



PUBLIC AFFAIRS

DEPARTMENT OF DEFENSE
DEFENSE MEDIA ACTIVITY
DEFENSE INFORMATION SCHOOL
6500 MAPES ROAD
FORT MEADE, MD 20755-5620

Read ahead material for PACS-Q

1. PAO Perspectives

1. Landry, John. Three ways public affairs personnel can bring value to their command. *Medium.com*, April 24, 2018.
<https://medium.com/@armypublicaffairscenter/3-ways-how-public-affairs-personnel-can-bring-value-to-their-command-cc4090cff617>
2. Jantos, Megan. Four questions commanders should ask their PAOs. *Fromthegreennotebook.com*. April 1, 2019.
<https://fromthegreennotebook.com/2019/05/01/4-questions-commanders-should-ask-their-paos/>
3. Spears, Chase. Strategic Alignment: Employing Public Affairs to Deliver a Coherent Narrative for Subordinate Commands. *Thestrategybridge.org*. Blog: February 25, 2019.
<https://thestrategybridge.org/the-bridge/2019/2/25/strategic-alignment-employing-public-affairs-to-deliver-a-coherent-narrative-for-subordinate-commands?rq=public%20affairs>

2. DINFOS/Pavilion Resources

1. DINFOS grammar guide (*separate attachment*)
2. Joint Planning Process and Public Affairs Actions.
<https://pavilion.dinfos.edu/Article/Article/2110232/joint-planning-process-and-public-affairs-actions/>
3. Communication Planning 101 Series:
<https://pavilion.dinfos.edu/Topic/Article/2339491/communication-planning-101/>

4. Key Joint Publications

1. Joint Publication 3-61 Public Affairs – Read each chapter introduction or overview.
https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_61.pdf
2. Joint Publication 3-13 Information Operations – Read chapter I and II (21 pages).
https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp3_13.pdf

3. Joint Publication 5-0 Planning – Skim chapters I, II and III (122 pages).
https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/jp5_0.pdf?ver=ztDG06paGvpQRrLxThNZUw%3d%3d
4. DOD Instruction 5040.02 Visual Information.
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/504002p.pdf>
5. Interim National Security Strategy Guidance
<https://www.whitehouse.gov/wp-content/uploads/2021/03/NSC-1v2.pdf>
6. National Defense Strategy Fact Sheet (March 2022).
<https://media.defense.gov/2022/Mar/28/2002964702/-1/-1/1/NDS-FACT-SHEET.PDF>
DOD Directive 5122.05 ATSD/PA (pages 11-12 – DOD Principles of Information and News Media Coverage of DOD Operations).
https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/512205_dodd_2017.pdf?ver=2017-08-07-125832-023.pdf
7. DOD Instruction 5400.13 Public Affairs Operations.
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/540013p.pdf>
8. DOD Directive Information Operations.
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/360001p.pdf?ver=2019-08-12-094732-187>
9. DOD Directive Operations Security Program (pages 13-15, 31)
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodm/520502m.PDF?>