



CURTIS E. LEMAY CENTER

FOR DOCTRINE DEVELOPMENT AND EDUCATION



ANNEX 3-61 PUBLIC AFFAIRS OPERATIONS

OPERATIONAL ENGAGEMENT

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Public affairs (PA) operations are continuously conducted across the range of military operations. The continuous planning, execution, and assessment of the broad range of PA operations enhance a commander's ability to shape the information environment, achieve desired effects, and meet operational objectives. The basic principles, capabilities, and tasks of PA operations remain the same whether units are at home station or deployed—only the specific focus of the operations change. PA operations are most effective in war or contingencies when integrated with other information-related capabilities and are part of strategy development, planning, and execution phases of operations.

While providing the commander, Air Force forces with communication advice in support of operations, **PA should be fully integrated into the activities of the air operations center (AOC) and should coordinate and synchronize with the activities of the combat information cell (CIC).** PA personnel in the AOC develop communication strategies and plans, and monitor current operations for emerging issues that have the potential to impact the overall operation in a positive or negative fashion (e.g., a successful strike using a new weapon system, civilian casualties, fratricide, etc.). PA expertise is essential to interpret events in the information environment and enhances the operational courses of action available to commanders, particularly when fully integrated into the campaign plan.