1. Introduction

Starting Point of Research:

The purpose of this research paper is to describe the development, structure and functions of the media relations of the U.S. Armed Forces. This research paper focused on the organizational structure of media relations of the U.S. Armed Forces and the limitations for the information flow to the media. Based on general questions, the changes in the structure of the U.S. Armed Forces, responsibilities of the media related units in the U.S. Armed Forces, ethical and normative principles of informational dissemination in the U.S. Military, instruments, rules and procedures of the U.S. Armed Forces to control information flow and proceeding external information request were examined. This research paper also focused on how the military has tried to maximize the army's influence over media and the reasons why control of information through media has always been important in the U.S. Armed Forces. An evaluation of the present situation is also provided with the implications that might have in the future. Moreover, in order to provide viable theoretical basis for this study, insights into the field of military communications including current discourse on organizational theories, military-oriented political communication, public relations and media relations were analyzed.

The quality of the data collection and the results were highly dependent on the skills of the research group. The skill and experience of the analysis influenced how well the data were summarized into themes and insights that are useful for subsequent research paper.

Objectives of the Research:

The research objectives of this research paper were composed of accurate and analytic information concerning media relations in the U.S. Armed Forces, their procedures and limitations for the information flow through the media. Another research objective is to conduct qualitative research using various questions to analyze and interpret military documents in accordance with the theoretical approach.

Order of Research:

First, three theoretical approaches including "the military as an organization in society", "organizational communication and the military" and "media relations and the military" were defined. After that, research method of this study was decided to analyze military documents and research instruments in accordance with methodological problems and interpretation of outcomes using with deductive method. As a result, the available research techniques were redefined and strived to find the best possible answers to research questions.

Limitation:

During the preparation of this research paper, there were some difficulties and limitations. Sometimes, it was really hard to access military information regarding research topics. Also, time management was another difficult part for arranging working times during the research period. Military documents were only able to provide limited information about concerning research objectives. This research project was composed of intensive military resources and took several weeks to design, implement and analyze. The structure of this research project limited the number of questions that could be asked; therefore sub-questions were used to provide more detailed and applicable information. In addition to these limitations, research task was handicapped by the extent to which owned knowledge and experience in the area are not perfect, and the extent to which certain practical and ethical considerations constrain designing and executing research plans of this study. It was also important to know the limitations of this study in terms of the level of reliability and validity of the different aspects of the data.

Relevance of the Research:

By providing accurate information and clear explanations to the research questions, it was also tried to indicate relevance of research. The qualitative research method was used to examine and synthesize a variety of sources that provide insight and information concerning research questions.

As pointed out in research paper, positive public opinion is crucial to military success, particularly during armed conflict. The media is the American public's representative in contemporary military operations. As America's military becomes increasingly involved in operations other than war around the globe, public support and effective media relations will become even more important. Influential media coverage of such military operations can have a significant impact on mission success. Most of the discussion concerning with the relationship between the media and military has focused on "media effect", the added pressure on decision makers and the deployment of military forces caused by the growth of information services.

Academic Reasons:

Military and media relations have always been controversial issues which discussed intensively in this research paper. One of the main academic reasons of this study it to analyze and interpret the research questions on the basis of current and relevant military documents of the U.S. Armed Forces. Another reason is the controversial relationship between war and peace issues of the military related with media relations and control of information. In addition to these academic reasons, there is also lack of research in military-media relations area.

Research Questions:

Main Question (1)

What is the organizational structure of media relations of the U.S. Armed Forces?

Sub-Question (1.1)

What kind of changes took place in the structure of the media related units in the U.S. Armed Forces?

Sub-Question (1.2)

What are the responsibilities of the media related units of the U.S. Armed Forces?

Sub-Question (1.3)

Who is responsible for release of information to the media?

Main Question (2)

What are the restrictions and limitations for the information flow though the media?

Sub-Question (2.1)

What are the ethical and normative principles of informational dissemination in the U.S. Military?

Sub-Question (2.2)

What are the instruments, rules and procedures of the U.S. Armed Forces to control information flow through the media?

Sub-Question (2.3)

What are the rules and procedures for proceeding external information request?

2. State of Research

This chapter presents the theories that were used to comprise as the fundamental framework for the entire study.

2.1 The Military as an Organization in Society

The military organization of today has many more responsibilities in the society. Its operations cover cross-national and interdisciplinary issues in the area of social, economic & political fields in local and international level during peacetime. The function of the US military is not only for warfare, but it is also for protecting freedoms in democratic society, maintaining peaces, providing relief & supporting policy around the world nowadays (Department of the army pamphlet 10-1).

The increasing diversity and complexity of the military organization result in too many factors affecting the media-military relations and changing the communication process from interpersonal to mass (Giuseppe, 2006).

In the organization context, understanding communication entails understanding its organizational structure (Frank R., 2001). The continual changes in organization, no matter in its structure, hierarchy and culture, also reflect the changes of information flow and relationship with external environment (Eilzabeth Jones, Bernadette Watson, John Gardner, and Cindy Gallois, 2004). It illustrated that the discussion of organizational structure is important for us to explore about how information operates in a complex organization and interacts with external environment in the first step.

The change of definition of organizations in recent research should also be considered. In the earlier literatures, the concept of organizations focused on groups of individuals working together in a coordinated way in the pursuit of production-related goals (Morgan, 1997). Recently, scholars defined the organization as the typically involving highly differentiated social systems (Scott, 1997). These highly differentiated social systems are created and recreated in the acts of communication between members (Iedema and Wodak, 1999).

The above literatures illustrated that monodisciplinary approach or single theory is no longer enough to achieve a full understanding of the military organization, whereas a multidimensional theoretical framework is encouraged to apply in this study.

Traditionally, organizational scholars tended to emphasize either a micro or a macro perspective (Klein & Kozlowski, 2000). However, the macro perspective neglects the means by which individual behavior, perceptions, affect, and interactions give rise to higher-level phenomena. On the contrary, the micro perspective neglects the contextual factors that can significantly constrain the effects of individual differences and lead to collective responses and ultimately constitute macro phenomena (Steve & Katherine, 2000). Based on these reasons, either using one of these perspectives is not broad enough to capture the diversity of a complex organization, like the military nowadays.

According to Giuseppe (2006), he suggested using the interdisciplinary approaches to study the military in order to overcome the academic boundaries. Besides, Putnam and Fairhurst (2001) also suggested using theories detailed the role of "context". Here, "context" acts as a fundamental to the communication process and refers to the way in which individuals contrast themselves to others at varying levels of abstraction (Haslam, 2000).

On the basis of previous researches, organization theory was chosen as a basic framework to analyze the military organization from three different contexts: macro, meso and micro levels. In addition, dimensions from various disciplines such as political and social science fields etc. were incorporated in this thesis in order to carry out a more comprehensive study.

Definition of Organization

What is organization? "Organization" is essentially a separate and distinct group of people (and resources) that have been brought together for a common purpose or objective. Besides, the interaction of its members is consciously coordinated toward accomplishing a common objective."(Frank R, 2001). Based on this definition, the US

Armed Forces is regarded as an organization, which is a separate entity with a group of members working for a common objective of providing national defense in the society.

However, military organization is still different from other organization in the business sectors, because of their potentially life threatening nature and mission of national defense. The Army Forces is a state funded organization which carries out the state's core tasks. Guiseppe (2006) described the military organization as a" greedy institution" which requires their personnel ready for working 24- hour per day.

Organization Theory

According to Richard L. (2009), he said that organization theory focused on the organizational level of analysis but with concern for groups and environment. This was a way to see the organization based on its patterns and regularities in organizational design and behavior.

From his literature, it was found that each organization is a system that is composed of subsystems. Organization systems are nested within systems, and one level has to be chosen as the primary focus. These include the macro, meso and micro levels.

The macro level is to analyze the organization itself. The next meso level is composed by the groups or departments. The last one is the micro level in which individual human being is the basic building block of organizations. These are collections of individuals who work together to perform group tasks.

The organization theory helps us to understand organizations by examining their specific characteristics, the nature of and relationships among groups and departments that make up the organization, and the collection of organizations that make up the environment.

In the context of the organization theory, it was found that organization is a multilevel system (Steve W. J. Kozlowski, Katherine J. Klein, 2000). This model is the recognition that micro phenomena are embedded in macro contexts and that macro

phenomena often emerge through the interaction and dynamics of lower-level elements (Klein & Kozlowski , 2000), while the meso level bridge the macro and micro perspectives (Steve & Katherine, 2000).

Multilevel System in the Context of Organization Theory

In this case, the military organization was analyzed in three different perspectives:

- Macro level: Military Organization as a whole in the society
- Meso level: Military as a group among other US institutions
- Micro level: Single individuals' interaction in the military organization

Military Organization as a Whole in the Society

On the macro level, the position of the arm force is considered as a State-level institution (Udi, 2007). The military is based on universal service obligations and acts as a national force, embodying the ideological preparation of the entire people for war (Kurt, 1965) in the society.

From another point of view, the military organization is regarded as a sub-system in the society. In the past, the military organization is known as a mechanistic system which is a strong social order based on vertical, power-related classifications, regulations as well as not facing reality checks frequently. Consequently, it emphasized on parochialism (which is a form of insulation), rules, hierarchy and disciplinary control (Giuseppe, 2003).

However, modern scholars considered the military as a complex adaptive system (CAS) which may exchange information and respond to external events. The organization is complex in that they are diverse and made up of multiple interconnected elements and adaptive in that they have the capacity to change and learn from experience. Members of the CAS operate under a set of rules that changes over time, as they gain experience through interacting with the environment and each other. (Christopher R. Paparone, Ruth A. Anderson and Reuben R. McDaniel, 2008)

The changes of the organization design also changed its hierarchy from valuing formal position authority, shifting to valuing knowledge sharing, individual and team competence, and ethical reasoning. It implicated that though the level of power distance and hierarchy in the military academies are much larger than in the business sector, the US Forces relies on more enabling frameworks of rules and operating procedures nowadays (Giuseppe, 2003). These findings indicated the importance of going through the military documents and manuals for the sake of understanding the operation of information within the military in this research.

In another aspect of being an open system, the military organization is influenced by the environment of the society in the context of democracy. The growing interdependence of organizations and their environments raised the awareness of proper environment equilibrium (Frank R., 2001). Figure 1 showed the relationship between an organization and its environment.
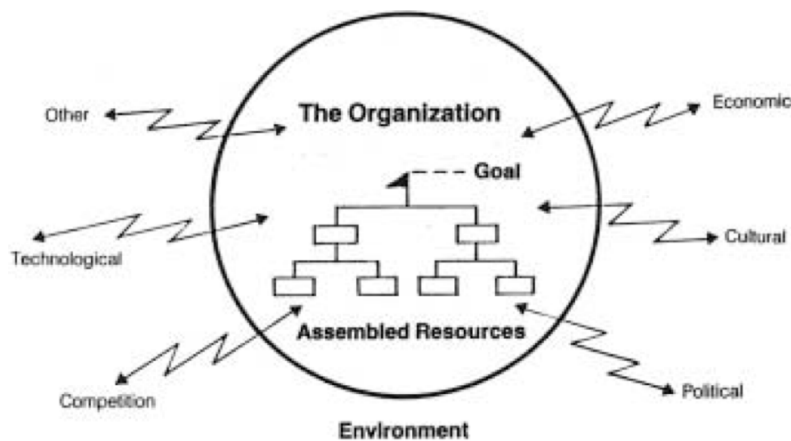

Figure 1. An Organization and Its Environment   (Frank R., 2001)

Figure 1 is a graphic example of this delicate balance. The arrows depict a continual interchange between the organization and its environment. Among these six factors, the military is much more involved in the economic, cultural, political, technological sectors (Frank R., 2001) than competitive and other elements.

As media is a source of information about legitimacy in the environment (Barlettt,2005), media plays an important role for the military to recognize and react to the realities of that environment in order to achieve and maintain relative harmony with its environment.

Military as a Group Among Other the U.S. Institutions

In the meso level, the military organization is one of the groups among other US institutions, while the civil-military relations were frequently studied in previous researches.

Within the military system, the US Government has the highest authority over the US Forces. From the perspective of Agency theory (Peter D., 1996), the military organization is considered as a government agency which carries out tasks to accomplish missions assigned by the US President.

From another standpoint of view, the institutional theory which developed from the organization theory considered the military and the civil organizations as two different worlds with its own operative rules and norms. This relationship caused a cultural gap between these two organizations. By exercising objective civilian control (Peter D., 1996), the white house can maintain its dominance over the military without degrading its ability to defend the society.

Under the civilian control, the political echelon defines national interests and goals and controls the military implementation by allocating security resources, including the authority to use force. On the other side, the military has the authority to determine military doctrine regarding the management of that force.

Due to this special tension between the US Government and military, though the military has levels of autonomy, from the financial standpoint, a military agency depends much on the political sector for funding and civilian support for mission success. Nowadays the military involves more on operational function than wars, so, in the context of democracy, meeting the social system's expectations of appropriateness to gain legitimacy for more resources (Deephouse & Carter, 2004) is very important. In other words, obtaining positive public opinion is crucial to military success, particularly during armed conflict.

In American democracy, the media provides another system of monitoring the government and its policies, in this case, the military organization. But, from the

military operational perspective, media can be an instrument of war, because winning modern wars are as much dependent on carrying domestic and international public opinion as it is on defeating the enemy on the battlefield (Kenneth , 2005).
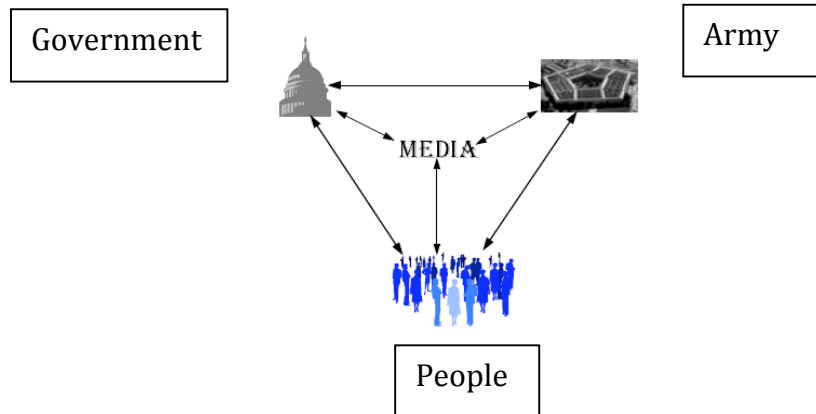

Figure 2. Remarkable Trinity Revisited
by Carl von Clausewitz (Maj. Raymond R. Hill Jr, 1997)

Figure 1 showed us the dependent relationship between "people, their government and their Army organization". Here, mass media is conceptualized as a communication channel for organizational use in achieving goals of publicity, impression management, and public opinion influence (Cutlip et al., 2000). Based on this fact, it explained why today's military commanders stand to gain more than ever before from controlling the media and shaping their output (Kenneth, 2005).

Single Individuals' Interaction in the Military Organization

The last one is the micro level. It focuses on variations among single individuals' characteristics affecting other individual reaction.

In the military organization, actors include military officers in different hierarchy, political elites, civilian leader and citizens as stakeholders. In this study, it focuses on studying the media-military relations, so the media members should be taken into account.

According to the Concordance theory (Rebecca L. Schiff, 1995), it found that military officers, political elites and citizens must aim for a cooperative arrangement

and come agreement on political decision making process. The US Department of defense stated that:

> " *We exsit to protect these citizen stakeholders, for without their support we would be out of business."(An introductory overview of the US Department of defense)*

By studying the interaction between individuals, it will be possible to find out how voice operates within an organization, who makes the decisions and how they are made (Deetz, 2001). In addition, it allows researchers to find out the implicit values and their possibilities to affect communication in the organization (Elizabeth, 2004).

Though it was found that behavioral patterns within the organization and their influence on the organization should be taken into consideration (Frank R., 2001), due to the limitation of the empirical approach, in this research, it will not be possible to find out concrete description about culture and behavior from the military documents. In the next chapter, dimensions about various group of stakeholders' interaction, their relationships and the decision making process will be investigated.

Summary

The literature reviews gave a basic idea of what a military organization is like. The special nature, diverse and complex military organization suggested the need of using the organization theory as a framework for analysis and incorporated with interdisciplinary dimensions for interpretation so as to gain an integrated picture.

Furthermore, the tendency of the military system becoming more operational and adaptive to the environment implicated the changes on its communication process and its relationship with external environment and media in different context (i.e. macro, meso, micro levels) which need to be considered in this study.

This complete picture which includes the description of the current functions, structure, relationship and individuals of the US Forces provided the basic knowledge for further study of the media-military relations in this paper.

In the next section, the theoretical approach for organization communication will be discussed in detail.

2.2 Organizational Communication and the Military

2.2.1 Organizational Communication

"Our society is an organizational society. We are born in organizations, educated in organizations and most of us spend most of our lives working for organizations... most of us will die in an organization and when the time comes for the burial, the largest organization of all -the state- must grant official permission." (Etzioni, 1970, p.1)(Cited in Morgan, 1990, p.1)

Organizations and Communication

Human beings have learned to work together to accomplish tasks since prehistoric times. Cave dwellers realized that it was more productive to hunt in groups than to hunt alone, they also recognized the significance of banding together in tribes to withstand threats from the external environment. Thus, our prehistoric ancestors precipitated the birth of human organizations and organizational life (Kreps 1990,1). As structured societies developed through the Egyptians, the Greeks and the Romans, there was a creation of a wide range of human organizations to serve their societies which stimulated the development of science, government, philosophy, education and the military, just to name a few.

The Cambridge online dictionary defines organization as "A group of people who work together in a structured way for a shared purpose" (Organization, Cambridge, 2009) a simple but adequate basis for understanding the multidisciplinary nature of the study of organizations and ultimately, organizational communication. To organize is to put something into structure or order (Organize, Oxford, 2000). Thus, the process of organizing refers to the process of coordinating activities. If these activities are made successfully, a state of organization is achieved. The purpose of such coordinated activities is the accomplishment of individual and collective goals (Kreps, 1990, p.13). According to Glenn Morgan "Organizations develop out of a conscious decision on the part of an individual or a group to achieve certain goals…" (Morgan, 1990, p.4). Many scholars since the 1970s agreed that organizations are social systems (Goldhaber et al, 1988, p.35). In accordance with Morgan´s (1990) and Kreps´s (1990) statements, one

can lay the foundation for viewing organizations as goal-oriented systems. All organizations are involved in the "conscious monitoring and control of the relationship between means and ends on a fairly regular basis" (Morgan, 1990, p.5). From all the above points, it comes to mind that, organizations engage in coordination, goal attainment and cooperation made up of several complex processes. So what does communication have to do with all this?

A rather simple dictionary definition of communication is the exchange of information (Communication, Oxford 2000). Such a process of information exchange involves signs and symbols, which could be verbal or non-verbal. It is the exchange of shared meaning. Most certainly, communication is a complex phenomenon about which, most would argue that the above short explanation does not encompass the full scope of the term. Traditionally, communication was seen as a relatively simple linear process where one person transmits a message to a source, the source then understood and acted on the message (Owen, 2009, p.4). However, communication is no longer seen merely as a process of creating shared meaning, but also of constructing social realities in ways that are coordinated and actively managed (Papa et al, 2009, p.3). As contained in (Papa et al, 2008) and in reference to Donal Carbaugh, "communication is socially situated meaning-making, generating pockets of coherence and community through cultural meanings and forms." (p.3). Regardless of the depth of the concept of communication, this research paper is concerned with the communication processes in relation to the military as a human organization. Research about these processes has concentrated on how they (the processes) could be managed, in order to improve productivity, performance and profitability (Owen, 2009, p.4).

The process of communication plays a significant role in any organization. As a dynamic process, communication facilitates coordination of components activities and is a control mechanism that regulates such activities (Goldhaber et al, 1988, p.35). Communication evokes cooperation and interprets organizational needs (Kreps, 1990, p.26). Communication reflects and creates the relationships between organizational actors as well as defining, shaping and explaining them (Owen, 2009, p.5). From an organizational perspective, Communication, "refers to the collective representation of ideas" (Manning, 1992, p.12). It is no different in a military organization. In fact, the

processes are even more complex, considering the numerous hierarchical and formal procedures involved for the circulation of information.

Information is the outcome of communication (Kreps, 1990) and it is the mediating variable that connects communication to the organization. Communication could be seen as a tool that makes everything else in the organization possible. Without it, there can be no organization, no management, no motivation, and in general no coordinated work processes (Goldhaber et al, 1988, p.95). Communication creates situations that are critical in developing relevant information that demystifies complex organizational activities and changes (Kreps, 1990, p.12). Communication plays a vital role in organizational change; it helps organization actors, both leaders and employees respond appropriately to changes in organizational life, by enabling them identify, clarify and adapt to changing tasks and problems (Kreps, 1990, p.19). As an outcome of communication, information is a powerful commodity in organizational life and behavior, in the sense that, it provides the knowledge for organization actors to accomplish tasks (Kreps, 1990, p.14). Consequently, information helps in the cooperation between subunits in organizations; especially in complex organizations like the military, where the activities of each subunit are closely interdependent. Without such task related insights, an organization such as the military will be headed towards a disastrous path. A lot of scholarly work has been made in attempts to combine the concepts of communication and organization. The roles and functions of communication in the study of organizational change, behavior and decision making etc. form a sound basis in combining communication and organization.

Defining Organizational Communication

What is organizational communication? From what has been mentioned in the previous sub-heading, one can deduce that organizational communication comprises of all processes that involve the exchange of information with the aim to structure and maintain order in and around the organizational environment. However, Stanley Deetz, in his article Found in Jablin et al (2001) sees this as a misleading attempt at defining the concept, he proposes "what do we see or what are we able to do if we think of organizational communication in one way versus another." (p.4). His idea expands on

the thought of a single definition in conceptualizing organizational communication, to a wider perspective of describing it through different approaches.

The first approach is the development of organizational communication as a specialty in communication departments. The second approach focuses "on communication as a phenomenon that exists in organizations." (p.5). the third approach is to "think of communication as a way to describe and explain organizations." (p.5). He states further that, communication might also be thought of as capable of explaining organizational processes, just as it is in other fields like psychology, sociology and economics. Since this research paper is based on communication processes in relation to organizational structure, Deetz´s second and third suggestions offer a productive perspective of viewing organizational communication. Nonetheless, with respect to Deetz´s suggestions, scholars have developed various ways of describing organizational communication perspectives. Papa (2008), elaborating on previous descriptions presented by Linda Putnam (1988), Philip Tomkins and Charles Redding (1988); in *paradigms of organizational research* and *Organizational communication-past and present tenses,* respectively (see Papa, 2008), identifies the traditional, interpretative and critical perspectives (p.7).

The traditional perspective is the oldest view for the study of organizational communication. Early traditionalists treated the organization as a machine made up of interconnected parts (employees, departments). This machine is operated by managerial control and depends on well-managed communication in order to function effectively. Early traditionalism emphasizes on political position; resting on power, control and privileging political, managerial and leadership interests over the other organizational groups. Contemporary traditionalists however, embraced the idea of viewing the organization as an organism, bringing the idea of complexity to light. They believe that, managerial factors are not the only ones that regulate an organizational system. Internal factors like unions, workgroups and informal coalitions may exert substantial control. Externally, local or state agencies, consumer and communities also exert some kind of influence on the system (p.9). Furthermore, they believe that entities in an organization do not work together in a machinelike harmony, meaning that there could be conflict among them even as they pursue common goals. They note that organizations adapt to

change, and finally, include the welfare of organization members as an indicator of effectiveness.

The interpretive perspective regards organizations as cultures. Culture is generally viewed as the way of life of people according to anthropologist W.A Haviland as contained in Papa (2008) "Culture consists of the abstract values, beliefs and perceptions that lie behind people´s behavior." (p.10). this is where the interpretivist differs from the traditionalist, in that the traditionalist studies observable conditions and the interpretivist tries to uncover the culture that, lie behind these actions and conditions. They believe that an organization exists in the shared experiences of the people who constitute it, which means that organizational reality is socially constructed through communication. Furthermore, culture is a socially constructed reality that involves a complex web of shared meanings. Interpretive scholars study these social constructs with an interest in the symbols and meanings involved in various forms of organizational action.

The critical perspective regards organizations as instruments of privilege or even oppression. Critical theorists are concerned with the relationship between structure and symbolic processes, criticizing oppression and the systematic distortion of organizational communication.

In order to create a boundary for this research paper it is necessary to mention of a few definitions of organizational communication. "Organizational communication is the process whereby members gather pertinent information about the organization and the changes occurring within it." (Kreps, 1990, p.11). According to Osmo Wiio, as contained in Goldhaber et al (1988) organizational communication can be defined as "…an interchange of information between systems which interfaces organizational systems in different situations so that they are able to function in a compatible and coordinated fashion to achieve organizational and individual goals." (p.95). Peter Manning (1992), proposes viewing organizational communication from the perspective of the "processing of information in a message form" (p.9), he goes further by stating that it should also include non message and non informational matters. Thus, it should include social climate, context and formal structure within which organizational communication performance takes place. He states that, organizational communication,

"…is the processing of data in message form into, through and out of channels formally designated within defined organizations, including the study of all the non-informational matters that shape messages." (p.12)

Organizational Communication Structures

The relationship between communication and organizations can be viewed through the organizational communication structure. Such structures can be defined as a "system of pathways through which messages flow." (Papa 2008:50). Johnson (1993) while attempting to combine all the various dimensions that make up organizational communication structure (p.6) defines it as thus, "organizational communication structure refers to the relatively stable configuration of communication relationships between entities within an organizational context." (p. 11). One way of looking at these structures is Formal and informal communication structures and the other is the internal and external communication structures. It should be noted at this point that, formal and informal communication structures, occur within internal communication channels (Kreps, 1990, p.201). As a result this section will focus firstly on internal communications; which will consist of formal and informal communication channels and then proceed with the external communication aspects. According to Putnam and Krone (2006) and based on the work of Frederic M. Jablin, Marshall S. Poole, George Cheney and Stanley Deetz, early research in this field, drew clear distinctions between internal and external communication, privilege was given to internal (formal and informal) issues, such as message distortion, lack of feedback, integration and isolation etc. (p. xxviii-xxix). External communication belonged to public relations and advertising. However, in the 1980s scholars began to examine the information needs of organizational actors who spanned institutional boundaries. In the 1990s, as organizations focused on building positive images and unique identities they began to formulate the same messages targeted simultaneously for public and employee consumption. Thus, blurring the internal and external duality and giving focus to the stakeholder perspective. (p. xxix)

Internal Communication Channels

As highlighted above, internal communication consists of both formal and informal channels. Internal communication occurs within the boundaries of the organization. It is the pattern of messages shared among actors in an organization. As such, it is the human interaction that occurs within organizations and among its members. These interactions are coordinated through channels, pathways or systems. These channels, as contained in Putnam and Krone (2006) referring to Putnam and Cheney (1985) put it, relate to the flow of information, which is upward, downward and horizontal. These channels enable the development, coordination and accomplishment of tasks. They inform organization members on goals, tasks and problems and also, help them understand the present state of the organization and their roles in it (Kreps 1990:20).

Formal communication refers to communication through officially designated channels of message flow between organizational positions. In most organizations these formal channels are clearly defined through organizational charts describing hierarchy of power. Early research about formal structure focused on the organizational chart and the flow of messages vertically and horizontally (Johnson, 1993, p.17). This hierarchy has been described in terms of three directions of message flow: downward, upward and horizontal (Putnam, 2006, Kreps, 1990, Papa, 2008).

Downward communication flows vertically from upper levels to lower; manager-employee, superior-subordinate. Classical theorists according to (Papa, 2008) considered communication as a tool for managerial control and early research showed that message flow in formal systems was downward consisting of orders and regulations. Even though, downward communication is important in the existence of any organization, studies show that several problems like inadequacy of information, inappropriate information diffusion, dominance, submission, clarity etc. hinder the effectiveness of the channel (p.52-53).

Upward communication flows vertically from lower to higher levels of the organization, in other words, messages initiated by the subordinate level to their superiors. According to Papa (2008), studies about the role of this structure in classical

theories were limited (p.53) and Kreps (1990) points out its underdevelopment in business organization, stating further that, Barnard was among the first theorists to stress the importance of upward communication (p. 206). Studies have shown several problems in the practice of upward communication, such as fear by subordinates and insufficient upward channels.

Horizontal communication is the flow of messages across functional areas at a given level in the organization. Classical approaches placed less emphasis on this, however, according to Fayol (1949) as contained in Papa (2008) strict adherence to the chain of command would be too time consuming in the case of emergencies, suggesting provision be made for what he referres to as "horizontal bridges" (p.55).

According to Papa (2008), more recent studies on communication structure are focusing on diagonal communication which involves communication that crosses both levels and functions within an organization. Three types may occur, the quality circles, lattice designs and heterarchies (p.57).

Informal communication does not reflect officially designated channels of communication. According to Papa (2008), some scholars argue that informal communication is a substitute for inadequacies in formal channels. However, most scholars believe some form of informal communication is inevitable in organizations. Classical and scientific theorists refused to consider the role of informal communication, until their principles were questioned when Barnard, Davies and the Hawthorne studies suggested otherwise (p.61). Informal channels, which are also referred to as grapevines, have a lot to do with curiosity, interpersonal attraction and social interaction (Kreps, 1990, p.208). Human beings naturally have an appetite for meaning, to suppress this appetite, organization members need relevant and accurate information about what is going on and how it affects them. Usually formal or hierarchical channels fail to adequately provide for such inquisitiveness thus, the creation of informal channels. Johnson (1993) suggests that, perhaps the best known research on informal communication is Keith Davies´s work on the grapevine, where he says, as contained in Johnson (1993) the grapevine is a key indicator of the health of an organization.

Network Analysis and Theory

The purpose of this sub-heading is not to give a detailed analysis of the theory but to shed some light on the complexities that make up organizational communication and the approaches that are used by scholars in explaining patterns of communication among individuals. Network analysis has been used to examine communication relationships and patterns of interaction that occur among organization members; highlighting the schism that exists between formal and informal communication. In the 1930s, Chester Barnard in stressing the importance of employee communication realized that informal networks of communication emerge in all organizations (Conrad, 1990, p.169). The informal patterns of organizational communication members engage in create communication networks (Kreps, 1990). These networks can be defined as a set of relationships. The basic assumption is the study of how the social structure of relationships around a person, group, or organization affects beliefs or behaviors. According to Johnson (1993) the term network refers to a set of units or actors (or nodes) and the relationships (or ties) that occur between them (p.33). The network approach assumes that, in any organization there is *absolute information* and this information is distributed or scattered through the organization. One concern is, if this information is available to the people who need it; which is a key principle of the structural-functional approach; that information must be distributed correctly for the proper functioning of an organization (Heath & Bryant, 1992, p.239). According to Noel Tichy (1981) as contained in Papa (2008), networks are understood by examining four properties; roles, characteristic of links, structural characteristics and content (p.63). Networks are made of cliques; these cliques are connected together by *liaisons* (people who connect cliques but are not part of any) or bridges who connect a clique they belong to with another. Others are less tightly connected and are referred to as *isolates*. Within cliques, there could be opinion leaders, who influence attitudes; others could be gatekeepers, who occupy a position that allows them control messages and finally the boundary spanners or cosmopolites who connect organization to the environment (Kreps, 1990; Conrad, 1990; Heath et al, 1993; Papa, 2008). Pool (1973) as contained in Goldhaber (1988) described networks as the thread that holds social systems together (p.321). Consequently, analyzing networks can provide descriptions of the system´s structure, including any part of the social system such as the military.

External Communication

External communication occurs between an organization and its external environment, or what Kreps (1990) refers to as *relevant environment* (p.21). It enables the coordination and interaction with external entities; that can exert significant influence on the organization. For instance the military´s external environment includes the public, the media, other governmental agencies and contractors etc. External communication channels create an avenue for the reciprocal exchange of messages between an organization and its relevant environment, which as Zerfass (2008) puts it "…promotes the necessary processes of mutual adjusting interests and coordinating action." (p.83)

Systems Theory

The purpose of this subsection is intended to give an idea about systems as a paradigm in the study of organizational communication and it does not attempt to give an extensive analysis of the theory. The systems approach diverted the earlier focus on internal to a focus on external communication. According to Almaney (1974), the term "system" denotes any set of interrelated elements that form a unified or complex whole. He further highlights the role of communication in a system which is, to bind it, maintain stability and link it to the external environment. Systems theory asserts that every system is composed of separate and independent parts referred to as subsystems. Each subsystem functions in ways that simultaneously influence every other subsystem and ultimately the larger system, which brings about interdependency between them. Because of this interdependency, the system is more than just the sum of its parts (Conrad, 1990, p.97). What is unique about the systems approach is the interest in the dynamic properties of wholes and parts, relationships, and hierarchies; which as Krippendorff reasons (1977) and as cited in Heath et al (1992):

> *"A system consists of a set of states that are chained in time by transformation. The stakes take account of the relations between the parts of the system, so that changes over time imply changes in the relations among the system´s parts.* (p.237)

A systems approach to communication aims at explaining how systems adapt to their environment. The role of communication is to gather information in order to understand and respond to the environment. An open system interacts dynamically, while a closed system does not. An open system can also influence and define its environment (Heath et al, 1992, p.238). Every system is composed of subsystems and surrounded by a *suprasystem* which it shares with other systems (Kreps 1990, p.226). In organizational terms organizations are made up of groups of members and reside within an environment that they share with other organizations. The military is made up of a complex web of groups that exists within an environment. In the same environment other set of groups exist like the media, the public, other public institutions (with similar goals like the Federal Bureau of investigation) other militaries and so on. The military, especially as a public organization and according to the systems approach must coordinate with other members of the environment especially in an ever evolving world.

Systems theory provides an analogy-the living organism-to study organizations and organizational communication. As such, the theory relies on the concepts of wholeness, hierarchy, openness and feedback to explain the organism-like characteristics of organizations (Papa, 2008, p.105). Papa (2008) explains that, wholeness reflects the interdependency among parts of the system resulting in an integrated whole. Hierarchy reflects the relationship among parts and rules guiding them. Openness reflects the level of exchange with the external environment and finally feedback, which is used for maintenance and adaptation.

2.2.2 Levels of Analysis in Organizational Communication

As we've seen above, and here we agree with the position of many scholars, that "the field of organizational communication is highly diverse and fragmented" (Baker, 2002: 1), it seems relevant for our research to examine the military´s organizational communications on the three levels of sociologic analyses (macro, meso and micro) to identify different stakeholders groups that influence and/or influenced by the military, and whom the military communicates to. We suppose that military as a rather complex structure displays its inherent peculiarities on all these three levels. Secondly, we are going to define the character of these communications, such formal/informal,

external/internal, vertical/ horizontal and others, to see what is specific for the military communication. Finally, we will pay attention to some particular aspects of military communications, such as informational security, the need to communicate more in crisis, the difference in communication under so-called "cold" and "hot" conditions.

Macro-level. The Military and Its Stakeholders

Before we determine specific stakeholders of the modern military organization, it is necessary to take a look at the nature of a military as an organization that is to its main functions in society. These functions are quite clear: a military serves as a defensive and fighting force of a country.

> *"The Army's mission is to fight and win our Nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. We do this by:*
>
> - *Executing Title 10 and Title 32 United States Code directives, to include organizing, equipping, and training forces for the conduct of prompt and sustained combat operations on land.*
>
> - *Accomplishing missions assigned by the President, Secretary of Defense and combatant commanders, and transforming for the future."* (http://www.army.mil/info/organization).

We may conclude on the one hand, that the U.S armed forces is controlled by and is subordinate to the government, and on the other hand, serves the whole society of its country.

The relations within this triangle – military, power (government) and society – has been a subject of discussions in political science since these relations are rather complicated and still evolving. "A basic assumption in civil-military relations theory is that armed forces are "Janus-faces" organizations. On the one hand, they and their political masers must respond to the strategic context by building military effective organizations. On the other hand, especially in democracies, they must ensure that the

armed forces are responsive to wider the social values and thus to the society that pays for them and without whose support they can do little." (Gallaghan et al., 2000:6). To narrow down the scope of this paper, we will leave out the discussions of the level of civilian control of the military in a contemporary world, as well as such forms of civil-military relations as militarism and antimilitarism, and its inherent types of organizational communication. Therefore, the relations and communication between military and its stakeholders will be considered as applied to the modern political system of the USA, governed by elected officials.

The Military Organization and the Government

According to Soeters et al. (Caforio, 2003:237) military is a state-funded, noncommercial organization that fulfills state's core tasks. The United States has a strong tradition of civilian control of the military. "Under the President, who is also Commander-in-Chief, the Secretary of Defense exercises authority, direction, and control over the Department which includes the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, three Military Departments, nine Unified Combatant Commands, the DoD Inspector General, fifteen Defense Agencies, and seven DoD Field Activities". (The Department Of Defense Organizational Structure, retrieved from http://odam.defense.gov/omp/pubs/guidebook/DoD.htm#Department of Defense). The government seems to be the most important stakeholders for the military organization, which is represented by enabling linkages, according to Esman's classification, since it "provides the authority and control resources" of the organization. (Grunig, Hunt, 1984:140). One may assume, that formal, vertical communication is typical for interaction between these two organizations.

The Military and Mass Media

Another important stakeholder group on the macro-level of military organizational communications is mass media, which may consist of domestic and international, traditional and new media.

With the increased role of information in the contemporary society, mass media has become an important stakeholder for the majority of organizations, including the military. Suffice it to say, that during the last few years the term "media wars" has appeared and has been given prominence. Indeed, the world today is not just separate territories; it consists of global connection worldwide and the spread of information from one of its corners to another takes place literally in a split second.

Anup Shah in the article "War, Propaganda and the Media" gives the general picture of contemporary media-military relations: "The military often manipulates the mainstream media, by restricting or managing what information is presented and hence what the public are told. For them it is paramount to control the media. This can involve all manner of activities, from organizing media sessions and daily press briefings, or through providing managed access to war zones, to even planting stories". (http://www.globalissues.org/article/157/war-propaganda-and-the-media#PropagandaandWar)

It is important to mention, that military-media relations have a rather complicated character. The military can be considered as a relatively closed organization (though from a communication standpoint, all systems are open (Adnan, 1974:40), but this character of the military organization has changed in the last decades. With a high secrecy of information, on the one hand, and particular interest of media in crisis situations (wars and other forms of military operations), on the other hand, the conflict of interest arises. Yet, the modern military-media relations as it will be shown in the following chapters, tries to meet the challenge of a social demand for information. Media is traditionally represented by the diffused linkages and its interest "often arises in time of a crisis" (Rawlins, 2006:4).

Media-military communications can be a bright example of the military organization as a closed and an open system at the same time. On the one hand, the military strives to maintain its "internal equilibrium" with a so-called "closed loop" feedback, when "information does not cross the input and output boundaries of the system". On the other hand, "the open-loop" feedback required by the armed forces "is concerned with regulating the system relationship with its external environment and maintaining a state of dynamic equilibrium." (Adnan, 1974 p.39-40). The second type

of relations with external environment is unavoidable even for such an initially information-closed organization as military in the epoch of social trust and reputation in a democratic state.

The Military and Publics

We would briefly mention some other stakeholders and publics that are observed on a macro-, external level of communications. These are NGOs, international publics, ally armed forces, local population at the area of military dislocation, military families, publics of friendly nation forces and hostile states, and others. According to Freeman (1984), stakeholders are affected by the organization and vice versa, while publics from when stakeholders recognize one or more of these effects (consequences) as a problem and organize to do something about it or them (Freeman, Reed, 1983, p.88-106).

For example, military families normally can't be regarded as stakeholders. Their role is unclear, until the military deployment occurs. It causes family problems and thus families can become an important public to communicate to. This is also applicable to the cases, when a military person is injured or killed. The military has to inform the family, but such communications are not an easy thing from a moral and psychological point of view. Yet another aspect of the problem is that media, embedded to the operations, have sometimes a time advantage to make their report with an injured person sooner, than the military officials notify the family members about the accident. Military PR personnel are ware about this problem and try to elaborate preventive measures (an example of such cases is given in Military in The Spotlight, Media and the Tactical Commander, Newsletter №92-7, section III).

Meso-level. Internal Communications

Armed forces have always been a complex-structured, formal and very hierarchal organization. A bright example of it in case of individuals is the use of ranks, which reflects on every step of informational exchange flow in the military organization. Moreover, a military organization consists of a number of different units. The largest branches in the U.S. armed forces are Army, Navy and Air Forces. All three reports to the Department of Defense, and all three consists of smaller components that

in their turn are divided into even smaller parts. This is an upper level of internal communication, that some authors call "organizational level" (see for example Baker, 2002:4), strives to coordinate the cohesive work of all of these units, so that the whole organization functions as the one mechanism.

In the way military components communicate to each other the Shannon-Weaver model of communication is applicable: in the military communication a sender of the information is always more active than a recipient. (Shannon, Weaver, 1949). This communication has a formal, vertical, mostly downward character.

The following features resides the formal communication in the armed forces:
- Lack of verbal communication and wide use of professional jargon (orders are usually given by a command);
- Bureaucratic type of informational flow (wide use of written documents, such as orders, directives etc.)
- Use of the specific military language of non-verbal single-meaning signals (for example saluting);
- Linear, one-way communication: usually downward (decision-making, orders, commands), but also upward (reports),
- Lack of discussion and interpretation (unambiguous, one-meaning information),
- Other significant sorts of information (given by professional education, trainings, political information and propaganda).

From a cultural perspective, the formal communication type in the military requires, as Soeters et al. have pointed, "All noses in the same direction" and internal debates and struggle are absent". (Caforio 2003:240). The lower level within internal communications refers to group communications (following the classification by Baker, 2002:4). As the organization consist of people of the same position levels, they will communicate with each other in a rather informal way. Moreover, here we are dealing with a phenomenon of microcultures, which are formed by different informal groups within a general organizational community. "While subcultures can involve thousands or even millions of people, who can rely on relatively generalized shared understandings, microcultures may seldom reach beyond a few dozen people or a hundred (Hannerz, 1992:77 in Caforio, 2003:239). This is the level where horizontal

communications take place. Tough informal horizontal communications may be regarded as secondary in the formalized structure of internal organizational communications, they take prominence in real life situations, when the military organization change from its "cold" conditions into "hot" ones, as it will be shown below. This type of communication also is activated in situations of conflict, whether they have a religious, national, psychological or other ground, or may occur in crisis situations.

Micro-level. Interpersonal Communications

Unlike the meso-level that referred only to intra-organizational communications, the lowest, interpersonal level of communication is considered by us as a diffused one, mixed by internal and external communications, as individuals have contacts regarding to their work within as well as outside of the organization. Reporting to a superior by a subordinate is an example of formal internal communication. Informal communication can be observed between friends or colleagues of the same rank.

External formal communication may be established between, for example, a military man or woman responsible for contacts with external organizations (for example, with civilian staff that serves for the military base, that are also representatives of functional linkages of stakeholders' classification). In a non-work domain informal external communication may be observed, for instance, in military families.

Information Availability in the Military Organizational Communication

The main stumbling-block in external military communication is informational security. This aspect has to be always taken into consideration in cooperation of the armed forces and mass media. Informational security is related to the high level of importance of the role that the military plays in the society. According to Aukofer and Lawrence (1995), there are three categories of classification in the U.S. armed forces, based on the degree of potential damage from disclosure (p.23):

Top-secret	Exceptionally grave damage to the nation
Secret	Serious damage to the nation.
Confidential	Prejudicial to the defense interests of the nation.

Rest of the information is used to be unclassified and can be available for public.

The authors actually mention: "Military personnel live and work in an environment in which they must be constantly aware of the security classification of the information they are using. Not only must they be careful not to reveal classified material to persons outside the military, they must also know who in their unit is and is not authorized to have access to the material. The key point is that service members are trained to be very careful in their treatment of information and, as a regular practice, to withhold material from those not authorized to receive it." (Aukofer and Lawrence, 1995:24).

Classified information should be kept from external environment, especially from the access of mass media and hostile intelligence.

Nevertheless, as informational technologies develop, the censorship control is becoming more difficult. Computer network systems can be attacked by hackers, any information from a battlefield can be easily transferred via internet without acknowledgment of military responsible officials and so on.

Secondly, information needs special care during the time of war. "Military commanders know that even unclassified information poses risks during wartime. They are trained in an area referred to as "operational security" or "OPSEC". It is based on the premise that, during wartime, a clever enemy can analyze a mass of unclassified, seemingly innocuous information, both from press and military sources, and make an accurate assessment of U.S. capabilities and intentions, including attack plans. The armed forces have trained intelligence specialists who monitor unclassified transmissions and advise commanders about corrective actions in order to avoid helping the enemy, but the military, of course, is unable to counter press reports in the same way". (Aukofer and Lawrence, 1995:24).

Communications in the "cold" and as "hot" States of a Military Organization

Soeters et al. in their research "Military culture" (Caforio, 2003) examined the two-sided nature of military organizations: "cold" one, referred to everyday routine life and "hot", that shows up "during crisis and on the battlefield" (p. 245). When the military acts as a "cold" organization, "it is a real bureaucracy with hierarchies, specialization, rational decision making, (strategic) planning, paperwork as well as quality and cost control." (p.246). In these circumstances, "information may even be easily lost in the system, directed to the wrong people", and most gifted people can be merely ignored. Even though, continue Soeters et al., the military still continues to hold emotional meetings, negotiations on targets, as well as contacts with media. (p.246) On the other hand, the researcher concludes, that it's important for commanders to "make every effort to strengthen the unit's cohesion" (p.247), which will be especially important when the military will turn into its "hot" status. The "hot" organization, according to Soeters et al., structures itself around small flexible groups with one leader and many (as a self-managing adhocracy). Here the fragmentation level of organizational culture becomes prominent again. Moreover, "in "hot" conditions the military culture is full of "us-and-them' classifications" (p.247). It's possible to suppose that in such conditions the external communications may have a rather critical character, since "them" can be not only enemies, but external publics in general: government, media, politicians and so on. On the other hand, inside the organization itself such phenomena as "collective mind", team spirit, taboos on special themes and even a code of silence appears. Such subjects as "stealing, lying, and the expression of politically incorrect opinions or even the display of unacceptable behavior concerning sex and violence against outsiders' are forbidden to discuss (p.247-248).

It seems to be very probable, that during the "hot' time informal communications and informal leadership, based on encouraging and compassion, as well as an informal communication prevails alinear and bureaucratic leadership, represented by a "cold" organization. Tough the first type of communications, based on strong discipline, is crucial to avoid panic, when nobody listens to orders.

Crisis Communication

In a connection to "hot" organization it is important to investigate how the military communicate during the crisis situations. Such situations can be wars, battles, accidents with military personnel and equipment and some others. In the literature that represents analyses of crisis communication we may find the instructions for the every step of the algorithm of crisis response. It can be something like "Seven Cardinal Rules of Risk Communication" (by Covello and Allen, 1988), which in a brief overview include:

1. Accept and involve the public as a partner.
2. Plan carefully and evaluate your efforts.
3. Listen to the public's specific concerns.
4. Be honest, frank, and open.
5. Work with other credible sources.
6. Meet the needs of the media.
7. Speak clearly and with compassion.

Nevertheless, it is a doubt that military follows strictly these rules. Openness and honesty in providing with a sufficient and authentic information can be an obstacle for keeping informational security. According to American sociologist and economist J. O'Connor (1987), "there's no true reality", "everyone's perceptions are influenced by past individual experiences" (mentioned by Dan Hunter et al., 2000). Moreover, "this openness is often times contrary to input from an organization's legal representatives in hopes to limit future liability claims that could result from the crisis" (Dan Hunter et al., 2000).

Sometimes, the military public relations officers can manipulate important information during the crisis, at the same time remaining honest. According to Hunter et al. (2000), "depending upon the type of crisis and with proper planning, an organization can have great control on how, when, and where a crisis unfolds and possibly its impact which is agenda setting (Woodyard, 1998). For example, an organization may release perceived unfavorable information to media right before publication or broadcast deadlines to minimize the media's reaction. This method was often used during the

Base Realignment and Closure rounds of the late 1980s and 1990s where Pentagon officials would often wait until late Friday afternoon to make public announcements (Woodyard, 1998)".

So, the way military deals with external requests for the information during the crisis doesn't fit the general conception of crisis response, it has specific peculiarities and therefore demands further study.

Summary

Military-media relations have a rather complicated nature first of all, because of the subject of communication and secondly, because of the nature of such an organization.

In summary, this sub-chapter begins with establishing the concept of organizational communication as studied by various scholars. The Organizational communications of the military context lacks proper analysis, making it important to approach the analysis of the military documents with an understanding of what comprises organizational communication and formulate a base for understanding the military´s complex organizational communications.

Next, it was important to understand organizational communication structures; internal, formal, informal and external, and look at two communication adapted theories that can be used to understand communication structures internally and externally; as networks and as systems. Since this research explores external communications of the military to the media, it is important to understand why traditional theorists have diverted from viewing organizations as mechanisms but as organisms. From a communication point of view, the organism ideology would mean that, the military would naturally be inclined to adjust their strategic communications according to changes in the external environment.

The military organization has been viewed differently from other types of organizations, because of its strict formal, disciplinary and hierarchical nature. The question is with all the changes in its external environment have they seen the need to

change anything? Do they adjust to stakeholder pressures? How do they handle their communication structure in this technological age? The analyzed documents reveal how certain structural activities take place with regard to media relations, though the reality of military-media relations is beyond the scope of this research, comparing the background with the findings from the documents will undoubtedly spark a plug for further exploration.

Forty to fifty years ago studies about public organizations focused on formal communication while separating internal and external communications. Has the stakeholder perspective and the importance of the military to create a positive image and reputation brought about a need to adjust their structure? For instance, in the first research question why was it important to combine both internal and external communication of the Department of Defense under one central body? Presumably, for similar reasons stated by Putnam and Krone (2006).

Furthermore, the studies show that, in the period when organizations that operate in democratic society strive for social trust, and when the public control over such institutions as the military exists, the armed forces cannot ignore the social demand for information, and therefore the character of the military changes into more open communication. Yet, we need to examine on a macro-level what the military media policy is and how these two organizations cooperate with each other.

It is very probable, that the character of military-media relations is highly influenced by the character of internal media communication (meso-level). Following the researchers who determine the armed forces as a strictly structured, hierarchical and often bureaucratic organization, we may assume that a large number of documents, regulated all kinds of informational flow inside and outside the military might be elaborated by it.

On a micro-level it would be usable to examine how individual influence these relations, such as who is a spoke-person (persons) in the U.S. armed forces, are there other interactions of military personnel with journalists and how they may influence the information that comes to the news, and so on. Further, it would be useful to compare, analyzing military documents (like policies of communication in crisis, if such exist,

and some real-life speeches of military officials); how the media policies are implemented in practice, and how individuals influence the effectiveness of this implementation.

We have to consider the most important aspect of these relations – the informational security. This is a stumbling block on the way of free information flow outside of the military. Yet, according to the studies, the "hot" state of the military sometimes causes informational chaos, when classified information may become available to the media.

2.3 Media Relations and the Military

The Military Fundamental Motivation

An explanation of the military media relations requires a short prelude the main goal of which is to uncover the fundamental stimuli that activate such a complex mechanism like national armed forces.

Too often members of national governments do not look like adepts of soft power approach (Steven Luke, 2007). It seems that the main problem is (and this aspect of modern international relations cannot be avoided in this chapter) that in an age of information warfare the term of soft power recently is losing its meaning. One of the most interesting assumptions made by Japanese researcher Kazuo Ogoura in his work "The limits of Soft Power" (2006) is that soft power nowadays is probably nothing more than "a means of rationalizing the exercise of hard power". As a result, these days the use of military force can be given as a part of soft power action. All that is needed for that is an ideological basis like in case when a military conflict is shown as "a righteous struggle against terrorism". It legitimizes these sorts of actions without not only support but also without even silent agreement of the international community. When "the concept of good and evil" starts to work (and now it is worth to remind that such an expression like "axis of evil" is nothing more than a symbol, according to Hofstede's four manifestations of culture) then the role of soft power is just to shadow smoothly the Armed Forces attack. Thus, it is suggested for modern researchers to consider a soft power approach in international relations as a sort of hypocrisy (Kazuo Ogoura, 2006). One of the main roles in the process of soft power concept discrediting belongs to military media relations.

Having knowledge about the current state of soft and hard power concept, we can start to answer a question what makes government to send national armed forces to operate on the territory of another country. Now it is time to advert to the resource-based view, economic tool that determines the strategic resources available to a company. The main principle of the resource-based view is that fundament for a competitive advantage of a company is based mainly in the application of a set of valuable resources at the company's disposal (Wernerfelt, 1984; Rumelt, 1984).

Barney (1991, p101), referring to Daft (1983) proposes that resources of a firm include „all kinds of assets, capabilities, organizational processes, firm attributes, information, knowledge and many other different aspects. Appropriate control of these resources make the firm able to devise and implement development strategies in order to improve its effectiveness and efficiency". Moreover, it was also suggested to count reputation as a resource that leads company to competitive advantage (Deephouse, 2000) and later in this chapter the meaning of reputation (as well as trust) for the armed forces media relations will be explained.

Taking into consideration the full range of functions and goals of a company and a state from the perspectives of resource-based view, it is hardly possible to distinguish a difference between these two subjects. The state as well as the commercial company has the aim to act in the most effective way improving the indicators of successful functioning. In order to succeed in this approach national governments usually make efforts not only to use current resources (or, for instance, improving them) effectively. It is natural, that besides holding current resources they are also trying to gain new ones that currently belong to their competitors. Like good Human Resource manager invites an excellent worker from another company, the state attracts excellent specialists from another country. Unfortunately, sometimes this tough competitive life is not limited by "brain drain" only. Then the armed forces are starting to act.

Before the explanation of what are the main factors for armed forces in frame of dealing with different groups of stakeholders and how it affects their media relations it should be clarified that the main goal of armed forces is defending current resources and gaining new ones. It is very important to understand since some scientists still don't realize such an obvious state of things. Giving characteristics of industrial and information warfare in his work "Information warfare in an age of Globalization" (2003) Frank Webster makes this sort of an error. According to the researcher, one of the main industrial warfare features is that "war was conducted, for the most part, between nation states and chiefly concerned disputes over territory". Unfortunately, just skipping this point further, Webster does not explain how these concerns were changed for information warfare. If he would take into consideration that "territory" is just a type of resource and ability of nation states to create different sorts of unions or alliances

actually does not make any difference in goals, then definitely he could provide a reader with more accurate information regarding a chosen subject. Speaking of warfare's fundamental aims nothing was changed for ages. There is an example from the first part of the 20th century: "This second World War has been variously pictured as a war of ideologies, a race war, a religious war, a war of mad leaders, and a class revolution. Superficially it is all of these, but a careful examination of the events leading up to the outbreak of hostilities shows a long series of stresses and strains involving the ownership of natural resources" (Renner, 1944). At the beginning of 21st century it should be assumed that in the modern information warfare there is no instant need even in tangible resources as a result of successful campaign. In some cases it might be done for reputation only but it is hardly possible to think in this way dealing with the U.S. military strategy.

Someone might be a little bit confused by U.S. counter-terrorism policy, "so-called Bush doctrine" that includes not only hunting down terrorists wherever they are or waging pre-emptive war to prevent further strikes but also "the aggressive promotion of democracy" (Snow, Taylor, 2006). It is obvious that this kind of strategy leaves no place for soft power. The amount of the U.S. military bases worldwide and enormously complex structure of the Armed Forces may astonish anyone. In fact, it is enough to advert to the U.S. history in order to understand: nation that historically expanded "the frontier" (Turner, 1893) in order to gain new resources is hardly able to change its behavior patterns without any efforts.

It is never a pleasure to observe a war, especially knowing the process in detail. At the same time, the armed forces in democratic countries (including the United States, no doubt) have to assure different groups of stakeholders (inside and outside of home country) that all military actions are taken reasonably and in appropriate democratic way. As it mentioned by Snow and Taylor in 2006 starting from the Second World War democratic countries involved in a military conflict preferred to use a 'Strategy of Truth' that means they "tended to wage war in a manner that mainly reflects the way they do business in peacetime". Modern researchers should be very accurate with such a kind of statement. The results of the preliminary research for theoretical and facts background allow us to insist that the most important aspect in this case for democratic countries was not to wage war in a peacetime manner (that, actually, sounds absurdly

taking into consideration an amount of people who die during any military campaign) but to show it this way. And, definitely, in the age of industrial warfare it was much easier to realize than now, in a time, when new media propose new challenges for military authorities.

Media Relations as a Part of Organization's Public Relations

Since this chapter is dedicated to media relations that might be counted as a part of public relations, three stages of PR, according to Grunig and Repper (1992, p.120) should be mentioned:

Stakeholder Stage

It is suggested, "an organization has a relationship with stakeholders when the behavior of the organization or of a stakeholder has consequences on the other". The role of public relations in this context have to conduct "formative research" to explore the environment and the organization behavior in order to identify these effects. Permanent communication with stakeholders allows creating "a stable, long-term relationship that manages conflict that may occur in the relationship".

Public Stage

When stakeholders recognize some consequences as a problem, they form public. Public relations have to conduct a permanent research in order to identify and segment these publics. The most recommended way is focus groups. Involvement the publics in the organization decision-making process makes it possible to resolve conflict before the moment when the only possibility to manage the conflict is to implement communication campaigns.

Issue stage

When publics recognize the problems they create "issues" out of it. The goal of public relations is to predict the issues and manage an appropriate response. The media has a major role in so-called "issues management" creating and expanding the issues.

"In particular, media coverage of issues may produce publics other than activist ones – especially "hot-issue" publics". At this time the aim of public relations is to segment publics by dint of research. It is suggested to use the mass media and interpersonal communication with activists so that the issue could be resolved by negotiation.

Grunig and Repper (1992, p.120) also state that communication programs should be planned with different stakeholders and/or publics at each of these three stages. First of all public relations have to create certain objectives "such as communication, accuracy, understanding, agreement, and complementary behavior" for all its communication activities. Then it is necessary to plan certain programs and campaigns in order to aim the objectives. After an implementation of the programs and campaigns, it is necessary to conduct an evaluation of their effectiveness so that to get a clear picture if the objectives were met and the conflict produced by the "issues" has been reduced.

There are two types of stakeholders, according to Peter Szyszka (Zerfas et al., 2008, p.101): "Primary stakeholders, who are directly involved in the processes concerning the goods and services of an organization and secondary stakeholders, who are indirectly involved since they can influence this process in a positive or negative way by the manner of expressing their opinion in public communication (Karmasin, 2007, Post et al., 2002)". Both types of stakeholders are relevant for public relations.

Also, six ontological criteria (Wehmeier, Zerfas et al., 2008, p.219) for public relations should be highlighted. First of all, public relations "deal with partial or segmented publics". The second point is that "it is about a communication process between sender and receiver, a relationship of people". It is naturally that "this relationship has something to do with public interest, and it is a goal of PR to achieve mutual adjustment". From the public relations point of view, "the public interest or the broad interest of the public comes first". The next point that reflects strategic role of PR suggests that "public relations should anticipate the future; PR should be a long-term practice". The last but, probably, the most difficult criteria proposes: "the public must be won over by the communicator".

And now it is time to explain in detail the influence of trust and reputation to the organization media relations.

An indicator for the quality of the relationship is a level of social trust, "which an organization enjoys vis-à-vis a stakeholder or another reference group"(Szyszka, Zerfas et al., 2008, p.101). Szyszka defined trust in general as "an experience based on expected continuity" that reduces complexity of social processes and converts decision-making processes in routine ones. It is suggested by the same author (with a reference to Luhmann, 1984) that there are two results that might be considered "as a possible win-win situation" in the processes of public relations. As mentioned by Szyszka, "on the side of a subject of trust, it boosts the range of action options, because an adequate behavior can be expected to sustain the trust". At the same time, "on the side of an object of trust, this has the consequence that attention and involvement wane considerably; thus, the concreteness of expectation as well as the frequency with which the mindsets and objectives of a trust subject are checked decrease. The effect: the options of action on the end of the object of trust increase".

Social trust, in this context, according to Szyszka (Zerfas et al., 2008, p.102) is "the communicative quality of organizational relations to those primary and secondary stakeholders whose attitude have consequences for organizational existence and development chances. Social trust is the social capital and resource of an organization". It means that in order to be "less closely analyzed and observed under the conditions of the economics of attention" an organization, in case of this research, the U.S. Armed Forces, should receive social trust.

Another important aspect for public relations of any organization is reputation. According to Eisenegger and Imhof (Zerfas et al., 2008, p.130) there are three dimensions of reputation: functional, social and expressive one. All of these dimensions are characterized by reputation reference, reputation indicators, appraisal style and reputation intermediaries.

According to the authors mentioned above, functional reputation deals with "objective outer world", the world of "cognitively describable cause-effect relationships". Indicators of functional reputation are competence and success.

Appraisal style referred to this reputation dimension is "cognitive-rational" and intermediaries should be "agents with a cognitive world reference e.g. experts, scientists and analysts" (p.130).

Social reputation works with "social outer world", "ethical and normative standards". Indicators of social reputation are "integrity, social responsibility, legitimacy". Appraisal style in this case is "normative-moralising". Reputation intermediaries are "agents with a normative world reference: ethical entrepreneurs, intellectuals, political agents, religious groups, civil-society agents, the media" (p.130). In order to gain social reputation the U.S. Armed Forces use all modern tools, e.g., actively working even in a field of corporate responsibility. On April 22, 2009 American Forces Press Service announced: "all 64 major Air Forces bases in the United States are participating in a campaign to change out incandescent bulbs with energy-efficient compact fluorescent bulbs, or CFLs". So-called "Energy Star Operation Change Out: The Military Challenge" has to be a joint program of the Energy department and the Environmental Protection Agency. Though, it is still unclear how $7.5 million saved by the Air Force due to this approach could affect the negative concerns of certain stakeholders regarding approximately 50 billion dollars Pentagon black budget for 2010 (DOD Budget, R-1, P-1, O-1, 2009).

The third dimension is connected with "subjective inner world" dealing with "individual character and identity". In this case indicators should be "attractiveness, uniqueness, sympathy, authenticity". It also implies "emotional" appraisal style. The role of intermediaries belongs to "agents with an aesthetic world reference: communications, marketing and style advisors, artists, designers, spin doctors, the media". As long as Nobel Prize laureate and Commander-in-chief Barak Obama has a positive reputation in the international community, the U.S. Armed Forces have a greater scope of actions and less closely evaluated by different groups of stakeholders.

All these three reputation dimensions should be taken into consideration in order to understantd the inner mechanism of the U.S. Armed Forces public reIations (since the media relations is a part of it that deals mostly not with a public in general, but directly with media representatives). If the first two dimensions are more correlated with the military as an organization, the third one might be related more to individuals who have

an authority in this structure and whose image can affect an image of the whole organization.

Conducting its media relations, in order "to achieve functional transparency", the armed forces have to effectively work with journalists aiming the "five goals of action" which all are interconnected with each other. The first goal is "to create functional transparency" and "to effectively fade in or fade out organizational issues". The second goal is "achieving – in the service of the organization's interests – an ideally uniquely positively evaluated positioning of the organization and its services in the consciousness of appropriate stakeholders". It is also important "to infiltrate knowledge about facts and disposition of meaning successfully into the processes of public communication". More fundamental aim of the information transmission is "not only to infiltrate knowledge but also to bring out common understanding of the object of information or conflict". Only in case when organization deals with information in this way, it is possible to achieve the fifth goal – "acceptance, positive opinions and desired behavior" by/of the relevant stakeholders (Szyszka, Zerfas et al., 2008, p.106).

Current Issues and Trends of the Military Media Relations

It is obvious that conflict with stakeholders in case of the Armed Forces in an age of informational warfare may lead to loss. At the same time, not all the steps that have been taken by the military in order to control information flow are completely accepted by journalists who are involved with the Armed Forces media relations.

The "embedded media" practice still raises a lot of questions from the journalist community. Besides the fact that journalists, who, from the military point of view worked unsatisfactory, could be easily excluded out of the program, "embedded journalists quickly came to understand that, although they had few rules and no censorship, there were limitations. Numerous embedded journalists point out that they saw only a small slice of the war. Those who were not "lucky" ended up with units that saw little or no action. Those who were lucky saw what their particular units encountered, often with little knowledge of what was happening elsewhere" (Sylvester, Huffman, 2005, p.211).

One of the most important problems that the armed forces met recently on the way of gaining reputation and trust is proposed by new media. In his work "The Bundeswehr's New Media Challenge" (2007) Thomas Rid highlights six main characteristics of new media that currently affect the armed forces worldwide.

Firstly, "the new media environment is ubiquitous". It is hardly possible to control information spread by this tool. Rid gives an example with YouTube.com that in May 2007 contained around 2300 videos with improvised explosive device attacks in Iraq. The most popular 20 reels, uploaded during one year had around one million viewers.

Secondly, "user-generated content, like a telephone conversation, is interactive, unedited, unfiltered, and often emotional". As an example, the researcher reminds a story about the U.S. veteran from California who created a video compilation of different explosive devices attacks, combined it with AC/DC's "Thunderstruck" and published on the web.

Thirdly, "the old media increasingly use the new media". At the same article Rid mentioned a situation when a compromising for the German Armed Forces racism video uploaded on MyVideo.de later was aired on German national television and caused an international scandal with involvement of the German Defense Ministry, German Foreign Ministry and the U.S. media representatives.

Fourthly, "the publication of such material on the Internet can create news value, even if the event occurred in the past or its factual basis is unclear". The impacts of the German "skull affair", the racism video and Abu Ghraib torture scandal took place much longer after the events occurred, reminded Rid.

Fifthly, "user-generated content can have a strategic effect". According to the words of Lieutenant General Karlheinz Viereck, mentioned by Rid, "these videos are a true weapon" and this point is in close connection with the next one.

The last point is that "Internet propaganda videos are particularly efficient weapons: they bypass the use of military force entirely". It is suggested that being "a

true weapon" the materials generated by Internet users and uploaded on the web directly attack the government or, that probably is more correct, they attack the nation, who are forming important groups of stakeholders for the nation government.

Quoting some American and German military authorities, Rid gives suggestions how to handle these new tools – pointing that "primary repository of the essential resources for sustaining the culture of terrorism", he advises that "Western armies and government agencies should also develop: language skills, cultural and religious empathy, pragmatism, technological dexterity, and networked organizations". According to Gerhard Brandstetter, a former commander of the German PRT in Kunduz, "mobile phones and digital cameras are essential tools in reconstruction work", "prohibiting the use of digital cameras, cell phones, and similar devices is entirely illusionary, and would not serve the purpose."

It is worth to mention that the U.S. Armed Forces recently started to use new media and social networks in a quite active way. They not only create new sources like PlatoonLeader.org that is a kind of MySpace.com for the military needs but also actively use existing services like YouTube.com or Twitter.com. Practically every unit of the U.S. Armed Forces currently has a page on Facebook.com and it is worth to mention that at the end of February 2010 the Department of Defense released its first official policy on new media – Directive-Type Memorandum (DTM) 09-026 – "Responsible and Effective Use of Internet-based Capabilities."

According to Rid and Hecker there are five main trends that "shape the media environment of future wars" (2009, p.208).

The first trend is connected with a fact that the price for global communication all the time becomes lower. "Internet penetration in the poorest countries and across the developing world – the most likely theaters of future war – are growing rapidly, driven by lower costs for personal computers, notebooks, and mobile devices"(Rid, Hecker, 2009, p.209).

The second trend implies that "information will become more social and more local. Although globalization is a word often employed in connection with the, alas,

global telecommunication market, an opposite trend can be observed". Taking into consideration that future possible military operations will take place in areas with high mobile phone penetration rather than Internet or traditional media, text messaging will be "an important medium of public information" (Rid, Hecker, 2009, p.209).

The third point is, that traditional journalism is changing nowadays. It reflects in increasing market density; traction, that user-generated content and non-professional journalists outlets gain; and in fact that for a new generation of consumers online social networks may play more important role in newsworthiness determining than a front page of a print newspaper.

The fourth trend, according to Rid and Hecker is, that "the diversity of target audiences will increase by nearly all measures: by education and literacy, by level of interest, by language and cultural background, by region, by format of preferred source news source, by political references, by world-views, and by the level of participation and activism". The task to "to target them precisely and in an isolated way" becomes more and more difficult.

The fifth fact is, that "the conditions for what has become known as counterpropaganda operations will change". The "noise" made by traditional media and social media outlets works against "propaganda" in "Saddam-style" as well as "counter-propaganda" in "an American-style embedded media program". As a result, "any monopoly on information will be more difficult to maintain".

All these trends already began to form the modern environment for the Armed Forces media relations.

Summary

Conducting analysis of the U.S. Armed Forces documents, it is worth to observe the military media relations from the perspectives of stakeholders theory taking into consideration both types of stakeholders – primary and secondary ones. Both types of stakeholders are relevant to Public Relations and to media relations which is a part of PR.

As it was mentioned in the previous chapter, conducting its media relations in order to gain acceptance, positive opinions and desired behaviour from relevant stakeholders, the U.S. Armed Forces have to effectively work with journalists aiming the "five goals of action" (Szyszka, Zerfas et al., 2008, p.106) interconnected with each other. During the work on findings, the knowledge of these goals has to help the researchers to understand current state of business with the military media relations.

Also, the Armed Forces media relations should be examined from the point of view of six ontological criteria for PR. Keeping into consideration these criteria during the documents analyzing it is possible to create more or less realistic picture of what kind of processes take place in the current work with media.

Since it is suggested that social trust and reputation (including all three types – functional, social and expressive) are the most important goals of the Armed Forces media relations, during the research it should be analyzed what sorts of steps the Armed Forces are doing in order to gain these goals.

Also, new media challenges and current trends mentioned above definitely influence the Armed Forces media relations and have to be taken into consideration during the research work as the most important aspects that recently affect the military media strategy.

2.4 Theoretical Conclusion

Conclusion

The literature and theoretical reviews which covered three different areas, organization, communication and relations studies enabled us in generating an integrated picture of the military organization and establishing a concept of communication science for this study. It guided us to select more relevant military documents and enhanced our understanding about the rules and policies set by the army.

Most importantly, this basic information formulated a base for developing the research instruments in new approaches and updated dimensions. The information was summarized as below:

Complex and Diverse Military Structure

In the first section, it showed us the differences between nowadays military organization and the one in the past, in the area of social status, functions and roles in the society. Apart from that, the system theory revealed the change of the organization from a mechanic to an organism system or complex adaptive system which is a more open organization with various stakeholders and interaction with external environment.

Based on section II of the theoretical background, studying the organizational communication structure is the basic key to investigate the organizational relations and communication process. Looking at communication structures helps to understand how the military organizes itself on different levels in order to handle their military relations. The diversified and hierarchical structure, cross-national functions, country-serving roles indicated that it is necessary to develop a board research instrument to covers the dynamic varieties.

By incorporating multilevel approach from the organization theory, together with interdisciplinary dimensions, it provided us a guideline in searching and analyzing relevant documents step by step in order to explore the dynamic communication environment from organizational to interpersonal contexts in our study.

Actor's Roles and Relations with the Military

Another discovery is the changes of relationship between the military, media and stakeholders in the context of democracy. The military organization was no longer a coercive bureaucratic, whereas it seems as a government agency with various primary and secondary stakeholders.

Primary stakeholders refers to those directly interact with the military, while secondary stakeholder are those who influence the image of the military indirectly. In the context of democracy, the military needs to gain resources from the Government and support from its stakeholders including military officers, soldiers, citizens, politicians, civilian leaders and mass media for mission success. These data provided a support for explaining the motivation of the US Forces making communication strategies in our research later.

The reviews also revealed that media plays an important role in the society by affecting public opinion and supervising the military. However, it was found that in the military's eye, it considered the media as a means for chasing social trust and reputation and as a warfare instrument to achieve mission success. These are the reasons the military appointed public relations officers as key commander and incorporated them in all levels of operations. Besides, the tension and contradictory relationship between the military and media provoke more interesting aspects in this study.

This information reconfirmed our direction and emphasis on searching and examining the military materials in the communication department for our study. In addition, it provided a foundation for us to interpret the media-military relations in a cooperative, mutual-beneficial and strategic framework.

Factors Influencing Media-Military Relations

From the communication perspective, it was found that the communication flow within the military organization is no longer a vertical flow only, whereas there are the possibilities of horizontal and diagonal communication flows with the integration of

informal, formal, external and internal communication structures. It indicated the complexity of factors influencing the communication process and hence the media-military relations.

To cope with this problem, it is necessary to take both internal and external factors into account during the formulation of the research instruments. Combining with all the literature and theoretical reviews, these factors include the changes of organizational structure and hierarchy, informational security, external environment, new media challenges (e.g. Facebook), interaction with different individuals (eg. Stakeholders), objectives of and strategies used by media and military etc.

Though studying about individual behaviors and organizational culture were encouraged by modern researchers, our empirical based research set a limitation in this field.

The stakeholder theory and network theory provided a lens to see through the communication operational mechanism, information flow and public relations strategies. This knowledge enables the interpretation work in the later stage.

This part of theoretical reviews provided a base for formulating our research design, instruments and investigating methods. In next chapter, it will describe the methodology in detail.

3. Research Methods and Methodology

The nature of how the military conducts its media relations is a broad issue that has not received much attention as a research topic. As a result it lacks a comprehensive theory explaining the concept. As such, based on the research problem, the interest in this research is an explorative one. As an empirical exploration, this research uses the method of qualitative content analysis and more specifically document analysis for gathering and analyzing data. Military documents were analyzed and formed the only source for the collection of data and the analysis thereof, which as Silverman (2004) states "indeed there are many research questions and research settings that cannot be investigated adequately without reference to the production and use of documentary material." (p. 58).

Methodologically, this research adapts ideas from the grounded theory developed by Barney Glazer and Anselm Strauss; which is basically a methodology for developing theory through data analysis, using strictly inductive reasoning (Savenye, 1996). In the words of Strauss and Corbin (1990), it is generating a theory, by grounding the theory in the data. Furthermore, this research combines in a consistent way, both inductive and deductive methods of reasoning in an attempt to find answers to research questions and draw conclusions based on the data (Stempel et al, 2003, p.112-113). What this means is that a broad theoretical framework was considered deductively and the data was inductively used to reveal various observable aspects with the hope of referring back to the theory for clarification. Research questions in a questionnaire format were used as the instrument for data collection. The interesting aspect of such a combination of methods was the role of the researcher in the instrumentation. Specifically, the research questions guided the researcher in finding the most relevant data per question, however; the actual collection of the data was strongly based on the researcher´s ability to decipher the data from the deliberately obfuscated content of the military documents.

This research is qualitative in the sense that findings are not arrived at through statistical means or quantification, but rather through the interpretation of raw data in order to discover concepts, find relationships and explain them (Strauss & Corbin, 1990). The basic reason for using qualitative methods is the lack of knowledge about

the topic and thus, the need for a more detailed and descriptive analysis. Such a study could easily serve as a background and lead to generating a theory on military-media relations or public organization-media relations, which could be tested again using hypotheses and by applying a more deductive approach.

Procedure

The research process spanned a period of six months, made up of a team of six members. Choosing the research area, establishing the interest and assessing the importance of the topic "The Media Relations of the U.S Armed Forces." were the first steps in the research. More specifically, the decision to analyze official documents of the U.S Armed Forces related to how they conduct their media relations was accepted as the research method at the preliminary stage. However, the research was approached with an open mind. Meaning that there were no boundaries set at this early stage in the procedure through research questions or hypotheses. At this point, what was important was to gather all necessary literature and form a sort of general theoretical backing for the research. The theoretical background was divided into three aspects that were concerned with organizations, organizational communication and military-media relations.

After the presentation of the theoretical framework, there was a period allocated for the gathering of relevant military documents. They amounted to approximately 50 documents, of which, for the final analysis, 38 were used as the sample. The conditions for how the population and sample were compiled will be discussed as the *sampling technique* in the next sub-heading.

The next step after a preliminary viewing of the military documents was to formulate a preliminary and a rather broad set of questions for the purpose of concluding the final sample and identifying the most relevant parts of the documents for the research. Moreover, throughout the research, the research questions served the purpose of giving it direction, showing its boundaries and limitations, as well as keeping the researchers focused by pointing to the relevant data. All the military documents through a preliminary set of questions were analyzed to bring out the most relevant data for the research. This could be referred to as a pre-test, when the

researchers also, in addition to the other reasons checked for consistency in their findings (Sometimes referred to as inter-rater reliability or inter-coder reliability). Similar tests or group discussions checked for consistency throughout the procedure of data analysis.

The results from the pre-test were used in defining the sample and after a series of re-formulations of the broad questions; it also provided the researchers with a final list of six more specific research questions that were to be answered through the document analysis. These "re-formulations" did not happen overnight. While reviewing the documents in the preliminary stage, new themes and categories emerged over time which helped to get different perspectives, angles and arguments. These perspectives shaped the research and gave a clearer view of the content, even before going into the final analysis and the presentation of the findings.

As soon as the sample and the research questions where confirmed, data collection and analysis begun. The collection of relevant data their interpretation and finally the presentation, depended largely on the researchers.

Sampling Technique

A non-probability sample was drawn out from the population of documents for a number of reasons. According to Riffe (2005) "Such samples are appropriate under some conditions but often must be used because an adequate sampling frame is not available." (p.98-99). For such and inadequacy, two non-probability techniques are usually applied; the convenience or purposive samples. This research uses a convenience sample on the one hand because the population was defined by its availability (Riffe 2005) while on the other hand it is also a purposive sample because the final documents that were chosen depended on certain criteria, based on the research questions. Military documents are not always readily available. Therefore, it was impossible to know exactly, if there were other documents that were relevant to the study, but which are classified or unavailable. The researchers could only include what was available from the available population. Furthermore, the documents in the sample were chosen by their level of relevancy, limited strictly by the research questions. Drawing an inference from such a sample has obvious limitations and an incalculable

bias (or validity) but as Riffe (2005) while referring to quantitative methods but which are still applicable here; states that, there are three conditions that can justify such a sampling procedure. Firstly, the material under study must be difficult to obtain. Secondly, resources limit the ability to generate a random sample of the population. The third condition is when a researcher is exploring some under-researched but important area (p. 99-100). This research meets all three pre-conditions. As stated earlier, there were approximately *50 documents* as the population of official military documents from which *38 documents* were selected as the sample. The documents in the sample were selected according their relevance, after a pre-test was made based on the research questions.

The Researchers

Unlike quantitative methods that aim to distance the researcher from the data for the purpose of objectivity, qualitative methods aim at incorporating the researcher in the whole process of data collection subjectively. Developing a research design for such a study was challenging. The group of researchers; who come from different cultural backgrounds realized that, to reduce bias in the interpretation of the collected data and increase as much as possible the validity and credibility of the findings, deliberations about the methodology and how to interpret the data had to be continuous throughout the fieldwork and the research as a whole, considering also, the limitation of time resource for the research. The research group was fully concerned with military issues and became very familiar with the documents. Contributing to this is the ongoing military-media relations issues that appear in the news media. With two wars and various other military missions by the United States of America around the world, the researchers could more clearly envision the relevance of the research as a contribution to the body of academic knowledge; substantiating further the ability of the researchers in understanding certain realities about the topic. Decisions about how to analyze the documents were central in the research process. Many researchers have provided numerous views on how to analyze data. Worthy of note is the work of Miles & Huberman (1994) in *"Qualitative Data Analysis: A sourcebook of new methods"*. They describe that the researcher is faced with a "deep, dark question" regarding how to have confidence that their approach to analysis is the right one (p.2). Savenye (1996) concur with Miles & Huberman (1994) by stating that, "one must just begin and that more

energy is often spent discussing analysis, and research for that matter, than "doing it"." (p.1185). The above statement describes to a large extent the reality faced by the researchers. It was all about decisions. It was not until after regular evaluations that the findings were compiled. To further substantiate the role of the researcher in the research methodology, Miles & Huberman (1994) in describing the approach state that, "…any method that works, that will produce clear, verifiable, credible meanings from a set of qualitative data- is grist for our mill, regardless of its antecedents". They also add, "…the creation, testing, and revision of simple, practical, and effective analysis methods remain the highest priority of qualitative researchers," adding that, "We remain convinced that concrete, shareable methods do indeed belong to ´all of us´" (p.3).

4. Research Results

4.1. Organizational Structure of Media Relations of the U.S. Armed Forces

4.1.1 The Changes in the Structure of the U.S. Armed Forces Media Related Departments.

Before answering the question "What kind of changes took place in the structure of the U.S. Armed Forces media related departments?" it should be mentioned that changes explained in this chapter, according to the analyzed Department of Defense (DoD) documents, took place during the period from 2005 to 2009.

Defense Base Closure and Realignment Commission 2005

The process started at 2005 when "Defense Base Closure and Realignment Commission" (BRAC) finished an audit of the American Forces Information Service work. The process outlined in Public Law 101-510 (1990) and, under "Defense Base Closure and Realignment Act of 1990", the commission's recommendations provided Secretary of Defense with a right to "realign or close military installations inside the United States and its territories" (Executive Summary, Report № D-2005-050, 2005).

The audit of the BRAC in 2005 was related to the six main aspects: "capacity analysis, supplemental capacity, military value, Cost of Base Realignment Actions, Joint Process Action Team Criterion 7, and scenario specific"(Executive Summary, Report № D-2005-050, 2005).

The audit results were summarized into two memoranda, one of them included capacity analysis and another one – supplemental capacity, military value, Cost of Base Realignment Actions and Joint Process Action Team Criterion Number 7 since these aspects are related to the second data call (Executive Summary, Report № D-2005-050, 2005).

The American Forces Information Service, a "Defense-Wide Organization", was the main "internal information organization within DoD". The organization with

headquarters at Alexandria, Virginia, contained eleven components, worked directly with the Assistant Secretary of Defense for Public Affairs and had to provide news, information and entertainment to U.S. Armed Forces around the world. It was also responsibility of the American Forces Information Service to publish Stars & Stripes newspaper (printed at six areas abroad) in order to provide "a free flow of information to U.S. military personnel, DoD civilians and their families" (Executive Summary, Report № D-2005-050, 2005).

The results of the audit summarized "issues related to the entire American Forces Information Service BRAC 2005 process, as of February 1, 2005" (Executive Summary, Report № D-2005-050, 2005).

As the result of the BRAC Commission 2005 work, the consolidation of the Army Broadcasting Service (i.e. Soldiers Radio and TV, Soldiers Magazine, Naval Media Center) and Air Force News Agency (i.e. Army and Air Force Hometown News Service) into a Defense Media Activity (DMA) at Fort Meade, Maryland was recommended. It was also suggested to collocate "the Alexandria operations of the American Forces Information Service (AFIS), a DoD Field Activity under the Assistant Secretary of Defense (Public Affairs)" with a single new unit, that reports to the Assistant Secretary of Defense (PA) (Memorandum, 24 Sept., 2007, p.1).

Despite the fact that BRAC commission's recommendations did not suggest it, "the collateral internal elements of the Marine Corps" were also included "in the consolidation". The aim of this decision was "to provide a streamlined organizational structure and opportunities for additional economies of scale in the execution of DoD media functions" (Memorandum, 24 Sept., 2007, p.2).

It was decided not to wait for "the physical relocation of the Army, Navy, Air Force, Marine Corps, and AFIS activities" to Fort Meade but to use a "two-phased approach". DMA had to be established in place on January 1, 2008 and the Assistant Secretary of Defense (PA) had to take a "full operational control of these activities, along with their associated personnel and programs". Then, all other components had to be transferred to the DMA "in the Department's FY 2009 budget" (Memorandum, 24 Sept., 2007, p.2).

It was also suggested by BRAC commission that the Assistant Secretary of Defense (PA) had to establish a Media Oversight Board, Joint Assignment Desk and a Senior Editorial Board (Memorandum, 24 Sept., 2007, p.2). At the same time the American Forces Information Council, that goal was "to advise the ASD (PA) on matters pertaining to the AFIS area of responsibility"(DoD Directive 5122.10, 2000, p.2) had to stop working.

AFIS was established in 2000 "as a DoD Activity under the authority, direction, and control of the Assistant Secretary of Defense for Public Affairs (ASD (PA)) in accordance with DoD Directive 5122.5" (DoD Directive 5122.10, 2000, part 4, p.2)

According to part 3 of the DoD Directive 5122.10 (November 21, 2000), the mission of the AFIS was "to promote and sustain unit and individual readiness, quality of life, and morale of U.S. Forces worldwide by providing news, information, entertainment, visual and public information support, and Department-wide public affairs, broadcast, and visual information training".

The Defense Media Activity

From January 1, 2008, it is assumed that DMA and the Defense Media Oversight Board started to work while the American Forces Information Service was disestablished (DoD Directive 5105.74, 2007, parts1.1, 1.2, 1.3, p.1).

Comparing with AFIS's mission, that reflects in the mission of DMA like supporting and improving "quality of life and morale" (DoD Directive 5105.74, 2007, part 3.2, p.2) it was expanded in direction of providing information products not only for internal but also for external consumption in all kinds of media (DoD Directive 5105.74, 2007, part 3.1, p.2), delivering messages from senior DoD leaders (DoD Directive 5105.74, 2007, part 3.2, p.2) and providing relevant joint education and training for staff (DoD Directive 5105.74, 2007, part 3.5, p.2).

DMA consists of a Director – "career member of the Senior Executive Service, or a Flag or General Officer military equivalent" and lower in rank organizational elements – Senior Editorial Board and a Joint Assignment Desk that have to be

established by the Director (DoD Directive 5105.74, 2007, parts 4.1, 4.2, p.2). It is implied that all the messages produced by DMA should be "consistent with the strategic communications objectives of DoD and the Military Service" (DoD Directive 5105.74, 2007, part 5.3, p.3) so Joint Assignment Desk and a Senior Editorial Board have to "ensure that DMA products and services appropriately integrate the needs of Service leadership and their internal and external audiences, and that they reflect appropriate Service program themes, messages, and formats" (Memorandum, 24 Sept., 2007, p.2).

The Defense Media Oversight Board

The mission of the Defense Media Oversight Board, according to DoD Directive 5105.74, Enclosure 2 (2007, p.8) is to "advise and assist the ASD(PA) and the Director, DMA, on matters under DMA cognizance to ensure that DMA policies, priorities, and programs properly reflect DoD-wide and Military Service-unique messages and strategic communications requirements (respecting Stars and Stripes editorial independence)" and to "facilitate the exchange of information and ideas among the Defense Media Oversight Board members, consider issues of common interest, and facilitate the coordination of collateral or related plans and activities". The Chair of the Defense Media Oversight Board should be selected by the ASD (PA). The Secretaries of the Military Departments should provide representation to the Board.

The Defense Media Oversight Board should consist of the ASD (PA), or designee, who shall serve as Chair; the Director, DMA; the Army Chief of Public Affairs (or his/her designee); the Navy Chief of Information (or his/her designee); the Director, Secretary of the Air Force Office of Public Affairs (or his/her designee); the Navy Chief of Information (or his/her designee); the Director, Secretary of the Air Force Office of Public Affairs (or his/her designee); the Director of Marine Corps Public Affairs (or his/her designee); the Special Assistant for Public Affairs to the Chairman of the Joint Chiefs of Staff; an Executive Secretary designed by the Chair. The Chief of the Information Infrastructure Modernization, Office of the Army Chief Information Officer and the Head of Visual Information/Combat Camera, Marine Corps Combat Development Command should "serve at the call of the Chair, when visual information matters are addressed" (DoD Directive 5105.74, Enclosure 2, 2007, p.8)

The Defense Media Activity Director

The responsibilities of the DMA Director completely reflect the DMA mission and include providing trainings for Defense Information School (DoD Directive 5105.74, 2007, part 5.5, p.3), administering the Stars and Stripes Newspaper (according to First Amendment of the US Constitution) and American Forces Radio and Television Service (DoD Directive 5105.74, 2007, parts 5.6, 5.7 p.3), developing and overseeing all policies and procedures regarding information producing, consumption and PA trainings (DoD Directive 5105.74, 2007, part 5.8, p.3) and supporting the command information requirements of the Secretaries of the Military Departments, the Combatant Commanders and combat forces "throughout the full spectrum of military operations" (DoD Directive 5105.74, 2007, part 5.11, p.4).

The Director, DMA should be selected by the ASD (PA) and the Secretaries of the Military Departments have to "assign military personnel to DMA". DoD Components should provide DMA with administrative support through support and interservice agreements (DoD Directive 5105.74, 2007, parts 8.1, 8.2, 8.3, p.6)

The Director, DMA has a direct communication with the Heads of the DoD Components. With Military Departments he should communicate through the Secretaries of the Military Department (with some exclusions); with Commanders of the Combatant Commands through Chairman of the Joint Chiefs of Staff (DoD Directive 5105.74, 2007, part 7.1, p.5)

It is also assumed that the Director, DMA communicates with "other Government officials, representatives of the Legislative Branch, members of the public, and representatives of foreign governments, as appropriate, to carry out assigned responsibilities and functions". It is suggested that communication with Legislative Branch should be coordinated with the Assistant Secretary of Defense for Legislative Affairs or the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense (DoD Directive 5105.74, 2007, part 7.2, p.5)

Senior Editorial Board

The goal of the Senior Editorial Board is to support the Director, DMA and other appropriate DMA officials with advice or assistance in order "to ensure that DMA products meet the needs and standards of Service leadership and their internal and external audiences". All products have to reflect "appropriate Service messages and formats". The Board should consist of one DMA representative and one representative from each Military Service. The Board should meet as necessary but not less than one time a month (Memorandum, 24 Sept., 2007, p.5).

Joint Assignment Desk

The goal of the Joint Assignment Desk is "to identify, coordinate, and assign stories that will be carried via various DMA media" in order to "avoid duplication of effort in the coverage of stories, ensure that the day's products appropriately address Service, OSD and DoD-wide needs, identify important anticipated or emerging stories and set plans in motion for their coverage". The Joint Assignment Desk should consist of DMA staff representatives from each of the Military Services and should meet every day, or more often if it is required (Memorandum, 24 Sept., 2007, p.5).

Summary

During the period from 2005 to 2009 the disestablishment of the American Forces Information Service and American Forces Information Council took place. At the same time, Defense Media Activity with some supportive units (i.e. The Defense Media Oversight Board, Senior Editorial Board and Joint Assignment Desk) started to work. The mission of the Defense Media Activity that consolidates all the Armed Forces media related departments was expanded (comparing with American Forces Information Service's mission) in the direction of providing information products not only for internal but also for external consumption in all kinds of media and conducting joint education and trainings for staff.

4.1.2 What are the Responsibilities of the Media Related Units of the U.S. Armed Forces?

Overview

Military is accountable and responsible to the public for performing its mission of national defense. By providing accurate information and clear explanations of its activities, the Armed Forces of the United States fulfill their responsibility to the nation, contributing to understanding of DOD programs and military operations. The media are the principal means of communicating information about the military to the general public. Commanders must recognize their responsibility to communicate to the American people via the media. The Internet also provides new options and challenges for unfiltered communications with important audiences. Increasingly, internal or command information and external communications are more closely linked as military personnel, civilian employees, family members, and the media draw from the same sources of information. Commanders should view military journalists and PAOs as effective means of reaching these audiences and key to mission success.

Accurate and timely information is essential to the public's understanding, morale, and resolve in times of crisis. Similarly, that same information, when conveyed to the military's internal audience, helps military personnel more clearly understand their roles and responsibilities in accomplishing their missions. Establishing the command information connection with joint forces, and especially their families, is increasingly important. In all internal and external communications, PA must train and exercise the way we intend to operate.

Successful relationships between the military and the media are primarily based upon credibility and trust. Such relationships are normally built over time, not during a crisis or combat situation when the commander has a multitude of important issues vying for attention.

Responsibilities of Public Affairs

      Using Public Affairs to Support Command Strategy, Public affairs counters adversary propaganda and disinformation by providing a continuous flow of credible, reliable, timely, and accurate information to military members, their families, the media, and the public. This capability allows PA to help defeat adversary efforts to diminish national will, degrade morale, and turn world opinion against friendly operations. PA must be engaged in operational planning, have visibility into domestic and international press reports, as well as relevant intelligence, understand common adversary propaganda techniques, and be very aggressive by anticipating and countering adversary propaganda — putting accurate, complete information out first so that friendly forces gain the initiative and remain the preferred source of information. Gaining and maintaining the information initiative in a conflict can help discredit and undermine adversary propaganda. The first side that presents the information sets the context and frames the public debate. It is extremely important to get factual, complete, truthful information out first — even information about DOD mistakes. This helps disarm the adversary's propaganda and defeats attempts by the adversary to use these mistakes against friendly forces. Absolute credibility must always be maintained. *(JP 3-61, 2005)*

      Using Public Information to Attack an Adversary's Strategy, DOD's Joint Strategic Capabilities Plan tasks each combatant commander to consider public information options to deter conflict — before using force. PA assists combatant commanders in planning these efforts. PA uses truthful information to put the international public spotlight on an issue. They clearly communicate US goals and objectives, what we expect the adversary to do to satisfy international concerns, why the US concern is important and what the US intends to do if the adversary refuses to comply. PA activities may involve highlighting the military's deployment preparations, activities and force projection to show domestic, allied, coalition and adversary publics what the commander is actually doing to prepare for conflict. *(JP 3-61, 2005)*

Responsibilities of Office of the Chief of Public Affairs, Office of the Secretary of the Army Chief of Public Affairs

- The OCPA, Office of the Secretary of the Army Chief of Public Affairs (SAPA) is established under the authority of section 3014, title 10, United States Code (10 USC 3014). The Secretary of the Army has assigned OCPA the responsibility to conduct PA operations.
- The OCPA assesses, plans, conducts, and evaluates PA policies and programs for the Active Army and Reserve Components. The CPA is responsible to the Secretary of the Army and responsive to the Chief of Staff, Army.
- The CPA will—
  - Manage the Army's Public Information Security Review Program.
  - Manage the review and clearance of information for release outside DOD by the Office of the Secretary of the Army (OSA) and the Army Staff (ARSTAF).
  - Manage the OSA and ARSTAF PA program.
  - Oversee the implementation of public law that authorizes Army Special Bands to produce recordings for commercial sale.
  - Serve as the proponent for all PA issues across doctrine, training, leader development, organization, materiel, soldier/civilian support (DTLOMS).
  - Prescribe and monitor the level and nature of Army support to the annual conventions or conferences of national military associations.
  - Approve DA level PA awards.
  - Manage the Army's participant selection process for the DOD-sponsored Joint Civilian Orientation Conference (JCOC).
  - Coordinate with the Director of Information Systems for Command, Control, Communications and Computers (DISC4) visual information activity policy and authorizations, including management procedures for continental United States radio and television broadcast facilities, and Internet policies.
  - Process PA policy exception requests.
  - Process requests for U.S. Army Parachute Team (Golden Knights) demonstrations and approve the team's annual demonstration schedule.
  - Process requests for Army aerial activities in public events.

- Produce timely news, information, and limited entertainment programming and distributing through Soldiers Radio and Television and *Soldiers* magazine.

(Army Regulation 360-1 (2000), pg.10)

Responsibilities of Public Affairs Officers, MACOM Level and Below

Public affairs officers, MACOM level and below will —

- Advise commanders regarding the PA needs of the command.
- Assist in the formulation and release of command messages.
- Develop PA programs.
- Serve as a liaison between the commander and the next higher headquarters PAO.
- Supervise the preparation, production, and distribution of printed and electronic PA information.
- Assist in the development and acquisition of print and visual information products in support of PA programs used on installation command channels by the authorized cable television (CATV) franchise.
- Advise the commander on audience attitudes about and perceptions of policies, programs, and information needs. Such advice may come from informal surveys and focus group interviews. Public affairs officers should seek help from other staff agencies such as the Director of Information Management (DOIM) and resource management offices.
- Conduct regular assistance visits to command units to assess their PA programs and determine unit commanders' needs for support.
- Coordinate with the installation DOIM to maintain a desktop publishing capability dedicated to the PA office. This applies to PAOs who are responsible for publications authorized by this regulation.
- Assist in the coordination of on-post distribution of non-DOD commercial publications as defined in AR 210–7 and paragraph 3-8*a*of this regulation.
- Develop materials and products to meet the command's special PA needs. This applies to commands subordinate to HQDA.

(Army Regulation 360-1 (2000), pg. 11)

Assistant Secretary of Defense For Public Affairs (ASD(PA))

The ASD(PA) is the PSA and advisor to the Secretary and Deputy Secretary of Defense for DoD news media relations, public liaison, internal communications, community relations, public affairs and visual information training, and audio visual matters. In this capacity, the ASD(PA) shall:

- Be the sole release authority to news media representatives for official DoD information, as defined by DoDD 5230.09, and audiovisual materials, including but not limited to, press releases. Evaluate news media requests for DoD support and cooperation, and determine applicable levels of DoD participation.

- Be the principal spokesperson for the Department of Defense. The ASD(PA) may designate additional spokespersons, as required.

- Coordinate PA matters within the Department of Defense and with other Federal departments and agencies.

- Publish DoD PA communications objectives for use in planning communications strategies for military activities to support U.S. Government (USG) communication goals, as necessary.

- Develop public information, command information, visual information, and public affairs guidance and community engagement policies, plans, and programs to support DoD objectives, in coordination with the Chairman of the Joint Chiefs of Staff, the Military Departments, and the Combatant Commanders.

- Develop communications policies, plans, and programs in support of DoD objectives and operations in coordination with the Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII)/DoD CIO) as appropriate.

- Ensure a free flow of news and information to the news media, the general public, the internal audiences of the Department of Defense, and the other applicable forums, limited only by the security restraints in DoDD 5200.1 and any other applicable statutory mandates or exemptions. Public affairs actions involving personally identifiable information shall comply with the requirements of DoDD 5400.11. Enclosures 2 and 3 delineate principles that guide the

Department of Defense regarding public access to information and media coverage of DoD activities.

- Ensure comparable access to public information and information technology is provided in compliance with section 974d of title 29, USC.

- Coordinate public affairs support of defense support to public diplomacy.

- Establish a communication, integration, and planning activity focusing on mid- to long range strategic communication planning, and issues, trends, and objectives of broad scope and importance to DoD Components.

- Establish portfolio management expertise for public affairs, communication integration, and visual information to ensure community management and oversight to organize, train, and equip missions across the Joint Force.

- Ensure a consolidated DoD Public Web Program is operated and maintained as the official primary point of access to DoD information on the Internet in accordance with Web site administration policies and procedures established by ASD(NII)/DoD CIO.

- Serve as the approval authority for public affairs interactive Internet activities conducted by OSD consistent with Secretary of Defense Memorandum "Policy for Department of Defense (DoD) Interactive Internet Activities".

- Establish a formal media analysis function to build greater awareness in developing new trends, alert to breaking news, analyze media coverage of DoD policies and views, and compile data on coverage of DoD policies and views.

- Establish and exercise procedures for the administrative management, activation, and development of the DoD National Media Pool.

- Oversee and coordinate, as necessary, the activities of the DoD National Media Pool for potential use in military contingency operations and other activities.

- Serve as official point of contact for public and media activities by the Secretary and Deputy Secretary of Defense; develop short- and long-range plans to communicate their policies and programs; and support the execution of such plans, including advance programming and event coordination with other Government agencies and with private, public, and media organizations.

- Receive, analyze, and reply to inquiries on DoD policies, programs, activities, news trends, and DoD media coverage that are received from the general public and public affairs leadership. Prepare, and provide to the referring office, replies to inquiries from the general public that are forwarded from the Congress and

other Executive Branch agencies and provide media coverage analysis, data, and breaking news as required.

- Requests for DoD support and cooperation in programs involving relations with the public, national associations, and non-governmental organizations, consistent with DoDD 5410.18 and DoD Instruction (DoDI) 5410.19. Such programs include, but are not limited to, those involving DoD participation in national and international events in the United States and U.S. territories, such as Presidential Inaugurations, International Olympics, and other events receiving national media coverage.

(PA Operations (2008), pg. 4; Assistant Secretary of Defense for PA (2008), pg. 1-3)

Responsibilities of Department of Defense

The Assistant Secretary of Defense for Public Affairs, in accordance with Department of Defense Directive 5400.13, Joint Public Affairs Operations:

- Retains primary responsibility for the development and consistent implementation of DOD public affairs or public information policy.
- Determines who should serve as the initial source of release of information about joint, multinational, and certain single-Service operations, and delegates public affairs release authority to the appropriate combatant commander as soon as practical.
- Approves and disseminates PA guidance, PA plans, and PA annexes written in accordance with the Chairman of the Joint Chiefs of Staff Manual 3122.03A, Joint Operation Planning and Execution System, Vol II: (Planning Formats and Guidance) and DOD Instruction 5405.3, Development of Proposed Public Affairs Guidance.
- Establishes and exercises procedures for the administrative management, activation, and direction of the DOD National Media Pool.
- Serves as lead agent for interagency coordination of PA information and activities.
- Provides policy guidance for the employment of joint combat camera teams and the distribution of their products, including follow-on use/release of still and motion pictures supporting internal information operations including PA operations, as established in DODD 5040.4, Joint Combat Camera Program.

- Provides representation to the Office of the Secretary of Defense Crisis Coordination Center and establishes, as necessary, a crisis and/or wartime PA cell at the Pentagon.

- Provides policy guidance for the employment of Armed Forces Radio and Television Service resources and equipment, as established in DODD 5120.20, Armed Forces Radio and Television Services, and DOD Regulation, 5120.20R, Management and Operation of Armed Forces Radio and Television Service.

- Supports combatant command plans for the command information mission, including the deployment of broadcast facilities from the AFRTS and distribution of print media.

- Conducts joint PA and visual information and maintenance training at the Defense Information School for entry- and advanced-level military and civilian PAOs and military journalists, as well as visual information technical and maintenance personnel of all grades.

- Coordinates PA policy with the Chairman of the Joint Chiefs of Staff, the Military Departments, combatant commands, and during multinational operations, with respective levels of political or military authorities within HNs, alliances, and coalitions.

- Develops policy guidelines addressing the intent of, the responsibility for, and the limits of, media ground rules and credentialing criteria.

- Ensures PAG contained in CJCS warning, planning, alert, deployment, and execute orders is in accordance with established/emerging Office of the Assistant Secretary of Defense for Public Affairs guidance and intent. May provide periodic US military training, familiarization training, and education to the accredited national and international media to support potential future media embed programs.

(JP 3-61, Public Affairs (2005), pg. 22,23)

Heads of the DoD Components

The Heads of the DoD Components shall:

- Organize, fund, and equip active and reserve PA personnel and units to support the Joint Strategic Capabilities Plan, Combatant Command requirements, and Service needs

- Assign responsibilities and establish procedures within their organizations to implement the policies in section 4 of this Instruction.
- Train PA personnel, commanders, and members and/or employees of the Military Departments to successfully engage the public, including target populations in regional operations areas via diverse news media outlets through training and simulation programs.
- Develop and conduct education, training, and exercise programs to provide for the successful planning, integration, execution, and evaluation of PA.

(PA Operations (2008), pg 5)

Responsibilities of the Military Department

The Military Departments have the responsibility to:

- Develop supportive PA policies and doctrine and provide resources (personnel and standardized and/or compatible equipment) necessary to conduct successful PA activities in a joint environment. Ensure the immediate readiness and prompt availability of necessary active duty and Reserve Component PA resources to support any assigned mission and validated requests for PA augmentation by combatant commanders.
- Organize, train, equip, and provide active duty and RC PA personnel and units to conduct PA activities in support of combatant commanders. PA personnel should be trained to function in joint and multinational environments and should receive pre-deployment training tailored to the specific needs of the JFC.
- Conduct Service-specific PA programs, as required, in support of joint and multinational operations. These include command information programs that serve those who are deployed, those in support roles, and the military forces and families at home stations as well as community relations programs designed to meet existing DOD policies and directives.
- Support PA training at DINFOS and encourage programs that improve military-media understanding and cooperation.
- Conduct planning and provide resources to support the combatant commander with AFRTS services. Each Service's broadcast service will

support combatant commanders with a combatant command AFRTS planner, who becomes a part of the combatant command's PA planning staff for the integration of AFRTS command/internal information support in the deployed joint PA staff.

- Train PA personnel, commanders, and key staff on media relations during joint operations.
- Obtain appropriate security clearances for all deployable PAOs, to include RC augmenters, to ensure timely access to operational planning and execution.

(JP 3-61 (2005), pg 24)

Responsibilities of Chairman of the Joint Chiefs of Staff

The Chairman of the Joint Chiefs of Staff:
- Promulgates joint public affairs doctrine.
- Ensures that existing and new PA annexes to operation and exercise plans and orders prepared by the combatant commands comply with published joint PA doctrine, policy, and regulations.
- Provides a PA representative to augment the National Military Command Center response cells during times of crisis and conflict to serve as Joint Staff liaison on PA activities to OASD (PA).
- Supports DOD in explaining mission aspects of joint operations by providing senior officers with the expertise on matters of media and public interest.
- Provides PA coordination and planning assistance for DOD NMP deployment.
- Ensures CJCS warning, planning, alert, deployment and execute orders contain appropriate PA guidance paragraphs. This guidance should, at a minimum, provide the expected PA posture, release and approval authority, and delineate responsibility/deadlines for producing PPAG.

(JP 3-61 (2005), pg 25)

Responsibilities of Combatant Commanders

The commanders of the combatant commands are responsible for the following:

- Ensure appropriate coordination and synchronization between PA and IO.

- Develop detailed PA annexes to operation plans (OPLANs) to ensure that required PA support is available to meet command/internal information and public information requirements. Ensure appropriate planning for priority in-theater air and ground transportation for movement of media representatives, military journalists, COMCAM teams, and their products. Ensure plans provide for adequate PA resources to be in place prior to the beginning of operations and establish appropriate priorities for the movement of PA assets. Ensure plans provide for appropriate communications assets, including Internet access and/or satellite or mobile telephones for the deploying PA staff, as well as for use by the media if no other means of communications exist. Ensure appropriate communications coordination is conducted for the employment of AFRTS.

- Plan for the support of media representatives and military journalists from the earliest redeployment stages of any operation. Ensure commanders grant media representatives and military journalists all possible access to unclassified activities without compromising the mission, including combat operations when operationally feasible. Develop a command climate and procedures that will allow for full, reasonable access for media representatives. Treat media representatives and military journalists as noncombatants, with the understanding that the status of uniformed military Service journalists under the Geneva Conventions is still that of a combatant, and provide support for all reasonable and appropriate attempts to allow them to accompany military units during the conduct of their missions.

- Develop and submit proposed public affairs guidance (PPAG) for approval by OASD(PA). PPAG should address PA policy, proposed contingency statements, levels of authority for release or classification of information, declassification guidance, themes, messages and talking points, and responses to anticipated media questions in accordance with DODI 5405.3, Development of Proposed Public Affairs Guidance (PPAG).

- Prepare for and assist in the deployment and operation of the DOD NMP. Designate personnel to support the DOD NMP when activated.

- Establish joint information bureaus (JIBs) to provide timely public and command information products and services. In coordination with OASD(PA), provide direct PA support, policy guidance, and oversight to subordinate JFCs and their respective JIBs. Be prepared to coordinate US military participation in combined information bureaus (CIBs), press information centers (PICs), allied press information centers (APICs), or coalition press and information centers (CPICs), established by the responsible multinational force commander and supported by the contributing nations.

- Assist media representatives and military journalists in gaining access to military units and personnel conducting joint and multinational operations, to include commanders, officers, and enlisted personnel directly involved with combat and sustainment operations. In addition, geographic combatant commanders should plan to ensure operational spokespersons are designated to speak with the media regarding the US contribution to the multinational force commander.

- Support other information requirements identified by OASD(PA). Provide frequent JIB, CIB, PIC, APIC, or CPIC situation reports (SITREPs) to OASD(PA) during current operations as circumstances require, apprising OASD(PA) immediately of major operational developments, incidents, or other newsworthy events. PA SITREPs should include, at a minimum, ongoing and planned media activities, feedback, updated key themes and messages, and information product distribution.

- Plan for the conduct of command/internal information programs to support deployed forces (active duty and RC), their home stations, and their family members. Ensure plans include using the capabilities of the deployed PA element; the AFRTS command element, and/or internal computer network and print products to convey joint command/internal messages to those audiences. Ensure planned ground rules for releasing information to civilian media apply equally to military journalists and broadcasters. Plan to ensure information approved for media release is also provided to the command/internal information staff.

- Resource, train, and direct an appropriately sized PA organization in all force packages developed to support joint operations.

- If tasked as a supporting commander, provide PA resources (personnel, equipment, transportation, and communications) to the supported combatant commander as identified in approved plans. Be prepared to reinforce the supported combatant commander to meet unplanned resource requirements.

- As established in DODD 5040.4, Joint Combat Camera (COMCAM) Program, ensure COMCAM imagery requirements are addressed in operational planning and coordinate with PA to obtain imagery collection, editing, and transmission requirements and integrates those requirements into COMCAM missions.

- Ensure that all imagery that supports joint operations, not only COMCAM imagery is forwarded to the Joint Combat Camera Center, DOD's central reception and distribution point for joint interest imagery. Develop procedures to ensure imagery is reviewed for security concerns and the JFC PAO, or the JIB director, or delegated authority, clears all unclassified imagery not sensitive to operations for public release.

- Employ organic PA capabilities of RC units and individuals mobilized and deployed into a theater of operations. Ensure that RC family members and hometown media are provided a continuous flow of information to dispel rumors and anxieties, sustain public awareness, and increase understanding of RC missions in the theater of operations.

- Ensure that appropriate AFRTS assets are identified and their logistic movements are planned to support the JIB's command information mission by broadcasting command/internal information messages to deployed forces.

- Ensure PA temporary duty personnel augmentation requirements are properly identified for all operational or contingency requirements.

(JP 3-61 (2005), pg 26-28)

Responsibilities of Subordinate Joint Force Commander

Subordinate JFCs are responsible for:
- Providing overall direction and focus to PA activities in the operational area.

- Ensuring that the media receive access to military operations, access to command and staff personnel for unclassified briefings and interviews, and the logistic support necessary to accomplish their mission.
- Designating a joint task force (JTF) PAO and a JIB director.
- Selecting a trained and capable officer to serve as media briefer.
- Conducting media interviews when feasible.
- Designating an officer to accomplish a security review of COMCAM imagery. All unclassified imagery not of a sensitive nature should immediately be provided to the JIB for potential release to the media.

(JP 3-61 (2005), pg 28)

Responsibilities of Service Component Commander

Service component commanders when participating in joint operations are responsible for:

- Providing a JTF staff PAO and JIB director, if tasked.
- Providing JIB personnel and equipment.
- Coordinating Service component external news release products with higher headquarters PAO.
- Supporting the deployment of media representatives as necessary and feasible.
- Assisting commercial media otherwise unable to file their products in a timely manner from the operational area, distributing internal media products to continental United States units and bases, and providing courier service, to include sending products for security review to combatant commanders or OASD(PA) (as required).
- Providing a quick reaction audio-visual documentation team if tasked.
- Conducting internal and public information programs per guidance provided by the JFC.

(JP 3-61 (2005), pg 29)

Responsibilities of Information Operations

It explains the JFC's authority for Information Operations, specific responsibilities, Unified Command Plan, command relationships between the DOD components responsible for IO and joint boards. The commanders of the combatant commands shall integrate, plan, execute, and assess IO when conducting campaigns across the range of military operations and shall identify and prioritize IO requirements. IO shall be integrated into appropriate security cooperation plans and activities. In accordance with change 2 to Unified Command Plan for Fiscal Year '04 CDRUSSTRATCOM integrates and coordinates DOD IO that crosses AOR boundaries including:

- Supporting other combatant commanders for planning.
- Planning and coordinating capabilities that have trans-regional effects or that directly support national objectives.
- Exercising C2 of selected missions if directed to do so by the President or the Secretary of Defense.
- Planning, directing, and identifying desired characteristics and capabilities for DOD-wide CND.
- Identifying desired characteristics and capabilities of CNA, conducting CAN in support of assigned missions, and integrating CNA capabilities in support of other combatant commanders, as directed.
- Identifying desired characteristics and capabilities for joint EW and planning for and conducting EW in support of assigned missions.
- Supporting other combatant commanders for the planning and integration of joint OPSEC and MILDEC. *(JP 3-13 (2006), pg 46,47)*

Responsibilities of Directors of the Defense Agencies

In the context of responsibilities of Directors of the Defense Agencies, the Directors of the Defense Agencies inform PA officials of significant plans and activities and conduct media relations, community engagement, and command information programs; maintain command-sponsored publicly accessible websites; and implement the DoD principles of information.

Responsibilities of Defense Media Activity

The <u>Director, DMA</u>, shall:

- Organize, direct, and manage the DMA and all assigned resources.
- Develop, acquire, produce, manage, distribute, and archive motion and still imagery, print, radio, television, Web, multi-media and new technology products (including Service-unique formats).
- Convey DoD-wide and Service-unique messages, consistent with the strategic communications objectives of the Department of Defense and the Military Services.
- Coordinate and integrate the utilization of motion and still imagery, print, radio, television, Web and new technology products in a manner that most effectively relates and distributes DoD and Military Service themes and messages to their target audiences through conventional and new technology multi-platform distribution vehicles, and that most efficiently utilizes available personnel, equipment, and other resources.
- Provide public affairs, broadcast, print, journalism, and visual information common core training through the Defense Information School consistent with DoD Directive 5160.48. Provide resources through the Planning, Programming, Budgeting, and Execution process, to support joint-Service training program requirements.
- Administer the Stars and Stripes Newspaper, respecting editorial independence consistent with the First Amendment of the U.S. Constitution as enunciated in DoD Directive 5122.11.
- Administer the American Forces Radio and Television Service consistent with DoD Directive 5120.20.
- Develop and oversee the implementation of DoD-wide policies and procedures for:
    - The DoD Internal Information Program.
    - The Hometown News Program.
    - DoD visual information and joint visual information services.
- The publication of DoD newspapers and magazines, and civilian enterprise publications.
- Public Affairs, broadcast, print, journalism, and visual information training.

- Provide central DoD receipt, access, distribution, asset and life-cycle management, storage and preservation of operational and other DoD still and motion imagery, visual and audiovisual information, and related end products, such as audiovisual productions.

- Manage and operate the consolidated DoD Public Web Program to provide public access to unclassified DoD information on the Internet, maintain operational security, ensure common architecture, and achieve economies of scale.

- Support the command information requirements of the Secretaries of the Military Departments, the Combatant Commanders and combat forces throughout the full spectrum of military operations and contingencies, to include the deployment of DMA personnel, as required, consistent with mission priorities and available resources.

- Engineer, design, acquire, procure, install, and provide life-cycle logistics and commodity management support for broadcasting, visual information, audiovisual and related Web systems and equipment for the DoD Components.

- Design and manage DMA programs and activities to improve standards of performance, economy, and efficiency, and demonstrate DMA's attention to the requirements of its organizational customers, both internal and external to the Department of Defense.

- Perform such other duties as may be assigned by the Secretary of Defense or the ASD(PA).

(DODD 5105.74 (2007), pg 3,4)

Responsibilities of American Forces Information Service

The Director, AFIS, shall:

- Develop, produce, maintain, evaluate, provide, and distribute products, services and standards to meet the internal information, visual information, and related requirements for the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, and other DoD Components, as appropriate.

- Organize, direct, and manage the AFIS and all assigned resources, including but not limited to the following components:
    - The American Forces Radio and Television Service (AFRTS)-Broadcast Center.
    - The Defense Information School.
    - The Current News Service.
    - The American Forces Press Service.
    - The AFIS Web Development Center.
    - The AFRTS Radio and Television Production Office.
    - The AFRTS News Center.
    - The Television-Audio Support Activity.
    - The Defense Visual Information Center.
    - The DoD Joint Combat Camera Center.
    - The DoD Joint Visual Information Services Distribution Activity.
    - The European and Pacific Stars and Stripes Newspaper in accordance with DoD Directive 5122.11.
- Train DoD public affairs, broadcast, and visual information professionals.
- Provide communications services to support the informational needs of commanders and combat forces throughout the entire range of military operations and contingencies.
- Advise and act for the ASD(PA) in providing policy, guidance, and management oversight of the DoD internal information programs.
- Develop policies, guidelines, and standards for the management of the AFRTS outlets and activities and DoD visual information and Combat Camera activities and programs.
- Provide central DoD storage, duplication, production, and distribution of operational and other DoD imagery, media, visual information, audiovisual, training and education, and associated materials.
- Engineer, design, acquire, install, and provide life-cycle logistics and commodity management of broadcasting, visual information, and audiovisual equipment and systems for all the DoD Components.
- Operate the European and Pacific Stars and Stripes Newspaper.
- Design, install, and maintain reliable and cost-effective information technology systems to support and sustain the Office of the ASD(PA).

As a result, in context of responsibilities of media related units of the U.S. Armed Forces, it is necessary to clarify that accurate and timely information is for the public's understanding, morale, and resolve in times of crisis. In addition, it also helps military to be more clearly understood in their roles and responsibilities in accomplishing their missions. On the other hand, Public Affairs of U.S. Armed Forces counters adversary propaganda and disinformation by providing a continuous flow of credible, reliable, timely and accurate information to military members, their families, the media and the public. This capability allows media related units of the U.S. Armed Forces to help defeat adversary efforts to diminish national will, degrade morale and turn world opinion against friendly operations in accordance with their responsibilities. With this question, it is aimed that highlighting the importance of professional relationship between the military and the media that is essential for executing responsibilities in accurate way.

4.1.3 Who is Responsible for the Release of Information to the Media?

Information that is eventually released or not released about the activities and policies of the United States armed forces and the Department of Defense to the public and/or the media undergo a process of reviews, assessments and evaluations that are overseen by a number of officials.

> *"Department of Defense policy requires any official information intended for public release that pertains to military matters, national security issues, or subjects of significant concern to the DOD be cleared by appropriate security review and PA offices prior to release..."*(AR 360-1, 2000 p. 13)

Certain units and personnel have been allocated the authority to make decisions on what meets the criteria for the release of information based on guidelines, in a rather complex set of procedures. As a sub question which focuses on the organizational structure of the media related units of the United States armed forces (from here on USAF) and the Department of Defense (from here on DOD), the army documents that have been analyzed, is an exploration to find answers pertaining to who and what USAF units are responsible for such approvals. Furthermore, the analysis seeks to find out as much as possible about, what make up these procedures, what factors guide such approval and what criteria or reasons these decisions are based upon and most importantly who is in charge for the release of information at various hierarchical levels.

> *"The Office of the Secretary of Defense (OSD) normally releases general military information on the overall plans, policies, programs, or operations of the DOD, the DA, or the Federal Government...".*"(AR 360-1, 2000, p.13)

The Secretary of Defense (SD) has the overall authority to approve the release of information about all tiers of the USAF, prior to release. Such information is basically

channeled through the office of the Chief of Public Affairs (OCPA) and proceeds to the office of the Secretary of Defense (OSD) for clearance. Within each USAF department (e.g. Army or Air Force department) the Chiefs of Public Affairs of those departments are responsible for the release of information, and where necessary the channeling of such information to the OSD. Below the head quarters command level; commanders are authorized to release information that is wholly within their mission. Normally, the commander submits the information to the Public Affairs Officer (PAO) that is present, who then prepares the material for release or forwards it to headquarters for clearance. When requests from the news media are made concerning a command, the commander has to inform the OCPA. Generally, for example, information that must be channeled appropriately to the OSD include information: (for complete list see Army Regulation 360-1 p.13)

- Originating from the seat of government
- That is or has the potential of becoming an item of national or international interest
- On public statements with implications of Foreign policy and foreign relations
- Approved by the Head Quarters Department of the Army (HQDA) for OSD release
- On weapons of mass destruction etc.

One of the Principal Staff Assistants (PSA) to the Secretary of Defense (SD) is the Assistant Secretary of Defense Public Affairs [ASD (PA)], who advices OSD on: "…DOD news media relations, public liaison, internal communications, community relations, public affairs and visual information training, and audio visual matters." (DODD, 5122.05, 2008, p.1). The ASD (PA) has the sole authority to release official DOD information to the news media, with respect to the security and policy review (p.1) which will be discussed in subsequent paragraphs. The position of the ASD (PA) is very critical in relation to public information release and approval, as well as, all media related tasks. The position has a long list of responsibilities, which points to the fact that the ASD (PA) is the most important person dealing with the military´s relations to the media and the public. However, hierarchically the ASD (PA) reports directly to the Deputy Secretary of Defense. For instance, according to the updated DOD Directive on the functions of the ASD (PA) and for the purpose of shedding some light on the

wide range of responsibilities of the position the ASD (PA) is responsible, for among many other tasks, the following:

- Being the principal spokesperson for the DOD and/or assign another spokesperson.
- Coordinate with other units to develop communication policies, plans and programs.
- Coordinate deployment orders-
- Coordinate the maintenance of the consolidated public web for access to DOD information.
- Issue public affairs guidance to DOD components.
- Represent the Secretary of Defense outside the DOD.
- Prepare speech and public statements. (DODD, 5122.05, 2008, p.2-3)

As mentioned, the ASD (PA) reports to the Secretary of Defense. However, the ASD (PA) has been given the authority to exercise within his/her assigned responsibilities *all* authority of the SD except where limited by specific executive orders to the SD (DODD, 5122.05, 2008, p.5), thereby, reducing hierarchical restrictions on the approval and release of information. As such, the ASD (PA) is authorized for instance, to issue DOD instructions and policy including manuals and memorandums, according to the "Directives Program" (which is basically a procedure for the development and assessment of such documents). Furthermore, the ASD (PA) communicates with heads of DOD components, other federal agencies, the news media, the public etc. and also, is the sole agent at the seat of government for the release of information through any public media, including press releases. He establishes accreditation criteria for news representatives gathering information on DOD activities and he also approves military participation in (especially international) public events.

It has been established to this point that, the SD is the central authority for the release of information, assisted by the ASD (PA) who is hierarchically subordinate, but who also can exercise all the authority of the SD. Supported by a series of PAO´s and offices of chiefs of Public Affairs (OCPA´s), who are placed within all the different departments and commands under the USAF. However, official DOD information must undergo a process of security review when intended for public release.

> *"That a security and policy review shall be performed on all official DoD information intended for public release that pertains to military matters, national security issues, or subjects of significant concern to the Department of Defense."* (DODI 5230.29, 2008, p.1)

Information that qualifies for the procedure referred to as, "security and policy review" is information that meets firstly, certain *criteria* and secondly, *critical topics*. The criteria include potential items of national or international interest, information from senior personnel, topics of controversy among DOD components, information that may affect national security or negotiations and technical data information. Critical topics include new weapons, improvement of weapons, equipment and techniques, information operations and applications in space (DODDI, 5230.29, Enclosure 3 p. 7). Such information, after being submitted to the Office of Security review (OSR) could result in being cleared for release, cleared with *recommendations* or *amendments, or* not cleared for release (DODDI, 5230.29, Enclosure 3 p.9). The Director Washington headquarters services (WHS) is in charge of monitoring compliance with the prompt procedures of the security review, as well as, coordinating with all other units involved in the review. He reports hierarchically to the Director of Administration and Management (DA&M), who is the overall authority in the procedure. Below this level, is the General Counsel to the DOD who conduct legal reviews. Then there are the heads of DOD components whose responsibilities are to forward information and provide assistance to the chief OSR. Heads of DOD components also ensure that, information that reaches the news media comply with the requirements of the ASD (PA). The DA&M reports directly to the SD and acts as one of his Principal Staff Assistants (PSA), he can also exercise all authority of the SD (DODD, 5105.53, Feb. 26 2008 p. 7). From this, it can be noticed that the DA&M is on an equal position with the ASD (PA) when it comes to release of information matters that also need the attention of the SD. It should be noted that the DA&M has a number of other administrative responsibilities apart from security review (see DODD, 5105.53, 2008 p. 2-6 for full list of responsibilities) but how the position coordinates with the ASD (PA) is not entirely clear from the sample documents.

The Operations Security program (OPSEC) is another procedure that protects sensitive information regarding military operations. As the name implies OPSEC protects intelligence information before or during operations (crisis, war or weapons development etc.). Thus, the procedure is not carried out exactly for media related issues however; it should indirectly have an effect on media related information. As an intelligence program, it is coordinated by personnel that are not directly in Public Affairs or media relations, such as the Under Secretary of Defense for intelligence, who is the overseer of the program (for a complete list of responsibilities see DODD 5205.02 , 2006 p. 3-6). OPSEC is a continuous process that involves all personnel, for a list of guidelines and responsibilities assigned to all personnel as to what should be protected see (AR 530-1, 2007 chapter 2-1 p.4-5). OPSEC assessments take place and are submitted annually to mitigate the observation, exploitation or piecing together of such activities or information by adversaries. It aims to determine the likelihood that critical information is protected from adversary intelligence. It maintains that, secrecy of information is associated with mission accomplishment by protecting classified and even unclassified information, including publicly accessible information found on websites. (DODD 5205.02, 2006)(AR 530-1, 2007).
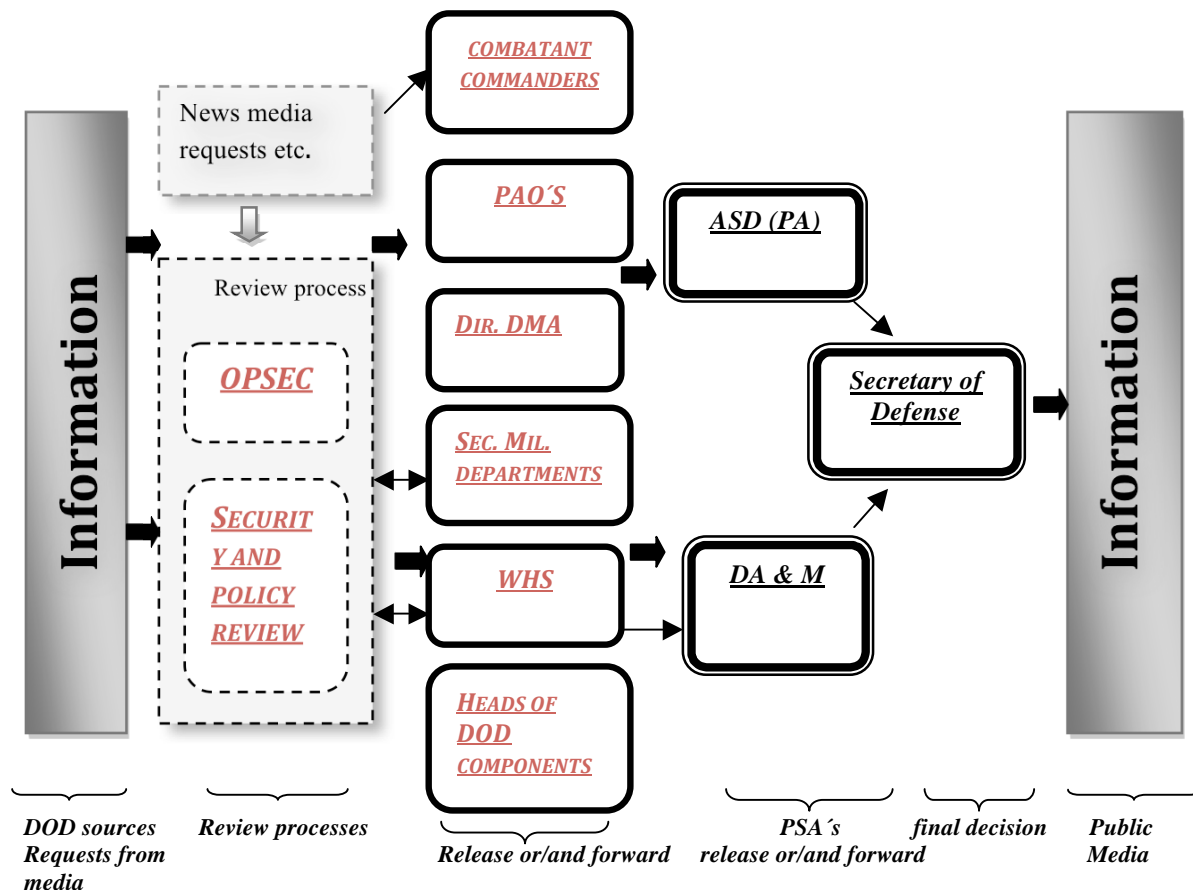
Figure 3. Information release

The above figure was created to illustrate the structure of the flow of information according to the sampled documents. This chart shows two kinds of information, either requests from the public or the media or information that originates from within the DOD. Other sources of information from hierarchically higher levels, for instance the president, could follow other procedural patterns. Information that originates from DOD undergoes security reviews and operation security reviews. Information requested from the media or the public may also undergo the review process but normally goes directly through appropriate channels to the ASD (PA), before it is eventually released. The chart could be applicable in many situations war or peacetime for instance, where the media seeks DOD information (like embeds discussed later in the next section) and DOD in turn responds to requests or/and where the need may arise, release official policy documents. Requests for information that has been denied release by the DOD to the public or the media can be requested again (or challenged) by invoking the Freedom of Information Act (FOIA), another review

process which will be discussed under the final question in this chapter. Afterwards, depending on what type of information received, it passes through to the ASD (PA) for mostly media requests and through to the DA&M for security matters.

In conclusion, even though accurate and timely information is usually made available for the public and congress to understand Defense strategy and policy, both the security review and OPSEC deal with keeping information secret in order to reduce compromising their national security and DOD missions and intentions. Ultimately, the public and the news media are limited to the kind of information that actually makes it through the reviews, through the ASD (PA) and overall from the Secretary of Defense.

Summary

The sample documents concerned with the release of information reveal how the USAF deals with their media relations. The documents show that the OSD (PA) is the most active when it comes to the release of media related information overseen by the SD who has been given authority over all information release, including information originating from security reviews.

4.2 The Restrictions and Limitations for the Information Flow Through the Media

4.2.1 Ethical and Normative Principals of the Informational Dissemination in the U.S. Military Media Relations

The discussions of ethical principles of information dissemination in the military media relations are part and parcel of the more general issue – the ethics of war and peace. According to Stanford Encyclopedia of Philosophy (2000), "three traditions of thought dominate the ethics of war and peace: Realism; Pacifism; and Just War Theory (and, through Just War Theory, International Law)". These theories, by providing rich and controversial argumentation, structure the philosophical debates about the wartime issues.

To narrow down the scope of this issue, we assume that that military as an organization dealing with public relations in a democratic society, in the homeland, and in a globalized world, on a larger scale, can't avoid at least some fundamental moral values that serve as a kind of a starting point for all its activities.

The main evidence of the ethical code existence in the U.S. Armed Forces is the Department of Defense's document DoD5500.7-R Joint Ethic Regulation (further called as JER), that "provides guidance to military personnel on standards of conduct and ethics" (Powers (a)).

This document sets obligatory rules for all of the US. military men and women. Therefore its main principles can be applicable to those who deal with release to information to publics.

First of all, JER establish "Primary Ethic Values", commenting that "ethical values relate to what is right and wrong and thus take precedence over non-ethical values when making ethical decisions" (p.155). Briefly, these primary ethical values include the following:

- Honesty
- Integrity

- Loyalty
- Accountability
- Fairness
- Caring
- Respect
- Promise Keeping
- Responsible Citizenship
- Pursuit of Excellence

(p.155-156).

The ethical decision making concept, described below in the same document, is also based on these primary ethical values (p. 155-158). "In some cases, the ethical element of decision-making will go no further than to consciously acknowledge that there are no significant ethical ramifications to consider. In other cases, in-depth ethical analysis is called for in addition to application of ethics rules", the document explains (p.157). The point "c" of this plan tells that "laws and regulations are basic constraints within which official decisions are made. Until all relevant laws and regulations are considered, ethical decision-making is impossible". (p.157). Referred documents in this section of the JER are Executive Order 12674, "Principles of Ethical Conduct for Government Officers and Employees," (April 12, 1988); Executive Order 12834, "Ethics Commitments by Executive Branch Appointees," (January 20, 1993); Title 5, United States Code Annotated, Section 7301 note.

Executive Order 12674, "Principles of Ethical Conduct for Government Officers and Employees," (April 12, 1988) sets general principles of ethical conduct, which are once again applicable for all of the federal employees. Probably, the first mentioned principle is most relevant for public affairs officers, if to look at it from the position of public trust. In particular, this principle reads: "Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles above private gain".

Executive Order 12834, "Ethics Commitments by Executive Branch Appointees," (January 20, 1993) is a kind of an oath that any senior appointee has to follow in his current work and in a period of retirement.

In the notes of the section 7301 of Title 5 of United States Code an exception from the general rules for extraordinary situations (such as accepting "gifts of property, money, or anything else of value from non-Federal sources for extraordinary and unanticipated expenses incurred by agency employees in their personal capacity within areas designated as disaster areas…") is validated. This document also establishes the validity of the Executive Order 12674, mentioned above.

However, these documents, obligatory for all of the federal employees, don't contribute too much in understanding the peculiar ethical rules for the U.S. armed forces public relations campaigns.

Together with that, other fundamental ethical rules might be observed in the Department of Defense Principles of Information, settled by "Joint Publications 3-61. Public Affaires (2005)". These principles are the following:

"It is the responsibility of DOD to make available timely and accurate information so that the public, Congress, and the news media may assess and understand facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered quickly. In carrying out DOD policy, the following principles of information shall apply:

- Information shall be made fully and readily available, consistent with statutory requirements, unless its release is precluded by national security constraints or valid statutory mandates or exceptions. The provisions of the Freedom of Information Act will be supported in both letter and spirit.
- A free flow of general and military information shall be made available, without censorship or propaganda, to the men and women of the Armed Forces of the United States and their dependents.
- Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.
- Information shall 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.

- ▪ DOD's obligation to provide the public with information on DOD major programs may require detailed PA planning and coordination in DOD and with the other government agencies. Such activity is to expedite the flow of information to the public.

- ▪ Propaganda has no place in DOD public affairs programs."

(p. I-3)

These information principles, however, have a rather declarative character. In reality, there are many contradictions in the military organizational communications. Most of them are based on the information security, which is the major obstacle on the way of honest and open dialogue with external environment.

JER says, for instance, the following: "Most Federal Government communications systems are not secure. DoD employees shall not transmit classified information over any communication system unless it is transmitted using approved security procedures and practices (e.g., encryption, secure networks, secure workstations). In addition, DoD employees shall not release access information, such as passwords, to anyone unless specifically authorized to do so by the Agency Designee". (p.28)

Another example of controlled information dissemination described in JER concerns clearance of sensitive information, that may appear in public speeches. "DoD employees may participate in their official DoD capacities as speakers or panel members at conferences, seminars, or similar events sponsored by non-Federal entities" (p.36). However, "a lecture, speech, or writing that pertains to military matters, national security issues, or subjects of significant concern to DoD shall be reviewed for clearance by appropriate security and public affairs offices prior to delivery or publication". (p. 43). Yet another example of such control: "There are prohibitions on the misuse of official position such as improper endorsements or improper use of non-public information." (p.67).

The nature of this conflict is in the contradiction between the necessity to communicate the important information outside in order to perceive public trust of American citizens or foreign publics. "Accurate and timely information is essential to

the public's understanding, morale, and resolve in times of crisis" (Joint Publications 3-61, Public Affairs (2005): p.III-10). On the other hand, military operations very often imply high security, therefore deception (misinformation, disinformation), or other forms of informational operations are unavoidable for an effective completing of the military task. In this connection the ethical principles, such as honesty, fairness, and others, are absolutely incompatible with this kind of informational policy. A kind of solution is provided by the following rule: "Effective coordination and collaboration with IO is necessary for PA to maintain its institutional credibility. Successful PA operations require institutional credibility to maintain public trust and confidence. (…) PA must be aware of the practice of PSYOP, but should have no role in planning or executing these operations". (Joint Publications 3-61, Public Affairs (2005): p.XI).

Ethical values can be presented as an apex, when institutional credibility and informational security are the other two angles and each of these components influence and is influenced by the others (picture 1):
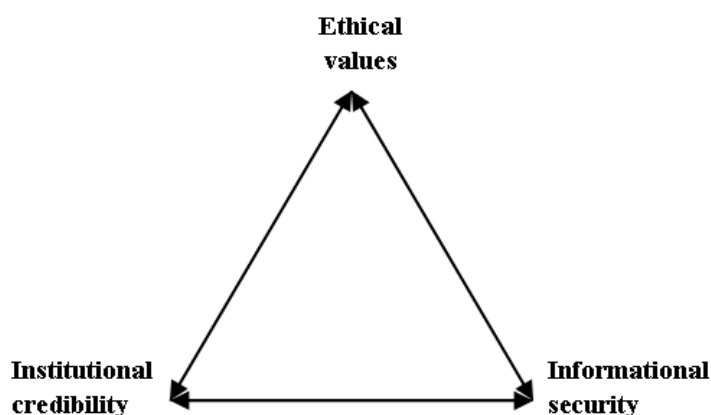

Figure 4. The interrelations of the principles of information dissemination in the U.S. military media relations.

This conflicting interdependence is perfectly described by the group of military officials at the head of Master Sgt Rudy Hernandez et al. in their research "Maintaining Credibility Within Military Public Affairs While Preserving and Participating in Military Deception". They write: "As gatekeepers of information for the U.S. Military, the credibility of military public affairs is vital to remain trustworthy in the eyes of the

media and more importantly, the American people. If credibility is lost, the media may no longer look to military public affairs officials for accurate and timely information. Instead, they will search elsewhere, seeking to "climb the fence" instead of passing through the public affairs gate. Maintaining this credibility is difficult because it is necessary to participate in deception during the course of the military public affairs personnel's duties. To maintain these two seemingly conflicting policies (deception and credibility) warrants investigation, explanation, and discussion" (Hernandez, Rudy et al.).

Carefully examined the problem combining practical and theoretical approaches, the authors conclude that "the suggested solution for the problem of maintaining credibility while using deception is a two-step process. First, military public affairs personnel will use deception only when absolutely necessary. Secondly, the media will be indoctrinated on the release restraints facing military public affairs".

Finally, the aspect of the military ethics has a purely juridical character. "Beyond strict compliance with legalities, US military activities in the information environment as in the physical domains, are conducted as a matter of policy and societal values on a basis of respect for fundamental human rights, (…) in accordance with US law and the law of armed conflict (LOAC)". (Joint Publication 3-13, Information Operations (2003), p. I-6).

What are the documents mentioned in this quotations? Although it is not evident in the document, we might guess, that it talks about the Universal Declaration of Human Rights (United Nations, 1948b). The UDHR is a "main sources of the contemporary conception of human rights (together with) the many human rights documents and treaties that followed in international organizations such as the United Nations, the Council of Europe, the Organization of American States, and the African Union." (Stanford Encyclopedia of Philosophy (2003)).

Secondly, it is most probably the U.S. Constitution. The following quotation may prove this supposition: "All members of our military forces have taken an oath to support and defend the Constitution of the United States of America". (Joint Publications 3-61, Public Affairs (2005), p.VII).

It should also be the Uniformed Code of Military Justice (UCMJ), found in U.S. Code. "UCMJ is the bedrock of military law. The UCMJ is a federal law, enacted by Congress. Articles 77 through 134 of the UCMJ are known as the "punitive articles," -- that is, specific offenses which, if violated, can result in punishment by court-martial" (Powers (b)).

Finally, it is an abovementioned Law of Armed Conflict, which consists of the three important principles in armed conflict: "military necessity, distinction, and proportionality" (Powers (c)).

Summary

Joint Ethics Regulation is supposed to be the key document, that establishes general ethics rules and their conduct by all of the DoD's employees. Nevertheless, the answer to the question about ethical and normative principles of the information dissemination of the U.S. armed forces would not be complete, if we didn't take into consideration rules and activities, settled in the fields of public relations and informational operation. Therefore the Doctrines "Joint Publications 3-61. Public Affaires" (2005) and "Joint Publication 3-13, Information Operations" (2003) are considered in this chapter.

We have also examined the problem of interrelations of ethical principles with the informational security and institutional credibility in the contemporary U.S. military media relations. The decision in the field of public relations are based on an ambivalent ground, since the ethic rules, settled by JER, should be followed, but the sensitive information must be protected.

Finally, an overview of the referred documents that regulate the conduct of the JER Doctrine from the juridical position, was provided in this chapter. These documents actually confirm that the JER is not a guidance collected of declarative statements because violation of the punitive provisions are punished.

In this connection a new question arises. Ethics is a subjective, hard-to-measure conception. The further examinations of what philosophical background justifies

military ethics in the U.S. would throw light on the nature of ethical principles of information dissemination in the U.S. military media relations.

4.2.2 What are the Instruments, Rules and Procedures of the U.S. Armed Forces to Control Information Flow to the Media?

> *"We need to tell the factual story – good and bad – before others seed the media with disinformation and distortion, as they most certainly will continue to do. Our people in the field need to tell our story – only commanders can ensure the media get to the story Alongside the troops."-*
> *-Donald Rumsfeld--*

In February 2003, only a few weeks before ''Operation Iraqi Freedom'' commenced, the Pentagon published its Public Affairs (PA) Guidance on Embedding Media (DoD, 2003). The document provides a paradigmatic outline of the principles of strategic media management, and the Iraq campaign provided the test case for their application. The war in Iraq was from the outset planned to include numerous battalions from all four military services (Air Force, Navy, Army and Marines) (Heizn, 2007). Based on this history, all rules of controlling information are started from this documents.

There is a commander under the office of the assistant secretary of defense for public affairs (oasd(pa) which is the central agency for managing and vetting media embeds. The PA guidelines for embedding clearly state that ''commanders and public affairs officers must work together to balance the need for media access with the need for operational security''(DoD,2003,p.2). For accessibility, "each news organization should be representative of media organization, not to individual and freelance media is legal to embed if they are selected by a news organization as their embed representative "(DoD, 2003, p.2,3). Below, other rules and procedures of this document will be described.

 Information Release

According to the military document Public Affairs Guidance, media traveling with U.S. forces will be prohibited, during an operation, from reporting "specific information on friendly force troop movements, tactical deployment, and dispositions that would jeopardize operational security or lives." It observes, "Embargoes may be imposed to protect operational security" but "will only be used for operational security

and will be lifted as soon as the operational security issue has passed." (DoD, 2003, p.7).

The military will strictly prohibit "information regarding future operations." No information "identifying postponed or canceled operations" will be allowed. Also banned is the release of names of military installations "or specific geographic locations of military units ... unless specifically released by the Department of Defense" or operation commander. "News and imagery products that identify or include identifiable features of these locations are not authorized for release" (DoD, 2003,p.8).

Regarding the start of the war, the document (which was sent by the military press officer to the reporter via e-mail) states, "Extra precautions in reporting will be required at the commencement of hostilities to maximize operational surprise. Live broadcasts from airfields, on the ground or afloat, by embedded media are prohibited until the safe return of the initial strike package or until authorized by the unit commander"(p.8)

In many cases, news media rush to deadline, and some cases of stories are completely fabricated. This happened because media should obey to some rules of information categories based to some reasons of published news. This is mentioned in Public Affairs Guidance 2003 (p.5, 6), regarding accessibility to the news, military has a standard should be ask to the media "why not release" and "why release" with some categories of the information. Some categories which are forbidden to be published based on the reason jeopardized and endanger lives and the reason for the safety, security and embedded media of US army force. The 19 "not releasable" categories of information is any mention of a specific number of troops, aircraft, or ships below very large levels. It is also forbidden (p.8,9):

・Photography showing level of security.
・Rules of engagement.
・ "Information on effectiveness of enemy camouflage, cover, deception, targeting ,direct and indirect fire, intelligence collection, or security measures."
・Information on effectiveness of enemy electronic warfare.

- "Information on missing or downed aircraft or missing vessels while search and rescue and recovery operations are being planned or underway."
- "Photographs or broadcast showing an enemy prisoner of war or detainee's "face, nametag, or other identifying feature."

On the contrary, beside some categories cannot be published by journalist, military has some categories of material that will be "releasable (p.7,8):

- "Approximate friendly casualty figures by service."
- Within certain limits, "embedded media may ... confirm unit casualties they have witnessed."
- Figures on enemy personnel detained or captured.
- "Size of friendly force participating in an action or operation can be disclosed using approximate terms."
- Information and location of military targets and objectives previously under attack.
- Generic description of origin of air operations, such as "land-based."
- Types of ordnance expended in general terms.
- Number of missions or sorties flown.
- Names and hometown of military units and service member names and hometowns with their consent.

The Secretary of Defense, "Public Affairs Guidance document also notes that the military units are responsible for ensuring that all embedded journalists and their news organizations have signed the "release, indemnification, and hold harmless agreement and agreement not to sue"(p.4)

Ground Rules

For the reason safety, security and embedded media of US army force, media will adhere to established ground rules. These ground rules recognize the right of the media to cover military operations and are in no way intended to prevent release of derogatory, embarrassing, negative or uncomplimentary information (DoD, 2003).

The Public Affairs Guidance on embedding media says (p.6), "Ground rules will be agreed to in advance and signed by media prior to embedding. Violation of the ground rules may result in the immediate termination of the embed and removal." One such rule is "Embedded media are not authorized use of their own vehicle while traveling in an embedded status" (p.2). In a section labeled "Ground Rules," the military describes 14 "releasable" categories of information, and 19 "not releasable since their publication or broadcast could jeopardize operations and endanger lives."

The document adds, however, "These ground rules recognize the right of the media to cover military operations and are in no way intended to prevent release of derogatory, embarrassing, negative, or uncomplimentary information"(p.6).

In the first part of the document, directed at the military units, it notes (p.2), "Use of priority inter-theater airlift for embedded media to cover stories, as well as to file stories, is highly encouraged. Seats aboard vehicles, aircraft, and naval ships will be made available to allow maximum coverage of U.S. troops in the field." Continuing in this vein, the document says, "Units should plan lift and logistical support to assist in moving media products to and from the battlefield so as to tell our story in a timely manner."(p.2). It even suggests (p.2), "In the event of commercial communications difficulties, media are authorized to file stories via expeditious military signal/communications capabilities".

Another part is "No communications equipment for use by media in the conduct of their duties will be specifically prohibited. However, unit commanders may impose temporary restrictions on electronic transmissions for operational security reasons. Media will seek approval to use electronic devices in a combat/hostile environment."(p.2,3).

In laying out general ground rules, the document tells the media, "All interviews with service members will be on the record." Interviews with pilots and aircrew members are authorized "upon completion of missions; however, release of information must conform to these media ground rules."(p.6). Visible light sources, such as flash cameras or television lights, will not be allowed when operating with forces at night

unless approved in advance.

Different part from the ground rules. In reporting and responding to casualties, the rules prohibited the embedded reporters from reporting the names of casualties and required that they refrain from filming casualties. "When the coverage are wounded, injured, and ill personnel, media representative will be reminded of the sensitivity of using names of individual casualties and this battlefield of casualties may be covered by embedded media" (DoD, 2003, p.9). However, the rules allowed the embeds to report when a unit was in contact or had fought a battle. They could report there had been casualties, and even detail the exact number of dead and wounded if they knew for certain from first hand knowledge. Therefore the military must leverage technology to speed up the process of reporting battlefield casualties. "Without improvements in casualty reporting, the military risks the erosion of credibility"(Robert S. Pritchard, 2003).

Another rules that should be taking into consideration is that about the embedding of local media (i.e., from the military unit's hometown). The PAG allowed a regional/local reporter to embed and cover the preparation and deployment of a unit from home station to its arrival in the war zone. After arrival in theater, the reporter was required to apply to the OASD(PA), Office of the Assistant Secretary of Defense (Public Affairs), to be assigned as a combat embedded reporter. Thus "some will embed with the units and stay with them for an extended period of time and some embedded reporters will be registered by the joint force and will carry identifying credentials issued by the JIB or, as appropriate, Geneva Convention cards" (Joint publication 3_61, p.53).

Military Accidents

Providing news concerning military accidents. When the coverage are wounded, injured, and ill personnel, media representative will be reminded of the sensitivity of using names of individual casualties and this battlefield of casualties may be covered by embedded media. Next further, "Battlefield casualties may be covered by embedded media as long as the service member's identity is protected from disclosure for 72 hours

or upon notification of next of kin, whichever comes first" (DoD, 2003, p.9*)*, the document says. In addition, media visits to medical facilities will be supervised.

Another point of the document is, media representative should immunized them self before embedding with units. Another document states that "media ground rules include requirements designed to protect the health and welfare of the media. For example, access to selected theaters may require specific immunizations" (Joint publication 3_61, p.54). and if they are killed or injured in the course of military operations, the unit will immediately notify oasd (pa), through public affair channels. For military itself, when accidents occur outside military installations, the authority of scene of accidents will inform news media representatives of the presence of exposed classified material that cannot be removed or covered immediately and " inform news media representatives and Service members of the sensitivity of using images that identify casualties until after notification of the next of kin"(Release of Information Concerning Accidents Involving Military Personnel or Equipment or Concerning Senior Personnel*, june 2009. p.6)*

Summary

This chapter of finding demonstrated that military has many restriction regarding join future operation specially in controlling information flow.
Military is very strictly in rules. For security reason journalist is forbidden to use their own vehicles, and their their communication equipments. But in some difficulty cases, military shows their awareness about authorize to use their facilities. For instance when journalist has communications difficulties then they are authorized to file stories via expeditious military signal/communications capabilities.

Further, this chapter demonstrates how the media's access to the battlefield is a critical vulnerability. In case casualties journalist should obey to some catagories "releaseable" or "not releaseable", hence military seem wants to manipulates the mainstream media by restriction or managing what information is presented**.** Therefore journalist some how must limit their report to release a truth story from the battlefield.

4.2.3 Rules and Procedures for Proceeding Information Requested by External Media

" The media is a weapon available to anyone."
- Capth Ellen K. Haddock

As mentioned in previous chapters, military operations have to keep sensitive information in high security in order to ensure successful military operations. Here, sensitive information refers to those information which pose potential jeopardy to future operations, the risk to human life, possible violation of HN and/or allied sensitivities, or the possible disclosure of intelligence methods and sources.

However, as media plays an important role as monitoring the Government and the military in the society. From the perspective of the organization level, gaining creditability from the media and the publics are crucial for the military organization to obtain financial resources and stakeholder support in the context of democracy in the society. Therefore, the military has to uphold their ethical standard such as honesty, accountability and integrity (DoD5500.7-R), to mention but a few, to gain social trust and reputation (Zerfas et al., 2008).

To achieve both of the purposes, it was found that the military set up rules and regulations which published as the joint doctrine documents to guide the communication professional to deal with the external information requested from the media in a honest and accountable ways, while protecting sensitive materials at the same time.

In the next section, the procedure of approval for information requests, internal preparation for releasable information, rules and regulations were analyzed.

Public Affairs (PA) Planning

The first preparation to deal with external requests is the PA planning.

The Public Relation officers (PAOs) should involve in any planning process to coordinate with various other operations (Joint Publication 3-61, 2005). The purpose is to ensure that clear and consistent operation objectives are delivered to the public and media during communication.

In addition, it was found that information on major programs of Department of Defense may require detailed public affairs planning and coordination within the department and with other government agencies. (DoD Directive 5122.05, 2008)

The detailed PA planning allows the PAOs to consider what information can be released and they can provide consistent information in all levels among various civil organizations for the sake of expediting the flow of information to the public upon request.

Information Operations (IO)

Another policy is the Information Operations (IO). Under this procedure, part of the information is filtered and processed by the IO officers internally.

Found in the Joint Publication 3-13 (2003), it stated that "To succeed, it is necessary for US forces to gain and maintain information superiority." (p.10). From the political point of view, it means that the key goal of IO is to achieve and maintain information superiority which provides the joint force a competitive advantage in superior decisions for the US and its allies.

IO has played a major part in military operations for many centuries. It consists of five core capabilities which are: electronic warfare (EW), computer network operations (CNO), psychological operations (PSYOP), military deception (MILDEC), and operations security (OPSEC). On the strategic level, sending misleading information to the public through media is a mean for succeed.

The IO capabilities aim at producing effects and achieving objectives at all levels of war and across the range of military operations by sending misleading information to influence the information environment, for example, influence, disruption, corruption, or usurpation (Joint Publication 3-13, 2003).

As IO may involve complex legal and policy issues requiring careful review and national-level coordination and approval (Joint Publication 3-13, 2003), the civil-military cooperation is taken into consideration. The United States constitution, US laws, and international law set boundaries and establish precedence for military activity in the information environment.

In individual level, PA and IO officers must be coordinated and synchronized to ensure consistent themes and messages are communicated (Joint Publication 3-61, 2005). This regulation is not only to provide consistent messages to the external, but it also avoids credibility losses.

The above described the functions and nature of information operations in general. Though this is related to internal processing of information, this part of policy is significant for us to understand how the military materials are created and also help in evaluating the credibility of the requested resources.

Classified Information

After the military materials are created, the next step is to file the information.

Under the principles of public information (Joint Publication 3-13, 2006), it stated that "information shall not be classified or otherwise withheld to protect the Government from criticism or embarrassment (p. 38)".

However, for those materials which may pose adversely effect on national security, or threaten the safety of privacy of the men and women of the Armed Forces, it should be withheld. As stated in the Joint Doctrine,

"PAOs submitting or staffing proposed news releases or statements must ensure that the information contained therein is fully coordinated and properly classified until approved for release." (Joint Publication 3-61(2005), Appendix C, 3a)

In other words, military materials should be classified in advance. This document also mentioned that classified aspects of equipment, procedures, and operations must be protected from disclosure to the media (p.79).

Another military document, Memorandum (April 16, 2004), it pointed out what kind of materials should be selected into the classified categories and need further approval for release. The general instructions were listed in the following:

- military plans, weapons systems, or operations;
- foreign government information;
- intelligence activities (including special activities), intelligence sources or methods, or cryptology;
- foreign relations or foreign activities of the United States, including confidential sources;
- scientific, technological, or economic matters relating to the national security, which includes defense against transnational terrorism;
- United States Government programs for safeguarding nuclear materials or facilities;
- vulnerabilities or capabilities of systems, installations, infrastructures, projects, plans, or protection services relating to the national security, which includes defense against transnational terrorism; or
- weapons of mass destruction. (p. 2,3)

These instructions also apply for guiding military personnel dealing with media and taking as the ground rules for media coverage.

The advantages of facilitating these regulations are that the PAOs are able to carry out their principle values which include providing truthful, accurate and timely information to satisfy the requests from media, organizations and private citizens in the

shortest time (DoD Directive 5122.05, 2008), while at the same time, control the information flow to external.

PAOs as a Credible Source

In the "state of research" section, it assumed that the military put more emphasis on the media-military relations than before, because it realized that media is an effective channel to meet the social system's expectations of appropriateness to gain legitimacy for more resources (Deephouse & Carter, 2004) as well as being an instrument for winning modern war (Kenneth , 2005). Actually, the important role of media in the Army Forces can be reflected in the PA departments.

The military organization appointed the Public Affairs Department (PA) as the only authorized department for the release of information to the public. Besides, it emphasized the creditability of the PA so as to reassure and maintain the trust and confidence of citizens in the US, the US military, and the international community in the Joint Publication 3-61 (p.49).

Apart from that, the PAOs were appointed as a key commander's staff member to enhance the creditability of PA and consistency in classified information from all other departments. They have the authority to categorize the military information, but one exceptional case is that PAOs is only aware of the practice of military deception (MILDEC) operations, rather than planning or executing the operation of MILDEC.

The Joint Publication 3-13.4 stated that "MILDEC is defined as those actions executed to deliberately mislead adversary decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission" (p.16).

On the strategic level, military deception is unavoidable, if they need to deter hostile actions and success in military actions. By limiting the role of PAOs in the MILDEC, the PAOs can safeguard the essential elements of deception plans, while on

the other side, maintaining the integrity, reputation, and creditability of PA as a source of truthful information in the society (Joint Publication 3-13.4).

Training and Education

For the military members, the US Forces prepared their PAOs , IO officers and senior staff to work in the dynamic informational environment through trainings.

One of the training centers is the Defense Information School which located at Fort Gerorge G. Meade, Maryland. This is the DoD-directed school that conducts career-long training and development of PA (Joint Publication 3-61, 2005).

Its primary mission is to grow and sustain a corps of professional organizational communicators capable of fulfilling in the communications needs of military leaders and audiences under the most demanding operational conditions.

To handle the communication issues on the global stage, executive level knowledge of international environment, language and cross-cultural skills are further emphasized in the communication trainings, especially for the IO Officers. After the training, they equipped with competent abilities to plan cross-national actions and communicate with national, international, internal and external audiences (Joint Publication 3-13, 2003).

After the training, the professionals equipped with updated techniques and knowledge to cope with the complex information environment and external media request. Besides, training is a socialization process which acts as a means to socialize its members with corporate values and norms (Giuseppe, 2003), so their handling skills and attitude are trained to be in consistency with the organization's culture and values.

Freedom of Information Act (FOIA)

In the previous section, it listed out various rules and regulations and explained how the PAOs handle and file the military materials in the preparation stage.

Finally, it comes to the procedure of the information requests application from the external media and publics.

Referring to the Freedom of Information Act (FOIA), it stated that every person has the right to make a FOIA requests for Department of Defense (DoD) records.

FOIA is a Federal law which established the public's right to request existing records from Federal government agencies (DoD Freedom of Information Act Handbook, p.2). According to the FOIA, applicants should submit the application in written form, describing the document sought, providing a postal address and indicating a willingness to pay a fee. For news media, payment is only required for the duplication fees, unless the fees are waived or reduced in the public interest. Besides, the first 100 pages are provided at no cost (DoD 5400. 7-R, Sept 1998).

However, requests will be denied under some circumstances. There are eight particulars reasons to considerate for turning down the application. The guidelines were summarized as follows:

- Classified information
- Internal personnel rules and practices
- Records protected by another law
- Trade secrets ad commercial or financial information
- Internal records about decision making process
- Investigatory records or information compiled for law enforcement purposes
- Records which would result in a unwarranted invasion of personal privacy
- Records for the use of any agency responsible for the regulation or supervision of financial institutions
- Records containing geological and geophysical information concerning wells.

For the security reasons, application has to be passed through these procedures before obtaining approval for reading the military information, in order to prevent the sensitive information from leaking out. From the strategic point of view, the different rules and regulations can acts as a filter for the US Army to control the

information flow to the external media, while at the same time, projecting a democratic and trustable image to the public.

Summary

To conclude, the military set up different information processing mechanisms to handle external media requests.

In the areas of rules and regulations, the US armed force set up the selection procedures such as classifying information, Information Operations and Freedom of Information Act in order to protect sensitive information, while at the same time, satisfying the needs of external requests.

In the dimensions of human resources, the military integrated the Public Affair planning in all levels of the organization to maintain consistency in information objectives. In addition, trainings were provided to the military members for the sake of equipping them with same values as the organization and be capable to handle media requests in both local and global level.

By carrying out these policies, the military can achieve the purpose of controlling the flow of information, but on the other side, enhancing its creditable reputation and social trust in the context of democratic society.

5. Conclusion and Implications for Further Research

5.1 Conclusion

This research stated to explore the military media relation based on military documents which will focus into two main questions; Organizational structure of Media Relations of the U.S. Armed Forces and The restrictions and limitations for the information flow to the media.

Regarding first question about organizational structure, we found that US Military in micro level as a sub-system in the society with complexity system based on hierarchy and has strong social order based on vertical, disciplinary control, and power-related classifications has taken place during the period from 2005 to 2009. Definitely there is not mentioned "changed", but through military documents it is clear that some changing happened in US army forces department related media. At least there are three units' related media contribute to this structure changing. The basic changing is, Defense Media Activity with some supportive units has started supporting and improving "quality of life and morale" by expanded of providing information products, and this is not only for internal but also for external consumption. This mission consolidates for all departments of armed forces related media.

This changing for sure, has an impact on the organization design, changed its hierarchy from valuing formal position authority. The documents show, used to be only Assistant Secretary of Defense for Public Affairs who responsible provide news, information and entertainment to U.S. Armed Forces around the world, but then this authority also took by the American Forces Information Service (AFIS) to publish Stars & Stripes newspaper (printed at six areas abroad) in order to provide a free flow of information to U.S. military personnel, DoD civilians and their families. Hence the responsibility of providing information has shared.

In the scope of military communication organization, according to internal communication theory (chapter 2.2), by sharing task of authority automatically the structure defined. The relationship between communication and organizations can be viewed through the organizational communication structure. Such structures can be

defined as a "system of pathways through which messages flow." (Papa 2008:50). Another benefit of this authority changed is "they enable the development, coordination and accomplishment of tasks. They also able to inform organization members on goals, tasks, problems and also, help them understand the present state of the organization and their roles in it" (Kreps 1990:20).

On the contrary of providing information, military documents also state the finding of responsible man for approval information release. For this task, the overall authority is on The Secretary of Defense. Besides that, the Assistant Secretary of Defense for Public Affairs (ASD (PA)) who is hierarchically subordinate of Secretary of Defense also can exercise all the authority of information release, especially when it comes to the release of media related information overseen including information originating from security reviews.

Another pages of document mentioned, there are some more officers who have this authority, one of them is the Director of Administration and Management who is overall authority in the procedure under Secretary of Defense, can has the same authority on an equal position with Assistant Secretary of Defense for Public Affairs (ASD (PA)). Commanders and Public Affair Officer are also allowed to release information, but these both officers' task limited only to the information that has no national security implications.

Concerning responsibility, one cannot criticize that military needs to improve their image by differentiate responsibility based on media need. The documents demonstrate, there are ten media related units which have different level of responsibilities. For instance, Public Affair responsible to counters adversary propaganda and disinformation by providing credible, reliable, timely, and accurate information to the media while Assistant Secretary of Defense for Public Affairs (ASD (PA)) responsible for DoD news media relations, public liaison, visual information training, and audio visual matters. These responsibilities are coherence with credibility and trust on the media, therefore military should recognize their responsibility to communicate in order to fulfill their responsibility to the nation, contributing to understanding of DOD programs and military operations by providing accurate information and clear explanations of its activities.

The second question is about restrictions and limitations for the information flow to the media. The following summary of document analysis stated that one of limitation is the ethic. All societies, military or civil, have some ethical system. The ethics of most military forces generally mirror the ethics of the society that they are a part of, that's why ethics in the military is a subject frequently commented on. The documents pointed out, instead military operations very often imply high security in order to fulfill their task effectively by providing accurate and timely information to the public's understanding, sometimes the ethical principles such as honesty, fairness, and others, are absolutely incompatible with this kind of informational policy.

Next further, consistency ethic for military is proportional with credibility, because credibility of military, successful of public affair is depending on public trust and confidence (Joint Publications 3-61, Public Affairs (2005). Thus, the credibility of military public affairs is vital to remain trustworthy in the eyes of the media. More over than that, military also has to examine the problem of interrelations of ethical principles with the informational security and institutional credibility in the contemporary U.S. military media relations, therefore military need to be consistent to established military tradition by values and standards norms of the manner of armed force members. However these ethics are useless if they didn't take into consideration rules and activities, settled in the fields of public relations and informational operation. In case credibility lost, the media will no longer trust and believe in military public affairs officials for accurate and timely information.

Others restriction and limitation are founded in embedding document that proposed for journalist in the battlefield. The document mentioned there are some reasons to published information with the aims controlling information flow. The reasons are jeopardized and endanger lives, the reason for the safety, and security reason. Even military somehow show awareness regarding facilities in difficulties cases, but embedding journalists is undoubtedly beneficial for both media and military. This happens due to some complexity reasons that prohibit journalist to be independence with his freedom thought and expression. Therefore journalist somehow should limit their report to release a truth story from the battlefield. More and less, embedding is problematic because it generates publicity "for" military operations not publicity "of" military operations where

military seem wants to manipulate the mainstream media by restriction or managing what information is presented.

The last limitation that will discuss in this research is regarding external information request from the media. The analysis tells us that US military has set up a classifying system in order to provide consistent messages to the external and avoid credibility loss. This system applies to guide military personnel dealing with media as well as taking as ground rules of embedding media for media coverage.

The military documents also describe to maintain the creditability of Public Affair and its consistency in information objectives, that's why the Public Affair Officer (PAO) were appointed as a key commander's staff member who has the authority to categories the military information. Overall, if military can carry out these policies and achieve the purpose of controlling the flow of information, then military is able to enhance its creditable reputation and social trust in the context of democratic society.

5.2 Implications for Further Research

The Research Subject

The information, retrieved from the military documents studied in this paper, makes a base for the further research in the field of the U.S. Armed Forces' media relations. However, many of the answered questions give birth to other questions, that require a deeper study of the subject, but they can't be answered with the documents we have studied for now. Therefore, from now on, it's necessary to discuss and settle the further direction for the subject of the research, either in more extensive or more intensive way.

The Pool of the Relevant Documents

First and the most important note in the discussion of the direction for the further research is that the authentic military documents are only one part of the large documentary corpora, that has to be taken into account in order to gain a faithful representation of the USAF relations with media. Therefore a wider pool of relevant documents has to be elaborated.

The scientific researches which have already been done in this field should be carefully studied. Partly, these documents have been examined in the Chapter 2 "State of Research". However, there are numerous of scientists and even higher-institutions worldwide studying the issue of armed forces media relations. Thus, the previous researches can contribute with the useful findings and will be helpful fore more precise formulation of the further research hypothesis.

Secondly, the analytical articles written by military and ex-military personnel can be helpful for getting a picture of how the nominal public relations rules are followed in practice. It is very likely, that the speeches, the journalists' articles done, the memoires etc. will provide us with factual information about the implementation of the U.S. military media policy.

Finally, the research in the field of military media communications can't be full without analyzing the documents of the contemporary law USA, that are related to the field of study.

We are convinced, that without the pool of documents mentioned above the idea of the U.S. Armed Forces media relations will be rather fragmentary.

Considerations and Critiques of the Methodology

The methodology, we followed by, has a number of limitations, that have to be considered and avoided in the further research.

The most important problem is the availability of the authentic military documents. The ones studied in this paper have been obtained via the public access on the U.S. military web-sites. Nevertheless, it is clear that a range of the relevant documents are classified at the present time, and the researchers have to apply for them, according to the rules of the Freedom of Information Act. Even so, which of the classified documents are critical for full answer of the research question, and how many of them is needed, is another "enigma" of the DoD's archive.

Other limitations, mentioned above (see Chapter 1 "Introduction"), such as limitation of time, and others, have to be taken into account for elaborating of the requirements of the future research conduct.

6. References

Documents:

Army Regulation 360-1 (2000, September 15).The Army Public Affairs Program. Retrieved December , 2009, from The Official Homepage United States Army Website :http://www.army.mil/USAPA/epubs/pdf/r360_1.pdf

Department of Defense Instruction Number 5410.01. (2009, June 2). *Release of Information Concerning Accidents Involving Military Personnel or Equipment or Concerning Senior Personnel.* Retrieved November,2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/541001p.pdf

Department of Defense Instruction Number 5230.29. (2009, January 8). *Security and Policy Review of DoD Information for Public Release.* Retrieved November,2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/523029p.pdf

Department of Defense (2008, September 24). *The Joint Ethics Regulation (JER), DOD 5500.7-R, including Changes 1-6* .Retrieved December 20, 2009, from Department of Defense Website: http://www.dod.mil/dodgc/defense_ethics/ethics_regulation

Defense Media Activity (2007, September 24). *Establishment of the Defense Media Activity* Retrieved December 12, 2009, from Defense Media Activity Website: http://www.dma.mil/OSD14945-07.pdf

Defense Media Activity Number 5105.74(2007, December 18). Retrieved December 10, 2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/510574p.pdf

Department of Defense Directive Number 540007-R. (1998, September*). Freedom of Information Act Program*. Retrieved December, 2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/540007r.pdf

Department of Defense Directive DTM-04-010. (2004, April 2004*). Memorandum for Secretaries of the Military Departments, "Interim Information Security Guidance", Under Secretary of Defens*e. Retrieved March 4, 2010, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/int041605security.pdf

Defense Media Activity (2007, September 24). *Establishment of the Defense Media Activity* Retrieved December ,2009, from Department of Defense Website: http://www.dma.mil/OSD14945-07.pdf

Department of Defense Instruction Number 5400.14 (1996, January 22). *Procedures for Joint Public Affairs Operations*. Retrieved December, 2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/540014p.pdf

Department of Defense Instruction Number 5405.03 (1991, April 5). *Development of Proposed Public Affairs Guidance (PPAG)*. Retrieved December ,2009, from Department   of   Defense   Website: http://www.dtic.mil/whs/directives/corres/pdf/540503p.pdf

Department of Defense Directive (2004, April 16). *Interim Information Security Guidance*. Retrieved December ,2009,from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/int041605security.pdf

Department of Defense Directive Number 5122.05 (2008, September 5). *Assistant Secretary of Defense for Public Affairs (ASD(PA))*. Retrieved December ,2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/512205p.pdf

Department of Defense Directive Number 5122.10 (2000, November 21). *American Forces Information Service.)*. Retrieved December, 2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/512210std2.pdf

Department of Defense Manual Number 5205.02-M (2008, November 3). *DOD Operations Security Program (OPSEC).* Retrieved December ,2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/520502m.pdf

Department of Defense Instruction Number 5410.15(1989, March 28). *DoD Public Affairs Assistance to Non-Government, Non-Entertainment-Oriented Print and Electronic Media.* Retrieved November 27 ,2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/541015p.pdf

Department of Defense Instruction Number 5400.13(2008, October 15). *Public Affairs (PA) Operations.* Retrieved December , 2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/540013p.pdf

Department of Defense Directive Number 5105.53 (2008, February 26). *Director of administration and management (DA&M), November 23, 1998 (hereby canceled).* Retrieved December , 2009, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/510553p.pdf

Department of Defense Number 5500.7-R (Jan 2010).*The Joint Ethics Regulation.* Retrieved from the Department of Defense Website: www.dod.mil/dodgc/doha/industrial/99-0121.h1.html

Department of Defense Office of Inspector General Report No. D-2005-050 (2005, April 13). *Memorandum, Subject: Report on American Forces Information Service's Data Call Submissions and Internal Control Processes for Base Realignment and Closure 2005.* Retrieved February 15, 2010, from Department of Defense Website: http://www.dodig.mil/Audit/reports/FY05/05-050.pdf

Defense Base Closure and Realignment Act of 1990 (1990). Retrieved February 13, 2010, from Department of Defense Website: http://www.brac.gov/docs/BRAC05Legislation.pdf

Department of Defense Instruction Number 5025.01 (2007, October 28). *Department of Defense Directives Program*. Retrieved February 13, 2010, from Department of Defense Website:http://www.dtic.mil/whs/directives/corres/pdf/502501p.pdf

Department of The Army Pamphlet 10-1.(!994,June 14). *Organization of the US army*. Retrieved   March   5,   2010,   from   Website: http://www.scribd.com/doc/12850072/dapam-101-organization-of-the-us-army

Executive Order 12674. (1988, April 12*).Principles of Ethical Conduct for Government Officers and Employees.* Retrieved March 2, 2010 from
http://www.nm.nrcs.usda.gov/about/eeo/posters/CodeOfEthics.pdf

Executive Order 12834. (1993, January 20). *Ethics Commitments by Executive Branch Appointees.* Retrieved March 2, 2010 from
http://nodis3.gsfc.nasa.gov/displayEO.cfm?id=EO_12834_

Freedom of Information Act. Retrieved December 11, 2009, from The White House President Barrack Obama Website:
http://www.whitehouse.gov/thepressoffice/FreedomofInformationAct

Freedom of Information Act (FOIA).(2008, August 26). *Updated Backlog Reduction Plan Submitted by the Defense Freedom of Information Policy Office*. Retrieved October, 2009, from Department of Defense. Website:
http://www.dod.mil/pubs/foi/dfoipo/docs/BacklogReductionPlan2008.pdf

Joint Publication 3-13(Feb 2006). *Information Operations*. Retrieved from the Department of Defense Website: www.fas.org/irp/doddir/dod/jp3_13.pdf

Joint Publications 3-53. (2003, October 30). *Doctrine for Joint Psychological Operations.* Retrieved December, 2009, from Department of Defense Website:
http://www.dtic.mil/doctrine/jel/new_pubs/jp3_53.pdf

Joint Publications 3-61. (1997, May 14). *Doctrine for Public Affairs in Joint Operations* Retrieved March 1, 2010, from Department of Defense Website: http://www.dtic.mil/doctrine/jel/new_pubs/jp3_61.pdf

Joint Publications 3-61. (2005, Nov 1). *Public Affairs Policy and Regulation.* Retrieved November 24, 2009, from Department of Defense Directives, Join Electronic Library. Website http://www.dtic.mil/doctrine/jel/new_pubs/jp3_61.pdf

Joint Publication 3-13(2003). *Information Operations.* Retrieved November 2009,from Department of Defense Directives, Join Electronic Library Website: http://www.dtic.mil/doctrine/jel/new_pubs/jp3_13.pdf

Joint Publications 3-61 (2005, May 9). *Public Affairs.* Retrieved February 5, 2010, from Department of Defense Public Affair Website: http://www.fas.org/irp/doddir/dod/jp3_61.pdf

Joint Publications 3-13. Information Operations (2006). *Joint Chief of Staff, Doctrine for Public Affairs in Joint Operations.* Retrieved November February 20, 2010, from Department of Defense Public Affair Website: http://www.fas.org/irp/doddir/dod/jp3_13.pdf

Joint Publication 3-61 Public Affairs (2005). *Joint Chief of Staff, Doctrine for Public Affairs in Joint Operations*. Retrieved February 28, 2010, from Department of Defense Website: http://www.fas.org/irp/doddir/dod/jp3_61.pdf

Memorandum for Secretaries of the Military Departments(April 16, 2004).*Interim Information Security Guidance.* Retrieved from the Department of Defense Website: www.defense.gov

Newsletter #92-7, section III (January 3, 2010). *Military in the Spotlight, Media and the Tactical Commander.* Retrieved on January, 3, 2010 from http://www.globalsecurity.org/military/library/report/call/call_92-7_toc.htm.

Principles of Information (2001, November 9). Retrieved November 27, 2009, from Department of Defense Website: http://www.defenselink.mil/admin/prininfo.pdf

Public Affairs Guidance (PAG) on Embedding Media During Possible Future Operations/Deployments in the U.S. Central Commands (CENTCOM) Area of Responsibility (AOR). (2003, February). Retrieved October 10, 2009, from Air University, The Intellectual and Leadership Center of Air Force Website: http://www.au.af.mil/au/awc/awcgate/dod/d20030228pag.pdf

Public Affairs Operations (2008). *Joint Chief of Staff.* Retrieved February 20, 2010, from Department of Defense Website: http://www.dtic.mil/whs/directives/corres/pdf/540013p.pdf

United States Code Annotated, Title 5, Section 7301. (2004, January). *Presidential regulations, Title 5: "Government Organization and Employees".* Retrieved March 2, 2010 from http://www.mspb.gov/netsearch/viewdocs.aspx?docnumber

Literature:

Adnan, Almaney. (1974). Communication and systems theory, *Journal of business communication*. Job.Sagepub.com

Aukofer, F., Lawrence, W.P. (1995). *America's team: The odd couple – a report on the relationship between the media and the military.* Nashville: The Freedom Forum First Amendment Center.

Baker, K.A. (2002). Chapter 13. *Organizational communication*. In: Management Benchmark Study. Retrieved from www.au.af.mil/au/awc/awcgate/doe/benchmark/intro.pdf.

Barlett, Jennifer L (2005). "Strategic use of media in public relations: Relationships between media coverage, public relations and organizational strategy." Public Relations Division of International Communication Association, New York

Barney, J.B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*; *17, (1),* pp.99–120.

Callaghan, J. (2000). Introduction. In:Kuhlmann, J. and Callaghan, J. (eds.). *Military and society in twenty-first century Europe: a comparative analysis.* (pp. 1-10). New Brunswick and London: Transaction Publishers.

Christopher R. Paparone, Ruth A. Anderson and Reuben R. McDaniel (2008) *"Where Military Professionalism Meets Complexity Science",* 34; pp.433-44.

Conrad, C. (1990).*Strategic Organizational Communication*. Harcourt Brace Jovanovich, Inc.

Covello, V., Allen, F. (1988). *Seven cardinal rules of risk communication*. Washington: US Environmental Protection Agency, Office of Policy Analysis.

Cutlip, S. M., Center, A. H., & Broom, G.M. (2000). *"Effective public relations (8ed.)."* New Jersey: Prentice Hall.

Colonel Glenn T, Starnes Obe. (2004). Leveraging the media: *The embedded media program in operation Iraqi freedom*, Retrieved February 18, 2010 from http://www.dtic.mil/cgi-bin/gettrdoc?ad=ada423756&location=u2&doc=gettrdoc.pdf.

Deephouse, David L. (2000). Media Reputation as a Strategic Resource: An Integration of Mass Communication and Resource-Based Theories. *Journal of Management, Vol. 26, No. 6*, 1091-1112.

Deephouse, D. L., & Carter, S. M. (2004). "An examination of differences between organizational legitimacy and organizational reputation", Journal of Management Studies, forthcoming.

Deetz, S. (2001). Conceptual foundations. In F. Jablin & L. Putnam (Eds). "The new handbook of organizational communication: Advances in theory, research and methods (pp.3-46). Thousand Oaks, CA: Sage.

Elizabeth Jones, Bernadette Watson, John Gardner, and Cindy Gallois (2004). " Organizational Communication: Challenges for the New Century. *"International Communication Association*", pp.722-734.

Frank R. Hunsicker (2001). "AU-24 Concepts for Air Force Leadership" Air University Press.

Freeman, R.F., Reed, D.I. (1983). Stockholders and stakeholders: A new perspective on corporate governance. California Management Review, 25 (3): 88-106.

Giuseppe Caforio (2007). " Social sciences and the military. An interdisciplinary overview."USA, Routledge.

Goldhaber, M.G., & Barnett, G. A. (1988). *A handbook of Organizational communication*. New Jersey: Ablex Publishing.

Grunig, James E., Dozier, David M., Ehling, William P., Grunig, Larissa A.,Repper, Fred C.,& White, Jon. (1992). Strategic Management, Publics, and Issues. Lawrence Erlbaum Associates. Hillsdale, NJ.

Grunig, J. and Hunt, T. (1984). *Management public relations – identifying organization linkages to publics.* (pp. 138-162). Rinhehard and Winston: Holt.

Haslam, S.A. (2000). *"Psychology in organizations: The social identity approach."* Thousand Oaks, CA: Sage.

Heath R, L., & Bryant, J. (1992).Human communication theory and research. Lawrence Erlbaum Associates.

Heinz, Brandenburg. (2007). Security at the source''embedding journalists as a superior strategy to military censorship. *Journalism Studies, Vol. 8,* No 6, 2007. Taylor & Francis Co.

Hernandez, et al. (2007). *Maintaining Credibility Within Military Public Affairs While Preserving and Participating in Military* Deception. DoD Short course in Communication, University of Oklahoma.

Hofstede, Geert. (1991). Cultures and Organizations: *Software of the Mind : Intercultural Cooperation and Its Importance for Survival.* London: McGraw-Hill UK.

Human Rights.(2003, February 7). In: *Stanford Encyclopedia of Philosophy* . Retrieved March 3, 2010, from   http://plato.stanford.edu/entries/rights-human.

Hunter, D., Berry, D., Goodrich-Hinton, R., Lincicome, B. (2000). Proactive crisis communication in public affairs. DoD joint course in communication. Class))-B. Retrieved from www.ou.edu/deptcomm/dodjcc/groups/00B1/fulltext.htm.

Iedema, R., & Wodak, R. (19999). "Introduction: Organizational discourses and practices. Discourse and Society", 10, pp. 5-19.

Jablin, F.M., & Putnam L.L. (2001). The new handbook of organizational communication: *Advances in theory, research and methods.*

Johnson, J.D. (1993). *Organizational communication structure*. New Jersey, USA: Ablex Publishing Corporation.

Kreps, G., L. (1990).Organizational Communication: *Theory and Practice*. Longman.

Kurt Lang (1965). "Military Sociology" Current sociology."International Sociological Association, 13, p1-27

Lieutenant Colonel Tammy L. Miracle, U.S. Army. (2003). *The army and embedded media.* Center for Strategic & International Studies, Washington, D.C. Retrieved February 18, 2010 from http://www.iwar.org.uk/psyops/resources/embedded-media/miracle.pdf

Lukes, Steven. (2007). Power and the battle for hearts and minds: on the bluntness of soft power. In Felix, Berenskoetter., & M.J., Williams(eds.), *Power in World Politics*. London. Routledge.

Maj. Raymond R. Hill Jr. (1997). "The future military-media relationship: The media as an actor in war execution." Air Command and Staff College

Manning, K, P. (1992). *Organizational Communication*. New York :Aldine De Gruyter.

Morgan, G. (1990). *Organizations in society*. London: Macmillan Press.Morgan, G. (1997). *"Images of organization."* Thousand Oasks , CA: Sage.

Official web-sites of the U.S.(2010) Retrieved February 24, 2010 from Department of Defense Website : http://www.defense.gov.

Official web-sites of the U.S. Army (2010) Retrieved from http://www.army.mil/info/organization

Ogoura, Kazuo. (2006).The limits of Soft Power: "Sofuto pawa ron no shikaku," Wochi Kochi .A quarterly journal by the Japan Foundation, Vol. 33, No.5 (October, 2006). pp. 60-65. Japan Echo Inc.

Owen, Hargie .(2009). Auditing Organizational Communication. Routledge Chapman & Hall.

Organize; Communicate in Oxford Advanced Learner`s Dictionary. (2000).

Organization in Cambridge Online Dictionary. (2009). http://dictionary.cambridge.org/results.asp?searchword=organisation.

Papa, J.M., Daniels T.D., & Spiker K.B. (2008). Organizational communication: *perspectives and trends.* USA: Sage Publications

Paparone et al. (2008).*"Military Professionalism and Complexity Science"* Armed Forces & Society*,* 34, pp. 433-450.

Peter D. Feaver (1996). "The Civil-Military Problematique: Huntington, Janowitz and the Question of Civilian Control."Armed Forces and Society, 23(2), pp.149-178.

Phil, Taylor. (2010). *Pentagon embedding agreement.* Retrieved February 18, 2010, from Website: http://ics01.ds.leeds.ac.uk/papers/vp01.cfm?/.

Powers, Rod (a). Military Ethics and Conflicts of Interest. *Standards of Ethical Conduct*. Retrieved March 3, 2010, from http://usmilitary.about.com/cs/generalinfo/a/stanconduct.htm.

Powers, Rod (b). Punitive Articles of the UCMJ. *Main Menu*. Retrieved March 3, 2010, from http://usmilitary.about.com/od/punitivearticles/a/mcm.htm.

Powers, Rod (c). Law of Armed Conflict (LOAC). *The Rules of War*. Retrieved February 28, 2010, from http://usmilitary.about.com/cs/wars/a/loac.htm.

Putnam, L.L., & Cheney, G. (1985). *Speech communication in the 20th century*. Carbondale: Southern Illionois university press. pp. 130-156.

Putnam, L.L., & Fairhurst, G.T. (2001). Discourse *analysis in organizations: Issues and concerns*. In F. M. Jablin & L.L. Putnam(Eds.), *The new handbook of organziaitonal communication: Advances in theory, research and methods* (pp.78-136). Thousand Oaks, CA: Sage.

Putnam, L.L., & Krone K.J. (2006). Organizational communication*: History and theoretical perspectives*. London: Sage publications.

Rawlins, B.L. (2006). Prioritizing Stakehlders for Publics. Institute for Public Relations. Retrieved from www.instituteforpr.org.

Rebecca L. Schiff. 1995. *"Civil-Military Relations Reconsidered: A Theory of Concordance."* Armed Forces & Society, 22(1), pp.7-24.

Renner, George T. (1944). *Natural resources in the post-war world*. The University of Chicago Press.

Richard L. Daft (2009). *" Organization theory and design (10th Edition)"*, South-Western Cergage Learning.

Rid, Thomas. (2007). The Bundeswehr's New Media Challenge. *Military Review (July-August).*

Robert S, Pritchard. (2003, July). *The Pentagon is fighting and winning the public relations war*. USA Today (Society for the Advancement of Education). Retrieved September 23, 2003, from Website: http://findarticles.com/p/articles/mi_m1272/is_2698_132/ai_104971293/pg_8/.

Rudy, Hernandez., Tina M., Sims, John R, Borlik Jr., Randy, Phelps., & James A, Rush. *Maintaining Credibility Within Military Public Affairs While Preserving and Participating in Military Deception,* Retrieved February 28, 2010, from http://www.ou.edu/deptcomm/dodjcc/groups/98B1/paper.htm

Rumelt, D.P. (1984). Towards a Strategic Theory of the Firm. Alternative theories of the firm; 2002, (2), Elgar Reference Collection. *International Library of Critical Writings in Economics, vol. 154.*

Savenye, W., & Robinson, R. (1996). Qualitative research issues and methods: An introduction for educational technologists. In D. Jonassen (Ed.), *Handbook of research for educational communications and technology*. New York: Macmillan.

Scott, C.R. (1997). *"Identification with multiple targets in a geographically dispersed organization."* Management Communication Quarterly, 10, pp. 491-522.

Shah, A. (2005). *War, Propaganda and the Media.* Retrieved from www.globalissues.org/article/157/war-propaganda-and-the-media#PropagandaandWar.

Shannon, C., Weaver, W. (1949): *A Mathematical Model of Communication*. Urbana, IL: University of Illinoise Press. Retrieved from www.aber.ac.uk/media/Documents/short/trans.html.

Silverman, D. (2004). *Qualitative Research: Theory, method and practice*. USA: Sage publications.

Soeters, J.L., Winslow, D.J.,Weibull, A. (2003). Chapter 14. Military culture. In: Caforio, G. (Eds). *Handbook of the sociology of the military.* (pp. 237 - 254). New York: Kluwer Academic/Plenum Publishes.

Stempel, G., Weaver, D. H., & Wilhoit, G. C. (2003). *Mass communication research and theory*. Boston: Allyn & Bacon.

Steve W. J. Kozlowski & Katherine J. Klein. (2000). *"A Multilevel Approach to Theory and Research in Organizations: Contextual, Temporal, and Emergent Processes"*. Pfeiffer.

Strauss, A. & Corbin, J. (1990). *Basics of Qualitative research*. Newbury Park: Sage.

Sylvester, Judith., & Hoffman, Suzanne. (2005). *Reporting from the Front: The Media and the Military*. Rowman & Littlefield Publishers, Inc, Lanham.

Snow, Nancy., & Taylor, Philip. (2006). The Revival of the Propaganda State: US Propaganda at Home and Abroad since 9/11. *The International Communication Gazette*. Vol. 68(5-6): 389-407.

Turner, Frederick J. (1893). The Significance of the Frontier in American History. *A paper read at the meeting of the American Historical Association in Chicago, July 12, 1893.*

Thomas, Rid., & Marc, Hecker. (2009). War 2.0 Irregular Warfare in the Information Age. *Praeger Security International*. Westport.

Udi Lebel (2007). *"Civil Society versus Military Sovereignty: Cultural, Political, and Operational Aspects"*, Armed Forces & Society, 34; pp. 67-89.

The Ethics of War and Peace. In: *Stanford Encyclopedia of Philosophy* (2000, February 4). Retrieved February 28, 2010, from http://plato.stanford.edu/entries/war/#1.

US Department of Defense. *"An introductory overview of the US Department of defense"*, *Retrieved from 2 February, 2010 from* http://www.defense.gov/pubs/dod101.

Wehmeier, Stefan. (2008). *Communication Management, Organizational Communication and Public Relations: Developments and Future Directions from a German Perspective.* In Zerfass, Ansgar., Ruler., Betteke van Sriramesa, & Krishnamurthy. (Eds.) (2008). *Public Relations Research: European and International Perspectives and Innovations.* Wiesbaden :VS Verlag fuer Sozialwissenschaften. GWV Fachverlage GmbH.

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal (5).*

Zerfass, Angar. (2008). Corporate Communication revisited: integrating business strategy and strategic communication. In Zerfass, Ansgar., Betteke van Sriramesh.,& Krishnamurthy. (Eds.), *Public Relations Research. European and International Perspectives and Innovations* (pp. 65-96). Wiesbaden: VS Verlag fuer Sozialwissenschaften.

Zerfass, Ansgar., Ruler., Betteke van Sriramesa., & Krishnamurthy. (2008). *Public Relations Research: European and International Perspectives and Innovations*(Eds.) Wiesbaden:VS Verlag fuer Sozialwissenschaften.GWV Fachverlage GmbH.