WHERE DO WE STAND?
THE ARMY PUBLIC AFFAIRS OFFICER AND THE DOMINANT COALITION.

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ABSTRACT

Major David M. Gercken; Where Do We Stand? The Army Public Affairs Officer and the
Dominant Coalition.
(Under the direction of Professor Larry Lamb)

This study will examine relationship between Army Public Affairs Officers and the

dominant coalitions within Army organizations. The relationship between the two can

directly affect the ability of the organization to communicate. Using components of

Dominant Coalition Theory and incorporating areas from previous research, five areas that

identify the level of participation in dominant coalitions by public relations personnel,

training, integration and expertise, information, effectiveness of communications programs

and interaction with other coalitions within the organization will be measured. Researching

these areas may highlight the need for certain changes to Army training and resources for

Public Affairs personnel and units.

DEDICATION

To my wife Leigh Anne, my best friend since childhood, and to my four wonderful children, Jarrett, Alyson, Nicholas, and Joshua, who still make me feel like a kid and make me proud to be their dad. Thank you for following me around the world and for allowing me to fulfill my dreams

To the Public Affairs Soldiers of the United States Army, your dedication to telling the story of the American Soldier provides a vital service to the Army and the citizens of this great nation.

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CHAPTER 1

INTRODUCTION

Secretary of Defense Donald Rumsfeld recently gave military Public Affairs Officers (PAOs) what amounted to a failing grade in their communications strategies and programs (Tyson, 2006). Although the majority of Secretary Rumsfeld's comments were critical of the Public Affairs Officers efforts in the Global War on Terrorism (GWOT), the result was that the leadership of the Department of Defense (DoD) appeared unhappy with Public Affairs Officers and their operations. It appeared that senior management's perception of its communicators had soured less than three years after the highly successful Media Embedding Program conducted by the military during Operation Iraqi Freedom. Secretary Rumsfeld was specific in his criticism, targeting the individuals responsible for communicating what the military is doing.

In the United States Army the role of communicating what the Army is doing, both externally to the public and internally to the Army itself, is the responsibility of the Public Affairs (PA) Branch. Army Field Manual (FM) 46-1, Public Affairs Operations, the doctrinal basis for Army Public Affairs, defines the Army's Public Affairs mission as, "fulfilling the Army's obligation to keep the American people and the Army informed, and it helps to establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war" (1997, p. 3).

The mission of the United States Army is to protect and defend the Constitution of the United States of America by deterring war, and when deterrence fails, by achieving quick, decisive victory – both on and off the battlefield, anywhere in the world and under virtually any conditions (Department of the Army FM 1.0, 2005). Army Public Affairs is an integral part of all operations across the operational continuum. Everything the Army does – both good and bad – occurs within the Global Information Environment (GIE). Army Public Affairs assists the head of an Army organization, called a commander, in operating in this information environment (Department of the Army FM 46-1, 1999).

The United States Army belongs to the citizens of the United States. In a form of government of and by the people is an implied responsibility for the government to keep the citizens informed of the functions and actions of its organizations. This responsibility is especially true for the Army, which is made up primarily of the young sons and daughters of these citizens. To inform the public, Title 10 of the United States Code stipulates that the Army has a legal requirement to conduct Public Affairs. Title 10 states that the Secretary of the Army is responsible for Public Affairs and will establish the Office of Public Affairs (Department of the Army FM 46-1, 1999).

The definition of Public Affairs from FM 46-1 is similar to that of the mission of the public relations sector of a private organization or business. The wording of the 1913 Gillett Amendment prohibits the armed services from actually conducting public relations, but the amendment defines public relations as programs or policies undertaken by the military, using tax dollars, in a direct effort to raise revenue for themselves (Turney, 2000). As a result of the language of the amendment, the Army does not define public affairs as public relations

(Turney, 2000), but Army public affairs officers utilize several means of communicating familiar to public relations professionals.

As in any large organization there are various subgroups among the staff, and within those subgroups there is what scholars have termed a "dominant coalition" or those key leaders and staff sections that are seen as vital to the effectiveness of the organization (Grunig, 1992). Drawing from this civilian-based concept, the public affairs officer also must be a part of the dominant coalition to be effective. By participating with the very senior leadership and staff sections, he or she can effectively develop and implement communications strategies and assist in managing the image and perception of the organization.

As public relations researchers have found, communicators are not always included in the dominant coalition of organizations (Berger, 2005). This shortcoming can be true in the Army as well. Through survey research, second this thesis will examine the role of the Public Affairs Officer within the Army dominant coalition attempt to discern how public affairs officers are both utilized and viewed by their commanders. Are they members of the dominant coalition or are they viewed as just another - or worse, unimportant-staff member?

The first step is to provide background on the public affairs function. The next section provides information on how Army Public Affairs is structured, its principles and processes.

The Army Public Affairs Structure

The Office of the Chief of Public Affairs (OCPA) for the Army executes public affairs programs. The OCPA office is located in the Pentagon near Washington, D.C., situated with the Army leadership and other key staff elements to facilitate operations. As part of its responsibility to execute PA programs, the OCPA oversees the proponent for public affairs,

the Army Public Affairs Center (APAC) and the Defense Information School (DINFOS), both located at Fort Meade, Maryland. APAC develops doctrine for PA to include equipment and manning rosters, and techniques and procedures for PA operations. DINFOS provides the formal instruction for all PA soldiers and officers. DINFOS offers courses in journalism, photography, editing, newspaper management, radio and television broadcasting, and management for each of these areas. OCPA houses the senior organizational element or officer for each of the key functional areas PAOs are responsible for: collecting and disseminating public information, to include a media desk, command information, and community relations. OCPA also includes a robust planning section that develops PA programs and guidance for the Army. The Chief of Public Affairs is a General Officer and is on the Special Staff of the Chief of Staff of the Army (Department of the Army FM 1.0, 2005).

Under Army Headquarters the organization is broken down into smaller elements identified as units. Most units are identified both numerically and by their primary purpose; for example, the 1st Armored Division. Smaller organizations are also identified geographically or by location; for example, the Mississippi Valley District of the Corps of Engineers or Fort Bragg, North Carolina. Army public affairs sections are found at each level of the organization down to the organizational level known as a "brigade." Figure 1.1 depicts units and the military graphic symbol where PAOs are located:

Headquarters Department of the Army		PAO

x x x
Corps **75,000 Soldiers**	PAO

x x
Division **25,000 Soldiers**	PAO

x
Brigade **3,500 Soldiers**	PAO

Battalion **800 Soldiers**

Company **200 Soldiers**
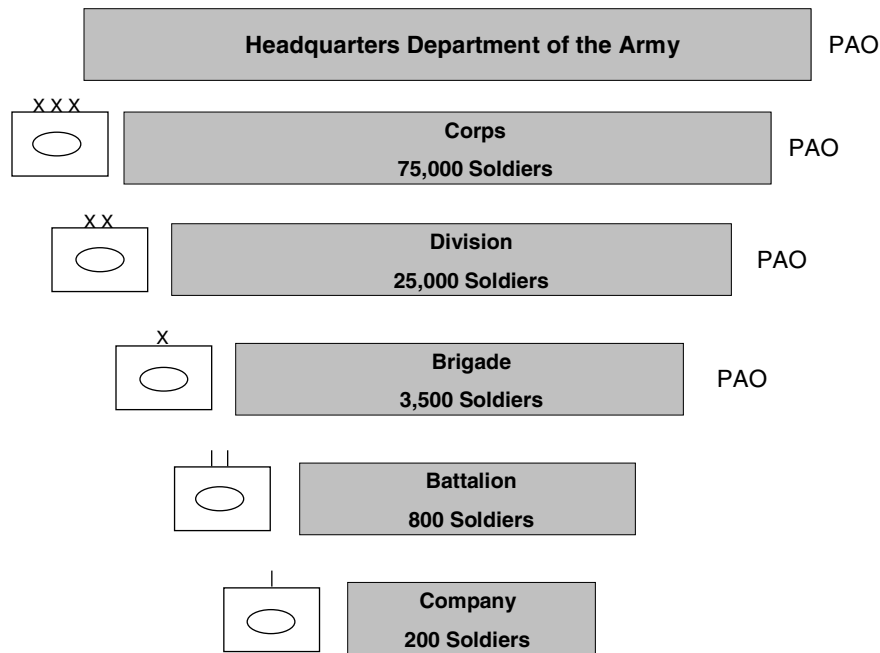
Figure 1.1 Army Units with Public Affairs Assets Assigned (FM 46-1)

The Army also has specialized Public Affairs units (Department of the Army, FM 46-1) that execute PA missions throughout the force. These units are identified as Public Affairs Detachments (PAD), Mobile Public Affairs Detachments (MPAD), Broadcast Operating Detachments (BOD) and Public Affairs Operating Centers (PAOC). These different units conduct media facilitation operations, produce print and broadcast products for the Army and serve as additional manpower for public affairs sections assigned to tactical units. This entire public affairs apparatus allows the Army to operate in the current Global Communications environment.

The Public Affairs Environment and Principles

The Army PAO works in an environment that combines the normal Global Information Environment with ongoing military operations ranging from training exercises to emergency relief operations to full spectrum warfare. FM 100-6, Information Operations (2005) defines the GIE as including, "all individuals, organizations or systems, most of which are outside the control of the military or National Command Authorities, that collect, process, and disseminate information to national and international audiences" (p. 24). This environment includes the traditional print and broadcast media as well as emerging media outlets on the internet such as weblogs or video sites like Youtube.

PAOs also deal with a technological environment that changes almost daily. The PAO must be responsive in an environment in which media, the public, allies, and even the enemies of the United States use emerging technologies to gather and disseminate information. Consumers or publics of Army information are effectively using ever smaller, more affordable, more powerful tools to access this information (Department of the Army, 2005) and PAOs are responsible for planning and executing strategies that leverage this technology. This includes expanding the presence of the Army on internet in such areas as My Space and role-playing games aimed at drawing the interest of young adults.

The environmental spectrum in which the PAO works is wide-ranging from peace-time operations in the continental United States to support of forces involved in armed combat. The Chief of Public Affairs identifies eight key principles (see Fig.1.2) in FM 46-1 to guide and assist the PAO and PA organizations in working in such a diverse and difficult environment. The following discussion describes each principle.

1. Soldiers and Families Come First	5. Telling Our Story is Good for the Army
2. Truth is Paramount	6. Public Affairs Must be Deployed Early
3. If News is Out, It's Out	7. Media are not the Enemy
4. Not all News is Good News	8. Practice Security at the Source

Figure 1.2 Army Public Affairs Principles

1. Soldiers and Families Come First

The Army has several internal audiences or publics it must communicate with; soldiers, family members to include extended family, civilian employees, and retirees (Department of the Army FM 46-1, 1999). These audiences, found in the active Army, the National Guard, and the Army Reserves, must be kept thoroughly informed for both their own and their family members' morale. Operational needs, especially during wartime, may divert resources and immediate attention away from these audiences, but the information needs of soldiers, family members, civilian employees, retirees, and employers of National Guard and Army Reserve Soldiers must be considered first (Department of the Army, 1997). The PAO has a number of tools and assets that can be used to disseminate this information. These tools include newspapers and magazines that are published by individual units and at most Army installations, Soldiers Radio and Television that provides programming for soldiers, their families, and civilians employed overseas; the media, and computer websites (Department of the Army FM 46-1, 1999).

2. Truth is Paramount

One of the primary roles of the PAO is to tell the story of America's Army so that both internal and external audiences have a better understanding of the Army and its actions. This

goal is best accomplished through the credible communication of the ethics, values, policies, programs, and procedures used by soldiers and their units. Once lost, credibility cannot easily be regained, and the PAO must be seen as a credible communicator by the public and the media. When a PAO's credibility is undermined, he or she has ceased to be an effective communicator for the unit.

3. If News is Out, It's Out

The days of the traditional 24-hour news cycle, defined by news coming out once every 24 hours, have largely gone away (Dauber, 2006) and the GIE makes more information available quicker, to a wider audience than ever before. Commanders and PAOs must keep this fact in mind and be prepared to address issues openly and in a timely manner. Once this information is available, any attempt to deny or disavow knowledge of the information, as long as it is truthful, will destroy the unit's credibility.

4. Not all News is Good News

Not all of the representations of the Army and its operations are favorable. In the GIE, information about Army failures is as easily accessed as information about Army successes. The PAO cannot and should not attempt to control the media or the release of information. DoD policy states that information will not be classified or controlled simply to protect the government from criticism or embarrassment (Department of the Army FM 46-1, 1997). Information can only be withheld if it would adversely affect security or if it threatened the security or privacy of a member of the military community. PAOs must be prepared to address both success and failure to maintain the confidence of both external and internal audiences. PAOs can do this by proactively releasing information and practicing the principle

of "maximum disclosure with minimum delay" (Department of the Army FM 46-1, 1997) even if it might result in the release of information unfavorable to the Army.

5. Telling Our Story is Good for the Army

The only way the public can know about what the Army is doing is if PAOs and the Army proactively communicate what the Army is doing. The active release of complete and accurate information influences the perception of events, clarifies public understanding, and frames the public debate. It preempts attempts to misrepresent situations (Department of the Army FM 3-61.1, 2000).

6. Public Affairs Must Be Deployed Early

When the Marines landed in Somalia as part of the United Nations force tasked with protecting food supplies in the famine-ridden country, the press met them on the beach (Knightly, 2004). In today's GIE, the press is often on the ground ahead of military forces, necessitating that PA be one of the earliest arriving units during a military deployment. By deploying early the PAO can take advantage of early development of media relationships, allowing the soldiers and units to effectively conduct operations without also having to focus on facilitating the media.

7. Media are not the Enemy

Many military members fault the media with losing the war in Vietnam (Knightly, 2004) and for many years the relationship between the military and the media was adversarial. Yet, professionals in both the military and the media serve the American public. PAOs and Army leaders need to remember that although military and media goals, philosophies, and values do not always correspond, the majority of the media feel an obligation to accurate, balanced coverage of events. The Army's and the publics' best interests are served by the Army

working with the media and facilitating their operations (Department of the Army FM 46-1, 1997). Allowing access to soldiers and their families may help the media to learn about the Army and may result in the best media coverage of the Army (Department of the Army FM 46-1, 1997).

8. Practice Security at the Source

All individuals are responsible for protecting secure and classified information. It is no longer permissible to practice censorship as often occurred during World Wars One and Two (Knightly, 2004). There are no longer organizations that have the responsibility to read media dispatches or clear photos and PAOs need to remember that discussions with the media will most likely be made public.

The Public Affairs Officer works in a dynamic and challenging environment. Guided by the Army's Principles for Public Affairs and utilizing public affairs organizations and personnel, the PAO executes several core processes to communicate effectively.

Public Affairs Officers, the Core Processes

The job of the public affairs officer is to communicate the role, mission, and individual stories within the Army to audiences both internal and external to the Army (Department of the Army FM 46-1, 1997). In communicating with external audiences the public affairs officer has the responsibility of telling the Army story to both the citizens of the United States and the rest of the world. The officer does this in a number of ways.

First, the most-used means of communicating with external audiences is through interaction with the media. Public affairs officers are tasked with media outreach and are responsible for seeking media outlets to communicate the Army's story and to facilitate

media outlets who wish to cover the Army. This includes answering questions from the media, providing press releases or conducting press conferences, setting up interviews between Army personnel and a specific media outlet, and providing support to U. S. and foreign journalists traveling with Army.

Second, the officer must conduct media planning and develop strategic communications plans for the organization. Developing key themes, messages, and talking points to support the operations and goals of the organization is vital to the unit's success (Department of the Army FM 46-1, 1999).

Third, because of its unique mission, the PAO must also be very familiar with crisis communications strategies and is responsible for developing, rehearsing, and implementing plans that effectively communicate to all audiences during a time of crisis, such as the bombing of the Marine Barracks in Lebanon. (Hutton, 1996).

Fourth, the PAO is responsible for internal organizational communication, called Command Information. The officer utilizes several delivery methods to communicate within Army. This includes advising the commander and senior staff, receiving guidance and direction from the unit leadership, and transmitting the leadership's vision and messages to the entire unit.

The Public Affairs Officer is responsible for the internal and external communications processes for the Army. Historically these tasks have fallen into three functional areas: public information, command information, and community relations (Department of the Army, FM 46-1, 1997). Although these functional areas are still useful as broad references, the impact of the Global Information Environment on communications strategies requires the PAO to be multi-functional within these three, broad categories. FM 46-1 outlines five core processes

within the framework of the three functional areas: conduct public affairs planning, execute information strategies, facilitate media operations, conduct public affairs training, and maintain community relations (Department of the Army, FM 46-1, 1997). The following is a brief description of the responsibilities for each process and the tools available to the PAO to facilitate effective communications.

1. *Conduct Public Affairs Planning.*

Any effective communications strategy begins with the proper planning of the strategy. Using many of the same techniques used by operational planners in the military decision-making process, PAOs receive and analyze the mission and develop the Public Affairs Estimate, in essence the public affairs operating plan. Using this estimate, the PAO develops plans for dealing with myriad issues involved with operating in the GIE; the media environment, the external information environment, PA assets available, and any issues involved with implementing communications strategies (Department of the Army, FM 3-61.1, 2000). From this estimate, the PAO provides the commander and staff with the Public Affairs Assessment, which identifies and evaluates the public affairs environment, the GIE impact and military information environment in the Area of Operations (AO). The assessment provides detailed analysis of media presence, the capabilities of that media, the information needs of the different publics that must be addressed (this may include local inhabitants of the AO as well as the American public), a content analysis of what is being said or written in the media, public opinion in the AO, America and possibly worldwide, the information infrastructure in the AO; what is available for use, what equipment might be necessary to facilitate PA operations (Department of the Army, FM 46-1, 1997). After providing the assessment, the PAO continues to work with the planning staff and conducts

course of action development during which the PAO plans for several different course of action, analyzes each situation, and finally publishes the PA plan and the Public Affairs Guidance or PAG. The Public Affairs Guidance is the key document derived from the planning process (DoD Joint Pub. 5.0, 1995) The PAG details PA support to the operation. It provides guidance for the release of information, identifies issues of interest to the media, recommends appropriate themes and talking points, and establishes the command's public affairs policy. Some PAG is mission-specific while others may be developed for Standard Operating Procedures (SOP) for day-to-day operations, such as a fire on an Army installation.

2. *Execute Information Strategies*

The PAO uses information strategies to effectively communicate externally to the public and internally to the Army community. As in any large organization, Army information strategies attempt to synchronize communications plans that effectively use all available and appropriate methods of communications to achieve specific goals of informing target audiences (FM 46-1, 1997). This process is broken down into four key areas: acquisition, production, distribution and protection.

The first area, acquisition, involves gathering information from various resources both within and outside the Army. These may include soldiers, army leaders, subject matter experts, retirees, the media, and/or the public. Once this information is acquired, the PAO develops the story and proceeds into the second area, production.

The PAO has many tools and assets available, including personnel and equipment, to acquire and produce information about the Army. The most important are the PA soldiers, officers, and civilians who work in the PA section. The soldiers are trained as either

photojournalists/writers or as radio/television specialists. These soldiers are graduates of the Defense Information School at Fort Meade. The curriculum at DINFOS is similar to that of a journalism and broadcasting school but is covered over a period of three to four months. The PAO also has several organizational tools available. The first of these is print communications. Most large units and installations produce a weekly or monthly magazine or newspaper that focuses on the organization. The public affairs officer supervises the writers, photographers, and editors who put the periodical together. The PA section might also develop a news release or fact paper about a subject or operation. The PAO determines the content and appearance of these pieces. Secondly, the PAO may use either the radio or television assets of the American Forces Broadcasting Service. These outlets provide a key component of the commander's communication efforts and play a vital role in the communications efforts of the Army, particularly overseas. The PAO supervises the radio and television broadcasters who produce the programming run on these outlets in support of the units, soldier, and family members stationed in foreign countries.

   Finally, the PAO must distribute the product the PA section has produced, ensuring that the information released has been appropriately screened for classified or private information. The PAO can distribute the information in several ways: through one of the internal assets listed in the preceding paragraph on production; through the Army News Service located at the Pentagon, which serves as a clearinghouse and central distribution point for Army information; or directly to the media or other organization.

3. *Media Facilitation*

   Working and building relationships with the media is an integral part of the PAO's role. The media are huge part of the GIE and coverage of the military has increased as the

capability to cover military operations has grown with emerging technology. Fewer than 150 reporters covered the D-Day invasion in June, 1944 (Department of the Army, FM 46-1, 1997). Over 5,000 media representatives requested to be embedded in operation Iraqi Freedom (Fontenot, 2004). The PAO needs to understand and prepare for the media because the first impression a reporter receives about the Army is from a PAO (Knightly, 2004). Media facilitation includes getting the media into the area, registering them, and providing them the necessary credentials to be identified as media, providing them the ground rules for coverage so they understand security policies, arranging interviews and briefings, coordinating unit visits and providing the necessary transportation and escort, providing timely and accurate responses to queries, and embedding the media with operational units (Department of the Army FM 46-1, 1997).

4. *Public Affairs Training*

To operate effectively, units must have a well-trained PA section capable of executing their responsibilities in every type of operating environment. Army PA personnel must also be proficient in those basic skills required of all soldiers; weapons usage, fieldcraft and operating in any environment. The PAO ensures that the PA section is trained in both PA and soldier tasks using Mission Training Plans (MTP). The MTP lists the tasks that PA soldiers are responsible for mastering and provides detailed conditions and standards for each task.

5. *Community Relations*

Most Army installations are not located in remote, uninhabited areas. Army facilities are an integral part of many communities within the United States and in several overseas locations. PAOs assist their commanders in fostering relations with these local communities and external audiences through community relations programs. The PAO may provide local

municipalities and organizations with assets like Army vehicles and equipment, an Army band, or other entertainment group like the Army's Command Parachute Team, the Golden Knights. Many PAOs manage a speaker's bureau that provides schools, businesses, service clubs or charities an opportunity to hear from and interact with key Army leaders.

In summary, the PAO is an integral part of the Army and the key component in meeting the Army's statutory requirement laid out in the United States Code to inform the public. The PAO also executes internal communications strategies which are vital to the success of the Army and the accomplishment of its unique mission and plans and executes the community relations program to foster relationships between the Army and the local population.

With the duties and responsibilities of Army public affairs and PAOs described, it is important to see what theoretical concepts form the Army's communications functions. The following literature review explores three conceptual areas relevant to Army public affairs: the dominant coalition, boundary spanning, and the role of public relations personnel in an organization.

CHAPTER 2

LITERATURE REVIEW

In any organization there is a select group of individuals - the CEO or president and other

senior managers or staff personnel – who make the important decisions on the direction of

the organization. Public relations scholar James E. Grunig (1989) defines this group of

individuals as the dominant coalition of an organization. The dominant coalition has its roots

in the work of public relations theorists (Larissa.A. Grunig, 1992). Organizational theorists

Richard M. Cyert and James March (1963) first postulated that a coalition of individuals,

including senior management, set organizational goals. Thompson (1967) used the term

"inner circle" in describing a similar group. The dominant coalition controls the power in an

organization and derives its power to influence decisions from several sources: authority,

coercion, charisma, expertise, information, reward, and sanction (Bachrach and Lawler,

1980; French and Raven 1959).

To have successful communication programs, the senior public relations personnel need to

be a part of the dominant coalition. Grunig (1992) argues that it is vital that the

communicators within an organization be a part of the dominant coalition because the model

of public relations employed by the organization is almost always set by the dominant

coalition. He also notes that although public relations managers should be members of this

group, their specialized role in the process is as a communications specialist. If the primary

communications expert were not involved in the decision-making process, it is likely he or

she would end up as simply executer of a communications strategy rather than a shaper of the organization's message.

White and Dozier (1992) define the dominant coalition as a group formed in an organization that has the power to make and enforce decisions about the direction of the organization, its tasks, objectives, and functions. They also acknowledge that communications cannot make organizations more effective unless public relations functions as an integral part of management, or in the Army's case, as an integral part of the command.

The power elite or dominant culture typically decides on both the organization's critical publics (be they adversarial or cooperative) and the strategy for dealing with those publics (Grunig, 1988). The determination of which publics are strategic or most important to the organization at that time, however, may lie within the public relations department. This seems most likely to happen, and be executed effectively, if the head of public relations is included in the dominant coalition.

To control perspective and wield influence in an organization equates to having power (Berger, 2005).To exercise power, the individual or section must be considered central or indispensable the constituency to the organization. Dominant coalition members derive their power from many sources: authority, coercion, charisma, expertise, information, reward and sanctions (Bachrach & Lawler, 1980; French and Raven, 1959). Organizations will include public relations goals in their definition of effectiveness when the public relations department and strategic external constituencies become part of the organization's dominant coalition (Grunig, 1992). Grunig further suggests that when public relations is represented in that power elite, it may promulgate goals such as public understanding and two-way communication, which in turn lead to successful communications and public relations efforts.

In their study of how cultural values affect American public relations practitioners, Vasquez and Taylor (2000) noted that if public relations practitioners are members of the dominant coalition, they have a direct effect on 1) the assumptions of public relations; 2) the identification of key constituencies to the organization; 3) the type of communication and models of public relations practiced by the organization.

Grunig and Grunig (1989) supported a theory that the greater the potential, especially if the leader is a manager and not a technician, of the public relations department, the more likely it will be that the senior person in the department will be in the dominant coalition and the more likely that the organization will communication effectively. Dozier and Grunig (1992) found that the makeup and the attitude of the dominant coalition had an impact, either positive or negative, on the type of public relations practiced by an organization. The perception of the organization's leadership about the public relations department was important.

Public relations practitioners and PAOs must be part of the decision-making process in order to have a positive impact on the communications strategy. Grunig (1992) found that the exclusion of most public relations practitioners from the managerial decision process seems counterproductive for them, for their field, for their organizations, and perhaps even for the broader society in which these organizations operate.

Scholars are consistent in their view on both how the dominant coalition affects public relations and how vital it is that the communications expert for the organization, either public relations or public affairs, be included in that coalition. The following section identifies how the dominant coalition functions in the Army.

Dominant Coalitions in the Army

Dominant coalitions also exist in Army organizations. Berger (2005) found that most organizations have multiple-dominant coalitions. Berger found that these groups can be formal or informal coalitions and can be found at many levels in the organization (p.10). In business, the most important dominant coalition contains the senior leadership of the organization. In the military this dominant coalition of leaders is the command group. For levels from the Division and above, these coalitions consist of the Commanding General, deputy generals, the Chief of Staff, and the Sergeant Major, who serves as the senior enlisted advisor to the commander. At the brigade level, the command group is made up of the Brigade Commander, the second in command or executive officer, and the Sergeant Major. This group sets the direction and tone of the organization and enforces standards and discipline, but it does not conduct any formal planning. The next level of dominant coalition is the command group and the principle staff officers for each staff section. These dominant coalitions exist at each level of the Army and derive their power from many of the same sources identified by Bachrach and Lawler (1980) and French and Raven (1959). Most specifically authority, in this case command authority, is supported by regulations and military law, coercion, charisma, expertise, information, reward, and sanction.

To provide the necessary guidance and oversight of Army communications, the public affairs officer must be an integral part of the organization or unit and its dominant coalition. The organizational structure of the Army is not that different from the structure of any large business or corporation. The individual unit is headed by a commander, similar to a Chief Executive Officer (CEO). The commander has principle assistants or deputy commanders, similar to presidents or vice-presidents within a business. The commander also overseas an

organizational staff that has the responsibility of running the unit. The staff includes logistics

and operations sections, budget managers, planners, and many other sections similar to those

of any business or organization. The public affairs officer is part of this staff. Figure 2.1 lists

the major staff sections of Army units at the Brigade level and above and the area of

responsibility for each section. Primary staff sections at the battalion and brigade level are

identified by the letter "S" before the staff section and are identified at Division level and

above by the letter "G".

Section	Function		Section	Function
G1/S1	Personnel		PAO	Public Affairs
G2/S2	Intelligence		DAMO	Automation
G3/S3	Plans and Operations		CHEM	Biological/Chemical
G4/S4	Logistics		ENG	Engineer
G5/S5	Civil Affairs		FSO	Arillery
G6/S6	Signal/Communications		ADA	Air Defense
G8	Finance/Budgeting		IG	Inspector General
CHAP	Chaplain		SJA	Lawyer
PMO	Military Police			

Figure 2.1 Primary Army Staff Sections and Functions.

Figures 2.2 and 2.3 illustrate examples of the makeup of the dominant coalition at the

Division/Corps and Brigade levels:
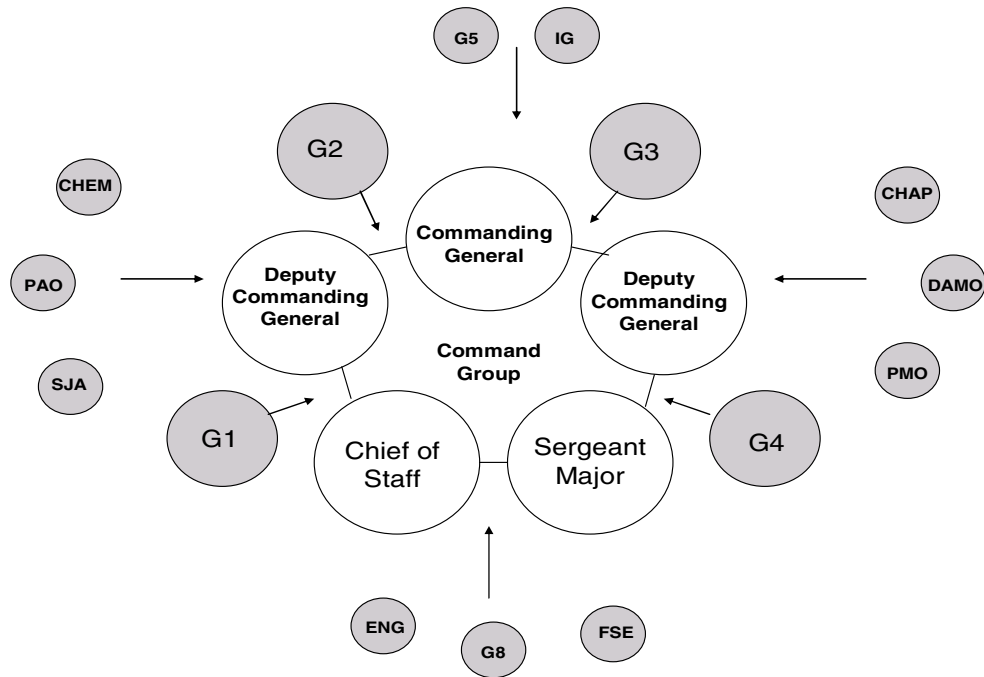
Figure 2.2 Dominant Culture Structure for the Army Division and Corps.
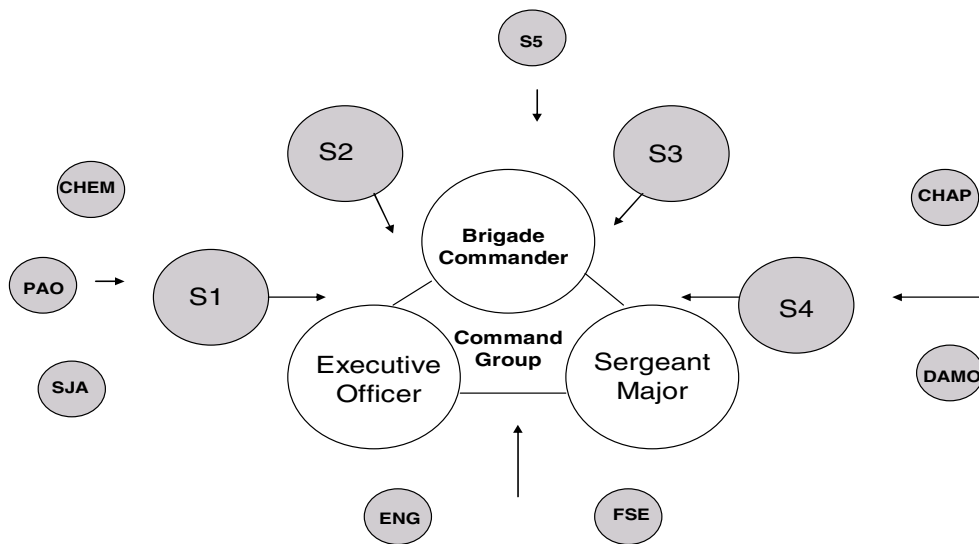
Figure 2.3 Dominant Culture Structure for the Army Brigade.

In addition to being part of the staff, the PAO also interacts with the different publics the

Army communicates with. The PAO receives information from both inside and outside the

Army and spans the boundary between the Army's dominant coalitions and its publics.

Boundary Spanning

White and Dozier (1992) identified that the dominant coalition needs information in order

to make informed decisions. This information is often provided by what they call boundary

spanners, individuals within an organization who frequently interact with the organization's

environment and who gather, select, and relay information from the environment to the

decision makers in the dominant coalition. This is the same function assigned to PAOs as a

core process, acquiring information, as outlined in FM 46-1.

The concept of boundary spanning derives from general systems theory, which theorizes

that an organization is made up of parts and processes that interrelate. Part of the theory

suggests that every organization has boundaries and that some personnel are assigned the

task of crossing those boundaries and interacting with the external environment (Conrad,

1990).

In their study of boundary spanning activities in public relations, Springston and Leichty

(1994) determined there were 19 key tasks that stood out as being executed by public

relations practitioners. These 19 activities were derived from an original list of over 120

boundary- spanning activities that the authors developed themselves as well as those adapted

from a scale developed by Jemison (1984). Springston and Leichty further broke the 19

factors into three categories: 1) maintain image, 2) gatekeeping, and 3) important

information. Maintain image included such activities as releasing information, either

formally or informally, to groups outside the organization with the goal of creating a favorable image for the organization or inducing favorable actions on behalf of the organization. Gatekeeping involved activities such as deciding when to transmit information gained from outside the organization to those within the organization or deciding to whom that information should be sent. Finally, important information activities involved receiving important information from both management and non-management employees and the acknowledgement from management that the information provided is an important part of their decision-making process.

Burk (1984) states that the important boundary spanning functions that public relations employees serve cannot be underestimated and the study by Springston and Leichty (1994) concluded that public relations practitioners perceived boundary spanning activities to be an important part of their everyday responsibilities. Since PAOs serve primarily the same functions and fill the same roles as a public relations practitioner, boundary spanning is also important for Army public affairs.

As described in FM 46-1, the PAO is responsible for communicating with publics outside of the Army. This may include the media, family members, retirees, members of the community and other groups with an interest in the operations of the Army. If the responsibilities outlined in Army doctrine and the boundary spanning factors and tasks developed by Springston and Leichty (1994) and Jemison (1984) are compared, the result shows that most of the factors are also applicable to the PAO. This is especially true during operations in an unfamiliar environment where the PAO may receive unique information from the media and other local civilians encountered in facilitating the media.

What role does the public relations practitioner or PAO play in an organization? Is he or she part of the dominant coalition or simply a member of a large staff? Do they act as boundary spanners or do they simply produce products for the organization? It is important to discuss the different roles a public relations practitioner may perform in an organization.

The Role of the Public Relations Practitioner

One of the well-developed descriptive concepts in the field of public relations is the role distinction between those who primarily perform management activities and those who primarily perform technical activities (Kelleher, 2001). Dozier (1992) originally developed a model that consisted of four primary roles for public relations practitioners: 1) expert prescriber, 2) communications facilitator, 3) problem-solving press facilitator, and 4) communication technician. The expert prescriber role includes those public relations experts who top management or the dominant coalition turn to solve public relations issues. The communication facilitator serves in a boundary spanning role between an organization and its publics. The problem-solving process facilitator works closely with top management to handle public relations in a systematic, process-oriented manner. Finally, the communications technician role describes the large portion of public relations practitioners who provide technical services such as news release writing, event planning, and graphic design (Kelleher, 2001). Dozier (1992) critiqued the theory and the empirical tests used to construct the model and encouraged researchers to use a simpler, two-factor conceptualization, finding it more useful to identify public relations practitioners as either a manager or a technician. Dozier and Broom (1995) conducted further research on the two-factor model and found the results to be consistent over time. Researchers and scholars have

accepted Dozier's concept, and the current literature characterizes or defines two roles for
public relations practitioners: technician and manager (Berger, 2005 and Kelleher, 2001).

  It is also illustrative to detail the specific tasks and responsibilities of pubic relations
practitioners to develop a sense for the requirements of the field. In addition to the roles
listed above, Yaverbaum (2001) identified several key responsibilities of the public relations
practitioner. They have been included in the following chart with an indication of which ones
also reflect the activities of Army PAOs.

PR	FUNCTION	PAO
Yes	Research	Yes
Yes	Planning	Yes
Yes	Publicity	Yes
Yes	Community Relations	Yes
Yes	Internal Relations	Yes
Yes	Investor Relations	No
Yes	Stakeholder Relations	Yes
Yes	Media Operations	Yes
Yes	Communications Training	Yes
Yes	Boundary Spanning	Yes
Yes	Crisis Communications	Yes

Figure 2.4 Comparison of Public Relations and Army Public Affairs Functions.

Public affairs has been defined as applying to fewer activities than does public relations communication management. Public affairs applies to communication with government officials or those in the public policy arena. Not all public relations deals with public affairs (marketing communication or employee communication, for example) (Grunig, 1992), but when the roles and responsibilities of an Army PAO and a public relations expert from a large business or organization are compared, there are similarities in almost every functional area. The Army Public Affairs Officer serves in many, if not most, of the same capacities and positions as a public relations practitioner and similarly can be expected to be an important part of the organizational staff. The position of this thesis is that Army PAOs and public relations practitioners are essentially interchangeable. Figure 6 illustrates this point identifying areas of responsibility for both a standard Army PAO and a standard public relations manager from any medium or large-sized organization.

The Army has the responsibility to inform the public and its own members. It uses the public affairs element to execute this mission. To communicate effectively the PAO takes on many of the roles and responsibilities of a public relations practitioner at a large company. To be effective the PAO must be a part of the dominant coalition within their organization and must serve as a boundary spanner between the Army and the many publics the Army communicates with. Recent concerns with the effectiveness of the Army's communications leads to the question: Are Army PAOs fulfilling this role? Are they members of the dominant coalition or are they barriers to effective communications?

CHAPTER 3

RESEARCH QUESTIONS AND METHOD

The purpose of this thesis is to determine if Public Affairs Officers are part of the dominant coalitions within Army organizations and to describe the relationship between Public Affairs Officers and the members of the dominant coalition. To determine the relationship between these two groups, the following questions need to be answered.

R1. What is the relationship between the PAO and his or her dominant coalition?

R2. What perceptions do commanders (or members of the dominant coalition) have of PAOs.

The answers to these questions will provide a critical assessment of whether PAOs are members of the dominant coalition, what skills they possess that are valued by members of the dominant coalition and, finally, what roles commanders and other members of the dominant coalition expect of PAOs to fulfill.

Method

The primary method for obtaining data for this thesis is the use of a survey. This survey will focus on the relationship between PAOs and the dominant coalition within Army units. Five dominant coalition attributes will be used to measure the relationship of PAOs to the dominant coalition and coalition members' perceptions of them. The five attributes are

training, interaction and expertise, information, effectiveness of communications programs and relationships with other coalitions. Two versions of the survey were used. The first version was tailored for Army PAOs and consisted of 26 questions. The second survey was a shorter, modified version of the PAO survey tailored for senior Army commanders in the rank of Colonel or higher. The two versions are similar in design and construction, with only minor modifications to address the group answering the survey. Each survey is available in appendix I and appendix II.

Army Public Affairs Officer Survey Population

The Army Public Affairs Officer group population consisted of every active-duty public affairs officer in the rank of major through colonel. The Public Affairs Officer Branch at Army Human Resources Command (HRC) provided a complete list of all Army PAOs on active-duty. HRC is responsible for managing all Army personnel. The initial list included every officer identified as a PAO even if they had not received any formal PAO training. This untrained group consisted of mostly junior captains. Once these officers were removed from the list, a total population of 282 officers was determined. This number represents the entire population of active-duty PAOs, major through colonel, as of March 1, 2007.

Army Commanders Survey Population

The Army Commanders selected for the survey consisted of a smaller population than the PAOs. Three screens were used to determine the sample population. The first was to identify which Army General Officers were, in fact, commanders and were authorized a PAO. Using a roster provided by the General Officer Management Office (GOMO), each general officer's

assignment was reviewed to determine if they were in official command of an organization. GOMO is located in the Pentagon and is responsible for managing the general officers in the Army. Their databases are updated on a daily basis. The second screen was to identify colonels who were in command of Army installations in the United States or overseas. The Army Installation Management Agency (IMA) provided a list of colonel-level commanders for Army installations around the world. The final screen was to utilize the Internet and conduct a non-scientific search of Army units at the division level and select one colonel from each unit. Using these three methods a total population of 94 was determined.

Official Army e-mail addresses were utilized to send an invitation to participate in the survey. Every member of the Army is required to maintain a specific e-mail account hosted on an Army website called Army Knowledge Online (AKO). These e-mail addresses all contain some part of the soldiers name and end in *us.army.mil* . This website is an official government website and is utilized for a variety of official functions. AKO is designed to be a single source of information for Army personnel and allows them to conduct personnel actions, research doctrine and other Army news and information, download or upload documents, view training videos, instant message family and friends and a host of other tasks pertinent to being a member of the Army. AKO can be accessed from any government or private computer anywhere in the world as long as an Internet connection exists. The vast majority of Army personnel, no matter their location, will realistically have the opportunity to access AKO on a weekly basis.

E-mail and Web-based Survey Considerations

The primary method of collecting data for this thesis was through the two different versions of the survey. The surveys were conducted through email notification and conducted using a web-based survey company. An email invitation was sent to the pool of prospective survey participants. Each e-mail contained a hyper-link that took the prospective survey participant to the commercial web-based survey host.

While the novelty of the Internet survey has worn off as the Internet has grown, using e-mail to collect survey data has continued to grow since the early 1990s. As the use of personal and work e-mail increased, researchers developed tools to reach prospective populations though e-mail. Just as in other types of surveys, the benchmark for e-mail surveys has become response rate. Over the past decade, response rates for e-mail surveys compared to direct or mass mailing surveys varied greatly with no consensus for which method was superior (Weible & Wallace, 1998). In 1999 Sheehan and McMillan examined eight studies that utilized both e-mail and direct mail to collect data. Their results for response rates for the e-mail surveys ranged from 6-75%. The high response rates may be a result of the time at which surveys were conducted; a time period in which the e-mail survey was new. As the novelty began to wear off, Sheehan (2001) found that response rates began to drop from an average of 46% in 1995/1996 to 31% three years later. As a result of the growth of the Internet, other issues such as viruses or security concerns have contributed to lower response rates (Bachmann, Elfrink & Vazzana, 2000).

Several factors should be considered prior to administering an e-mail survey. As mentioned above, studies comparing e-mail and direct mail surveys have shown mixed results. Some show a higher response rate (Kiesler& Sproul 1986; Parker, 1992) while others show a

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similar or even lower response rate compared to direct mail surveys (Shaefer & Dillman, 1998). High response rates are more likely if the survey population can identify or empathize with the sender or if the survey receivers perceive the survey as being important and worthwhile (Moss & Hendry, 2002). Another major consideration is the amount of e-mail received each day by perspective respondents. Bachman et al. (2000) found the average American received 26 e-mails a day. This survey sought to address both of these considerations by identifying populations which would appear to have a personal and professional interest in the survey and by delivering the survey link through the official Army e-mail website to enforce the idea that the survey was official and important to the Army. The use of the web-hosted survey site also cut down on the amount of data sent through e-mail for those individuals deployed to areas with a lower bandwidth.

Overall, most researchers agree that using e-mail as a means to administer a survey is potentially an advantageous method for achieving high response rates. The advantages in selecting e-mail over direct mail surveys include: a lower cost to the researcher, easier transmission and logistical requirements, quicker response times and more candid responses to open-ended questions (Sheehan & McMillan, 1999; Moss & Hendry, 2002). The use of a web-based site to host the survey reduces concerns about viruses or privacy and allowed for the easy collection of research data. As better technologies have developed, the use of e-mail surveys has become an efficient means of conducting research and response rates are expected to rival those of mail surveys (Ranchhod & Zhou, 2001).

CHAPTER 4

CURRENT STATE OF PAOs AND DOMINANT COALITIONS

To measure the relationship of PAOs with the dominant coalitions in Army units and to discern how PAOs are viewed by commanders and other members of dominant coalitions, it is necessary to obtain data pertaining to several key areas that determine inclusion or exclusion from dominant coalitions. These five areas are training, interaction and expertise, information, effectiveness of communications programs and, finally, relationships with other dominant coalitions, in this case; the primary staff of an Army unit.

To be an effective member of a dominant coalition, a PAO or public relations practitioner should have a knowledgeable background and education. L.A. Grunig (1992) found that enhancing professional skills, among them education and training, could lead to inclusion in or enhanced standing in a dominant coalition.

PAOs primary value in a dominant coalition is their communications expertise. Mintzberg (1983) found that public relations is a support function within dominant coalitions and that its source of power, or reason for inclusion within the dominant coalition, derived from its communications expertise. The dominant coalition controls the power within an organization. Among several sources from which members of the dominant coalition derive their power are expertise and information (Bachrach and Lawler, 1980; French and Raven, 1959).

The PAO is expected to be the well-trained communications expert whose technical schooling and knowledge provide the basis for effective communications programs within an

organization. Grunig (1992) postulated that organizations in which the public relations

personnel were part of the dominant coalition tended to have more effective communications

programs.

In Berger's (2005) study of public relations and dominant coalitions, he found organizations

may have other formalized dominant coalitions. It is important for the PAO to also be a

member of other dominant coalitions that may have the power to influence decisions in certain

areas of the unit.

To determine the state of the relationship between PAOs and dominant coalitions within the

Army, a survey was conducted to gather data in these five key areas: training, interaction and

expertise, effectiveness of communications programs, and relationships with other dominant

coalitions in the organization.

PAOs and Army Senior Leader and Commanders Dominant Coalition Survey

The PAO and Army Senior Leader and Commanders Dominant Coalition Survey was

conducted between February 21, 2007, and March 19, 2007. Two slightly different versions of

the survey were distributed; one version was designed for completion by Army Public Affairs

officers, and the other version was designed for senior Army commanders. Both versions were

hosted by a professional Internet hosting site. The survey was launched via e-mail notification.

Each e-mail contained a hyper-link that took participants to the hosted survey site. The e-mail

addresses for the PAOs were obtained from the Public Affairs personnel manager at the Army

Human Resources Command. The personnel manager maintains information on every PAO in

the Army. Table 4.1 shows the timeline for the launch of the PAO survey:

Table 4.1

Public Affairs Officer Survey Timeline

Action	# of Invites	Date	Completed Surveys
Survey Launch	282	21 FEB 2007	131
Survey Reminder	282	7 MAR 2007	17
Survey Closed		19 MAR 2007	
Totals	282		148

The PAO population data obtained from Human Resources Command included every PAO in the Army. This included personnel selected for PAO training or assignment but not yet PAO qualified as well as those on retirement leave. The total number of number of PAOs in the inventory as of February 1, 2007, was 354. After eliminating those who were either not PAO qualified, mostly junior officers still in developmental assignments, or those on retirement leave, a total of 282 eligible officers was determined. The initial launch resulted in 12 non-deliverable messages. These messages were a result of individuals who had forwarded their official Army e-mail accounts to deployed accounts which either would not accept the forwarded message or were no longer in use by the individual. In addition, one major emailed to say he was not PAO qualified and felt it inappropriate to answer the survey. This resulted in 13 possible participants being subtracted from the survey launch total of 282 for a new population of 269 or $n=$ 269. A total of 148 PAOs completed the survey by March 19th, 2007, for a response rate of 55%. This is a very high response rate and represents over half of the PAOs in the Army.

The e-mail addresses for the Senior Commanders' version of the survey were obtained from three different sources. The majority of the addresses were obtained from a database developed by the General Officer Management Office (GOMO). This office, located in the Pentagon, manages every active-duty general officer in the Army. The second source, the Army

Installation Management Office, provided a list of colonel-level commanders for Army installations around the world. The final source was an Internet search of major Army units. One colonel was randomly selected from each one of eight Army Divisions and two separate brigades. Table 4.2 shows the timeline for the launch of the Senior Commanders survey.

Table 4.2

Army Senior Commanders Survey Timeline

Action	#of Invites	Date	Completed Surveys
Survey Launch	94	11 MAR 2007	43
Survey Closed		19 MAR 2007	43
Totals	94		43

According to GOMO, there were more than 400 general officers on active duty as of February 1, 2007, but only approximately 75 generals could actually be considered Commanding or Deputy Commanding Generals and thus entitled to a full staff and a PAO. For this reason only Commanding Generals were invited to participate in the survey. The additional 19 senior commanders were obtained from the Installation Management Office and the Internet search. The survey launch did not result in any non-deliverable e-mails. One senior officer did respond that he had just entered command and felt it was inappropriate to complete the survey. This resulted in a total survey population of 93 or $n = 93$. By March 19, 43 senior commanders had responded for a response rate of 46%. This is also a high response rate that includes almost half of the generals and colonels in command.

All of the e-mail addresses used were official Army Knowledge On-line addresses. A pre-test of both versions of the survey was conducted with 12 respondents for the Army PAO version and five respondents for the Senior Commander version. There were no major

discrepancies or issues raised during the pre-tests other than minor grammar and visual modifications. The pre-tests validated the time required to complete the surveys.

Survey Results

The results of the survey show the level of participation in dominant coalitions by PAOs as well as how they are perceived by members of other dominant coalitions. The survey questions are broken down into five categories that are commonly used to measure participation in the dominant coalition. These five categories are training, interaction/expertise, information, competence/effectiveness and inclusion in other coalitions in an organization. In each area similar questions answered by both PAOs and senior commanders will provide insight into how each views the PAOs position in the organization. This method takes into account not only actual behavior but also the perceptions of each group.

Public Affairs Officer Background Information

Questions 1-3 of the PAO survey and 1-2 of the Army Senior Commanders survey were intended to provide background information on the survey participants and determine their experience level. Plowman (1998) found that increased experience led to a higher possibility of inclusion in a dominant coalition.

What position are you currently serving in as a Public Affairs Officer? *Note: Results listed as percentages.*

Table 4.3   n= 148

Position	Percentage
Primary PAO for a unit	33.1
Deputy PAO for a unit	14.2
Serving in an MPAD	4.1
Serving in an AFN unit	1.4
PA Staff officer	25.7
Not working in a PA job	4.1
Other	20.9

How many years of Public Affairs experience do you have? *Note: Results listed as percentages.*

Table 4.4   n=147

Number of Years PA Experience	Percentage
Less than one year	8.8
1-5 years	28.6
6-10 years	42.9
More than 10 years	20.4

Are you currently deployed in support of Operation Iraqi Freedom or Operation Enduring Freedom? *Note: Results listed as percentages.*

Table 4.5   n=148

Yes	19
No	81

Seventy-three percent of the PAOs reported being a PA officer in a unit, with 47% being either the primary or deputy PAO for their organization. This was important information because the survey was primarily focused on Army units and not on assignments without a command group.

Prior to launching the PAO survey, those officers who had not yet been trained as a PAO or served in a PAO assignment were eliminated so the number of years of PAO experience reported was expected to be high. Over 63% of the respondents had six or more years of PA experience. One in every five had over 10 years of experience.

Just over 20% of the PAO respondents listed their current assignment as "other." These other positions are normal assignments for PAOs like Reserve Officer Training Corps or Recruiting Command duty. This percentage of respondents also included all PAO officers who were participating in civilian or military training and education programs such as Training With Industry, Advanced Civil Schooling, or the Army War College. Respondents who answered "other" were requested to use their experiences in their previous Public Affairs assignment.

The War on Terror has resulted in PAOs deploying and working with units in areas where the United States has not traditionally had a presence. Nineteen percent of the respondents were deployed in support of either Operation Iraqi Freedom or Operation Enduring Freedom.

Army Commanders

To obtain data on the experience level of the Army commanders participating in the survey, several questions concerning years of Army service and recent deployment experience were asked.

How many years of service do you have? *Note: Results listed as percentages.*

Table 4.6   n=43

15-19 Years	0
20-24 Years	11.6
25-29 Years	48.8
Over 30 Years	39.5

Have you deployed in support of Operation Enduring Freedom or Operation Iraqi Freedom? *Note: Results listed as percentages.*

Table 4.7   n=43

Yes	69.8
No	30.2

The respondents to the Commander's version of the survey represent some of the senior officers in the Army with 88 percent of the officers reporting 25 or more years of service and 4 out of every 10 respondents having over 30 years of service. Seven out of 10 senior commanders have deployed in support of Operation Enduring or Iraqi Freedom. (See Tables 4.6 and 4.7).

Training

L.A. Grunig (1992) found that enhancing professional skills, among them education and training, could lead to inclusion in or enhanced standing in a dominant coalition. This is true if the education and training are valued by the members of the dominant coalition. Questions 4 and 5 of the Public Affairs Survey and 3and 4 of the Senior Commanders Survey asked for responses about PA training.

For Commanders, how satisfied are you with the Public Affairs officer's Public Affairs Training? *Note: Results listed as percentages.*

Table 4.8   n=42

Very unsatisfied	7.1
Unsatisfied	4.8
Somewhat unsatisfied	14.3
Somewhat satisfied	14.3
Satisfied	52.4
Very satisfied	7.1

For PAOs, the following questions concern your formal Public Affairs Training. On a scale of 1 to 7 with 1 meaning "not at all valuable" and 7 meaning "very valuable", please rate the following: *Note: Results listed as percentages.*

Table 4.9 n= 142	1	2	3	4	5	6	7
Formal Public Affairs training	3	4	6	11	22	28	26
Command Group's belief in the value of your training	4	4	8	24	22	25	13
Staff sections belief in the value of your training	4	5	7	20	30	26	9
Additional Public Affairs training (ACS, TWI) or other	10	4	4	9	15	27	31

Both Commanders and PAO reported high levels of satisfaction with the PAOs formal

Public Affairs training. Six of every 10 senior commanders were satisfied or very satisfied

with their PAO's training. This corresponds closely to the top-three values reported by PAOs

in table 4.9, 60%. Less than 30% of the senior commanders were "very unsatisfied,"

"somewhat unsatisfied," or "unsatisfied" with their PAO's training. This value, 26%,

corresponds to the PAO responses of 20% for the bottom three values listed in Table 4.9.

Overall the majority of senior commanders appear to value the PA training their PAOs have

received.

There appears to be a difference in how PAOS feel their PA training is valued by the other

members of the staff however. PAOs reported that they felt only 9% of the staff "highly

valued" their PA training. This is opposed to 13% of PAOs reporting their senior

commanders "highly valuing" their training and 26% of PAO themselves "highly valuing"

their training. The low value responses for all three categories were similar, 13% for PAOs,

20% for senior commanders, and 16% for the staff. PAOs feel other staff officers value the

training but not as highly as they feel PAOs or senior commanders do. Although there is no

hard data to support why there is a difference it is possible that fellow staff officers have less

use for PA expertise as they go about their staff functions. PA has less routine impact on a logistician, for example, and most likely does not frequently affect the role the logistician plays on the staff.

Overall the responses to both versions of the survey show that the majority of PAOs, senior commanders, and staff officers value the PA training.

Both Commanders and PAOs were asked: if you feel additional Public Affairs training would be beneficial, what areas do you feel are appropriate for additional training? (Please mark all that apply) *Note: Results listed as percentages.*

Table 4.10

	n=141	n=42
	PAOs	**Command.**
Public opinion polling and research	41	19
Media relations	41.7	33.3
Information operations	57.6	50
Joint Public Affairs	54.7	21.4
Media analysis and assessment	69.1	35.7
Determining measures of effectiveness	74.1	59.5
Other	28.8	28.9

This question sought to determine if there were any other areas in which PAOs or senior commanders felt PAOs could use additional training. Despite reporting relatively high satisfaction rates with PA training, there are several areas in which PAOs and senior commanders would like to see additional training.

In overall reporting, PAOs consistently reported a greater need for additional training than senior commanders. Table 4.10 indicates higher levels of responses in every training area, including several of which 20% more PAOs responded than senior commanders. Interestingly, only one area, determining measures of effectiveness, received the same level of importance in both surveys. Both PAOs and senior commanders rated it as the most important additional area for training with 74% of PAOs and 59% of senior commanders feeling it would be appropriate. At this point, the view of what additional training would be

appropriate diverged. Sixty-nine percent of PAOs felt that media assessment and analysis was important compared to only 35% of senior commanders. PAOs ranked Information Operations third in priority with 57%. This response closely correlates with the senior commanders response rate of 50% although the senior commanders ranked Information Operations number two in priority for additional training. PAOs ranked Joint Public Affairs as the fourth most important topic at 55%. Senior commanders do not feel this is as important an area, as only 21% feel additional training would be appropriate. Media relations and public opinion polling round out the bottom two positions for PAOs with a 42% and 41% response rate respectively. These results are both higher percentages than reported by the senior commanders with similar differences in response rates as the other categories.

Both surveys allowed participants to write in any additional training they felt was appropriate, and more than 28% of respondents on both survey versions chose this option. Many of the answers were far ranging, but definite trends or areas were determined. In both surveys, strategic communications training received the most mentions, with both senior commanders and PAOs acknowledging the importance of strategic communications in the Global War on Terrorism. The two other most-requested areas for additional training came from the PAO survey. PAOs expressed a desire for additional training in conflict or crisis communications and additional staff training, specifically how to work with a staff and the nature of the PAO role within a staff.

PAOs and senior commanders both feel additional training in determining measures of effectiveness and strategic communications are important for PAOs. From that point, the views diverge with senior commanders placing less emphasis on training and preferring to emphasize different areas than the PAOs. No reason can be determined for this apparent

disconnect. Both PAOs and senior commanders reported similar satisfaction levels with PA

training so it is interesting that PAOs reported in Table 4.10 they feel more of a need to

receive additional training than their commanders feel they need.

<div align="center">Interaction and Expertise</div>

In order to influence the dominant coalition, an individual must have access to meetings

and other events where other members of the dominant coalition are interacting (Berger,

2005). Both versions of the survey asked several questions regarding PAO's interaction with

other members of the dominant coalition. Just attending a meeting does not necessarily

equate to having an ability to influence decisions. As Mintzberg (1983) noted,

communications personnel receive much of their power from their communications or public

relations expertise. To determine if PAOs wield influence within the dominant coalition,

several questions in both surveys sought to determine how PAO's expertise was viewed and

acted upon by senior commanders and other staff members.

How often do you formally meet, as part of a group of staff officers, with a member or members of the command group? *Note: Results listed as percentages.*

Table 4.11   n=144

Less than once a week	7
Once a week	13.4
1-3 times per week	32.4
4-5 times per week	16.9
More than 5 times per week	19.7
N/A	11.3

How often do members of the command group and the PA section met one-on-one.
Note: Results listed as percentages.

Table 4.12	n=144	n=43
	PAOs	**Commanders**
Less than once a week	22.5	20.9
Once a week	15.5	25.6
1-3 times per week	26.8	39.5
4-5 times per week	10.6	9.3
More than 5 times per week	12	2.3
N/A	12.7	2.3

The responses to both of these questions show that PAOs have access to members of the dominant coalition, both as a member of the unit staff and more-importantly for determining inclusion in the dominant coalition in one-on-one meetings with the command group. Seventy-six percent of Commanders and 65% of PAOs reported that they meet one-on-one at least once a week, and over 10% of both groups reported meeting one-on-one at least four times per week. In addition to the one-on-one meetings, PAOs also reported high responses for meeting with the command group as part of the staff. More than 80% of PAOs reported meeting at least once a week, and over a third, 36%, reported that they met at least 4 times per week.

Because of the way the survey was administered, the unit or PA position of those individuals who answered "not applicable" cannot be determined. It is highly likely however, that those individuals are primarily from the 20% who answered they were not currently serving in a PA position.

Overall the survey finds that PAOs are interacting on an almost daily basis with the command group both as part of the staff and one-on-one. These findings show that the PAO has multiple opportunities on a weekly basis to influence the command group and the staff.

How often does the following occur between the PAO and a member of the Command Group? *Note: Results listed as percentages.*

Table 4.13   PAOs n=136   Commanders n=42

		Less than Once/month	About once a month	About once a week	Several times a week	Daily
Informal discussions about the unit	PAOs	24	20	28	24	4
	Com.	14	36	33	14	2
Informal discussions on family or other personal issues	PAOs	44	24	23	7	2
	Com.	43	38	14	5	0
Participate in a social function outside of work	PAOs	52	35	10	3	1
	Com.	46	49	5	0	0
Participate in a formal social function	PAOs	64	26	8	2	1
	Com.	40	43	10	7	0
Approached for advice on a work-related issue	PAOs	27	25	25	21	2
	Com.	22	49	24	5	0

In addition to formal meetings, questions were asked to determine if the PAO interacted with members of the dominant coalition outside of these formal structures. The responses to these questions show that PAOs also interact with members of the dominant coalition in less formal or social settings. Although not to the level of interaction noted in the staff meeting or one-on-one meetings, response rates were high regarding informal discussions, with 52% of PAOs and 47% of senior commanders reporting an informal discussion at least once a week. PAOs also appear to have the ability to approach members of the dominant coalition outside of the normal meeting environment for advice on work-related issues, with 46% of PAOs and 29% of commanders stating they were approached for advice. Combining these figures with

the high response rates reported for formal meetings, a picture emerges of PAOs involved

with the dominant coalition both in formal settings as well as other environments where they

have an opportunity to influence the dominant coalition.

This question asked the PAOs and Commanders to rate how they felt the command group valued PA expertise. *Note: Results listed as percentages.*

Table 4.14   PAOs n=138   Commanders n=43

		Very Low	Low	Average	High	Very High
Media Relations	PAOs	2	3	15	39	41
	Commanders	0	5	7	47	42
Command Information	PAOs	2	9	32	33	24
	Commanders	0	2	14	40	44
Community Relations	PAOs	5	12	39	28	16
	Commanders	0	5	21	42	33
Media Analysis	PAOs	5	15	36	25	18
	Commanders	0	21	14	43	21
Strategic Communications	PAOs	6	10	26	30	29
	Commanders	5	12	16	40	28
Broadcast Expertise	PAOs	17	19	36	18	10
	Commanders	0	14	30	40	16

PAOs and Commanders were asked to rate how Commanders valued the PAOs general military knowledge compared to other staff officers in several key areas. *Note: Results listed as percentages.*

Table 4.15   PAOs n= 139   Commanders n=43

		Lower than	Equal to	Higher than
Operations	PAOs	22	54	19
	Commanders	23	63	14
Logisitics	PAOs	32	53	5
	Commanders	33	60	2
Personnel	PAOs	24	54	13
	Commanders	16	77	5
Communications/Signal	PAOs	20	50	18
	Commanders	5	57	36

While PAOs are expected to provide chiefly PA expertise, he or she is also an Army officer and is expected to have knowledge in other important areas. The intent of this question was to determine if the PAOs were thought of as more than just communications specialists and how their general military knowledge was thought of compared to other staff officers. Both PAOs and senior commanders were surveyed for this question. The results show that for the most part both PAOs and commanders reported that the PAO's general military knowledge is equal to other staff officers. Each of the four categories had a response rate of 50% or higher in the "equal to other staff officers" category with a high 77% reported by commanders in the "personnel" category and a low of 50% reported by PAOs in the "communications and signal" category. These responses show that commanders consider PAOs as equals to other

staff officers and exhibit no bias because they are PAOs. All of the responses between PAOs

and commanders were within 10% of each other except for "Communications and signal,"

where PAOs rated themselves lower by 15% than did the commanders. Commanders also felt

that PAOs were higher by 18% in the same category. These results show that PAOs have

undervalued their perceived knowledge of communications and signal.

How often does the PAO provide the command group with non-Public Affairs advice?
Note: Results listed as percentages.

Table 4.16   PAOs n= 137   Commanders n= 42

	PAOs	Commanders
Less than once a week	53.3	78
Once a week	15.6	22
1-3 times per week	25.9	0
4-5 times per week	3	0
More than 5 times per week	1.7	0

This question followed the previous question to determine if PAOs were providing non-

Public Affairs advice to the command group. Despite the results from the previous question

which indicated that commanders considered the majority of PAOs as knowledgeable as the

other staff officers, it does not translate into providing advice on general military issues. Over

three-fourths, 78%, of Commanders responded that their PAO provides non-Public Affairs

advice less than once a week. Only 22% of commanders reported receiving non-PA advice

even once a week and not a single commander reported receiving non-PA advice more than

once a week. These numbers are lower than those reported by PAOs. Those results show that

over 30% of PAOs felt they provided non-PA advice at least one to three times per week or

more. There are no data to explain this discrepancy. Perhaps commanders view all advice

from PAOs as being Pubic Affairs advice.

Combining these results with the results from the previous question, it appears that PAOs are regarded as knowledgeable about general military issues, but they are not asked for nor do they provide advice in these areas on any type of consistent basis.

How likely is a member of the command group to participate in a PA event upon the request of the PAO? *Note: Results listed as percentages.*

Table 4.17   PAOs n= 138   Commanders n=43

		Very Unlik.	Un-likely	Somewhat Unlikely	Some-what Likely	Likely	Very Likely
Media Interviews	PAOs	2	2	4	13	26	50
	Com.	0	0	2	7	26	65
Provide responses to media questions	PAOs	1	2	12	17	31	32
	Com.	0	0	0	2	21	76
Community Relations event	PAOs	2	1	2	20	32	37
	Com.	0	0	0	2	26	72
Have a reporter travel with them	PAOs	3	9	7	26	24	26
	Com.	0	2	5	16	33	42
Conduct a press conference	PAOs	5	7	14	21	18	30
	Com.	0	2	2	12	30	53

The responses to this question show that members of the command group are likely to respond positively to requests made by the PAO to participate in a Public Affairs event. This question measures the influence of the PAO upon the command group as well as the command group's reliance on the PAO's expertise in selecting the proper communications vehicles for the command group. Seventy-six percent of PAOs and 91% of commanders

stated commanders were "likely" or "very likely" to participate in a media interview if it was requested by the PAO. Only 4% of PAOs and no commanders stated they were "unlikely" or "very unlikely" to honor such a request. With the exception of the PAO response in the category of "Conduct a Press Conference," the responses for the four remaining categories were all over 50% for both PAO and commander responses. For "Providing responses to media questions" PAOs reported a 63% "likely" or "very likely" and commanders reported a 97% in the same values. This trend continued in "Community Relations event," "Have a reporter travel with them," and "Conduct a press conference" with the only value below 50% being the PAO response for "Conduct a press conference" at 48%.

The commanders' responses were consistently higher than those reported for the PAOs. This result may be due to self-reporting. While the values reported are higher, they do not represent an anomaly in the survey as the PAO also reported high values in these categories.

These results show that the PAO is valued for his or her expertise in Public Affairs matters and events. The responses of the commanders show a respect for the advice of their PAOs and a willingness to follow this advice. These results indicate that the majority of PAOs have influence within the command group.

How likely is a member of the Command Group to follow the advice of the PAO? *Note: Results listed as percentages.*

Table 4.18   PAOs n=139   Commanders n=43

		Very Unlik.	**Un likely**	**Somewhat Unlikely**	**Somewhat Likely**	**Likely**	**Very Likely**
Dealing with the media	PAOs	1	0	3	9	26	57
	Com.	0	0	2	2	36	60
A Command Information issue	PAOs	1	1	6	12	35	42
	Com.	0	0	0	7	49	44

This question was similar to the previous question in that it is an attempt to measure the influence of the PAO on members of the dominant coalition. The results of this question are similar to the previous question in that they show that the command group is likely to follow the advice of the PAO. Eighty-three percent of PAOs felt that a member of the command group would "likely or very likely" follow their advice in dealing with the media. Commanders showed an even greater inclination to follow the PAO's advice with 96% of commanders responding they were "likely" or "very likely" to follow their PAO's advice. Only 2% of commanders and 4% of PAOs felt it was unlikely that advice would be followed. The same high percentages were reported in response to following advice on a Command Information issue. PAOs reported that 77% of the time it was "likely" or "very likely" it would be followed. As in the category of dealing with the media, commanders reported a higher percentage with 93% reporting they were "likely" or "very likely" to follow the advice of the PAO. Only 8% of PAOs felt it at all unlikely that their advice would be followed and no commanders stated they would be "somewhat unlikely" or "very unlikely" to follow the PAO's advice.

These responses show a high level of value by members of the command group for the Public Affairs expertise of the PAO.

Information

Three questions on the PAO survey dealt with how and from whom the PA section received important information and how important their boundary spanning role was within the organization.

The Public Affairs section receives important information from the Command Group:
Note: Results listed as percentages.

Table 4.19   n= 144

Less than once a week	8.5
Once a week	6.3
1-3 times per week	22.5
4-5 times per week	21.8
More than 5 times per week	32.4
N/A	8.5

The Public Affairs section receives important information primarily from: *Note: Results listed as percentages.*

Table 4.20   n=134

The Command Group	22.7
Other staff sections	15.5
The unit to which it is assigned	3.8
All three but more so from the Command Group	36.4
All three but more so from other staff sections	18.8
All three but more so from the unit to which it is assigned	2.8

The responses to the two questions regarding the flow of important information showed a strong relationship between the command group and the PA section. Eighty-six percent of PAOs received important information from the command group at least once a week, with almost a third receiving the information more than five times per week. Similarly, two-thirds of PAOs said they received important information primarily from the command group. This was followed by other staff sections at 39% and the unit to which the PA section was assigned at 8%.

Public Affairs officers often interact with external sources of information such as the media or community leaders. How often is information from external sources provided by the Public Affairs section an important part of the Command group's decision making process? *Note: Results listed as percentages.*

Table 4.21   n=135

Frequency	Percent
Less than once a week	21.1
Once a week	18
1-3 times per week	38.3
4-5 times per week	9.8
More than 5 times per week	1.5
Daily	11.3

The responses to this question also show a strong information-sharing environment between PAOs and the command group. Almost 80% of PAOs reported that they provided information that contributed to the command groups' decision-making process at least once a week, with 11% reporting they provided this information daily. These figures are important because they show that PAOs are serving as boundary spanners and that the command group values and uses the information provided by PAOs. This result shows the influence that PAOs have in the information environment. Only one out of five PAOs reported providing information less than once a week, but the overall response rates show that PAOs are influencing the unit's dominant coalition.

How satisfied is the Command group with the units Public Affairs Programs? *Note: Results listed as percentages.*

Table 4.22   PAOs n= 138   Commanders n=43

		Very Unsatisfied	Unsatisfied	Somewhat Unsatisfied	Somewhat Satisfied	Sat.	Very Satis.
Satisfaction level of Command Group	PAOs	11.8	1.5	3.7	9.6	47.1	22.1
	Commanders	11.6	7	4.7	18.6	37.2	18.6

How effective is your unit in the following areas? *Note: Results listed as percentages.*

Table 4.23   PAOs n= 138   Commanders n=43

		Very Ineffective	Ineffective	Somewhat Ineffective	Somewhat Effective	Effective	Very Effect
Communicating with external audiences	PAOs	1	1	0	19	45	31
	Commanders	0	2	7	21	44	23
Media operations	PAOs	1	2	0	15	33	43
	Commanders	0	0	7	28	40	23
Communicating with internal audiences	PAOs	1	3	2	20	49	21
	Commanders	0	0	7	16	53	21
Community Relations	PAOs	2	1	6	21	35	18
	Commanders	0	0	5	14	56	23

   Researchers have noted that organizations in which public relations personnel are part of

the dominant coalition tend to have effective communications programs (Grunig, 1992).

After measuring the level of confidence and value placed in the training, expertise, and

information flow of PAOs, respondents were asked about the effectiveness of the overall Public Affairs program and specific elements of that program. If dominant coalition theory holds, the results on effectiveness should correlate with the other sections.

Both commanders, 55%, and PAOs, 69%, reported they were "satisfied" or "very satisfied" with their unit's PA programs. These results suggest that the majority of PA programs in the Army are meeting the commander's idea of an effective program. However, one of every five commanders were "unsatisfied" or "very unsatisfied" with their PA programs. This result is supported by PAOs' reporting that 13% of their commanders were "unsatisfied" or "very unsatisfied" with the PA program in the unit.

Four prime responsibilities of a Public Affairs program - communicating with external audiences, media operations, communicating with internal audiences, and community relations - were selected to further quantify how effective or ineffective PAOs and commanders felt their units PA programs were. The results, shown in Table 4.23, are similar to the results from the preceding question with high results, more than 70% reporting their unit was "effective" or "very effective" in these specific areas.

These results indicate that the majority of commanders are satisfied with their Public Affairs programs. The responses, both positive and negative, correspond to the results from the other sections and continue to show the influence and effectiveness of PAOs.

How often do you (PAOs) have to fight for resources with other staff sections or units?
Note: Results listed as percentages.

Table 4.24   n= 135

Frequency	Percent
Very infrequently	13.5
Infrequently	17.3
Somewhat infrequently	21.8
Somewhat frequently	19.5
Frequently	15
Very Frequently	12.8

How well resourced is your Public Affairs section?
Note: Results listed as percentages.

Table 4.25   n=137

	PAOs	Commanders
Seriously under-resourced	16.3	2.4
Under-resourced	15.6	11.9
Somewhat under-resourced	21.5	21.4
Somewhat resourced	8.9	14.3
Resourced	27.4	38.1
Fully resourced	6.7	11.9
Other (Please specify)	29.6	

The responses to these questions indicate that many PA sections and units are under-resourced. These results are somewhat surprising given the previous high regard senior commanders appear to show for Public Affairs. More than half of PAOs reported that their PA sections were "somewhat" to "seriously under-resourced" and more than one-third of commanders agree. The data from the PAO responses correlate with the first resource question. The percentage and frequency of PAOs who have to fight for resources is consistent with the percentages reported by PAOs for the resourcing of sections. For example, PAOs reported fighting "very frequently" for resources 13% of the time. PAOs also reported that 16% of units are "seriously under-resourced". This finding follows with 15%

fighting "frequently" and 15% of units being "under-resourced" and fighting "somewhat frequently" 19% of the time and 21% of units being "under-resourced."

Although commanders and staff officers appear to value the PAO for their training, information, and expertise, it does not appear to directly translate into resourcing units. Even 36% of commanders reported their PA section was somewhat under-resourced or worse.

Interaction with the other Members of the Staff

There often exists more than one dominant coalition within an organization (Berger, 2005). The other sections of a unit's staff have been identified as another dominant coalition within Army units. Questions 11, 12, 17, 19, and 23 on the PAO survey were designed to determine if the PAO is a member of this other dominant coalition.

How much do you think your Public Affairs expertise is valued by other members of the staff? *Note: Results listed as percentages.*

Table 4.26   n= 138

	Very Low	**Low**	**Average**	**High**	**Very High**	**N/A**
Media Relations	2	2	12	34	47	3
Command Information	2	5	24	42	22	4
Community Relations	4	11	37	24	18	7
Media Analysis	3	6	32	34	21	4
Strategic Communications	3	8	25	29	30	4
Broadcast Expertise	10	16	32	15	15	13

As Table 4.26 indicates, the PAOs believe their expertise is valued by other members of the staff, particularly the core PAO competencies of media relations, with 81% feeling their expertise was highly or very highly valued, and command information, in which 64%

reported high or very highly valued. For media relations, command information, and media

analysis, less than 10% said regard for their expertise was low or very low. Strategic

communications, 11%, and Community Relations, 15%, also showed a low percentage of

PAOs felt that staff officers that did not value the expertise. The 13% reported as "not

applicable" for broadcast experience is most likely because those officers were in a unit that

did not use broadcast equipment or broadcast soldiers, and the same assumption might

explain the higher negative response, 10%, for "very low" value and a 16% "low value" for

broadcast expertise.

How much do you think your general military knowledge is valued by other members of the staff? *Note: Results listed as percentages.*

Table 4.27   n=137

	Very Low	Low	Average	High	Very High
Operations	2	11	55	24	8
Logistics	2	19	71	6	1
Personnel	2	14	67	13	4
Communications/Signal	3	12	68	14	3

If you ask a member of another staff section to participate in one of the following events, how likely are they to participate? *Note: Results listed as percentages.*

Table 4.28   n=137

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely
Media Interviews	2	2	10	15	36	30
Provide responses to media questions	2	2	4	17	33	39
Community Relations event	1	4	7	30	28	24
Have a reporter travel with them	6	8	21	24	19	16
Conduct a press conference	9	10	17	24	25	12

If you are asked by a member of another staff section for advice on the following, how likely are they to follow your recommendation? *Note: Results listed as percentages.*

Table 4.29   n=139

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely
Dealing with the media	1	0	1	11	18	67
A Command Information issue	1	1	3	13	30	48

These same questions were asked of commanders in an attempt to determine the level of influence exerted by PAOs and the value the commanders placed on PAO recommendations. It is important to determine how staff officers, who represent another dominant coalition, value the advice of the PAO.

The results from these two questions indicate that the majority of staff officers are likely to follow the advice of the PAO. PAOs reported that they felt two-thirds of fellow staff officers were "likely" or "very likely" to participate in a media interview. Similarly, 72% of PAOs

said staff officers would be likely or very likely to provide responses to media questions, and

52% said staff officers would participate in a Community Relations event. However, only

35% said a staff officer would allow a reporter to travel with them, and only 37% said a

fellow staff officer would hold a press conference. The very low numbers reported in the

"unlikely" and "very unlikely" columns indicate that PAOs feel that staff officers are willing

to accept their advice and that PAOs are valued for their opinions and expertise.

How do you think the Command Group feels about the role of Public Affairs and Information Operations? If you have additional thoughts on Public Affairs and Information Operations please provide them in the text box. *Note: Results listed as percentages.*

Table 4.30   n= 137

Information Operations is more important than Public Affairs at this time	14.8
Public Affairs is more important than Information Operations at this time	21.5
Information Operations and Public Affairs are of equal importance at this time	41.5
Public Affairs works for Information Operations	7.4
I am unable to judge at this time	13.3
Other (please specify)	29.6

This question was originally intended to gauge how the growing role of information

operations was affecting Public Affairs. While the responses are interesting, it is not

applicable to the discussion of PAOs and dominant coalitions within the Army. Note that the

percentages reported in Table 4.30 add up to over 100%. This is due to individuals selecting

to reply to a category and post a reply in the "other" category.

CHAPTER 5

ANSWERS TO RESEARCH QUESTIONS

The survey data described in the previous chapter provide answers to the research questions posed earlier.

RQ#1. What is the relationship between the PAO and his or her dominant coalition?

The results of this survey indicate that the majority of PAOs are members or have excellent working relationships with the dominant coalitions within their organizations. In each of the five areas looked at by this survey - training, interaction and expertise, information, effectiveness of communications programs and relationships with other coalitions within the organization - at least half of the respondents, PAOs and commanders, reported positive results.

Training

The level of training and the value placed on that training is an important consideration in determining the degree of inclusion for an individual in the dominant coalition (Grunig, 1992). The responses by PAOs and commanders indicate a high value for the PA education level of themselves or their PAO. Almost eight out of ten senior commanders were satisfied with their PAO's training. The PAOs reported similar findings. The respondents also identified several areas they felt would be advantageous for further training, but these responses were a result of training needed for current communications environment and not a result of widespread dissatisfaction with the overall level of PA training.

Interaction and Expertise

The level of inclusion of an individual in the dominant coalition can be measured by the level of interaction between members of the dominant coalition and that individual (Vasquez & Taylor, 1999). A high level of interaction indicates that the individual and their expertise is valued by the dominant coalition. Both PAOs and senior commanders reported high levels of interaction both for official and unofficial purposes.

Almost eight out of ten PAOs and commanders reported that they met one-on-one at least once a week. This high percentage indicates the importance that commanders place on public affairs and further indicates the confidence they have in their PAOs. Further, over 12% of commanders and 20% of PAOs indicate they meet one-on-one four or more times per week. When these responses are combined with almost seven out of ten PAOs indicating they meet as part of the staff with a member of the command group at least once a week, it becomes clear that PAOs frequently interact with the command group.

In addition to these formal, work-related meetings, this survey indicates that PAOs also interact with members of the dominant coalition outside of the office and at unofficial functions. Over half of both PAOs and commanders reported participating in a formal or informal social function outside of work. This survey also indicates that more than half of the PAOs are comfortable approaching a member of the command group and engaging in non-public affairs related discussions whether they are work or personal related.

This survey also indicates that once PAOs have gained access to the command group, their expertise and advice is likely to be followed by the command group. Nine out of ten commanders stated they were likely to follow their PAOs advice in dealing with the media or a Command Information Issue and almost 80% of the PAOs agreed with the commanders.

Commanders also indicated their willingness to participate in public affairs activities at the request of their PAOs. Over three-fourths of all commanders stated they would agree to participate in media interviews, community relations events, have a reporter travel with them, or conduct a press conference.

The likelihood of accepting the PAO's advice appears to be limited to public affairs advice, according to the survey. Over 80% of commanders reported they received non-public affairs advice from their PAO less than once a week and over half of PAOs agreed. This finding should not be construed as a lack of confidence in the PAO by commanders. Infact, the previous results clearly indicate otherwise. But it is likely due to commanders seeking advice from a particular staff section responsible for the area.

Information

The flow of information is another indicator of the relationship between an individual and the dominant coalition (Bachrach & Lawler, 1980; French and Raven, 1959). This survey indicates that the majority of the important information received by PA sections comes directly from the command group. Over 60% of PAOs reported that they received important information primarily from the command group.

PAOs also reported a willingness by commanders to use information they provided from external sources when making decisions. Over half of the PAOs reported information they provided from external sources was utilized by the command group at least once a week as part of their decision-making process.

Effectiveness of Communications Programs

If a public relations practitioner has a positive relationship with members of the dominant coalition, it is likely that the communications programs for the company will be effective Grunig, 1992). Over three-fourths of commanders stated they were satisfied with their unit's PA programs. PAOs indicated their command groups were also satisfied. In addition to high satisfaction levels by the command group, senior commanders also reported that they felt their units were effective in four key areas of responsibilities: Communicating with external audiences, media operations, communicating with internal audiences, and community relations. Over 60% of commanders felt their units were effective or very effective in each category. PAOs reported similar responses indicating strong PA programs across the Army.

Relationships with Other Coalitions

It is important for public relations to have good relations with other coalitions within the organization (Berger, 2005). The responses to the survey indicate that PAOs have an excellent relationship with other members of the unit staff.

Over half of the PAOs indicated they felt their training, expertise, and advice were valued by members of the staff. Nine out of ten PAOs reported that the staff would likely follow their advice when dealing with a media or Command Information issue. They further indicated that the staff was likely to participate in a PA event if the PAO so requested. Over three-fourths of the PAOs indicated a staff officer would likely participate in a media interview, respond to media questions, or participate in a community relations event, and over 60% would allow a reporter to travel with them. These figures indicate that the PAOs feel a certain level of comfort in interacting with fellow staff officers.

In summary, this survey clearly indicates that Army PAOs have a strong, positive

relationship with the command group and thus the dominant coalition within their

organization. Senior commanders acknowledge the important role PAOs play in a unit, as

one senior commanded noted, "The role of the PAO is vital to the unit and communicating to

its multiple audiences." Each of the five areas looked at by this survey showed similar high

response rates indicating a high overall acceptance of PAOs by the dominant coalition and

other coalitions. In conducting research for this thesis I was unable to locate any previous

research that defined what percentage of positive responses equated to inclusion in a

dominant coalition. The results of this survey can now serve as a benchmark for comparisons

with future studies.

RQ#2. What perception do commanders (or members of the dominant coalition) have

of PAOs?

An analysis of the survey results indicates several key perceptions or trends. These

perceptions are not applicable to 100% of the PAO population, but they represent the large

majority of the responses received.

First, PAOs occupy a prominent position within a unit and are valued for the PA expertise

they bring to the unit. Commanders look to them for PA advice and knowledge. Their

training and experience provide them a base of knowledge that both the unit's command

group and staff rely on. Commanders view this process as an ongoing one and expect that

PAOs will continue to seek further training and other self-improvement experiences. Second,

PAOs are valued as members of the staff. While their advice is usually limited to PA-specific

advice, and commanders view this as their primary role, commanders and staffs value the

overall military knowledge of the PAOs and consider them equal in knowledge and experience to the other officers on the staff. Third, commanders are comfortable interacting with PAOs either formally or informally and following the advice provided by their PAOs. Commanders are also comfortable discussing non-public affairs and personal issues with their PAOs. Fourth, commanders view PAOs as successfully executing public affairs missions and programs and are satisfied with the results of these programs.

In summary, commanders acknowledged the importance of PAOs to a unit. The confidence and support they provide PAOs is apparent as one senior PAO noted, "Public Affairs currently enjoys the highest level of senior leader understanding and valuation that I have experienced in my 32 years in the Army."

Recommendations for the Army

One of the primary reasons for conducting this research was to identify any communications processes or programs that either PAOs or senior commanders felt required improvements or change. After analyzing the data, two key areas emerged that both PAOs and senior commanders highlighted as a concern; training and resources. Although the majority of both PAOs and senior commanders reported satisfaction with public affairs training, approximately 20% reported the training was not satisfactory and could use improvement. Similarly, the majority of PAOs and senior commanders reported that their public affairs sections were satisfactorily resourced to accomplish their missions, but about 25% reported their section as being under-resourced, and PAOs reported having to frequently fight for resources. These responses correlate with the approximately 25% of respondents who reported that they or their commanders were dissatisfied with the unit's public affairs

programs. This thesis makes the following recommendations in an effort to increase the satisfaction levels for training and resources and, as a result, lower the percentage of commanders who are dissatisfied with their public affairs programs.

Respondents identified several areas for either additional training or changes in two areas, training currently conducted at DINFOS and additional training beyond DINFOS. The majority of these areas are not currently part of DINFOS training or have a small percentage of PAOs participating in the training program.

It is recommended that DINFOS develops a course of instruction on Determining Measures of Effectiveness. It is difficult to determine how effective public affairs programs are if PAOs are unable to develop measurements that effectively gauge the programs. Both PAOs and senior commanders identified "determining measures of effectiveness" as the number one area for additional training. This type of training is important for measuring the programs' effectiveness on both internal and external audiences and can be vital during a deployment. One PAO said more training is needed for combat deployments. Techniques for developing these measurements are not currently being taught in the Public Affairs Officer Qualifications Course at DINFOS. These changes to the course curriculum should also include tactics and techniques developed from those units that have recently returned from a combat deployment and might include topics such as working with foreign media, combat reporting and communicating with foreign audiences.

Closely related to determining measures of effectiveness is "Media Analysis and Assessment." This area had the second-highest response rate, and is another area not currently part of DINFOS training. It is recommended that DINFOS develop a period of instruction and courseware that provides PAOs training in analyzing media products. This

instruction should include both print and broadcast products and should include both United States and worldwide media outlets.

Respondents were asked to identify other areas not mentioned in the survey menu which they felt additional training would be useful. The overwhelming first choice was training in strategic communications. This is yet another area in which DINFOS needs to develop a comprehensive training program that meets the needs of an Army consisting of units that deploy approximately every 12 months. Areas identified within strategic communications include crisis communications, planning, and execution. In the current global communications environment, PAOs must have the capability to execute strategic and tactical communications plans. DINFOS currently provides training for the tactical environment only.

The second-highest, volunteered response regarded advanced training for PAOs that occurs outside of DINFOS. It is recommended that Army Public Affairs should increase the number of officers participating in advanced training and education programs. Both PAOs and senior commanders identified the Advanced Civil Schooling and Training With Industry programs as vital to increasing the effectiveness of PAOs. As one PAO stated, "I think DINFOS is a good start point school, but that's it for formal training, unless you do Training With Industry or grad school." A senior commander responded that Training with Industry was, "a must for all PAOs." Currently less than 2% of the PAOs on active duty are sent to Training With Industry or Advanced Civil Schooling in any given year. It is recommended that the Army increase the allotments for these two programs with the goal of increasing the percentage of PAO participation to more than 10% annually. With a participation rate of approximately

10% per year, in a five-year time period, close to 50% of all PAOs could complete this additional training.

In order to increase the effectiveness of Army PAOs, DINFOS must update its training curriculum to meet the current environment in which PAOs work. Noted one PAO about the current training at the school, "It is pure garrison and not at all helpful when deployed." This recommendation will involve moving from a model that focuses on writing and editing for U.S.-based units and audiences or what one PAO called, "copyediting," to one that focuses on both the global media environment and those strategic tasks that are required to effectively communicate.

In addition to public affairs training, there are changes that need to be made to the general military training provided to PAOs. While both PAOs and senior commanders felt that PAO's general military knowledge was about equal to other staff officers, it did not translate to senior commanders asking for any type of advice other than public affairs advice. Over 80% of senior commanders reported they received only public affairs advice from their PAO. While the primary purpose of the PAO is to offer public affairs advice, he or she can be more effective if they are thought of as more than just a PAO. As one PAO reported, "I was successful as a joint task force PAO because I could walk and talk the operator talk." Currently, PAOs do not attend the same intermediate-level education that infantry, armor, aviation, field artillery, indeed, the entire Operations Career Field attend.

The Army should return to a policy of having officers from every branch attend the same intermediate level education. By learning and working alongside these future staff officers and commanders, PAOs can develop the same skills that are necessary to function on a combined arms staff. One PAO noted it was imperative that, "PAOs have got have the formal

training alongside the operators." Sending PAOs to the same intermediate-level education will address several other areas identified by PAOs and commanders, such as writing annexes and producing synchronized orders, operations during a combat deployment, battlestaff planning, including public affairs at Corps levels and above, and working with Psychological and Information Operations. Obtaining this education side-by-side with future staff officers and commanders will provide PAOs with the same training and will only serve to improve the advice PAOs provide in the future.

The other key area for recommending changes and improvements is how PA sections are resourced. This area can be broken in to two major areas, personnel and equipment. While the majority of PAOs and senior commanders reported that their PA sections are resourced appropriately, almost one in five felt they are under-resourced, some significantly under-resourced.

Most equipment needs can be met by the unit itself so it is unfortunate that one unit "deployed with no real camera, an old camera with outdated equipment and no editing system." There is no baseline across the Army for the equipment in PA section. Every armor or infantry company has the same equipment. The same baseline needs to be incorporated into PA equipment tables. The Army Public Affairs Center, as the proponent for PA, should develop a standard set of equipment each PA section must contain. This alleviates the PAO from having to explain why he needs to purchase expensive multi-media and other PA specific equipment to a commander who may not understand the requirement. This will also provide the authority for purchasing and ordering of the equipment. If PA equipment needs are treated as similar needs for maneuver sections, commanders will have no choice but to make sure they are properly equipped. Lack of equipment also affects the ability of PAOs to

conduct those tasks commanders expect PAOs to execute. It is difficult to conduct effective media analysis if the PAO does not have access to the Internet, television, or computers. This type of resource constraint can lead to commanders believing PAOs are ineffective and can lead to ineffective communications strategies.

The other problematic area is personnel manning. Many PAOs reported having less than their full sections, even while deployed, with one reporting having as few as 40% of his required soldiers in a certain skill area. This is not a problem that can be fixed by the PAO or even the unit; it must be fixed by Human Resources Command. PA sections, especially those deploying, must be filled to the same level as maneuver sections and units. Artillery units are not deployed at 40% strength, and neither should PA sections or units. The Chief of Public Affairs and the Army Public Affairs Center need to work with HRC to make sure that PA personnel are placed in those units which require them the most.

The large majority of PAOs are members of the dominant coalitions within their organizations, and they run PA sections that meet the requirements of their commanders. But Army Public Affairs is not at a 100% satisfaction rate, and the communications requirements are in a constant state of change. To close the gap, two key areas need to be focused on, training and resources. A focus on adjusting and addressing necessary changes in these areas will greatly assist PAOs in successfully incorporating communications strategies in support of their unit's mission.

CHAPTER 6

LIMITATIONS AND FURTHER RESEARCH

This thesis examined the relationship between Army PAOs and dominant coalitions within their organizations. The primary means of obtaining data was the administration of a survey to both PAOs and commanders of Army units. Assessing the perceptions of both PAOs and members of the dominant coalitions within Army units was critical in understanding the current state of Army PAOs.

This study has several limitations. Perhaps the greatest limitation is that all of the data were a result of self-reporting by the survey respondents. Although the survey was designed to provide anonymity and encourage honest responses, the survey asked both commanders and PAOs to report on their own actions or the effectiveness of units or sections of which they were in charge. In essence, they were asked to provide a report card on themselves and or their organization. In a survey that relies on self-reporting, it is difficult for respondents to overcome the influence of social-desirability bias. The measure of inclusion in dominant coalitions was based on these perceptions only.

Another limitation of this study is the survey itself. Due to the wide geographic area represented by the survey population, this survey was launched through the Army's e-mail system and was hosted on a third-party website that compiled the data. The response rates for this survey were higher than most email surveys, but because of the way the survey was set up, it was impossible to tell if each intended recipient received an e-mail notification. Several

notices of non-delivery were received, but for the majority of non-respondents there was no way to determine if they received the email notifications. The time involved in direct mailing surveys to several hundred locations around the globe did not allow for a direct-mail notification. To accommodate the high work tempo of the survey population, the survey and survey questions were kept to a minimum. A longer survey or more in-depth questions may have provided additional data.

The final limitation is the measurement of the perceptions of PAO's involvement in the dominant coalitions and units itself. Statistical analysis would have provided information on measures of variation and central tendency. However, the descriptive method used in this thesis provided for subjective interpretation of the data. The audience for whom this thesis is designed to assist will be able to utilize the data and draw conclusions more efficiently using the findings in the charts and the summaries of the questions as opposed to a statistical approach.

Future Research

This thesis provides avenues for further study in several areas. Initially, it provides data that can be used as a baseline for future studies. Over time, this survey could be utilized to determine whether PAOs were gaining or losing access to dominant coalitions.

This survey strictly looked at uniform personnel in the Army. Future researchers might survey the other military services to determine similarities or differences. Further research could also look at the relationship between civilian leaders in the Armed Forces and military PAOs.

Future research could also determine if there are geographic differences in how PAOs are perceived by Army leadership. Specifically, is there a difference between Army units stationed in the United States as opposed to those stationed overseas? Further research might also determine if there is a difference in perceptions between those units that are actively engaged in combat operations versus those units that are not deployed and in a training mode.

Future research could also determine if there is a different perception of the PAO depending upon military rank or experience, and researchers might study the difference in perceptions based on the commanding officer's military rank or experience.

There may also be opportunities for the civilian Public Relations sector to learn from the results of this survey. The Army has a distinct hierarchical structure and further research might study the similarities and differences between military and civilian public affairs/public relations and which attributes each possesses that assist in the communications process. Further research looking at civilian and military public relations specialists could also be conducted to determine the effect of interaction in programs such as the Army's advanced Civil Schooling or Training With Industry programs.

In summary, the opportunities for further research are numerous. Just as the information environment in which the PAOs work is in a state of constant change, so are the Army units to which they are assigned. The suggestions for further research are continually evolving and should be based on the environment in which these units are operating.

Appendix I

Public Affairs Officer's Survey

1. What position are you currently serving in as a Public Affairs Officer?

___ Primary PAO for a unit
___ Deputy PAO for a unit
___ Commander of or serving in a MPAD or PAD
___ Commander or Staff Officer in an AFN unit
___ PA Staff Officer
___ I am not working in a Public Affairs job at this time
___ Other (Please specify)

2. How many years of Army Public Affairs experience do you have?

___ Less than one year
___ 1-5 years
___ 6-10 years
___ More than 10 years

3. Are you currently deployed in support of Operation Iraqi Freedom or Operation Enduring Freedom?

___ Yes
___ No

4. The following questions concern your formal Public Affairs training. On a scale of 1 to 7, with 1 meaning not at all valuable" and 7 meaning "very valuable" please rate the following:

	1	2	3	4	5	6	7
Your formal Public Affairs Training	___	___	___	___	___	___	___
CMD Group's belief in the value of your training	___	___	___	___	___	___	___
Staff Sections' belief in the value of your training	___	___	___	___	___	___	___
Additional Public Affairs Training (ACS, TWI, etc.) whether or not you have participated in the training	___	___	___	___	___	___	___

5. If you feel additional Public Affairs training would be beneficial, what areas do you feel are appropriate for additional training? (Please mark all that apply.)

___ Public opinion polling and research
___ Media relations

___ Information operations

___ Joint Public Affairs

___ Media analysis and assessment

___Determining Measures of Effectiveness

___ Other (please specify)

6. How often do you formally meet, as part of a group of staff officers, with a member or member of the Command Group?

___ Less than once a week

___ Once a week

___ 1-3 times per week

___ 4-5 times per week

___ More than 5 times per week

___ N/A

7. How often do you formally met alone with a member or members of the Command Group?

___ Less than once a week

___ Once a week

___ 1-3 times per week

___ 4-5 times per week

___ More than 5 times per week

___ N/A

8. The Public Affairs section receives important information from the Command Group:

___ Less than once a week

___ Once a week

___ 1-3 times per week

___ 4-5 times per week

___ More than 5 times per week

___ N/A

9. Please rate: How much do you think your Public Affairs expertise is valued by members of the Command Group?

	Very Low	Low	Average	High	Very High
Media Relations	___	___	___	___	___
Command Information	___	___	___	___	___
Community Relations	___	___	___	___	___
Media Analysis	___	___	___	___	___
Strategic Communications	___	___	___	___	___
Broadcast Expertise	___	___	___	___	___

10. Compared to other staff members, how much do you think your general military knowledge is valued by the Command Group?

	Lower than other staff officers	Equal to other staff officers	Higher than other staff officers	N/A
Operations	___	___	___	___
Logistics	___	___	___	___
Personnel	___	___	___	___
Commun-ication/ Signal	___	___	___	___

11. How much do you think your Public Affairs expertise is valued by other members of the staff?

	Very Low	Low	Average	High	Very High	N/A
Media Relations	___	___	___	___	___	___
Command Information	___	___	___	___	___	___
Community Relations	___	___	___	___	___	___
Media Analysis	___	___	___	___	___	___
Strategic Communications	___	___	___	___	___	___
Broadcast Expertise	___	___	___	___	___	___

12. How much do you think your general military knowledge is valued by other members of the staff?

	Very Low	Low	Average	High	Very High
Operations	___	___	___	___	___
Logistics	___	___	___	___	___
Personnel	___	___	___	___	___
Commun-ications/ Signal	___	___	___	___	___

13. How often do you provide non-Public Affairs advice to a member of the Command Group?

___ Less than once a week

___ Once a week

___ 1-3 times per week

___ 4-5 times per week

___ More than 5 times per week

___ Daily

14. The Public Affairs Section receives important information primarily from:

___ The Command Group

___ Other Staff Sections

___ The unit to which it is assigned

___ All three but more so from the Command Group

___ All three but more so from other Staff Sections

___ All three but more so from the unit to which it is assigned

15. Public Affairs Officers often interact with external sources of information such as the media or community leaders. How often is information from external sources provided by the Public Affairs Section an important part of the Command Group's decision making process?

___ Less than once a week

___ Once a week

___1-3 times per week

___ 4-5 times per week

___More than 5 times per week

___ Daily

16. How likely are members of the Command Group to participate in the following?

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely	N/A
Media Interviews	___	___	___	___	___	___	___
Responses to media questions	___	___	___	___	___	___	___
Community Relations Event	___	___	___	___	___	___	___
Have a reporter travel with them	___	___	___	___	___	___	___
Conduct a press conference	___	___	___	___	___	___	___

17. If you ask a member of another staff section to participate in one of the following events, how likely are they to participate?

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely	N/A
Media Interviews	___	___	___	___	___	___	___
Responses to media questions	___	___	___	___	___	___	___
Community Relations Event	___	___	___	___	___	___	___
Have a reporter travel with them	___	___	___	___	___	___	___
Conduct a press conference	___	___	___	___	___	___	___

18. If you are asked by a member of the Command Group for advice on the following, how likely are they to follow your recommendations?

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely	N/A
Dealing with the media	___	___	___	___	___	___	___
A Command Information issue	___	___	___	___	___	___	___

19. If you are asked by a member of another Staff Section for advice on the following, how likely are they to follow your recommendations?

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely	N/A
Dealing with the media	___	___	___	___	___	___	___
A Command Information issue	___	___	___	___	___	___	___

20. How often do you participate in the following wit a member of the Command Group?

	Less than once a month	About once a month	About once a week	Several times a week	Daily
Informal discussions about the unit	___	___	___	___	___
Informal discussions on family or other personal issues	___	___	___	___	___
Participate in an informal social function outside of work	___	___	___	___	___
Participate in a formal social function	___	___	___	___	___
Approach a member of the Command Group for advice on a work-related issue	___	___	___	___	___

21. How often do you have to fight for resources with other staff sections or units?

___ Very infrequently

___ Infrequently

___ Somewhat infrequently

___ Somewhat frequently

___ Frequently

___ Very Frequently

22. Do you feel your Public Affairs section or unit is adequately resourced to accomplish its mission?

___ Seriously under-resourced

___ Under-resourced

___ Somewhat under-resourced

___ Somewhat resourced

___ Resourced

___ Fully resourced

___ Other (please specify)

23. How do you think the Command Group feels about the role of Public Affairs and Information Operations? If you have additional thoughts on Public Affairs and Information Operations please provide them in the text box.

___ Information Operations is more important than Public Affairs at this time.

___ Public Affairs is more important than Information Operations at this time.

___ Information Operations and Public Affairs are of equal importance at this time.

___ Public Affairs works for Information Operations.

___ I am unable to judge at this time.

___ Other (please specify)

24. How satisfied is the Command Group with the unit's Public Affairs programs?

___ Very unsatisfied

___ Unsatisfied

___ Somewhat unsatisfied

___ Somewhat satisfied

___ Satisfied

___ Very satisfied

___ N/A

25. How effective is your unit in the following?

	Very Ineffective	Ineffective	Somewhat Ineffective	Somewhat Effective	Effective	Very Effective	N/A
Communicating with external audiences	___	___	___	___	___	___	___
Media operations	___	___	___	___	___	___	___
Communicating with internal audiences	___	___	___	___	___	___	___
Community relations	___	___	___	___	___	___	___

26. Are there any additional comments regarding Army Public Affairs you would like to make at this time? I value any contributions or comments you might have.

Appendix II

Senior Commanders Survey

1. How many years of service do you have?

___ 15-19 years
___ 20-24 years
___ 25-29 years
___ More than 30 years

2. Have you deployed in support of Operation Enduring Freedom or Operation Iraqi Freedom?

___ Yes
___ No

3. How satisfied are you with the Public Affairs officer's Public Affairs training?

___ Very Unsatisfied
___ Unsatisfied
___ Somewhat Unsatisfied
___ Somewhat Satisfied
___ Satisfied
___ Very Satisfied

4. If your unit's Public Affairs officer could receive additional training, which of the following areas do you feel would be beneficial? (Please select all that apply.)

___ Public opinion polling and research
___ Media relations
___ Information operations
___ Joint Public Affairs
___ Media analysis and measurements
___ Determining Measures of Effectiveness
___ Other (please specify)

5. How often do you met one on one with the Public Affairs officer?

___ Less than once a week
___ Once a week
___ 1-3 times per week
___ 4-5 times per week
___ More than 5 times per week
___ N/A

6. Please rate how much you value the Public Affairs officer's expertise in the following areas:

	Very low	Low	Average	High	Very High
Media Relations	___	___	___	___	___
Command Information	___	___	___	___	___
Community Relations	___	___	___	___	___
Media Analysis	___	___	___	___	___
Strategic Communications	___	___	___	___	___
Broadcast Expertise	___	___	___	___	___

7. Comparing Public Affairs officers to other staff officers, how much do you value their general military knowledge in the following areas?

	Lower than other Staff officers	Equal to other staff officers	Higher than other staff officers	N/A
Operations	___	___	___	___
Logistics	___	___	___	___
Personnel	___	___	___	___
Communications/ Signal	___	___	___	___

8. How often does the Public Affairs officer provide you with non-Public Affairs advice?

___ Less than once a week
___ 1-3 times per week
___ 4-5 times per week
___ More than 5 times per week

9. If requested by Public Affairs, how likely are you to participate in the following?

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely	N/A
Media Interviews	___	___	___	___	___	___	___
Provide a Response To Media Questions	___	___	___	___	___	___	___
Community Relations Event	___	___	___	___	___	___	___
Have a Reporter Travel With You	___	___	___	___	___	___	___
Conduct a Press Conference	___	___	___	___	___	___	___

10. How likely are you to follow the Public Affairs officer's advice in the following areas?

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely	N/A
Dealing with The Media	___	___	___	___	___	___	___
A Command Information Issue	___	___	___	___	___	___	___

11. How often do you participate in the following with a member of the Public Affairs section?

	Less than Once a month	About Once a month	About Once a week	Several times a week	Daily
Informal Discussions about The Unit	___	___	___	___	___
Informal Discussions on Family or other Personal issues	___	___	___	___	___
Participate in Informal social Functions outside Of work	___	___	___	___	___
Participate in A formal Social function	___	___	___	___	___
Approached by The Public Affairs Officer for advice On a work-related Issue	___	___	___	___	___

12. How satisfied are you with your unit's Public Affairs programs?

___ Very Unsatisfied
___ Unsatisfied
___ Somewhat Unsatisfied
___ Somewhat Satisfied
___ Satisfied
___ Very Satisfied
___ N/A

13. How effective is your unit in the following?

	Very Ineffective	Ineffective	Somewhat Ineffective	Somewhat Effective	Effective	Very Effective	N/A
Communicating With External Audiences	___	___	___	___	___	___	___
Media Operations	___	___	___	___	___	___	___
Communicating With Internal Audiences	___	___	___	___	___	___	___
Community Relations	___	___	___	___	___	___	___

14. How well resourced is your Public Affairs section?

___ Seriously under-resourced
___ Under-resourced
___ Somewhat under-resourced
___ Somewhat resourced
___ Resourced
___ Full resourced

15. Do you have any additional comments regarding Army Public Affairs you would like to make at this time? I value any contributions or comments you might have. Thank you.

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