Fran Matera, at (480) 965-6844 or matera@asu.edu.

Adriane Craig

ASU ARIZONA STATE UNIVERSITY

COLLEGE OF PUBLIC PROGRAMS
WALTER CRONKITE SCHOOL OF
JOURNALISM AND TELECOMMUNICATION

MAIN CAMPUS
PO BOX 871305
TEMPE, AZ 85287-1305

(480) 965-5011
FACSIMILE
(480) 965-7041

February 10, 2000

<Fname> <Lname>
<Organization>
<Fax Number>

Dear Opinion Leader:

You have been selected to participate in a research project examining the differences in the Air Force, Army, Navy, and Marine approach to public relations. The following survey seeks your insights based on your own experiences working with public affairs officers from different branches of the armed forces.

Careful consideration has gone into the design of this survey to make it as simple as possible. It should take 20 minutes to complete and there are a variety of means through which you can submit your reply:

- fill out the survey and fax it to (480) 965-7041 (ATTN: Dr. Fran Matera)
- fill out the survey and mail it to WCSJT, P.O. Box 871305, Tempe AZ 85281-1305 (Attn: Dr. Fran Matera)
- respond via an online survey at http://cronkite.pp.asu.edu/military/surveyintro.html. (You will need the password from the upper right hand corner of the following survey)

Whatever reply method you use, your participation is greatly appreciated and your responses will be kept confidential. The deadline for survey submittals is **Friday, February 25**.

This research is being conducted to fulfill requirements toward my master's degree in mass communication at Arizona State University and the results will be available to participants who indicate they are interested. You can request an executive summary by marking the appropriate box on the survey.

Thank you again for your time and participation. If you have any questions, please feel free to contact my committee chair, Dr. Fran Matera, at (480) 965-6844 or matera@asu.edu.

Adriane Craig

Initial Email Correspondence

You have been selected to participate in a research project examining the differences in the Air Force, Army, Navy, and Marine approach to public relations. This survey seeks your insights based on your own experiences working with public affairs officers from different branches of the armed forces.

The survey is available on-line at http://cronkite.pp.asu.edu/military/surveyintro.html and should only take about 20 minutes to complete. You need a password to enter the site, which is <code>. This is a generic password so your responses will be anonymous. The deadline for responses is Friday, February 25 – so log on soon to voice your opinion. Your participation is greatly appreciated

This research is being conducted to fulfill requirements toward my master's degree at Arizona State University and the results will be available to participants who indicate they are interested. You can request an executive summary by marking the appropriate box on the survey.

Thank you again for your time and participation. If you have any questions, please feel free to contact my committee chair, Dr. Fran Matera, at (480) 965-6844 or matera@asu.edu. If you prefer to be emailed the survey as an attachment (MS Excel – IBM) or have one faxed to you, please respond to this email with the appropriate information.

Adriane Craig

APPENDIX F

Postcard Reminder

<Fname><Lname>
<Organization>
<Address1>
<Address2>
<City> <ST> <ZipCode>

LAST CALL

This is a follow-up request for the Arizona State University Walter Cronkite School of Journalism and Telecommunication survey regarding military public affairs officers that you received about 2 weeks ago. **Because your valuable input is still needed, the deadline has been extended to Friday, Mar. 3rd**.

Please take 20 minutes to fill out the survey and send it in. If you've misplaced it or would like to skip the paperwork, simply log on to **http:\\cronkite\military\surveyintro.html** and take the survey online. When prompted, use the generic password <code>.

If you have completed the survey, thank you for your participation.

Adriane Craig

ATTN: <Fname><Lname>
       <Organization>

LAST CALL

This is a follow-up request for the Arizona State University Walter Cronkite School of Journalism and Telecommunication survey regarding military public affairs officers that you received about 2 weeks ago. **Because your valuable input is still needed, the deadline has been extended to Friday, Mar 3rd.**
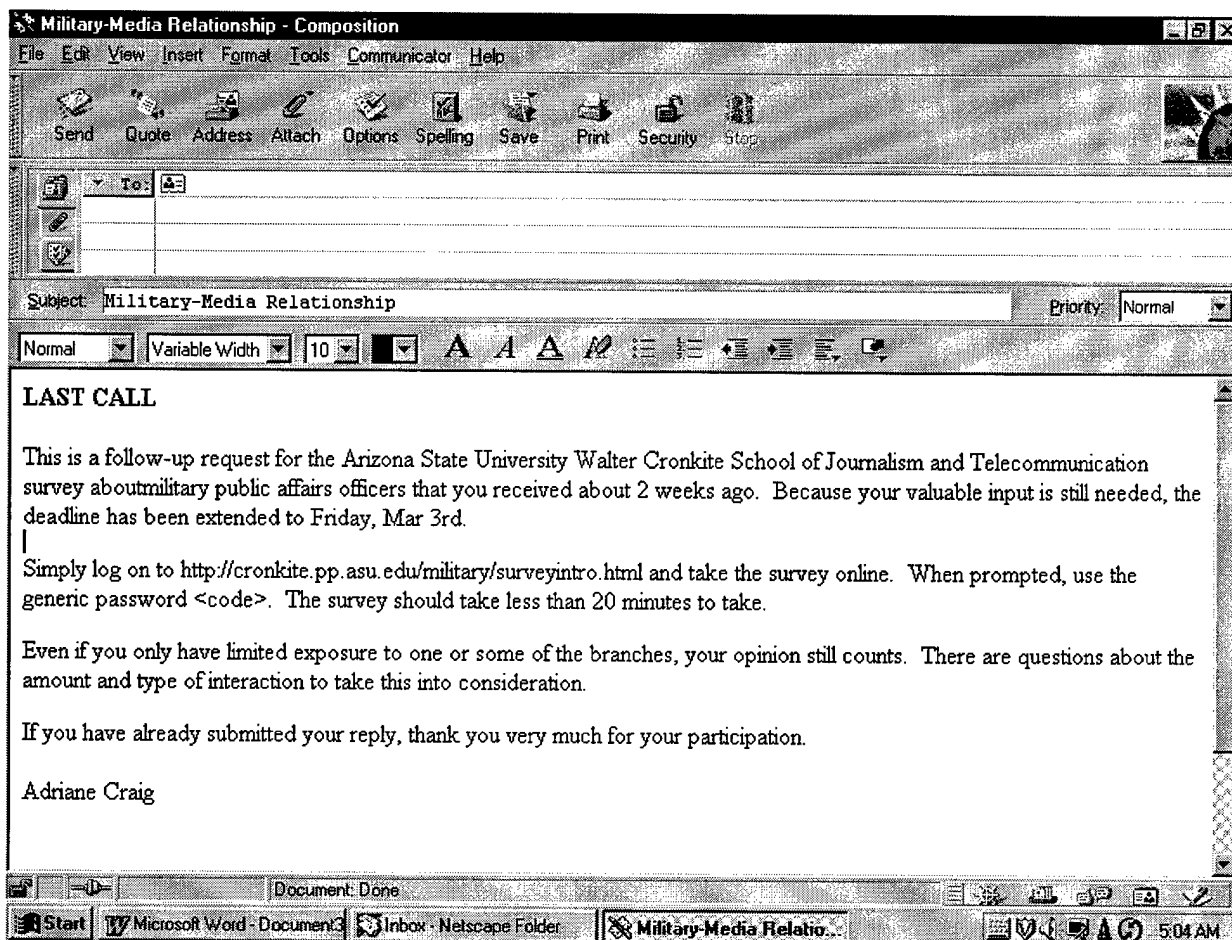
Responses can be faxed to (480) 965-7041 [ATTN: Dr. Fran Matera], or simply log on to http://cronkite.pp.asu.edu/military/surveyintro.html and take the survey online. When prompted, use the generic password **<code>**. The survey should take less than 20 minutes to complete.

Even if you only have limited exposure to one or some of the branches, your opinion still counts. There are questions about the amount and type of interaction you have with them to take this into consideration.

If you have already submitted your reply, thank you very much for your participation.

Adriane Craig

Follow-up Email

Military-Media Relationship - Composition

File Edit View Insert Format Tools Communicator Help

Send Quote Address Attach Options Spelling Save Print Security Stop

To:

Subject: Military-Media Relationship   Priority: Normal

Normal | Variable Width | 10 | A A A A | ...

LAST CALL

This is a follow-up request for the Arizona State University Walter Cronkite School of Journalism and Telecommunication survey aboutmilitary public affairs officers that you received about 2 weeks ago. Because your valuable input is still needed, the deadline has been extended to Friday, Mar 3rd.

Simply log on to http://cronkite.pp.asu.edu/military/surveyintro.html and take the survey online. When prompted, use the generic password <code>. The survey should take less than 20 minutes to take.

Even if you only have limited exposure to one or some of the branches, your opinion still counts. There are questions about the amount and type of interaction to take this into consideration.

If you have already submitted your reply, thank you very much for your participation.

Adriane Craig

Document: Done

Start | Microsoft Word - Document3 | Inbox - Netscape Folder | Military-Media Relatio...   5:04 AM

APPENDIX G

DEFENSE INFORMATION SCHOOL (DINFOS)
Public Affairs Officer Course (PAOC) Syllabus

Public Affairs
- Introduction to Defense Public Affairs - A discussion of the philosophy, purpose and basic guidelines of the public affairs function in the Department of Defense.

- PA Process - A discussion of the basic framework of public affairs activities. The concept of research, planning, implementation and evaluation as it is applied in the public affairs environment is introduced.

- Communications Process - A discussion of the basic theory of communications as related to public affairs.

- Nature of News - A discussion of how events are determined to be newsworthy and potentially handled by the civilian press and the PAO's role in that process.

- Introduction to Joint Operations - A look at the basic concepts of joint operations, with emphasis on the role of each service in joint operations.

- Introduction to Community Relations - A discussion of the community relations activity in military public affairs.

- Community Relations II - A lecture and discussion on community relations theory and practice along with discussion of key federal agencies with whom DOD interacts.

- PA Overseas - A discussion on how public relations activities are conducted overseas.

- Guidelines for the Release of Information - A discussion of basic policies and principles on public release of information by the DOD.

- Public Affairs and Law - A discussion of communication law and the military judicial process. The concepts of libel, privacy, copyright are introduced.

Current Public Affairs Issues - A discussion of selected on-going issues involving DOD and the services. Focus is on DOD/service policies on those issues.

- National Security Issues - A discussion of national security policy and military strategy.

- Service Public Affairs Comparisons - A discussion of public affairs structure of the military services and how they differ.

- Media Relations - A discussion on the development of an installation media relations program. News story process and key positions in news media outlets are introduced. Emphasis is also placed on how to plan for media opportunities, and policies that affect media relations activities.

- PA and the Environment - An introduction to foundational environmental laws and policy.

- PA Environmental Responsibilities - Lecture and discussion of challenges facing the military public affairs professional in the environmental arena.

- Crisis Communication - A lecture and discussion on the role of public affairs when handling issues of intense public issues.

- Internal Information - Introduction to basic concepts of internal (command information) activities. Includes the study and application of marketing principles to internal audiences as well as internal products available to the PAO.

- Strategic Planning - A lecture on developing long-range public affairs programs followed by a practical application.

- PA Continuum - A discussion covering the public affairs function and activities throughout U.S. military history and the PA implications of recent contingency operations.

- JIB Concepts and Operations - A discussion of the structure and function of the Joint Information Bureau, with emphasis on contingency operations.

- PA and Operational Logistics - A lecture and discussion outlining the concepts found in the Joint Operations Planning System and the role it plays in the PAO's preparation and planning for deployment.

- PA Annex - A discussion on joint public affairs annexes to operational orders followed by a practical application.

- Media Pools - A lecture and discussion on the concept of the DOD national media pool organization and operation during wartime or deployment.

- PA and Military Operations Other than War - A discussion of the conventional employment of military forces compared and contrasted with employment of forces in missions other than combat.

- Rear Echelon Operations - A lecture and discussion of the public affairs function in garrison or rear detachment during wartime or deployment, with emphasis on potential problems and their prevention.

- Developing Public Affairs Guidance - A discussion on Public Affairs Guidance (PAG) to include recommended content and structure..

- PA Assessments and Lessons Learned - An overview of resources and capabilities for retrieving lessons learned from previous public affairs activities in military operations.

■ Community Relations Exercise - Students apply the basic tenets of community relations in a problem-solving exercise.

■ Ethics - A discussion on the concept of ethics and service values in the military public affairs environment.

■ Web Communication Management - A discussion on DOD/Service policies regarding use of the Internet, Internet demographics, media use of the Internet, and Internet communication philosophies and strategies. Includes practical application where students demonstrate their ability to use the Internet and web authoring software.

■ Student Internet Guide -- This web site is a one-stop shop for DOD and service web policies and other helpful links for anyone building or managing a web site.

■ Pentagon/Newseum Trip - Group field trip to the Pentagon for orientation to the various service PA headquarters and to DOD public affairs, to include a visit to the Newseum in Washington, D.C.

■ Commandant Sensing Session - DINFOS commandant reviews the course with students to pinpoint problems, complaints and strong points.

■ Final Practical Exercise (four days) - The student participates as a service/joint team working through numerous exercises designed to test the public affairs policies and practices introduced throughout the course.

Service Unique
■ Service Unique Instruction: A total of 18 hours of service unique instruction presented by a member of the student's service. Service-unique instruction includes six graded assignments which require students to apply current service PA doctrine.

Photojournalism Classes
■ Imagery in PA - An introduction to still photography in the military public affairs function.

■ Effective Imagery - A discussion of photographic techniques to help communicate messages.

■ Photo Protocol - A discussion of how the photographer works in the military environment.

■ Electronic Imaging - A discussion and demonstration on computerized electronic production of still photographs.

■ Electronic Imaging Ethics - A discussion of ethical issues and DOD policy on digitally altering electronic images.

■ Combat Camera Operations - A discussion of the Combat Camera function and the relationship between PA and Combat Camera.

Communication Skills Classes
- Introduction to Public Speaking - Students discuss different types of presentations; compare and contrast the advantages and disadvantages of different delivery methods; and explain how audience composition, speech occasion and speech location influence topic choice and delivery method.

- Speech Planning - Students learn to organize and outline a speech topic to prepare four classroom speech presentations. Students are exposed to three kinds of speeches they or their commanders may need to give, those that inform, those that praise or blame someone or some institution and those that try to persuade an audience.

- Speech Writing - Students discuss the techniques used in effective speech writing and use those skills to prepare four classroom speech presentations. Includes how to develop and write a persuasive speech for a civilian audience.

- Speech Delivery - Students deliver three speeches for grade and be graded on a written manuscript for the persuasive speech.

- Information Speech - The Information Speech is a 5-7 minute presentation on any military or professional-development topic.

- Ceremonial Speech - The Ceremonial Speech is a 7-9 minute presentation to a "choir" audience about a military, patriotic or professional-development topic. Students will take a stand on an issue, without trying to convince the audience to do anything.

- Persuasive Speech & Persuasive Speech Manuscript (separate grades) - The Persuasive Speech is a 9-11 minute speech on a community relations topic relevant to student's duty-station.

Broadcast Classes
- Broadcast Media - A lecture and discussion of the structure and function of the news department of a civilian radio or television station.

- Introduction to AFIS/AFRTS - An introduction to the functions of American Forces Information Service and the Armed Forces Radio and Television Service.

- AFRTS & PAO Relations - PAO/AFIS/AFRTS relationships are discussed.

- Introduction to Broadcast Writing - Basic concepts of broadcast writing style introduced. Includes techniques for specific types of broadcast writing.

- Television Studio Exercise - An introduction and explanation of TV studio operations and the studio interview environment. Students will participate in a TV interview.

■ AFRTS Contingency Operations - Capabilities and procedures for DOD-level support of electronic broadcasting in military operations.

■ Broadcast News Operations - Students learn the fundamentals of broadcast news operations such as planning for a broadcast media visit, factors affecting the airing of newscast stories, key people to know in a news gathering operation, and organization of a broadcast news department.

■ Electronic News Gathering - Introduction to the concepts, principles and techniques of video storytelling along with the concepts and techniques of electronic journalism processes.

Media Relations Classes

■ Introduction to Media Training - A discussion of techniques used during television location interviews. Emphasis is placed on presentation, appearance, and bridging from information to effective command messages.

■ Media Relations - Students discuss the components of media facilitation, and how to arrange and conduct an editorial board, and learn how to evaluate a media relations program. Students also discuss policies, procedures and issues related to working with members of the media.

■ Managing Media Requests - A discussion on the process used to plan and staff a major media request, visit or interview. Message formation & question-response techniques are emphasized.

■ Media Training Workshops - Students practice techniques of dealing with reporters in TV interviews, print interviews and news briefings.

■ Stand-up Interview and Critiques - Each student is given an accident, incident or issue situation and approximately 90 minutes to prepare for a videotaped TV interview. The interview is critiqued by an instructor on the basis of how effectively the student responded with appropriate information put in service perspective and guidelines.

■ Print Interviews - Students must staff a major print interview with other unit staff members (role-played by instructors) and then participate in a print media interview with reporters role-played by instructors. Emphasis is placed on information presented, message formation and presentation, and control of the interview.

■ Subject Matter Expert Interviews - Students must prepare their commander or other SME for a print interview based on a simulated scenario and then monitor that interview in a practical application exercise. Students develop messages and Q&A based on the provided scenario.

■ News Briefings - A lecture and discussion on preparation and execution of a single-subject news briefing.

■ News Briefing Exercise - Students conduct news briefings on a simulated subject (scenarios provided by instructors). Emphasis is placed on opening statement preparation, question and answer technique, message formation and preparation, and briefing control.

Journalism Classes
- Introduction to Journalism - Basic journalism concepts and ideas are introduced and students compare/contrast commercial journalism and military public affairs writing. Journalism activities and exercises conducted are discussed.

- Newswriting - Students learn the fundamentals of newswriting such as the inverted pyramid structure, the news peg, leads, identification and attribution, and the dateweek. Classes include:

- Copy Preparation and Review - A discussion and exercise in copy editing and reviewing products for newspapers. An AP Stylebook exercise will be completed and critiqued.

- Copyediting - Copyediting quizzes will be given throughout the course to test the student's ability to correctly use the AP Stylebook, copyediting symbols and other instruction concerning news copy.

- News Leads - A discussion and exercise on how to write the lead, or beginning, of a news story. An exercise is assigned.

- News Bridge - A discussion and exercise in the writing of news bridge, or second paragraph, for a military publication. An exercise is assigned.

- News Releases - Students build on the knowledge gained in the fundamentals of newswriting by learning the elements and format of initial and follow-up accident releases along with what can be releases regarding accidents. Classes include:

- Internal Story - A discussion and exercise on how to write a news story for an internal publication. An assignment is made.

- External Story - A lecture and exercise on how to write a news story for a civilian or external audience. An assignment is made.

- Accident Story - A discussion and exercise on how to prepare an initial accident release.

- Accident Follow-up Story - A discussion on how to present the names of victims and provide updated information on the accident discussed in the initial accident story. An assignment is made.

- Advanced News writing - Students learn the importance of observation, interviews and research in descriptive writing along with different types of advanced leads, transitions and conclusions. Students will use information discussed in an assigned exercise.

- Headlines - Students learn the fundamentals of headlines, including their importance, styles and varieties. An assignment is made.

- Newspaper Design - Students are introduced to basic newspaper structure, layout, and design where modular design discussed. Classes include:

■ Electronic Newspaper Production - A discussion on the use of computers and desk-top publishing in the internal information arena. Students will practice desk-top publishing and then use the theory discussed in newspaper design to create a one-page newsletter using their own stories written in previous journalism classes. This skill is also tested during the Final Practical Exercise where student must produce a field newsletter supporting a simulated contingency operation.

■ Field Newsletters/Newspapers - Students are exposed to the skills, equipment and approaches necessary to produce internal information products in a deployed environment. Examples from recent and current military operations are discussed.

■ Editorials - A lecture and discussion of the concepts required to write an editorial for an internal publication. Students learn the reason for an editorial page; the different kinds of editorial pages, the structure of editorials and the importance of research in an editorial. An out-of-class exercise is assigned and explained at the end of the block.

■ Managing a Military Newspaper - A discussion of procedures and or problems that can be encountered in the production of the base-level organization publication.

Final Practical Exercise
■ FPX - Students will participate in a graded, four-day performance exercise that serves as a cumulative final examination, testing all information presented during the course. Students are assigned to teams, each representing a notional Joint Information Bureau in a simulated military deployment operation.
- The first two days students will work in their service component cells at the garrison-level as DOD announces U.S. involvement in OPERATION EAGLE FURY.
- The second two days of the exercise, students will deploy to the DINFOS field training site where they will man and operate a JIB supporting the operation.

APPENDIX H

FUNCTIONAL AREA 9
Service Specific - ARMY

TPFN: AFIS-PAOC-009-001-

UNIT TITLE: US Army (USA) Public Affairs

TPFN HOURS AND TYPE: 10 CL, 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

TASK(S):   001 Explain Army Public Affairs mission and doctrine.
002 Describe Army Public Affairs principles.
003 Explain the Army public information principles.
004 Explain the mission, concept and policies of Army command information.
005 Discuss the principles of Information Warfare and its impact on public affairs.
006 Facilitate Media Operations.
007 Discuss and conduct Public Affairs planning (preparation of PA estimate and PA annex to OPLAN).
008 Explain Army community relations (COMREL) policies.
009 Discuss Public Affairs Officer's role and responsibilities in Service component and joint operations.
010 Discuss career planning.
011 Discuss public affairs proponency issues.

SUMMARY OF INSTRUCTION: Army students identify and discuss the principles, mission, and doctrine of Army Public Affairs and its three components: media relations, command information, and COMREL. They discuss Public Affairs proponent issues, release authority, career planning, training, and counseling. Comprehension of the information is assessed on take-home written examinations (in-box exercises) requiring a minimum score of 70 percent.

REFERENCES:
AR 360-5, *Public Information*
AR 360-7, *Army Broadcasting Service*
AR 360-61, *Community Relations*
AR 360-81, *Command Information Program*
DA Pam 360-3, *Army Hometown News Program*
DoD Instruction 5120.4, *Department Of Defense Newspapers, Magazines And Civilian Enterprise Publications*

REFERENCES (continued):
FM 46-1, *Public Affairs Operations*
FM 100-6, *Information Operations*

INSTRUCTOR/STUDENT RATIO: 1: Army students (CL, S)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9
Service Specific – AIR FORCE

TPFN: AFIS-PAOC-009-002-

UNIT TITLE: US Air Force (USAF) Public Affairs

TPFN HOURS AND TYPE: 10 CL, 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

TASK(S):
- 001 Explain the organization of Air Force public affairs.
- 002 Apply the core competencies in validating the PA function.
- 003 Explain the AF Public Affairs Planning Template.
- 004 Develop an AF Public Affairs strategic plan.
- 005 Explain the role of the base/command spokesperson.
- 006 Conduct on-camera interviews with news media representatives.
- 007 Explain approaches to crisis communication.
- 008 Prepare an immediate accident release.
- 009 Explain Public Affairs Officer's involvement as part of a contingency or crisis action team.
- 010 Discuss Public Affairs Officer's role and responsibilities in Service component and joint operations.
- 011 Explain AF technology initiatives.
- 012 Explain the effective approaches to managing field-level PA offices.
- 013 Respond to a series of in-box public affairs issues (out of class written assignments).

SUMMARY OF INSTRUCTION: Air Force students learn the fundamentals of the Air Force Public Affairs program, including planning, staffing media requests, and crisis communications. They discuss administration in a PA office, management of resources, the role of Public Affairs in USAF plans, and PAO actions after an accident. Understanding of the information is assessed on take-home written examinations (in-box exercises) requiring a minimum score of 70 percent.

REFERENCES:
Air Force Public Affairs Strategic Plan
Air Force Program Directive 35-1, *Public Affairs Management*
Air Force Program Directive 35-2, *Public Communications*
Air Force Program Directive 35-3, *Internal Communications Programs*
Air Force Instruction 35-101, *Public Affairs Wartime Planning, Training and Equipment*
Air Force Instruction 35-102, *Crisis Planning, Management and Response*
Air Force Instruction 35-201, *Community Relations*

REFERENCES (continued):

Air Force Instruction 35-202, *Environmental Community Involvement*
Air Force Instruction 35-205, *Air Force Security and Policy Review Program*
Air Force Instruction 35-206, *Media Relations*

INSTRUCTOR/STUDENT RATIO: 1: Air Force students (CL, S)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9
Service Specific – MARINE CORPS

TPFN: AFIS-PAOC-009-004-

UNIT TITLE: US Marine Corps (USMC) Public Affairs

TPFN HOURS AND TYPE: 10 CL, 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

TASK(S):
- 001 Define basic USMC Public Affairs principles and functional areas.
- 002 Discuss Public Affairs Officer's role and responsibilities in Service component and joint operations.
- 003 Discuss staffing of a media request.
- 004 Discuss how to prepare Public Affairs annexes for combat operations orders.
- 005 Respond to written problems (in-box exercises).
- 006 Identify the responsibilities and support for USMC photography.
- 007 Compose a memorandum in USMC format.
- 008 Complete and revise a Public Affairs estimate, Public Affairs plan, and Public Affairs annex.
- 009 Discuss how to manage available resources.

SUMMARY OF INSTRUCTION: Marine Corps students identify Marine Corps Public Affairs principles and functional areas and discuss staffing of a media request. They learn how to prepare a Public Affairs annex, a Public Affairs estimate, and a Public Affairs plan, and how to compose a memorandum in USMC format. They also discuss how to manage available resources. Student comprehension is measured by take-home written examinations (in-box exercises) which require a minimum score of 70 percent.

REFERENCES:
Marine Corps Public Affairs Handbook
OPNAVINST 5724.3, *Fleet Hometown News Program*
SECNAVINST 5720.44A, *Navy Public Affairs Regulations*

INSTRUCTOR/STUDENT RATIO: 1: Marine Corps students (CL, S)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9
Service Specific - NAVY

TPFN: AFIS-PAOC-009-005-

UNIT TITLE: US Navy (USN) Public Affairs

TPFN HOURS AND TYPE: 10 CL. 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

TASK(S):   001 Participate in a "get-acquainted" session.
                002 Identify USN Public Affairs goals.
                003 Discuss Public Affairs Officer's role and responsibilities in Service component and joint operations.
                004 Examine USN internal relations responsibilities.
                005 Discuss guidelines used in producing a USN Public Affairs plan.
                006 Write solutions to in-box exercises.
                007 Identify major issues confronting the USN during the next 12 months.
                008 Identify USN basic policies during mishaps.
                009 Discuss the mission and organization of the Fleet Hometown News Center.
                010 List recommended career paths for a restricted line officer serving as a Public Affairs Officer.
                011 Participate in a panel discussion with CPOs.
                012 Discuss the USN missions and the organization of CHINFO.

SUMMARY OF INSTRUCTION: Navy students participate in a "get-acquainted" session and a panel discussion with CPOs; identify Navy Public Affairs goals; examine USN internal relations responsibilities, including the mission and organization of the Fleet Hometown News Center; discuss guidelines used in producing a USN PA plan; and discuss the USN missions and the organization of CHINFO. They identify major issues confronting the Navy during the next 12 months, identify USN basic policies during mishaps, and discuss career paths for a restricted line officer serving as a PAO. Understanding of the information is assessed on take-home written examinations (in-box exercises) require a minimum score of 70 percent.

REFERENCES:
Navy Public Affairs Playbook
OPNAVINST 5724.3, *Fleet Hometown News Program*
SECNAVINST 5720.44, *Navy Public Affairs Regulations*

INSTRUCTOR/STUDENT RATIO: 1: Navy students (CL, S)

FUNCTIONAL AREA 10

APPENDIX I

OPEN-ENDED RESPONSES (Section VI).

In your experience, which branch of service has the best top-down media relations program (i.e. senior leadership is committed to maximum disclosure, minimum delay) and why? The worst?

Best: The Navy seems to have a more proactive program. They seem to be more willing to work with an 'outsider' even when they're coming from a different branch of service. They seem to have their 'marching orders' that tell them to get out and be seen and promote themselves a little better. However I'd rate the Air Force a solid second.

Worst: While I rate the Air Force a close second above they are a little slow on the up take and are quite often bound and slowed by their own rules and regulations. 'Foot dragging' is mastered by many early on and makes it all the more difficult for the few excellent people in the field. While I wouldn't use a blanket term like 'Worst' there are times when they can make my life difficult.

Best: I really only work with the Air Force so I cannot give a fair comparison

Worst: I really only work with the Air Force so I cannot give a fair comparison.

Best: The Army. They have a lot of experience with media-related brush fires, and seem to have learned as an institution that a symbiosis with the press can work to their advantage. The Marines are also good because they're smaller, more closely knit, and fiercely proud of who they are and what they do.

Worst: The Navy still hasn't shaken its reputation for being the worst. That doesn't mean they never help, but it still takes a half dozen admirals to sign off on the most mundane and routine requests sometimes.

Best: Though I work daily with the Air Force, I get more respect and more prompt treatment when I request information from the Army and the Navy. I'd say the Army has the best media relations program in my experience. In California at least, the Army seems to understand public relations better than any other branch of the military I deal with.

Worst: It's tough for me to get Air Force information on any story the base I cover thinks is negative.

Best: The Marine Corps, far and away. They seem to have a well-justified confidence in their competence (and perhaps some paranoia about being legislated out of existence). Intuition would suggest that the Marines – tough, macho and no-nonsense – would so worst with the press. Instead, they welcome the press, speak openly to us and tell us to write what we see, warts and all.

Worst: The Army – and it pains me to say so, because I was an Army infantry lieutenant whose stint included duty as a public affairs officer. For some reason, the Army has yet to get over Vietnam. PA officers tend to be surly and snitty. I had terrible experiences with the Army in Bosnia in December '95-January '96. The attitude was, "We don't like you, we don't want you, you're in the way and you're on your own." (To be fair, things were much improved by the summer of '98 – but by the summer of '98, PA in Bosnia was in the hands of Reservists, not Regulars.)

Best: It has been my experience that the Air Force truly has the understanding of the needs of the media with regards to disclosure, honesty and openness. They also respect deadlines and try to get the information out as quickly as possible.

Worst: In my 10 years as a military writer, reporter and editor, the United States Navy is the absolute worse branch of the service to deal with when it comes to cooperation and meeting the needs of the media. The Navy has unrealistic expectations and requirements for journalists looking for interviews or just background information. Also, the culture of secrecy is used to prohibit even the most benign of stories.

Best: The Air Force. Why? The Air Force just seems to be the most professional of the services.

Worst: (Blank)

Best: In my experience, the Marine Corp PAO operation, both at the Washington level and locally, generally had the quickest turnaround for information, was most reliable (i.e., simply did not give information rather than pass on bad information), and was fairly good at putting journalists in touch with non-public affairs officers and enlisted men when needed for interviews. The greatest negative was the rigid rules barring non PAO-sanctioned contacts with journalists. Navy and Army personnel were much easier to contact directly without PAO involvement.

Worst: The Army PAO operations, both at the Washington level and locally, were the slowest and least reliable. The one bright spot is the relative ease with which sources, particularly at various Army labs, research facilities, safety centers and aircraft wings, could be contacted directly, without PAO involvement.

Best: That's easy. The Air Force. In my three years of covering the military, the Air Force is much more media savvy. They respect reporter deadlines. They work hard at getting the information timely and accurately. They have no problem with me calling at late hours to make sure my story is right. They also can be rather open. Even on sensitive issues. I think they have an excellent approach to handling media relations and the folks who are public affairs officers do the job well because that is their chosen field, unlike some of the other services.

Worst: That's even easier. The Navy. I deal with the Navy frequently and it is a daily struggle. Even on simple stories, some of which would give the Navy positive publicity, they are difficult to deal with. Because of budget cuts in this field and lack of media experience among public affairs officers, they have no respect for deadlines or making sure we get stories in a timely fashion. They are rarely proactive, never pitching stories. They have lied and stonewalled me on so many stories I don't know where to begin. Although there are some excellent Navy public affairs officers, the service's philosophy on media relations is backward. This treatment of the media trickles down to the smaller commands and civilian public affairs officers. They have no concept of maintaining and creating good public relations.

Best: The Marines have the best philosophy, which comes out of the desire to sell themselves and their image. However, their view is narrower, and they're the smallest. The Navy recently has had a terrible tone set at the top, but still has the best day-to-day operations, with better informed media contacts and, seemingly, better access to the people who have the answers.

Worst: The Army. It reflects its uniformed leadership, starting at the top with the last two chiefs, Shinseki and Reimer.

Best: (Blank).

Worst: The Army's response to inquiries is often belabored and slow. As in all the services, much depends on individuals, some of whom are more effective at cutting through the Army bureaucracy than others.

Best: Air Force. First, it's the one I have the most experience with and the one I can provide the best answer on. I have found the PR officers usually can and do provide information, though it's not usually as timely as I'd like.

Worst: I can't really speak to this, having had experience really only with two branches. Of the two (Air Force and Army), I'd rather deal with Air Force people. I have felt at times that Army PR people have tried to delay answers or work around my questions so as to not have to give information.

Best: I would say the Navy, the branch I probably deal with he most. I think they learned quite a bit from the Tailhook scandal. They have a smoother, more polished public affairs group than the other services. They are also, I think, the most proactive. They are quite good at providing senior officers for interviews. Also, the Marines are generally good to deal with and confidant. They let reporters go out and talk with troops without having a PAO lurking about.

Worst: I think the Army. They are more bureaucratic than the other services, perhaps because they are the largest service. It takes time to get information out of them. I've had PAOs at certain commands not return several phone calls.

Best: Both the Air Force and the Navy have strong top-down programs, with lots of emphasis on getting the info out. (But it is often different from the bottom-up.)

Worst: By default, the Army is the worst, but that's only in comparison to the Air Force and the sea services. Army command seems more interested in spin control from the top; other services spin locally.

Best: Air Force...High visibility organization

Worst: Navy...Very tight, unwilling to unveil anything that makes it look bad...hard to get any information back from without hounding.

Best: Impossible to say – So much depends on the individual helpfulness of the single public relations person I'm working with.

Worst: As above.

Best: Army, specifically CECOM – the best in nearly every respect

Worst: Navy – generally uncooperative, long delays, etc.

Best: It varies, but I would say in general it would be the Air Force. It is dependent, though, largely on the senior service leaders not just the senior PA.

Worst: (Blank).

Best: Marines are the only service that calls back in a timely manner, with an answer of some sort. They do not usually try to stall and if the Marines have made a mistake, they say so, but they also explain why. They seem to know that explaining the situation will help them in the long run more than denying the situation will.

Worst: Army is the absolute worst. Every public affairs officer I have worked with has tried to cover up, avoid or lie about situations. I actually had a public affairs officer say once, "Tell me what you want to hear and I'll say it and you can pretend to quote that." In Korea the public affairs officers get very upset when we write stories about American soldiers who are killed by hit and run drivers because, they say, the article might offend the Koreans. They apparently don't care if the fact that the Korean killed the soldier will offend his family.

Best: I believe the Air Force has the best program in my experiences. I have met some really professional Air Force PAOs, but then I met a few bad ones too. Air Force PAOs tend to have more Journalism experience and education. They seem more willing to help in a timely manner.

Worst: The Army. I have been blatantly lied to by Army PAOs. I've had queries on file for weeks with no repines. Many Army PAOs have also responded to my queries with phrases such as "that won't make a good story" and "you may want to re-think your priorities." I was asking for answers, not advice.

Best: The Marines. Perhaps it's because the bulk of the junior enlisted are only in for one four-year term, then on to other careers, but the Marines seem less worried about all their troops publicly toeing the party line. The best indicator of the PA climate, though, is the Marines' demonstrated willingness to welcome and tolerate reporters. Whereas the Navy and Air Force will spend a week navel-gazing over approvals for a writer or shooter to tag along with troops, Marines tend to just pop open the Humvee door and wave you in – seemingly without noodling over whether the resulting copy will favor or deride their service or brass. I don't know why this is, but we've encountered it time after time, in several different countries.

Worst: It's a tie between the Air Force and the Navy, both of which seem to have become obsessed with avoiding any possible "negative stories" involving any of their members, particularly leaders. Air Force and Navy PAOs will nurse for years the most minute slights in print, as will their commanders. The goal in many PAO shops seems to be to make the current boss look omniscient and flawless, and to just hope to hold off coverage of any brewing problems until the next PAO comes along. With the rare exception, both services are busy shoveling out "everything is perpetual sunshine and light" stories. Unfortunately, they are abetted in this by the press, which rarely develops reporters with much military expertise, and thus gets snookered over and over.

Best: The U.S. Navy and Marine Corps have the best, although I hesitate to use that word. Let's say the least worst. They send out lots of press releases, regularly post stories and photos on web sites and are willing to work with reporters. But, they are the slowest, in part because they are on ship and that makes communications difficult. They are also often reluctant to discuss ship schedules, citing concerns. For example, they will refuse to say where a ship is at a certain time, when it is in port and anyone who drives by can see it.

Worst: The Air Force. Their delays and lack of response to media queries regularly result in stories not having complete information and lead to a suspicion of secrecy. This also sometimes results in us holding a story or not doing a story, which means their censorship work. Air Force personnel in my area have been told not to talk to reporters, even for a simple man-on-the-street question.

Best: The Marines and the Navy by far. They usually make every effort to get answers to queries by deadlines.

Worst: Air Force. At times it seems their motto is minimum disclosure, maximum delay.

Best: The U.S. Air Force, although the maximum disclosure, minimum delay attitude has over the past five years began to revert to that of 20 or so years back... minimum disclosure with maximum delay. However, when in form, USAF PAO teams are smooth, seamless in their work to achieve their goal(s). Many I have met realize their responsibility and accept it well that speaks to the authority, discretion management allows to complete their jobs.

Worst: It is a toss up between the U.S. Army and U.S. Navy. The Army is apparently disjointed and most of the time very disorganized when trying to respond to the media (Pentagon sources excluded). Whereas the Navy offers seemingly smoother process, but the PAOs really need to learn about the media, their role in society and, most importantly, how to meet with and reach people. Navy PAOs outwardly seem demanding and overbearing on their staffs and that unpleasantness often transcends to their responses to media queries. Neither the Army nor the Navy have traditionally been extremely candid, even in background. Both sets of PAOs appear self-protective (almost a CYA mentality) and often reluctant to discuss serious, sensitive issues. In my experience, the Army probably has the worst program having delayed simple answers to questions regarding "whistle blowers" and retaliation for three or more months.

Best: Navy-Fastest and most complete supply of information to questions.

Worst: Air Force

Best: Navy-Marine Corps. Both services have seemed committed to informing the American people of their activities and, in my experience, have acted as quickly in bad news situations as in good news situations.

Worst: Army. Although the service policy is maximum disclosure, minimum delay, in reality that's reversed in most cases. I have worked with some very good Army PAOs, but the majority have appeared to fear they'd be penalized by their commander if they handled the job as DOD says it must be handled – i.e., maximum disclosure, minimum delay.

Best: My sense is that the Air Force has the best media relations program, perhaps because I've simply had more interaction with Air Force people over the years. It seems to me that it's a question of the Air having the most proactive efforts to pitch stories about their people and their programs.

Worst: I don't know that I've had any particularly terrible experiences with any of the branches. It seems to me that on occasion Army and Marine media relations have been less effective in knowing the stories and pitching them to the media. I've not really seen either service actively suppress information, lie or try to lead us astray.

Best: Marines – PAOs are well informed and most often are willing to help without being argumentative. Like all the other services, they're eager to "tell their story" but don't go over the top – resorting to excessive "spin" – in doing so.

Worst: Air Force – There's a lot of cynicism about the media and reporters' motives. Although I've come across some honest, hard-working PAOs, I've dealt more often with PAOs who are suspicious, distrustful and not helpful at all.

Best: Although I have done some military reporting in the U.S., most of it has been in Europe, where I am a reporter for The Stars and Stripes. My experience in Europe has been that the Air Force is – BY FAR – the most helpful branch. They answer questions. They find the experts. They're timely. They're pleasant. They're accurate. They don't block us from finding out about or covering courts martial and criminal incidents within their service.

Worst: Again, most of my dealings with the military have been here in Europe – and the Europe-based Army public affairs officials are terrible. They balk at providing the most basic of information. They're always slow. Most are not pleasant. They circumvent the legal requirements for the release of information. They don't have open access to anything unless they can control it or unless they are forced to by their FOIA officers.

Best: Marine Corps...PROFESSIONAL!!!

Worst: Army

Best: The Air Force. They consistently call you back, promise a time when the information will be delivered and they don't makes excuses.

Worst: The Army. Maximum closure minimum delay is a joke. The information flow is closely controlled and obviously spun to put the Army in the best light. When the info is negative, the Army tries to hide it. Public affairs officers are sometimes more well-versed in artillery than public affairs since they don't career track the MOS, and the results can be disastrous. You end up with PAOs who know everything about journalism and the media after their 12-week course at DINFOS. Ultimately, it's very frustrating for a journalist to have to constantly explain to PAOs why something appeared the way it did in the newspaper. If they knew the ins and outs of daily newspaper operations, the ethical basis for reporting and how a reporter composes a story, it would be no problem.

Best: The Marine Corps. They are masters of public relations given their limited resources, budget constraints and corporate ethos

Worst: I can't answer this question. It's simply too broad.

Best: In my experience, they've all been pretty equal... but I'd have to say that the Air Force reps ... in South Carolina have been pretty good. Sometimes our access and proximity are limited, but they allow us what they can, and if they can't help us out, they at least let us know why. They are, from time to time, slow in getting back to us, but they have rarely, if ever, refused to answer, even on the weekend.

Best: Marine Corps - Marines in these billets are interested in the Corps and media coverage of it. They typically push queries to the lowest level - base, unit, whatever - where the expertise usually is. When mistakes are made, and the media asks about them, they will admit the error.

Worst: Navy - They use lateral moves to put non-PAO types in media billets. Additionally, the enlisted are rarely allowed to field queries. The PAOs often are disinterested in the subject (yes, the Navy) and attempt to dismiss stories they determine are "negative." I routinely hear, "there's no story there" or "I'm concerned that you're making a bigger deal out of this than you should." And unlike the Marine Corps, the Navy pushes all "negative" media queries up to the highest level so that routine questions about administrative discipline or crimes end up in at the Chief of Naval Information level in D.C.

Best: I have found in my more than 20 years of covering the military that the Marine Corps tries to be the most helpful and accommodating but my praise for them is tempered with the fact they also are the most controlling of what questions can be asked. The Air Force is the most professional media organization, with quicker responses and minimal hassle, but it often feels as if you are dealing with a public relations firm selling soap instead of government servants trying to get out the truth.

Worst: Of all of the services, the Navy is the most difficult. No question is answered without red tape, no base can be visited without multiple layers of command having to approve the visit after determining the reason a reporter is coming. Questions are answered on the Navy's schedule. I may hold the record for three years waiting for a query to be answered.

Best: Navy from my experience. Have a professional, well-trained cadre of people who understand that information needs to be given as soon as possible.

Worst: Army, from the ones I've dealt with. They seem to be slow in providing information. Don't know if it is because of inexperience, policy or lack of professional enthusiasm.

Worst: The Navy and Army both have public relations problems in my view. I don't know why, but the Army seems disorganized and unable to answer basic questions. The Navy is better organized, but seems to be getting a message from the top to hide and duck and evade. The Navy also has a problem returning phone calls. I'm sad to say that the Navy has the least effective public relations operation. I don't think the brass is helping sailors by sugarcoating stories and trying to hide problems. I think the men and women who take risks to serve this country, and the taxpayers they do it for deserve the unvarnished truth, not some brass hat spin job.

Best: Marine Corps

Worst: Navy

Best: Air Force. We get plenty of information in the form of PSAs and interviews

Worst: Marines

Best: In my experience covering the Marines …in NC I was exceptionally pleased with the support their PIO folks gave to the media. Background handouts, briefings, or at least quick answers to follow-up telephone questions were readily available in all instances of contact.

Worst: My opinion is based on experience covering two Air Force installations…[and]…[i]n all fairness, much of this opinion is based on experiences during crash and fatality incidents, where it can be difficult for PIOs to have accurate information and to deal with the loss of people within their organizations. But still, Army and Marine PIOs were much easier to deal with in similar situations than the Air Force. AF commanders were not able, and often not available, to answer critical questions in the days following accidents. And Army and Marine PIOs would inform the media when crash or accident reports were completed by investigators… I frequently learned from the competition or network Pentagon folks when Air Force incidents wrapped.

Best: In theory, the MC has the best top-down media relations program. In practice, regardless of the branch of service, the particular command the PAO works for has more influence on the PAOs performance than the institutional structure.

Worst: In my experience the Air Force is image conscious to a fault and this hinders getting the information needed. I also think regardless of the service, the military draw down and the unofficial policy of zero tolerance of mistakes creates a hostile environment for creativity and proactiveness.

Best: The Air National Guard – Keep in mind I deal almost exclusively with the Air Force branches. At the unit level, their public affairs officers tend to be the most efficient and open. One problem, however, is that most are part-time PAs or have other duties within the units, so they can be tough to reach.

Worst: The Air Force Reserve. In terms of getting responses from the rank-and-file members, individual units often refer me to Reserve headquarters, creating another hoop I have to jump through.

Best: When I was in uniform with the AF, our programs were the best. Now that I'm retired, and since the downsizing of the military media relations has become degraded.

Worst: The Air Force at my present location. The wing commander was displeased with several articles I've written, and I could see a decided frosty turn in relationships. Reminds me of a youngster caught with hand in cookie jar pouting after being told you can't have any.

Best: The Marine Corps. The Marines realize that it's better to be honest and open than circle the wagons. They come out and admit their screw-ups and rightly believe this will reduce the legs of a story to one or two days. They also are capable of getting information out very quickly and work hard at providing access for reporters to senior leaders and combat operations.

Worst: The Air Force first and the Navy second. Both are duplicitous and both try to hide embarrassments from the press. They can be very proactive in getting some information out but it is usually the minimum needed to keep a story from becoming critical of the service.

Best: From my experience, I'd have to say the Air Force. I've dealt with PAOs from the Air National Guard, active-duty Air Force, Air Force Center for Environmental Excellence and from the Pentagon, and I'd say most have been willing and able to get the information I need in a timely manner. This has been crucial for our coverage of a massive Superfund cleanup program on Cape Cod. While the Air Force at first might have been slow to get information out (in the mid-1990s), and at times unwilling to disclose facts and figures relating to pollution they spawned and are now charged with cleaning up, they have really made tremendous strides with the media and with the community at large.

Worst: Can't say I can rate "the worst" with any degree of confidence. I mainly deal with the Air Force and the Army National Guard, and both branches have been helpful in getting info to the press.

Best: The Marines are easily the best. They know that bad news doesn't get better with time.

Worst: The Army and Navy and sometimes the Air Force can all be very bad. Public affairs officers from those services tend to get very angry if you unearth a story that in their eyes makes their service look bad. In general, they do not understand journalism or its purpose.

Best: I used to believe – and still do to some extent – that the Air Force is the most open and proactive. But recent changes to that service's AFIs which blatantly disregard information that should be releasable, has caused me to question this. For example, when they release information about deaths, they can no longer release hometowns or family members. That is ridiculous, and is one of the reasons many people in the military have such distrust of the military.

Worst: Beyond a doubt (if you haven't already figured out my opinion from the rest of the survey), the Army is deplorable. Their PAOs (particularly in Europe) seem to be untrained, unprofessional, uncaring, and rude. They have lied and withheld information many times. They claim not to have information when we later find out they do, and they don't seem to care about their own regulations that say certain information should be released.

Best: Marine Corps – Through established PAO policy of pro-active involvement in issues and personnel policy assigning top-flight Marine officers into the PAO community (e.g. Brig. Gen. Walt Boomer, Marine PAO chief in the late 1980s, went on as a 3-star to command all U.S. Marines in Operation Desert Storm). The Marine Corps historically has recognized that good press (including a pro-active response to bad news) serves its institutional interests.

Worst: Tie between Army and Navy – although the Navy in recent years has had its own "revolution in public affairs" stemming from lessons learned in Operation Desert Storm (bad coverage because of unreasonable access restrictions) and Tailhook scandal (poorly handled response to incident). Still, the PAOs in these two services overall lack the confidence of the senior "operators" and this manifests in regular PAO goofs when a major story breaks.

Best: Navy and Marine Corps are best, mainly because they are more proactive, more open and more useful to reporters.

Worst: Army is worst, mainly because of lack of understanding of how the news business works, apparent lack of interest in learning how it works and in some cases an apparent disdain for the news media.

Best: USAF has most knowledgeable staff...is fast to provide information and to react. Marine p.r. also stays in touch with the media on a regular basis. Same for the US Army. US Navy in this area rarely sends information to us.

Worst: see above. All branches, in areas of interest to them, probably have effective p.r. efforts. When they target a geographical area, they can all be efficient and effective.

Best: I deal mostly with Air Force in my present job, and can only speak for that service. My involvement with Army public affairs was several years ago. In comparing these two separate experiences, I rate the Air Force as best.

Worst: See above.

Best: The Marine Corps, no contest. In my experience Marine officers have a clear understanding of the value of PR (and politics) and understand how much the Marines have benefited in the past; they see the Corps as a stepchild that needs political and public support and they are somewhat more inclined to be irreverent.

Worst: The Army, no contest. Slow, suspicious and more than commonly dumb.

Best: Marines. Best institutional understanding that media exposure can and frequently does work to their benefit.

Worst: Army. Too many generals seem afraid of the press and awkward dealing with us. While top leaders say otherwise, there is still a strong anti-media feeling among many in the Army. Air Force is a close second. Not so much negativity of the press, just avoidance.
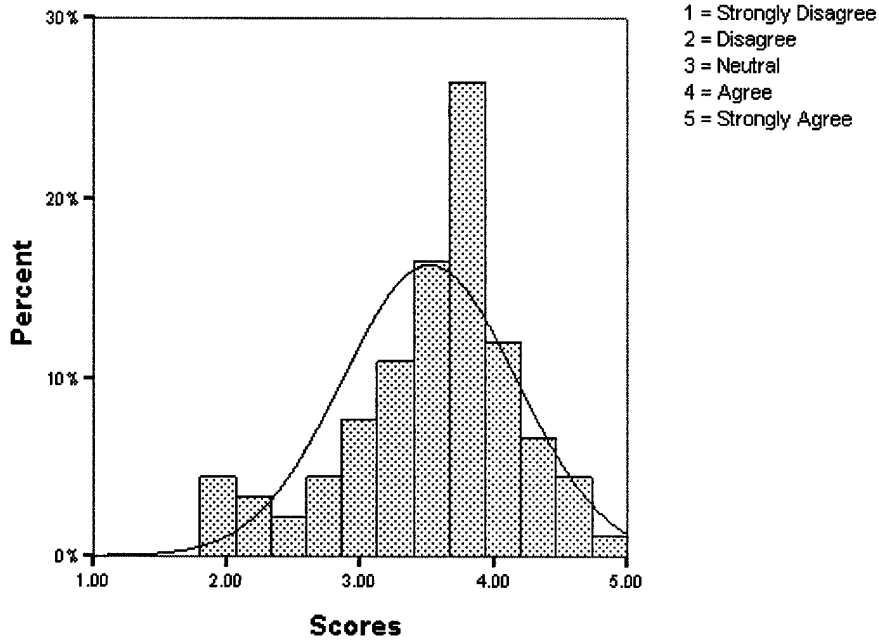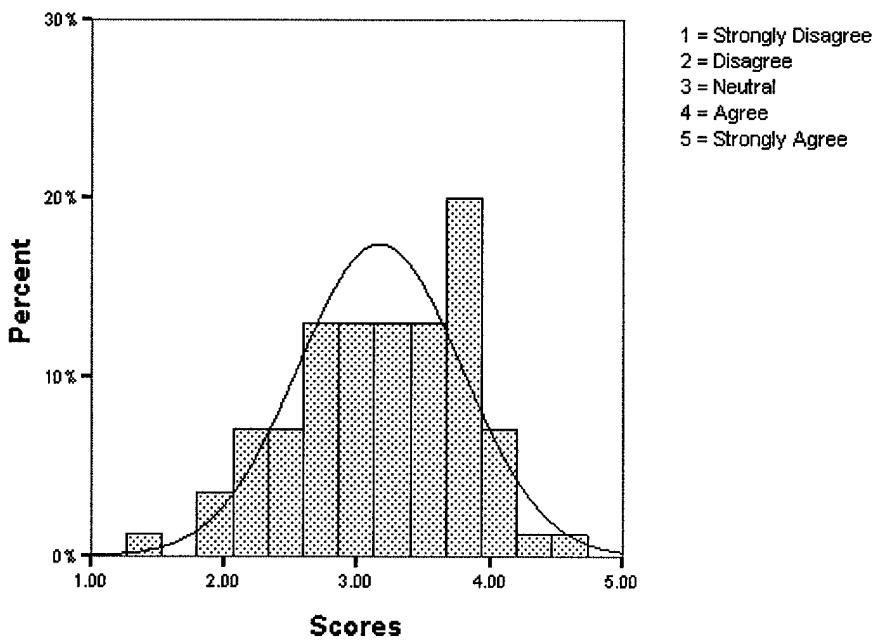
APPENDIX J

Research Question 1

How is the competency of public affairs officers in each military service branch perceived by journalists covering defense issues?
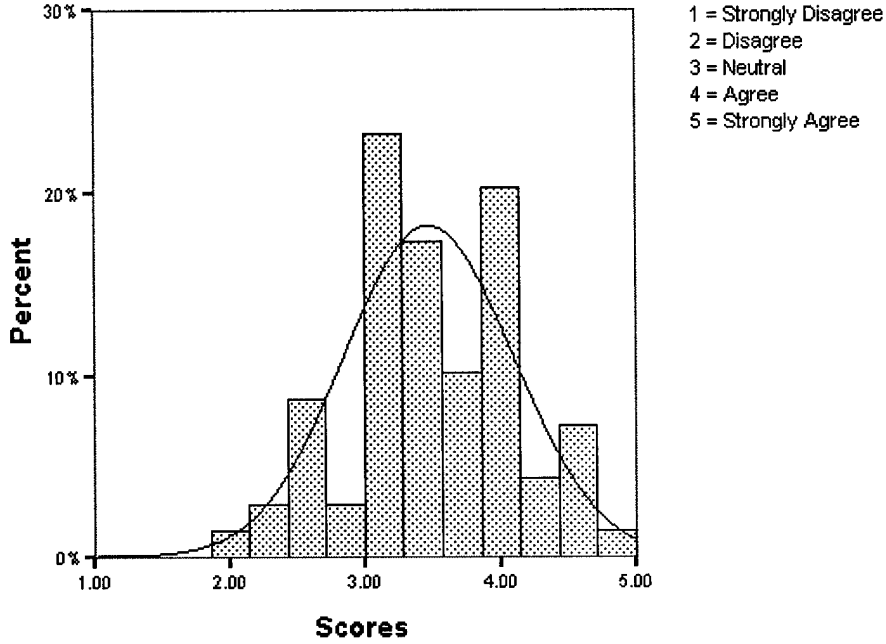
RQ1 - Air Force
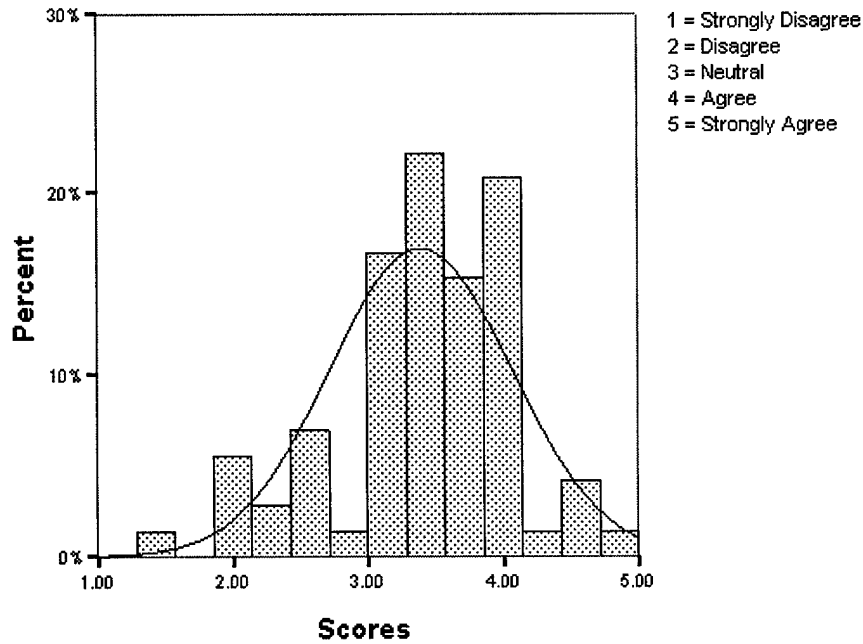**Distribution of Average Competency Scores**

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ1 - Army
Distribution of Average Competency Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ1 - Marine
Distribution of Average Competency Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ1 - Navy
Distribution of Average Competency Scores

1 = Strongly Disagree
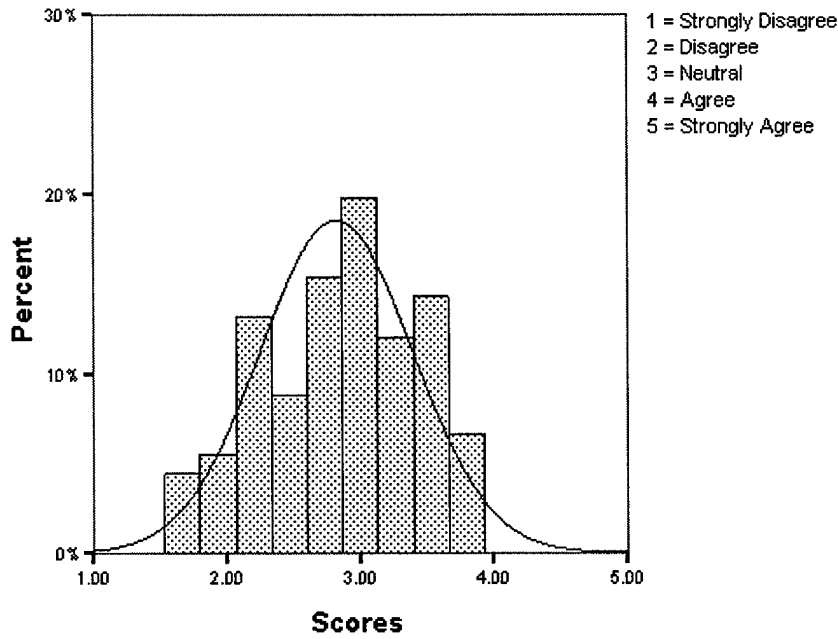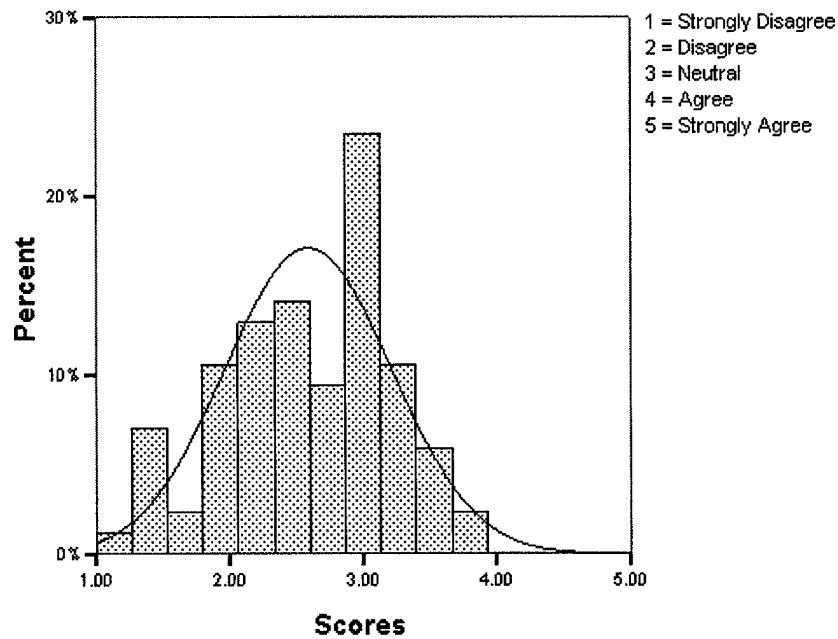2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Research Question 2

How is the cooperation of public affairs officers in each military service branch perceived by journalists covering defense issues?
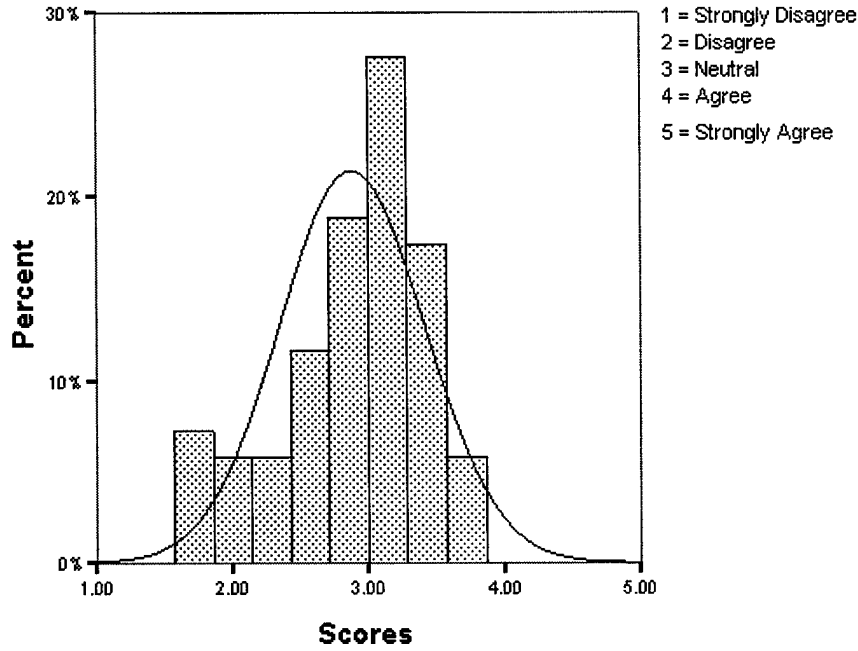
RQ2- Air Force
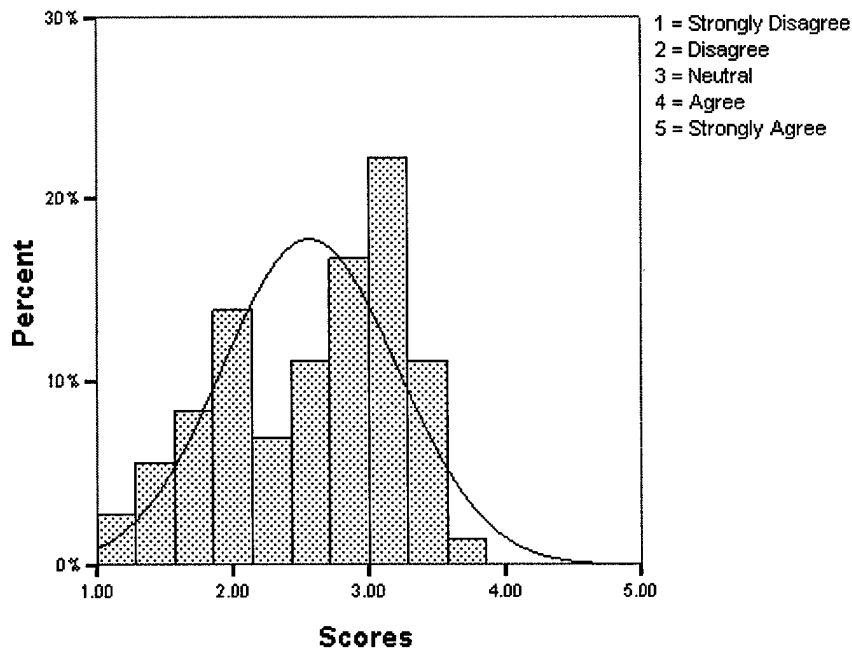### Distribution of Average Cooperation Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ2 - Army
Distribution of Average Cooperation Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ2 - Marine
Distribution of Average Cooperation Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ2 - Navy
Distribution of Average Cooperation Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
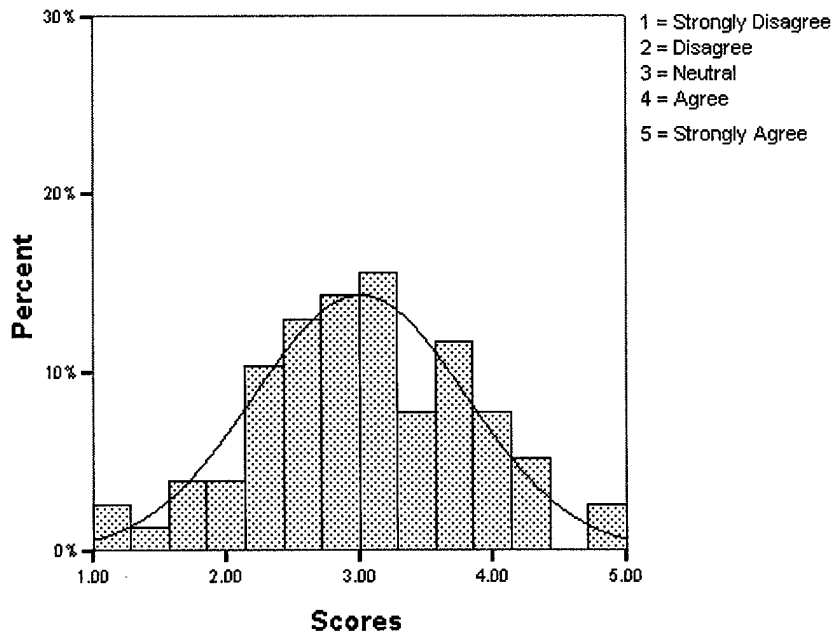5 = Strongly Agree

Research Question 3

How is the credibility of public affairs officers in each military service branch perceived by journalists covering defense issues?

RQ3 - Air Force
Distribution of Average Credibility Scores
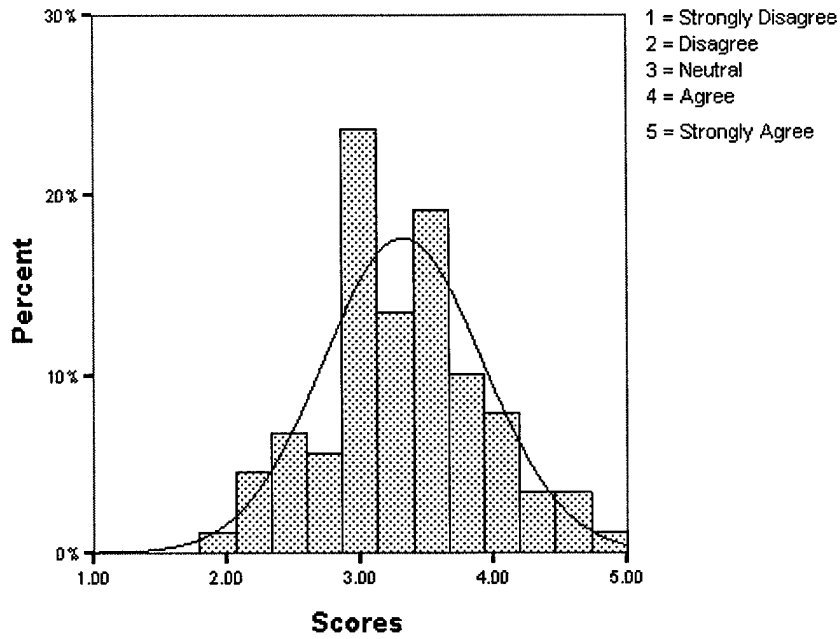
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ3 - Army
Distribution of Average Credibility Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ3 - Marine
Distribution of Average Credibility Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ3 - Navy
Distribution of Average Credibility Scores

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree
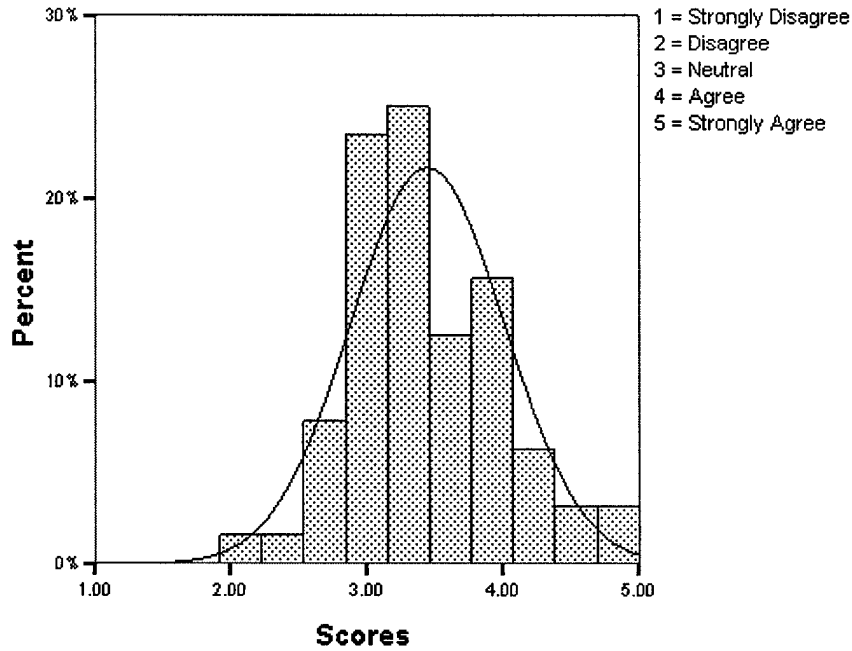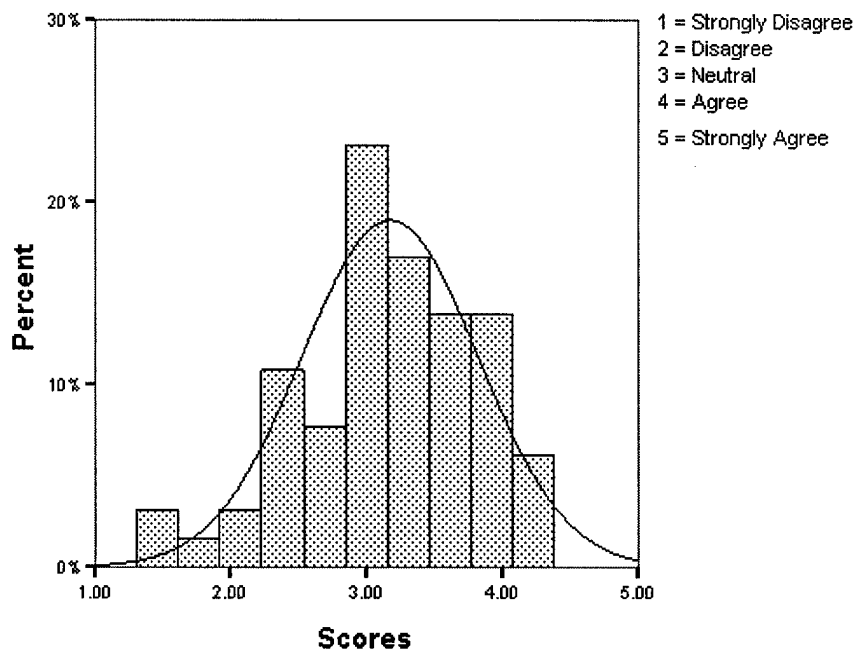
Research Question 4

How are the journalists' perceptions related to their evaluations of public affairs officers in each military service branch?

Box Plot of Average Competency Scores and PAO Evaluation for the Air Force

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Competency Scores and PAO Evaluation for the Army

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Competency Scores and PAO Evaluation for the Marines

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Competency Scores and PAO Evaluation for the Navy

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Cooperation Scores and PAO Evaluation for the Air Force

Outliers are hidden
Extreme values are hidden
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Cooperation Scores and PAO Evaluation for the Army

Outliers are hidden
Extreme values are hidden
1 = Strongly Disagree
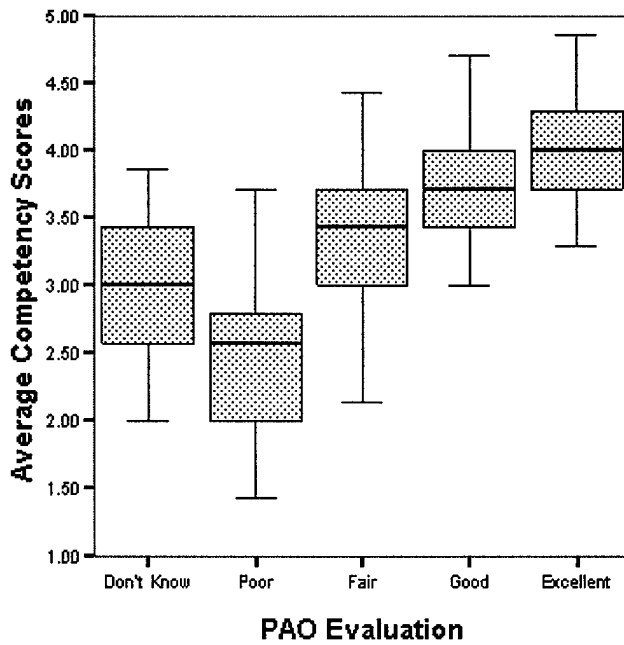2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Cooperation Scores and PAO Evaluation for the Marines

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Cooperation Scores and PAO Evaluation for the Navy
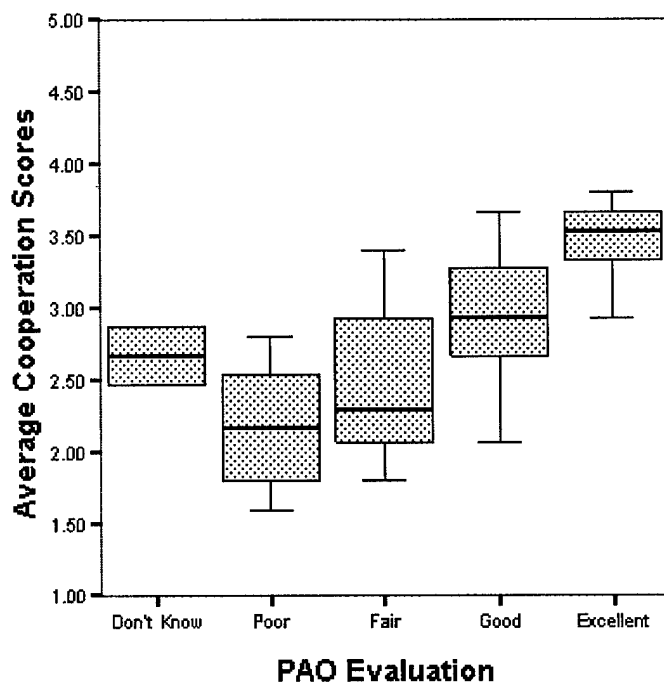

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Credibility Scores and PAO Evaluation for the Air Force

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

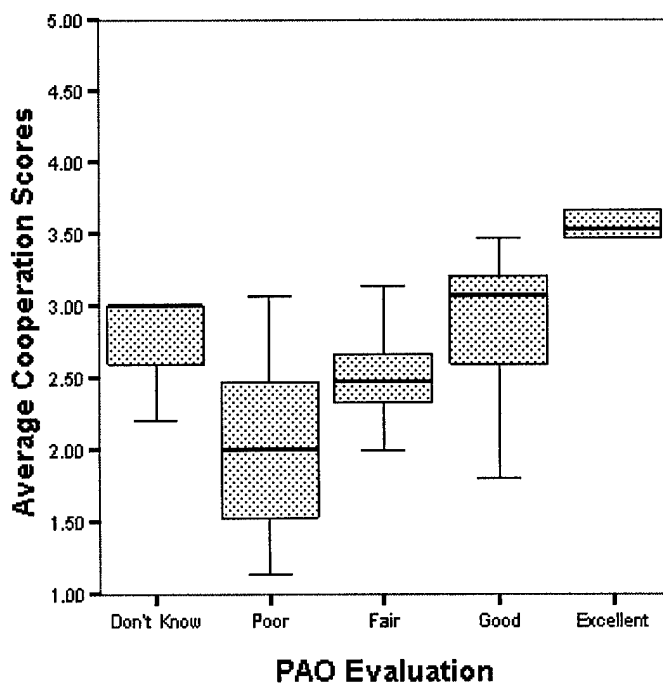## Box Plot of Average Credibility Scores and PAO Evaluation for the Army

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Credibility Scores and PAO Evaluation for the Marines

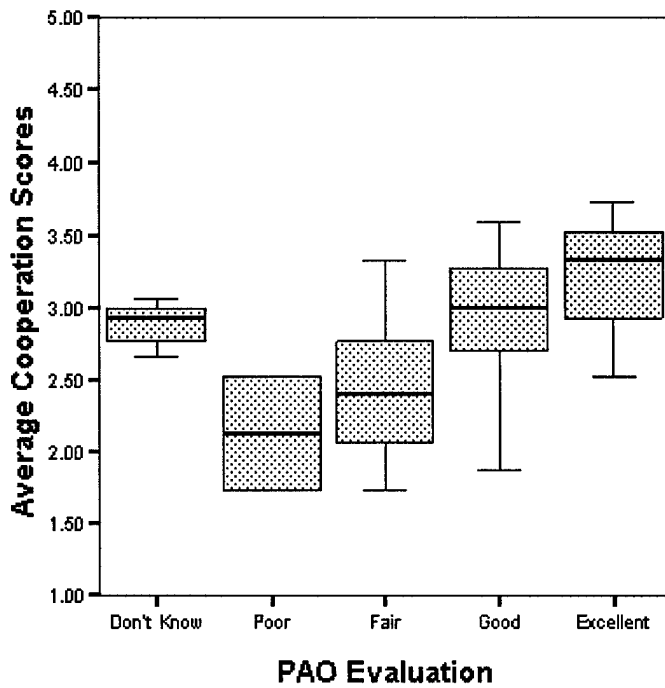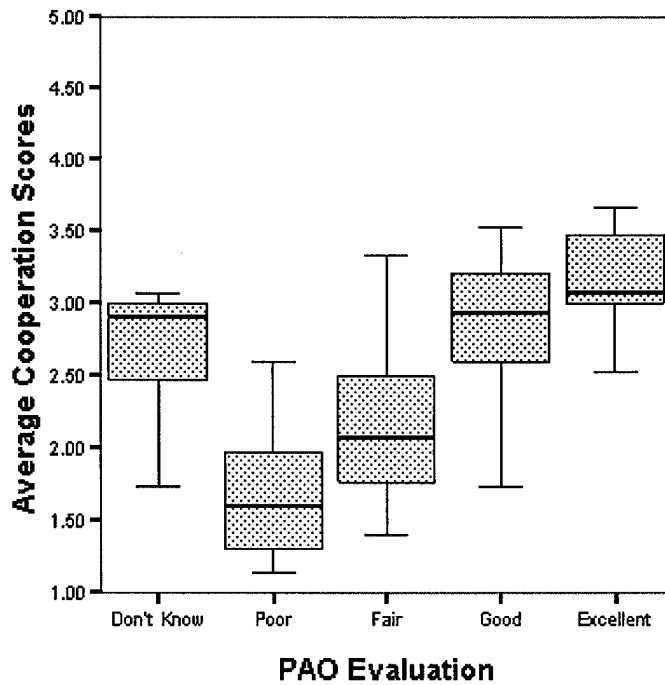Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Box Plot of Average Credibility Scores and PAO Evaluation for the Navy

Outliers are hidden
Extreme values are hidden

1 = Strongly Disagree
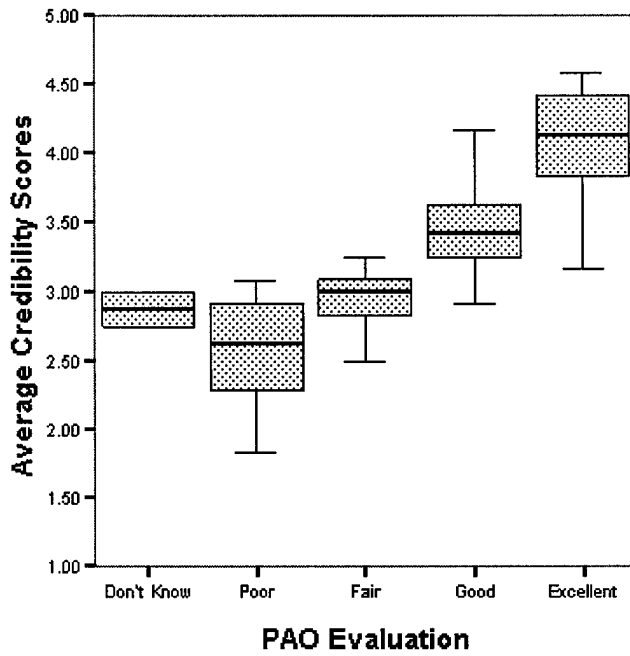2 = Disagree
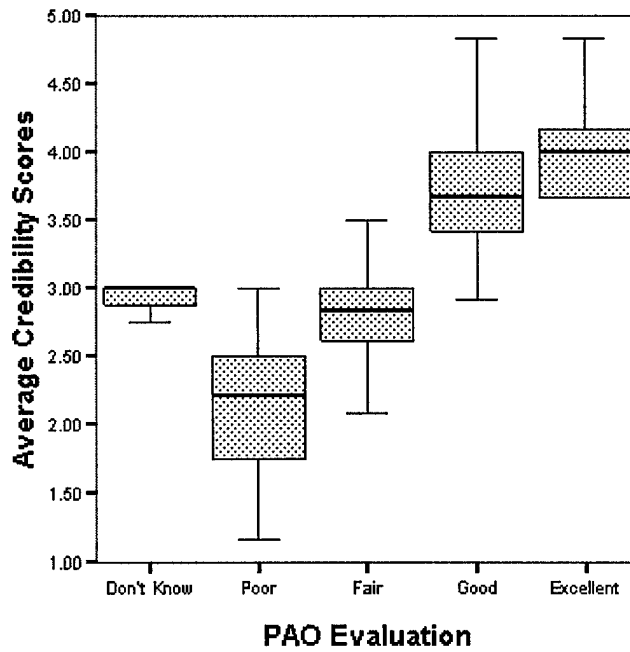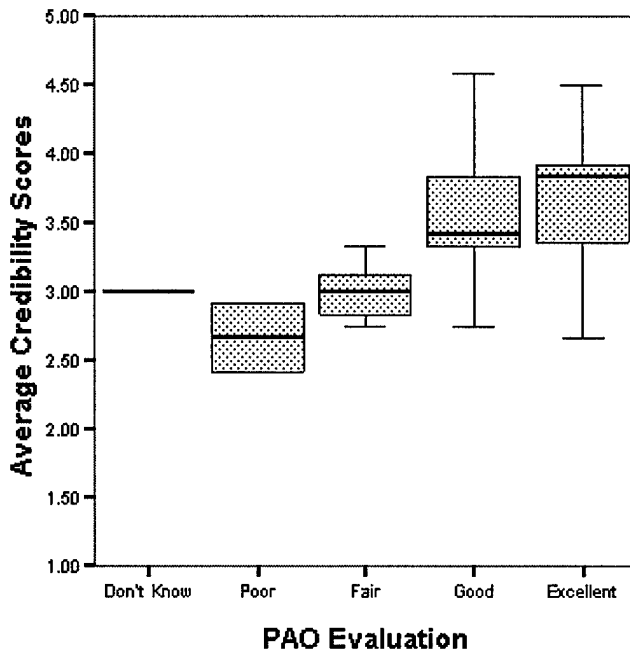3 = Neutral
4 = Agree
5 = Strongly Agree

Research Question 5

How are the journalists' evaluations of public affairs officers related to the interaction they have with them?

AIR FORCE

Correlation Matrix for for Air Force Interact Time and Air Force PAO Evaluation

			AFPAOS	AFINTIME
Spearman's rho	AFPAOS	Correlation Coefficient	1.000	.047
		Sig. (2-tailed)	.	.663
		N	87	87
	AFINTIME	Correlation Coefficient	.047	1.000
		Sig. (2-tailed)	.663	.
		N	87	92

Correlation Matrix for for Air Force Interact Type and Air Force PAO Evaluation

			AFPAOS	AFINTYPE
Spearman's rho	AFPAOS	Correlation Coefficient	1.000	.102
		Sig. (2-tailed)	.	.352
		N	87	86
	AFINTYPE	Correlation Coefficient	.102	1.000
		Sig. (2-tailed)	.352	.
		N	86	91

ARMY

Correlation Matrix for for Army Interact Time and Army PAO Evaluation

			ARMYPAOS	ARMYINTIME
Spearman's rho	ARPAOS	Correlation Coefficient	1.000	.024
		Sig. (2-tailed)	.	.830
		N	84	83
	ARINTIME	Correlation Coefficient	.024	1.000
		Sig. (2-tailed)	.830	.
		N	83	91

Correlation Matrix for for Army Interact Type and Army PAO Evaluation

			ARMYPAOS	ARMYINTYPE
Spearman's rho	ARPAOS	Correlation Coefficient	1.000	-.191
		Sig. (2-tailed)	.	.087
		N	84	81
	ARINTYPE	Correlation Coefficient	-.191	1.000
		Sig. (2-tailed)	.087	.
		N	81	82

MARINE CORPS

Correlation Matrix for for Marine Interact Time and Marine PAO Evaluation

			MARPAOS	MARINTIME
Spearman's rho	MARPAOS	Correlation Coefficient	1.000	.527
		Sig. (2-tailed)	.	.000
		N	69	68
	MARINTIM	Correlation Coefficient	.527	1.000
		Sig. (2-tailed)	.000	.
		N	68	91

Correlation Matrix for for Marine Interact Type and Marine PAO Evaluation

			MARPAOS	MARINTYPE
Spearman's rho	MARPAOS	Correlation Coefficient	1.000	.362
		Sig. (2-tailed)	.	.003
		N	69	65
	MARINTYP	Correlation Coefficient	.362	1.000
		Sig. (2-tailed)	.003	.
		N	65	65

NAVY

Correlation Matrix for for Navy Interact Time and Navy PAO Evaluation

			NAVYPAOS	NAVYINTIME
Spearman's rho	NAVYPAOS	Correlation Coefficient	1.000	.285
		Sig. (2-tailed)	.	.017
		N	70	70
	NAVINTIM	Correlation Coefficient	.285	1.000
		Sig. (2-tailed)	.017	.
		N	70	92

Correlation Matrix for for Navy Interact Type and Navy PAO Evaluation

			NAVYPAOS	NAVYINTYPE
Spearman's rho	NAVYPAOS	Correlation Coefficient	1.000	.364
		Sig. (2-tailed)	.	.003
		N	70	65
	NAVINTYP	Correlation Coefficient	.364	1.000
		Sig. (2-tailed)	.003	.
		N	65	65

Research Question 6

How are the journalists' evaluations of public affairs officers and service branch media relations programs related to their experience level?

T-tests did not indicate a relationship between journalists' experience level (in current position, current outlet, or journalism) and their evaluations of PAOs or media relations programs.

Research Question 7

How are the journalists' evaluations of public affairs officers related to the public affairs personnel policy of each of the military service branches?

SUMMARY STATISTIC OF PERCEPTIONS (Competency, Cooperation, Credibility)

Descriptive Statistics for Average Competency Scores for all Branches

	N	Minimum	Maximum	Mean	Std. Deviation
AFCOMP	91	1.86	4.86	3.5190	.6514
ARMYCOMP	85	1.43	4.57	3.1708	.6115
MARCOMP	69	2.00	5.00	3.4720	.6259
NAVYCOMP	72	1.43	4.86	3.3926	.6748
Valid N (listwise)	64				

Descriptive Statistics for Average Cooperation Scores for all Branches

	N	Minimum	Maximum	Mean	Std. Deviation
AFCOOP	91	1.60	3.80	2.8229	.5741
ARMYCOOP	85	1.13	3.67	2.5905	.6219
MARCOOP	69	1.73	3.73	2.8799	.5336
NAVYCOOP	72	1.13	3.67	2.5686	.6425
Valid N (listwise)	64				

Descriptive Statistics for Average Credibility Scores for all Branches

	N	Minimum	Maximum	Mean	Std. Deviation
AFCREDAV	89	1.83	5.00	3.3242	.6048
ARMYCRED	77	1.17	4.83	3.0069	.7958
MARCREDA	64	2.17	5.00	3.4481	.5660
NAVYCRED	65	1.50	4.33	3.1728	.6470
Valid N (listwise)	56				

GRAPHS OF PAO EVALUATIONS

Evaluation of Air Force Public Affairs Officers
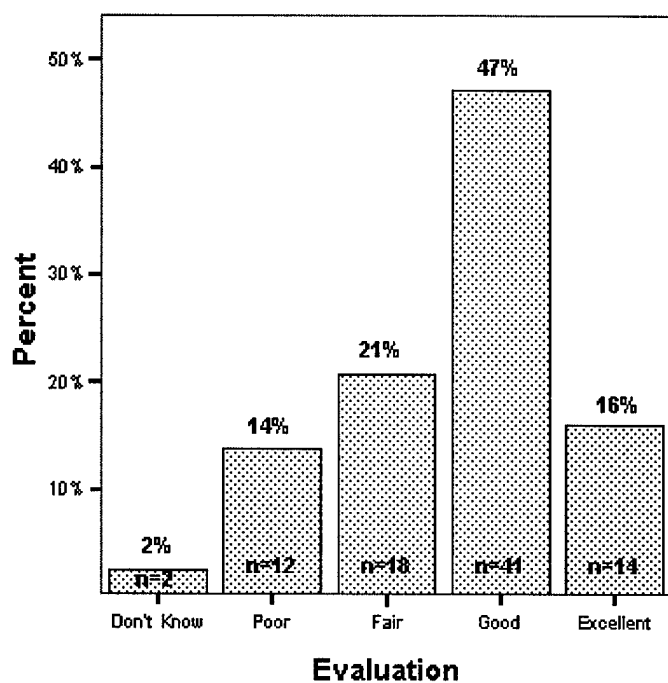
Bars show percents

Evaluation of Army Public Affairs Officers
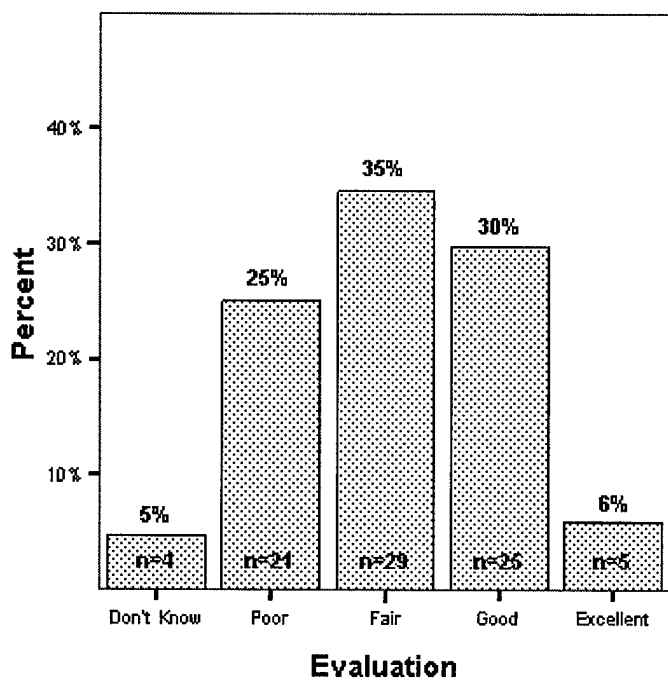
Bars show percents

Evaluation of Marine Public Affairs Officers
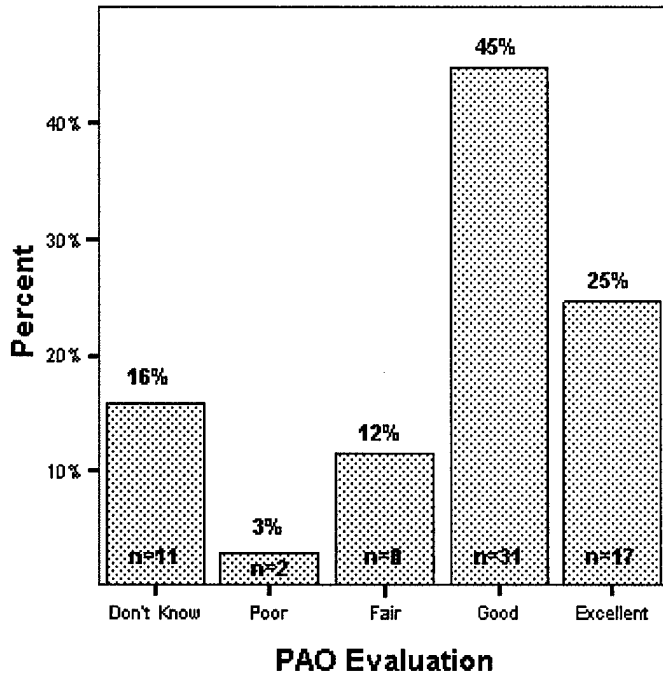
Bars show percents

PAO Evaluation

Evaluation of Navy Public Affairs Officers

Bars show percents

Navy PAO Evaluations

APPENDIX K

EXECUTIVE SUMMARY
The Role of Public Affairs in the Military-Media Relationship

INTRODUCTION

The image of public relations, and particularly government public relations, is often linked to press agentry and propaganda. Journalists seem to agree with this association and, as a result, an information struggle ensues despite the reliance each has upon the other to do their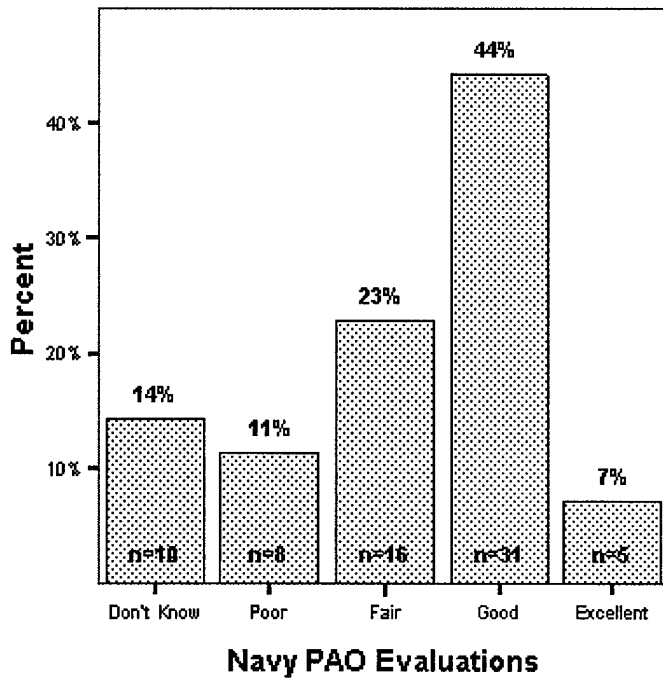 jobs effectively. This mutually-dependent relationship is especially important to the Department of Defense, which considers the news media its primary means of communicating information about the military to the general public. It is also important because the effectiveness of the military public affairs program is evaluated upon its ability to communicate with various publics to maintain awareness and support of the Defense Department. Each of the military branches of the armed forces – the Air Force, Army, Marine Corps, and Navy – has a distinct public affairs structure, including how they designate public affairs officers. With the exception of the Marine Corps, which follows Navy guidelines, each branch also has its own set of regulations and policies.

Despite these differences, the military-media relationship has been examined only at an institutional level. Often described as adversarial, the media often find themselves at odds with the military on issues of information dissemination and access. It is therefore important to understand the evolution of propaganda and public affairs policies and their current status as weapons of modern warfare. But most research regarding the military and the media has focused on media coverage of the military or measuring the attitudes of the groups toward one another. Few surveys focused on public affairs, and no in-depth investigation was discovered that compares how well all of the services perform their public affairs function. Investigation revealed only one study that has even broached the question, although the Gulf War sparked comment on the variations in quality among the public affairs personnel and practices of the different branches. It has been suggested that there may be some link between public affairs effectiveness and how the branches manage their public affairs personnel, but no analysis has been undertaken.

This study examined the differences – if any – of journalists' perceptions of military public affairs officers from the Air Force, Army, Marine Corps, and Navy. A seven-part questionnaire was distributed to 445 journalists likely to cover defense issues. These journalists names and contact information were derived from four sources: 1) members of the professional journalism organization Investigative Reporters and Editors (IRE) who listed military or defense as one of their interests; 2) editors of military or aerospace trade publications as listed in Bacon's 1999 Media Directory; 3) correspondents in the Pentagon Press Corps; and 4) media contacts of military public affairs officers at installations across the United States and overseas. Journalists were contacted by e-mail, mail, or fax, and were told they could mail or fax their response, or visit the project Web site http://cronkite.pp.asu.edu/military/surveyintro.html and complete the survey online. Most of the replies (62%) came in via the online survey. The overall response rate was 21% (92 respondents).

The questionnaire focused on the competency, cooperation, and credibility of public affairs officers and respondents also rated public affairs officers and the media relations programs of the branches overall. The journalists were asked to provide information about the type and amount of interaction that they have had with military public affairs officers and to provide personal and professional demographic information.

FINDINGS

Data from Parts I – VII of the survey were arrayed by frequency and percentage using Excel 97 and then analyzed with the statistics program SPSS 9.0. Descriptive statistics were run on the variables analyzed in the research questions.

Respondents. The final section of the survey collected demographic information about respondents. Participants were asked to provide personal and professional information about themselves including sex, age, education level, military experience, how often they write about the military, their journalism experience, and their participation in professional organizations.

Most of the journalists were male (71.7%), 26 to 36 years of age (46.7%), with at least a bachelor's degree (46.7%). Almost three-fourths (73.9%) had not served in the military but write stories about the military on a daily (36.8%) or weekly (29.9%) basis. The journalists had been working at their current job an average of 6 years, at their organization for an average of 7.2 years, and in journalism an average of 16 years. Almost half (46.6%) reported working for a newspaper, and nearly three-fourths (71.4%) work on a daily publication or program. About one-third of respondents belong to a professional organization, with almost half (46.9%) citing themselves as active participants.

Competency. The first section addressed the job competency of military public affairs officers by listing seven statements regarding communication skills. Journalists were asked to reply whether they "strongly agreed," "agreed," "disagreed," or "strongly disagreed" with each statement. The scores for these statements were averaged for an overall competency score for each branch and are summarized in the table below:

Table 1. Descriptive Statistics for Average Competency Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCOMP	91	1.86	4.86	3.5190	.6514
ARMYCOMP	85	1.43	4.57	3.1708	.6115
MARCOMP	69	2.00	5.00	3.4720	.6259
NAVYCOMP	72	1.43	4.86	3.3926	.6748
Valid N (listwise)	64				

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Journalists rated Air Force public affairs officers highest in competency (mean = 3.52) followed closely by the Marine Corps (mean = 3.47). Army public affairs officers were rated lowest in competency of all the branches, with a mean of 3.17.

Cooperation. The second section addressed public affairs officers' understanding of the media, their use of illegitimate persuasion, and information handling practices. Journalists read 15 statements and annotated their reaction on a Likert scale of "strongly agree," "agree," "disagree," "strongly disagree," or "don't know." Scores for these statements were averaged for an overall cooperation score for each branch and are summarized below:

Table 2. Descriptive Statistics for Average Cooperation Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCOOP	91	1.60	3.80	2.8229	.5741
ARMYCOOP	85	1.13	3.67	2.5905	.6219
MARCOOP	69	1.73	3.73	2.8799	.5336
NAVYCOOP	72	1.13	3.67	2.5686	.6425
Valid N (listwise)	64				

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

The Marines were reported as most cooperative (mean = 2.88), with the Air Force just slightly behind with a mean of 2.82. The Navy was rated by the journalists as least cooperative (mean = 2.57), but this score just edged out the Army which had 2.59.

Credibility. The fourth section asked journalists to respond to a set of bipolar adjectives by marking on a continuum how they felt about the characteristics for each of the branches of service. The sets were not listed in the same order (positive-negative) throughout the section and were re-coded before scoring. The scores for these statements were averaged for an overall credibility score for each branch and are summarized in the table below:

Table 3. Descriptive Statistics for Average Credibility Scores

	N	Minimum	Maximum	Mean	Std. Deviation
AFCRED	89	1.83	5.00	3.3242	.6048
ARMYCRED	77	1.17	4.83	3.0069	.7958
MARCRED	64	2.17	5.00	3.4481	.5660
NAVYCRED	65	1.50	4.33	3.1728	.6470
Valid N (listwise)	56				

RATINGS
1 = Very Negative
2 = Somewhat Negative
3 = Neutral
4 = Somewhat Positive
5 = Very Positive

Journalists rated public affairs officers in the Marine Corps as the most credible (mean = 3.45) and the Air Force public affairs officers as second most credible (mean = 3.32). The Army had the lowest credibility score with a mean of 3.01.

SUMMARY OF FINDINGS

RQ1/2/3. How is the competency/cooperation/credibility of public affairs officers in each military service branch perceived by journalists covering defense issues?

Average Competency, Cooperation, and Credibility Scores

	Competency	Cooperation	Credibility
AF PAOs	3.52	2.82	3.32
ARMY PAOs	3.17	2.59	3.01
MARINE PAOs	3.47	2.88	3.45
NAVY PAOs	3.39	2.57	3.17

RATINGS
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

RQ4. How are the journalists' perceptions related to their evaluations of public affairs officers in each of the military service branches?

The relationship between journalists' perceptions and how they evaluate public affairs officers was examined by running an independent t-test with the perception variables (AvgComp, AvgCoop, and AvgCred) of each of the military service branches and the respective public affairs evaluation variable. Variables were grouped by PA evaluation first with extreme values (4 = excellent, 1 = poor), and then with 3 as a cut-off point (>=3, <3; where 3 = good). The results of Levene's Test for Equality of Variances for both sets of tests indicated that the two population variances were not equal. Therefore, the researcher turned to graphing to examine the relationship visually. Box plots were constructed for each of the perception variables, graphing them against the respective PA evaluation. The box plots showed that as the median of the score increased, so did the PA evaluation. Therefore, there is a relationship between the perceptions and overall evaluation. The amount and significance of this relationship would need to be examined with more sensitive statistical tests.

RQ5. How are the journalists' evaluations of public affairs officers related to the interaction they have with them?

Interaction with public affairs officers was broken down into two elements: one variable for time, and one for type. Each variable was analyzed in contingency tables with the public affairs evaluation for the respective military service branch. The eight cross-tabs did not show a relationship between interaction time or type, though there did appear to be some interesting peaks between technical interaction (fax, web site, or e-mail) and in person communication. To investigate, a correlation matrix was run for interaction time and type of public affairs evaluation for each of the service branches. All but one of the eight correlation matrices showed a positive (though not statistically meaningful) relationship between interaction (time or type) and evaluation (as interaction increased, so did ratings of public affairs officers). The exception was the Army, which showed a negative relationship (as interaction decreased, ratings increased) for interaction type (such that the more information rich type of communication used, the worse their ratings). Although the magnitude of the relation (Spearman's rho = -0.191) was weak, the divergent direction was an interesting discovery.

RQ6. How are the journalists' evaluations of public affairs officers and service branch media relations programs related to their experience level?

The experience of journalists was analyzed by running descriptive statistics on the number of years they have served in their current position, at their current outlet, and in the journalism career field. The following tables summarize the statistics:

Descriptive Statistics for Journalism Experience

	N	Minimum	Maximum	Mean	Median	Std. Deviation
JOBEXP	89	.0	38.0	6.0	4.000	6.084
PUBEXP	85	.5	29.0	7.2	6.000	6.682
JRNEXP	87	2.0	38.0	16.0	15.000	8.814
Valid N (listwise)	81					

The statistics show that the overall experience of journalists is fairly high as shown by the median years of experience, 15 (sd = 8.81). The experience a particular reporter has in his or her current job is somewhat lower (median = 4 years, sd = 6.08). To determine whether there is a relationship between journalists' evaluation of the military, independent sample t-tests were run. Job experience was run with public affairs evaluation for each of the branches while experience in journalism was run with media relations program evaluation for each of the branches. No relationship was found between these variables for any of the branches of service.

RQ7. How are the journalists' evaluation of public affairs officers related to the public affairs personnel policy of each of the military service branches?

The Army is the only branch of service that does not have public affairs as one of its primary career field designations. Instead, officers enter into the specialty after about eight years of service and then alternate between assignments in public affairs and their original (and primary) career field. In order to examine whether this practice has implications on how its public affairs officers are evaluated, the public affairs evaluation variable was analyzed. Air Force, Marine and Navy public affairs officers were mostly rated "good" by the journalists. Army public affairs officers received a "fair" rating most often. Overall the Marine Corps (69.5%) received the highest marks; the Air Force was second with 62.9%. Descriptive statistics were on the public affairs evaluation ratings given by journalists yielded the following table:

Descriptive Statistics of PAO Evaluations

		AFPAOS	ARPAOS	MARPAOS	NAVYPAOS
N	Valid	87	84	69	70
	Missing	5	8	23	22
Mean		2.61	2.07	2.59	2.19
Median		3.00	2.00	3.00	3.00

RATINGS
1 = Poor
2 = Fair
3 = Good
4 = Excellent

The Air Force had the highest rating of public affairs officers followed by the Marine Corps. The Navy followed in third with the Army last. The Army was also the only branch to receive a median score below the positive rankings. Its median score of 2, or "fair" rates it lowest. As the only branch that has public affairs as a secondary specialty, the data suggest that personnel policy of public affairs is related to public affairs officer evaluations.

Performance. The third section of the survey addressed journalists' overall evaluation of public affairs officers and the media relations program of each service branch. Respondents graded the public affairs officers and the media relations programs of each branch as "excellent," "good," "fair," "poor," or "don't know." The responses are tabulated under the respective categories below:

Public Affairs Officers. Air Force, Marine and Navy public affairs officers were mostly rated "good" by the journalists while Army public affairs officers received a "fair" rating most often. Overall the Marine Corps (69.5%) received the highest marks; the Air Force was second with 62.9%. When descriptive statistics were run on the data, however, the Air Force ranked slightly higher than the Marine Corps as shown below:

Table 4. Descriptive Statistics of Public Affairs Evaluations

	N	Minimum	Maximum	Mean	Std. Deviation
AFPAOS	87	0	4	2.61	.99
ARPAOS	84	0	4	2.07	.99
MARPAOS	69	0	4	2.59	1.33
NAVYPAOS	70	0	4	2.19	1.18
Valid N (listwise)	60				

RATINGS
1 = Poor
2 = Fair
3 = Good
4 = Excellent

Media Relations Programs. Consistent with the rating given public affairs officers, the Air Force, Marine Corps and Navy were mostly rated "good" by the journalists. The Army received an equal number of votes for "good" and "fair" (28.9%) for its program, though the "poor" rating was not far behind at 22.9%. The Air Force topped the positive rankings with 60.5%; the Marine Corps rated second with 56.7%. When descriptive statistics were run on the data, Air Force media relations were rated highest, the Marine Corps' second, with the Navy and the Army third and fourth as shown below:

Table 5. Descriptive Statistics for Media Relations Programs

	N	Minimum	Maximum	Mean	Std. Deviation
AFMEDR	89	0	4	2.38	1.11
ARMEDR	83	0	4	1.96	1.14
MARMEDR	67	0	4	2.30	1.43
NAVYMEDR	70	0	4	1.97	1.24
Valid N (listwise)	60				

RATINGS
1 = Poor
2 = Fair
3 = Good
4 = Excellent

Interaction. The fifth part of the survey addressed the interaction between journalists and public affairs officers. For each branch, respondents annotated how many public affairs officers with whom they have worked, how often they typically interact with them, and through what communication medium.

For all of the branches, phone communication was the most pervasive medium, with very little technical communication (fax/Web site/e-mail) reported by the journalists. Most of the respondents have worked with more than 15 public affairs officers, and reported that most of their contact was on a weekly basis. The exception was the Marine Corps, with whom most of the contact was reported as monthly.

Overall Assessment. One two-part, open-ended question was included to address the issue of senior leadership and its relationship to how the journalists evaluate the media relations programs of the service branches. Only a few respondents specifically mentioned senior leadership in their responses, however.

For the best top-down media program, the Air Force received more mentions than any other branch (36 times), with the Marine Corps second (25 times). For the worst media relations program, the Army earned the most ink with 27 mentions. The Navy earned 18 votes for this dubious honor, making it second. Although not statistically sound, these scores were consistent with those in section III.

CONCLUSION

This study showed that journalists do perceive differences in the competency, cooperation, and credibility among public affairs officers of the different branches of the armed forces. These perceptions were related to how the journalists rated the public affairs officers overall, and seemed to be unaffected by the interaction (time or type) or professional experience of the journalist. A relationship was also discovered between journalists' perceptions and whether public affairs officers were serving in PA as their primary specialty. Air Force, Marine, and Navy public affairs officers were rated higher overall than their counterparts in the Army.

Perhaps most importantly, the ratings given public affairs officers were a reflection of how journalists rated the media relations with the military service branch overall. In other words, journalists tended to rate media relations with the service branch in line with how they rated the public affairs officers in that branch. Correlation matrices were constructed and showed a positive relationship between PAO evaluations and the evaluations of the media relations programs as scored by the journalists. The magnitude of the relationship was strong, particularly for the branches with higher PAO evaluations (Air Force and Marine Corps). This indicates that the branches can expect increasing returns on their investment in building the PAO-journalist relationship, and affirms the importance of the public affairs role in the military-media relationship.

Not only did the quantitative data support the notion that the individual PAO is important, but the qualitative remarks from the open-ended responses did as well. Reading through the full text of the responses, the divergent opinions among the responses indicates disparity among the experiences reporters are having within each service branch. In other words, PAOs within each branch – despite operating under the same structure and regulations – are having varying degrees of success in building a positive relationship with members of the media. The result is that *individual* public affairs officers are having significant influence on the sentiment of journalists about the media relations program of the respective service branch. This relationship is not lost on the journalists, who observed "[a]s in all the services, much depends on individuals, some of whom are more effective at cutting through the…bureaucracy than others" and "[s]o much depends on the individual helpfulness of the single public relations person I'm working with."

A new direction for research then, may be to examine these successful relationships and attempt to identify common traits among PAOs fostering positive relations. Of the six broad categories identified in leadership trait theory, the most salient categories would be intelligence, personality, task-related characteristics, and social characteristics. Elements within these categories may be combined or updated to apply to the military public affairs officer.

In summary, while the data show that embracing a public affairs personnel policy in which public affairs officers are career professionals increases customer (media) satisfaction and promotes better relations, it is not the sole determining factor. There is a personal element that also needs to be examined. The path to improvement of military media relations, then, is not a philosophical or even historical study of the institutions themselves, but through the individuals – the PAOs – who build it one relationship at a time. Public affairs officers are the "keepers" of the image of their respective branches and to be successful must foster positive relations with the media. The service branches must cultivate PAOs who possess this skill. This is consistent with the suggestions in the literature that well-trained public affairs officers can help reconcile the differences between the military and the media. And it is suggested here, as contemplated in more recent studies, that the existence of a corps of professional public affairs specialists is the first step in realizing this goal.

Available in **JUNE**	For the full text of the results, please visit http://cronkite.pp.asu.edu/military/surveyintro.html and click the 'Findings' button.

APPENDIX L

Estimated Project Cost

Budget Area/Phase	Description/ Calculation	Number Needed	Cost/ Unit	Item Total	SubTotal
Sources/Resources					
Est. Cost of Duplication for Articles/Notes				$40.00	
Interlibrary Loan				$10.00	
Statistical Software (SPSS 9.0 Grad Pak)	Special Ed Price	1	$175.00	$175.00	
				SubTotal	$225.00
Initial Mailing					
Manila Envelopes (9" x 12)	236	236	$0.04	$9.44	
Mailing Labels	236	236	$0.03	$7.08	
Postage (oversize)	236	236	$0.44	$103.84	
Duplicate Survey (11" x 17")	4 pg bk [236 copies]	236	$0.32	$75.22	
Long Distance Faxes	30 [2 min]	60	$0.10	$6.00	
				SubTotal	$201.58
Follow-up Mailing					
Purchase Postcards	144	144	$0.08	$11.52	
Postcard Postage	144	144	$0.20	$28.80	
Long Distance Faxes	14 [2 min]	28	$0.10	$2.80	
				SubTotal	$43.12
Incentives					
Duplicate Executive Summaries	4 pg bk [20 copies]		$0.32	$6.40	
Duplicate Executive Summary Insert	2 pp ds [20 copies]		$0.13	$2.60	
Envelopes to Mail Research Summaries	12	12	$0.04	$0.48	
Postage to Mail Summary Requests	12	12	$0.44	$5.28	
Fax Executive Summary Results	6 [3 min]	18	$0.10	$1.80	
				SubTotal	$16.56
Project Defense					
Copies of Project for Committee Review	279 pgs [3 copies]	837	$0.05	$41.85	
Binders for Committee Project Copies	3 sets	3	$3.99	$11.07	
Tabs for Committee Project Copies	3 sets	3	$4.69	$14.07	
				SubTotal	$66.99
Submission of Final Project					
3 Copies of Project (ASU, Chair, AFIT)	245 pp + 4 color	3	$16.25	$48.75	
Binding for Project Copy for Committee Chair		1	$17.00	$17.00	
Postage to Mail Copy to AFIT	Priority w/ Confirmation	1	$6.75	$6.75	
				SubTotal	$72.50

| GRAND TOTAL | | | | | $625.75 |

Estimated Project Cost

Budget Area/Phase	Description/ Calculation	Number Needed	Cost/ Unit	Item Total	SubTotal
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Est. Cost of Duplication for Articles/Notes				$40.00	
Interlibrary Loan				$10.00	
Statistical Software (SPSS 9.0 Grad Pak)	Special Ed Price	1	$175.00	$175.00	
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Binding for Project Copy for Committee Chair		1	$17.00	$17.00	
Postage to Mail Copy to AFIT	Priority w/ Confirmation	1	$6.75	$6.75	
				SubTotal	$72.50
GRAND TOTAL					**$625.75**