

UNITED STATES AIR FORCE
ANNUAL COMMUNICATION PLAN FOR CALENDAR YEAR 2023
(current as of: 6 Jan 23)

PURPOSE

Synchronize and align U.S. Air Force (USAF) communication efforts at the unit level to advance service and Department of the Air Force (DAF) priorities.

THE AIR FORCE MISSION

The USAF mission is **to fly, fight, and win ... airpower anytime, anywhere**. Although The service's five core missions are:

- **Air superiority**
- **Global strike**
- **Rapid global mobility**
- **Intelligence, surveillance, and reconnaissance**
- **Command and control**

Airpower also requires people and resources dedicated to unit readiness, base infrastructure, force development, and talent management.

The Air Force organizes, trains, and equips Airmen to provide these capabilities for the priorities outlined in 2022 National Defense Strategy (NDS):

- Defending the homeland, paced to the growing multi-domain threat posed by the People's Republic of China (PRC)
- Deterring strategic attacks against the United States, allies, and partners
- Deterring aggression, while being prepared to prevail in conflict when necessary
- Building a resilient Joint Force and defense ecosystem.

PUBLIC COMMUNICATION'S ROLE IN THE MISSION

The NDS outlines three ways the Department of Defense will meet its priorities: **integrated deterrence, campaigning**, and actions that build **enduring advantages**. These approaches align with Public Affairs core competencies (PACC) to define how commanders should use public-facing communication in support of the Air Force mission.

- **Integrated deterrence** (NDS) reduces competitors' perceptions of the net benefits of aggression through approaches that cross boundaries between warfighting domains, theaters, the spectrum of conflict, all instruments of U.S. national power, and our network of alliances and partnerships. Many Air Force operations, activities, and investments (OAIs) "send a message" to international audiences. Deliberate and credible communication is often essential to shape and amplify how those OAIs are perceived,

translating deterrence capabilities into **global influence and deterrence** (PACC) in five major ways:

- Operating well-established official government information sources that can directly convey information intended to deter.
 - Building and sustaining relationships with third-party media content providers who can amplify deterrence messages to a greater extent than most platforms operated by U.S., partner, or competitor governments.
 - Using relatively flat networks of communication officials across the Department of Defense and U.S. government, as well as international partners, to coordinate information activities in a rapidly changing environment.
 - Minimizing open source information that would escalate hostilities with competitors or erode our strategic advantages.
 - Integration and synchronization of the other four activities with plans for Information Warfare (IW) and Operations in the Information Environment (OIE) as appropriate.
- **Campaigning** (NDS) sequences and conducts logically linked military initiatives to advance strategy-aligned priorities over time. Communication activities that enhance integrated deterrence are part of day-to-day campaigning, as discussed above. Campaigning also implicitly involves a competitive mind-set focused on the military's long-term needs, which require buy-in from stakeholders who may resist change or remain focused on short-term objectives. In this context, Public Affairs plays a central role in expanding domestic **public trust and support** (PACC) for investments, operational concepts, and unit activities that accelerate the Air Force's ability to offer strategic options to national leaders. Communication with local, state, and national decision-makers and civilian influencers generates broader buy-in and new or strengthened partnerships for changes the service must make to stay competitive. Such efforts work best when they are persistent and aligned at the service, command, and installation or unit level.
 - **Building enduring advantages** (NDS) includes actions that create and sharpen our edge in technology and talent. In addition to the public trust and support needed for modernization, units can broaden and enhance the Air Force's talent base by employing either wide or narrowly targeted communication methods that promote recruiting and **Airman morale and readiness** (PACC):
 - Supporting community-based public outreach that sustains the Air Force's reputation for excellence and extends the service's advantage in attracting talented Americans in a more diverse and competitive recruiting market. Specifically, *this plan directs a service-wide pivot of community outreach toward continuous support of the Air Force Recruiting Service* by increasing access to

bases and Airmen by America's youth (late elementary school age and up) and their influencers.

- Ensuring service personnel understand and support specific steps they need to take to implement major training, development, and operational initiatives.
 - Championing the contributions and needs of Airmen and their families.
 - Serving as the first and best source of information for their people in an environment rife with misinformation and disinformation.
- Each communication competency that supports the NDS depends on communication professionals serving as **trusted counsel to leaders** (PACC). Communication perspectives and capabilities must be integrated into many plans at an early stage, and in some cases desired courses of action may be shaped or altered by how those actions play out in the information environment.

LINES OF EFFORT: FISCAL YEAR 2023 AIR FORCE THEMES

Based on the Air Force's mission, the NDS, and service priorities, unit public communication in calendar year (CY) 2023 will focus on the following lines of effort (LOEs), with emphasis whenever possible on the specific themes of each LOE highlighted in bold.

- **Allies and Partners: The Air Force is the global partner of preference for airpower and will be integrated with its allies and partners in future fights.** Our allies and partners are a force multiplier and one of the greatest strategic assets we have as a nation. Our success depends on how well U.S. forces combine with the broad range of allied and partner capabilities and expertise to secure our common interests and promote our shared values.
- **Modernization: The Air Force must accelerate the modernization of key systems with an emphasis on the Department of the Air Force's Operational Imperatives.** Our legacy systems have served us well, but many cannot survive or help us prevail in a conflict with the PRC or other advancing threats. We must innovate and make data-driven, fiscally informed decisions to keep our capabilities ahead of our pacing challenge. Our most urgent focus is on the Department of the Air Force's operational imperatives for Air Force modernization:
 - **Defining resilient Space order of battle and architectures:** Though this imperative is the primary focus of the U.S. Space Force, the Air Force must be fully integrated with resilient space systems, both defensive and offensive, that are critical to providing essential operational services to the Joint Force, denying adversaries access to similar services, and protecting the Joint Force from the operational use of space by adversaries.

- **Achieving an operationally optimized Advanced Battle Management System (ABMS) and Joint All-Domain Command and Control (JADC2) for the DAF:** The Department must modernize its operational Command, Control, Communications, and Battle Management (C3BM) systems to replace obsolete legacy systems and harness emerging information and communications technology and artificial intelligence technologies to provide targeting and decision support with the speed, adaptability, and resilience needed to fight in a highly contested environment.
- **Achieving moving target engagement at scale in a highly contested environment:** Moving target engagement at scale must provide identification, tracking, and engagement support of numerous moving or mobile targets simultaneously in a highly contested, time-compressed, multi-domain Joint environment.
- **Defining the Next Generation Air Dominance (NGAD) family of systems:** NGAD must provide a family of innovative platforms and systems that allow the Air Force to control the air. This family of systems includes efforts to develop and field Collaborative Combat Aircraft (CCA).
- **Defining optimized resilient forward basing, sustainment, and communications in a highly contested environment:** Fixed forward air bases are targetable and vulnerable to attack. China, the pacing challenge for the United States, has invested heavily in long-range precision munitions designed to attack USAF forward air bases and other high value targets. The DAF will complicate the adversary's plans to target its bases by distributing operations to dispersed locations and by improving its ability to sustain and conduct continuing operations—all while selectively hardening base infrastructure against attack and invoking a combination of concealment, deception, and defenses.
- **Defining the B-21 long-range strike family of systems:** The B-21 family of systems must employ an open architecture and advanced capabilities to deliver precision weapon effects *en masse* to numerous targets anywhere in the world.
- **Readiness to transition to a wartime posture against a peer competitor:** The Air Force must be ready to mobilize, deploy and fight—which will require hardening the Joint Force's mobilization and support chain against threats.
- The [Waypoints](#) message database provides more detailed approved narratives on each Operational Imperative and associated elements of the Air Force Future Force, including: Airmen; nuclear forces; bombers; fighters; Collaborative Combat Aircraft (CCAs); airlift; tankers; intelligence, surveillance, reconnaissance and targeting forces; and munitions.
- **Mission Readiness: The Air Force must recruit and retain the force we need to fly, fight, and win. Today's Air Force answers our nation's call with an experienced**

corps of full-time and part-time officers, enlisted Airmen, and civilians. We must transform those superb available forces into a force more fully capable of winning against our pacing challenge. The world remains a dangerous place where Airmen are leading efforts to monitor threats, deter aggression, strengthen our international partnerships, and help those in need. Ready, empowered Airmen are the foundation of our success, and we owe them the capabilities and concepts needed to deter tomorrow's conflicts or prevail if deterrence fails. We are pairing efforts to give them more advanced weapons with new training and education programs that best prepare them for future challenges.

- **Taking Care of Our People: Our Airmen and their families need—and the future of the Air Force depends upon—a culture and environment of excellence in which everyone can reach their full potential.** Diverse talent is a necessity in a challenging environment that will require a wider range of perspectives, knowledge, and skills. Alongside our partners in federal, state, and local government and our surrounding communities, we are committed to providing benefits and services that allow Airmen to focus on their mission with confidence in they and their families' welfare. We are having tough, inclusive conversations that inform decisions that help us better support and value all our people.

The USAF public narrative for 2023 (Attachment 1) summarizes these LOEs in the current security environment. The narrative serves as a useful introduction to the Air Force's mission and how and why we must accelerate to retain our advantage against future challenges.

OBJECTIVES

All Air Force Public Affairs (PA) offices will focus their efforts on these objectives:

- **Integrate and synchronize actions across the PA enterprise.** Units will prioritize communication that supports one or more of the LOEs identified in this plan, or MAJCOM or unit priorities that clearly nest within those LOEs. Units supporting joint and partnered PA operations should coordinate communication alignment as appropriate; however, the initial assumption is that most unit-level joint or combined organizational objectives can align with Air Force LOEs.
- **Inform stakeholders in ways that facilitate understanding and support of Air Force positions.** Units will focus communication on internal and external audience groups that can affect outcomes linked to their prioritized LOEs. Units will assess stakeholder group support of their most important priorities and adjust communication plans as required to increase active support.
- **Strengthen unit foundations for sustained information campaigning and communication with Airmen.** Units will improve their ability to use unit communication programs and platforms to reach the people they want to reach with the information they want to communicate. While this will be a multi-year project, over the course of 2023, units will accomplish two things:

- Assess the audiences for official social media accounts run by the unit, and develop plans to adjust social media presence or content as needed.
- Improve the quality and relevance of unit communication to Airmen and civilian employees by implementing recommendations from the 2022 Where Airmen and Guardians Get Information (WAGGI) study (see Attachment 5).

Tasks that all unit PAs must accomplish to implement and assess this plan are summarized at Attachment 4. SAF/PA also will issue a separate planning guide with recommended tactics, assessment procedures, and other detailed information needed to implement this plan. Attachment 3 provides a list of additional resources relevant to most PA offices executing this plan.

ASSESSMENT

SAF/PA will track effective unit implementation of this plan by collecting data through the Vector engagement tracking system or data collection tasked through MAJCOM/PAs at multiple points throughout the year. See Attachment 4 for unit tasks associated with plan assessments. Results and recommendations will be provided back to the field through MAJCOM/PAs. PAs at each level will brief relevant assessments and recommendations to their leaders during normal communication planning meetings or on an ad hoc basis.

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(5) Attachments:

1. USAF Public Narrative for 2023
2. CY23 Communication Planning Calendar
3. Communication Resources
4. Unit Public Affairs Tasks
5. Where Airmen and Guardians Get Information 2022 Survey - Executive Summary

ATTACHMENT 1

UNITED STATES AIR FORCE PUBLIC NARRATIVE FOR 2023

The Air Force is at a critical point in its 75-year history. Our nation depends more than ever on the unique competencies and capabilities we provide to defend the homeland, deter aggression and strategic attacks, and build a resilient joint and combined force. We must integrate with allies and partners, modernize the force, enhance readiness and care for our people as we prepare for the future.

Today, the Air Force responds to our most pressing challenges, but we cannot stand still, because our adversaries are moving forward. The People's Republic of China (PRC)—which is continuing its long-standing military modernization program—is the pacing challenge for transformation efforts. But the PRC is not our only challenge. Ongoing events in Ukraine highlight Russia as an acute, destabilizing threat. Other state and non-state actors will continue to exploit opportunities to further their interests. Developments in artificial intelligence and other advanced technology present new risks, and climate change and threats to global health demand our attention as they shape the operational environment.

We must accelerate toward an even more lethal, resilient, sustainable, survivable, agile, and responsive force to meet these challenges. This transition requires balancing between maintaining capabilities that address current needs and making the investments we need to win in future high-end conflicts. We must change now, and we must get it right.

Future conflicts will demand more than modernized systems. They will demand heightened mission readiness and operational mindsets oriented toward integrated deterrence, campaigning, and building enduring advantages.

We cannot tackle these challenges on our own. We must work with the joint force, allies, and partners to develop and employ effectively integrated capabilities through exercises, technology, and maximum connectivity. We will seek adaptive ways and means to better employ aviation capabilities to support surface and space forces, and to connect and integrate with broader coalition operations. Through our alliances and partnerships, we will deliver a clear message to potential adversaries: the benefits of peace and a stable, rules-based international order far outweigh the potential benefits of aggression. But, if conflict occurs, we will stand together and respond.

We remain committed to recruiting America's best to be the next generation of Airmen. We also need to retain the talent of our separating Airmen in our air reserve components. Our military readiness is directly related to recruiting goals and talent retention.

Those recruited and retained Airmen must be fully trained, agile, and multi-capable. Today's Total Force is combat-tested and experienced in global operations. Through the recently approved Ready Airmen Training (RAT) program and other initiatives, our future training and education will ensure the Airmen ready to fight tonight will be better prepared to prevail tomorrow. We must continue to invest in our Airmen's ability to operate, maintain, and sustain our future mix of weapon systems, while arming them with new operational concepts that employ our capabilities to full effect.

The strength of our service is based on the well-being of our Airmen. We will maintain a culture and environment where Airmen and their families can achieve their full potential. We will recognize and cultivate the excellence inherent in our diverse backgrounds and experiences. We will endeavor to provide all Airmen with the benefits and services that allow them to focus on their mission and be confident in their and their families' welfare.

We are humbled by the trust that the nation places in our Air Force. We must honor that trust by delivering innovative, accelerated solutions to our future challenges. We will remain focused on people and relationships – our Airmen, their families, and our allies and partners – while we rapidly modernize our force. Together we will continue to fly, fight, and win ... airpower anytime, anywhere.

ATTACHMENT 2 - CALENDAR YEAR 2023 COMMUNICATION PLANNING CALENDAR

In the absence of local events that create opportunities to focus on specific LOEs, units should use this calendar to plan deliberate engagements relevant to service priorities. Because not all units are able to discuss modernization, it is combined with readiness to drive a monthly focus on unit actions that meet current and future mission demands.

	Jan 2023	Feb	Mar	Apr	May	Jun
Allies and Partners	<p>Integrated by design: capabilities Unit focus: Interoperability; complimentary R&D or acquisition Select planned events: US-Japan Treaty 63rd anniversary (18 Jan)</p>	<p>Integration through enduring commitments to our partners (Feb-May) Unit focus: Long-standing partnerships in operations/exercises, education, and training Select planned events: Cope North 23 – Indo-Pacific (Feb) AERO India (3-5 Feb) Anniversary of Ukraine invasion (24 Feb) Avalon 2023 – Australian International Airshow (28 Feb – 5 Mar) Iniochos 2023 – Mediterranean (Mar)</p>				<p>Integration through new and innovative partnerships Atmospherics: D-Day 79th anniversary (6 Jun)</p>
Modernization	<p>TACAIR Mobility Airpower starts with air dominance Unit focus: Ways Airmen enable or advance air superiority and power projection; work on collaborative combat aircraft (CCA) Planned events: TBD</p>	<p>C3BM Working to see, decide, and act even faster Unit focus: Ways Airmen enable or advance C2, ISR, networks, or AI Select planned events: Intros/orientations for new elected officials & staff Discussion of FY24 budget friction points (<i>thru Jun</i>) Atmospherics: Beginning of window for FY24 budget hearings</p>	<p>Target Engagement Finding and hitting more targets in less time Unit focus: Ways Airmen enable or advance C2, ISR, global strike, space integration, networks, or AI Select planned events: AFA Warfare Symposium (6-8 Mar)</p>	<p>Readiness - Resilient Basing Improving how Airmen fight Unit focus: Local implementation of AFFORGEN and Ready Airmen Training; ACE ops; training; other activities promoting Airmen readiness Select planned events: MAJCOM civic leader tours/boot camps (Apr) Earth Day, <i>climate/energy resilience</i> (22 Apr) Patriot Warrior, <i>reserve readiness</i> (May) Atmospherics: Space Symposium (17-20 Apr)</p>	<p>Global Strike Mobility Only USAF provides airpower anytime, anywhere Unit focus: Ways Airmen enable or advance power projection Select planned events: AMC 31st birthday (1 Jun)</p>	
Mission Readiness	<p>YEAR-LONG READINESS FOCUS: Community outreach in support of recruiting (youth and influencer access to Airmen and installations)</p>					
Taking Care of People	<p>Building stronger units to compete and thrive Unit focus: Progress updates on 2022 initiatives, previews of 2023 focus areas, unit discussions on ways to improve unit culture and Airman development, morale, and welfare Select planned events: Senior leader updates on AF-level initiatives Legally established observances*: Martin Luther King, Jr. Day (16 Jan), Black History Month (Feb)</p>	<p>The importance of an all-volunteer Total Force Unit focus: Importance and history of Total Force; unit impacts of FY24 budget proposal Select planned events: Defense Communities Nat’l Summit (6-8 Mar) Air Force Reserves 75th Anniversary (14 Apr) Legally established observances*: Women’s History Mo (Mar), Holocaust Remembrance Day (18 Apr, Days of Remembrance 16-23 Apr) Annual awareness campaigns: Month of Military Child (Apr), Sexual Assault Awareness Month (Apr)</p>	<p>Value of Air Force service Unit focus: Recruiting and retention Planned events: TBD DoD-approved patriotic holidays*: Armed Forces Day (20 May), Memorial Day (29 May), Flag Day (14 Jun) Legally established observances*: Asian American Pacific Islander Mo. (May), Pride Month (Jun), Juneteenth (19 Jun) Atmospherics: Two-year anniversary of George Floyd death (25 May), one-year anniversary of Dobbs v. Jackson ruling (24 Jun)</p>	<p>* Only lists observances established by law, bill, or resolution of Congress. See current DAF Communication Playbook or the current Diversity & Inclusion communication plan for a full list of observances by date. Observances linked to DoD-approved patriotic holidays may be eligible for flyovers or other military support (ref AFI 35-101).</p>		

	Jul	Aug	Sep	Oct	Nov	Dec
Allies & Partners	Integration through new and innovative partnerships (cont'd) <u>Unit focus:</u> New partnership-building efforts or innovations to meet new challenges <u>Select planned events:</u> Northern Edge 23-2 – Indo-Pacific/Arctic (July) 63rd CONJEFAMER conference – Colombia (9-15 Jul) Royal International Air Tattoo (14-16 Jul) USAFE ex's Arctic Challenge, Baltic Ops, African Lion Senior leader summer OCONUS travel, KLEs <u>Atmospherics:</u> Withdrawal from Afghanistan 2nd anniversary (30 Aug), annual PRC major exercise cycle		Integration through shared interests <u>Unit focus:</u> Combined exercises, ops, KLEs <u>Select planned events:</u> ANZUS Treaty 72nd anniversary (1 Sep) One-year anniversary of USAF-RAAF Joint Vision Statement (Sep) US-ROK Treaty 70th anniversary (1 Oct) <u>Atmospherics:</u> PRC National Day (1 Oct)		Integrated by design: capabilities <u>Unit focus:</u> Interoperability; complimentary R&D or acquisition <u>Planned events:</u> Halifax International Security Forum (TBD)	
Modernization	TACAIR Mobility Airpower starts with air dominance <u>Unit focus:</u> Ways Airmen enable or advance air superiority and power projection; work on collaborative combat aircraft (CCA) <u>Planned events:</u> TBD	C3BM Working to see, decide, and act even faster <u>Unit focus:</u> Ways Airmen enable or advance C2, ISR, networks, AI <u>Select planned events:</u> TBD	Annual Senior Leader Updates (AFA) Target Engagement Finding and hitting more targets in less time <u>Unit focus:</u> Ways Airmen enable or advance C2, ISR, global strike, space integration, networks, or AI <u>Select planned events:</u> AFA Conf (11-13 Sep)	Readiness - Resilient Basing Improving how Airmen fight <u>Unit focus:</u> Local implementation of AFFORGEN and Ready Airmen Training; ACE ops; training; other activities promoting Airmen readiness <u>Select planned events:</u> - AFFORGEN, RAT first anniversary (1 Oct) - Airlift Tanker Association (9-12 Nov) - Association of Defense Communities' Installation Innovation Forum (TBD)	Global Strike Mobility Only USAF provides airpower anytime, anywhere <u>Unit focus:</u> Ways Airmen enable, advance power projection <u>Select planned events:</u> Reagan Def Forum (Dec) <u>Atmospherics:</u> Pearl Harbor Remembrance Day (7 Dec)	
Mission Readiness	YEAR-LONG READINESS FOCUS: Community outreach in support of recruiting (youth and influencer access to Airmen and installations)					
Taking Care of People	Value of Air Force service <u>Unit focus:</u> Recruiting and retention <u>DoD-approved patriotic holiday*:</u> Independence Day (4 Jul)	Partnering to improve our communities <u>Unit focus:</u> Dialog with community leaders on issues affecting Airmen & families (education, spouse employment, childcare, medical services, diversity); community support programs; volunteer activities <u>Select planned events:</u> Assoc of Defense Communities regional forums (Aug-Sep) <u>DoD-approved patriotic holidays*:</u> POW/MIA Recognition Day (15 Sep) <u>Legally established observances*:</u> Hispanic Heritage Mo (15 Sep – 15 Oct), Disability Employment Awareness Mo (Oct) <u>Annual awareness campaigns:</u> Suicide Prevention Week (10-16 Sep), Domestic Violence Awareness Mo (Oct)	Honoring those who serve <u>Unit focus:</u> Recognition of current military members and veterans, community service <u>Select planned events:</u> Holiday charity drives, band concerts, community outreach events Senior leader visits/support to Airmen serving over holidays <u>DoD-approved patriotic holidays*:</u> Veterans Day (11 Nov) <u>Legally established observances*:</u> American Indian Heritage Mo (Nov)			
<p>* Only lists observances established by law, bill, or resolution of Congress. See current DAF Communication Playbook or the current Diversity & Inclusion communication plan for a full list of observances by date. Observances linked to DoD-approved patriotic holidays may be eligible for flyovers or other military support (ref AFI 35-101).</p>						

ATTACHMENT 3

COMMUNICATION RESOURCES

Below is a list of communication resources that Public Affairs professionals can use to synchronize and assess communication activities and messages. SAF/PA updates online resources continuously. Review sites regularly for the latest, or get notifications of updates using the alert feature in SharePoint.

1. Engagement Tracking and Performance Metrics: Vector is a live list of Air Force public engagement activities that serves as a resource for communication planning and synchronization. PAs should log unit activities associated with this plan in Vector and make real-time updates to entries as required. The site includes:

- Automatic data filters and analysis tools to track personal- or unit-owned activities and examine activity trends over time
- Searchable database of senior leader quotes
- Tools to conduct manual content analysis of unit media coverage
- Media query database.

Review the site's training resources or contact MAJCOM/PAs or SAF/PAX for information on how to use Vector to support unit communication planning and assessment.

2. Traditional and Social Media Monitoring and Analysis

- **Morning Report:** Daily compilation of select external articles on issues pertinent to Air Force leaders. A "links only" version is available to any Common Access Card user through the Tell Our Story site on the Air Force Portal. A full-text version of the report is emailed to a limited distribution list of senior leaders, PAs, and other key staff. PAs should read the Morning Report daily and ensure senior leaders are aware of any news items impacting unit priorities or activities. Contact SAF/PAX for distribution requests or questions. *NOTE: SAF/PA is rebidding the contract that produces the Morning Report in FY23, which may change the content, format, or distribution of the product.*
- **Meltwater:** SAF/PA and other PA offices use this software suite to monitor and assess news and social media content and manage social media accounts. Access to Meltwater requires one of a limited number of funded user accounts, and most users will need instruction on how to configure the software. Contact MAJCOM/PAs or SAF/PAX account information or other assistance.
- **SiteGauge:** Web managers who use AFPIMS have access to this traffic analysis application. SiteGauge provides near real-time statistics and analysis of user interaction with a website, enabling site managers, administrators, and communication planners to interpret and optimize website performance.

- **Social Media Analytics:** In addition to Meltwater capabilities, individual social media platforms include built-in analytics that units can use to assess reach and audience interaction with posted content.
- **Vector:** Vector includes a content analysis tool that allows users to score and archive news articles and other content derived from unit engagements. Unit entries feed reports that demonstrate media outcomes, such as the percentage of articles meeting pre-defined unit objectives or the quality of content per industry-standard scoring methods.

3. Messages

- **Waypoints:** Collection of approved Air Force messages maintained by SAF/PAX. Features include:
 - High-level talking points on Department and service strategic approaches, such as the Secretary of the Air Force's Operational Imperatives and the Air Force's Future Force Narratives.
 - Searchable database of issue-specific current talking points, including the ability to right-click on a specific topic to receive alerts whenever those talking points are updated
 - Searchable database of senior leader quotes
 - Resource folders with recent and archived communication plans, assessments, audience research, strategic guidance, and sample products and templates.
- **Weekly Message Summary:** SAF/PA email distributed to more than 7,000 current and former senior leaders and PAs, which highlights official statements or service achievements that received media coverage during the previous week. PA leaders who are reading daily coverage selectively should read the summary in full each week to familiarize themselves with service-wide issues and statements. Contact SAF/PAX for distribution requests or questions.
- **Senior Leader Resourcing Dashboard:** Limited-access site with Controlled Unclassified Information (CUI) used for resourcing and budget discussions within the federal government. For the purpose of PA operations, releasable information on these issues will be available on Waypoints, and communicators should check with SAF/PA before using any information from the dashboard for a public-facing engagement.
- **Defense.gov:** The Department of Defense website includes messages on major defense issues in the form of news releases, transcripts of senior leader engagements, speeches by defense officials, and department publications.

- **Department of Defense Communication Playbook:** Monthly summary of talking points on major defense issues. SAF/PA maintains current and archived versions of the playbook on SharePoint.

4. Guidance

- **Department of the Air Force Communication Playbook:** Quarterly SAF/PA publication that directs field PAs to employ particular messages and tactics in support of a limited number of high-interest Department and service topics. Intent is to reduce the noise-to-signal ratio of public-facing Air Force communication by having most units proactively communicating about similar issues at similar times, unless otherwise directed by unit commanders. This product is distributed by email through MAJCOM/PAs and available for download on Waypoints and the Tell Our Story portal.
- **Communication Plans:** Directive guidance used to sustain communication for months or years across multiple Air Force functions and units at various levels of command. Unclassified service-wide plans can be accessed through the resource links on Waypoints and Tell Our Story.
- **Public Affairs Guidance:** Directive guidance used to provide multiple agencies with common release policies and messages for select programs, operations, and other major events or issues. PAG is usually reserved for topics have the potential to attract national and international media attention due to their size, importance, or political impact. SAF/PA distributes PAG to PA offices by email and archives current guidance on its SharePoint site.

5. Tell Our Story Portal: A SharePoint site accessible through to Air Force Common Access Card (CAC) users through the Air Force Portal. Includes links to many of the tools and resources discussed in this attachment, along with the current Air Force 101 brief, background on the Air Force civic leader program, a template for public Air Force PowerPoint presentations, and links to Air Force social media and visual imagery resources.

ATTACHMENT 4

UNIT PUBLIC AFFAIRS TASKS

In support of the communication objectives and thematic lines of effort listed in the base plan, unit Public Affairs offices are required to accomplish the following tasks. Units will receive separate implementation guidance for each task.

Objective 1: Integrate and synchronize actions across the PA enterprise.												
Task	Frequency by month											
	J	F	M	A	M	J	J	A	S	O	N	D
Develop local prioritization plans to balance unit, MAJCOM, USAF objectives	X	X										
Plan and execute local engagements and products that align with Air Force and MAJCOM LOEs; Enter planned engagements and product campaigns in <u>Vector</u>	X	X	X	X	X	X	X	X	X	X	X	X
LOEs: <ul style="list-style-type: none"> - Allies and Partners - Modernization (Operational Imperatives) - Mission Readiness - Taking Care of People 	Reference Attachment 2 for planned monthly focus for each LOE barring other local communication opportunities. Coordinate with MAJCOM/PAs to identify aligned unit activities that fill gaps in capability or add capacity to headquarters or service communication priorities											
Objective 2: Inform stakeholders in ways that facilitate understanding and support of Air Force positions.												
Task	Frequency by month											
	J	F	M	A	M	J	J	A	S	O	N	D
Assess stakeholder support of top unit priorities; adjust tactics as needed		X	X					X	X			
Objective 3: Strengthen unit foundations for sustained information campaigning and communication with Airmen.												
Task	Frequency by month											
	J	F	M	A	M	J	J	A	S	O	N	D
Assess demographics of unit social media account followers; adjust tactics as needed				X	X	X						
Assess command information (CI) products per WAGGI feedback on usefulness; adjust product format or modes of communication as needed							X	X	X			
Review and as needed revise local procedures associated with ensuring operational security and preventing release of pre-decisional planning information				X	X	X	X	X				

ATTACHMENT 5

WHERE AIRMEN AND GUARDIANS GET INFORMATION (WAGGI) 2022 SURVEY EXECUTIVE SUMMARY

WAGGI PURPOSE AND PARTICIPATION: SAF/PA conducted a survey and focus groups with Airmen, Guardians, and civilian employees to assess their opinions and preferences on public information and to identify factors impacting the ability of Commanders and PA staffs to meet expectations in the information environment. Though SAF/PA has conducted multiple surveys since 2011, this year was the first in which Guardians were considered as a category separate from Airmen. In total, 677 Airmen and 878 Guardians participated in the survey, with in-person or virtual focus groups conducted at 34 bases with 157 Airmen and 22 Guardians.

SUMMARY FINDINGS

- Airmen continue to feel the Air Force is doing a moderate to good job of keeping them informed.
- Guardians feel communication with them has been less effective.
- Airmen and Guardians want information about as often as they receive it, so *the key to better communication is not more frequent communication but higher quality information* provided in ways that identify its importance and main points.
- Our people are looking for timely, detailed follow-through at the local level on the issues that impact them—mainly policy changes, benefits, and professional development.
- Airmen and Guardians prefer to receive information through a mix of person-to-person and mass distribution methods.
- Most Airmen and Guardians are skeptical of external news media or unofficial social media. They prefer official sources unless and until those sources aren't meeting their needs.

RECOMMENDATIONS

- Commanders and functionals need to build in longer lead times to provide units with more and better information sooner to enable detailed unit-level communication to Airmen.
- Units need to avoid “one and done” public announcements by sustaining a drumbeat of follow-on details and reminders in multiple channels on issues that matter to personnel.
- Units need to develop and stick to communication prioritization plans that put the greatest emphasis on unique unit information and localized service information that personnel want and need to know.
- Communication products for Airmen need to focus on (1) the real impact or relevance of the content to Airmen, and (2) how the format and content helps Airmen identify, prioritize, and comprehend the most important information quickly.
- Timely communication on urgent issues means moving first with the channels that are easiest to use (in-person or virtual meetings, emails, social media posts, web articles), and to continue to communicate with these methods and others that require more time to develop (videos and long-form publications).

Briefing slides and full survey data are available through the Resources tab on [Waypoints](#).