

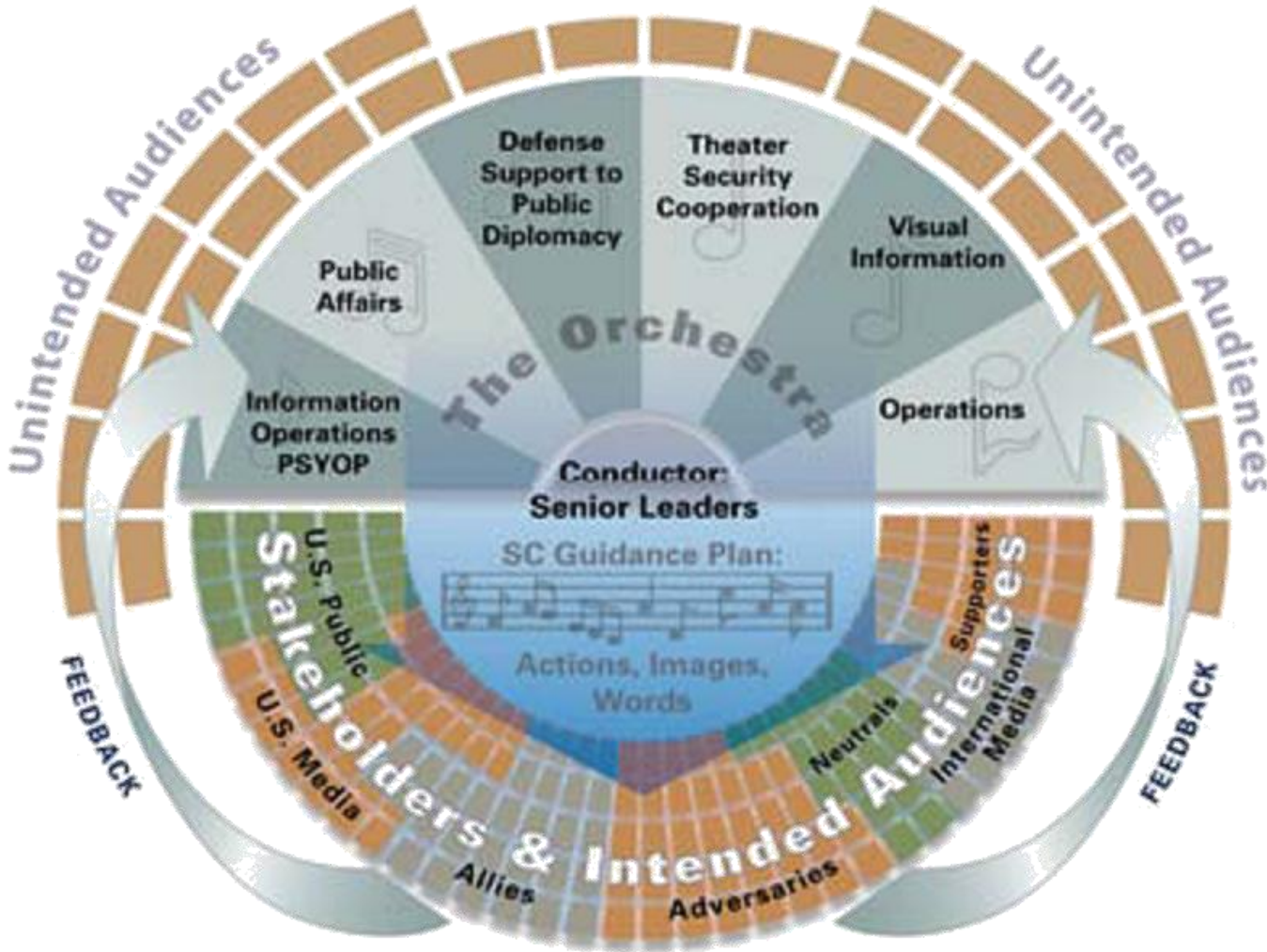


The Hot Seat

Military Crisis Communication

COL Scott Rawlinson

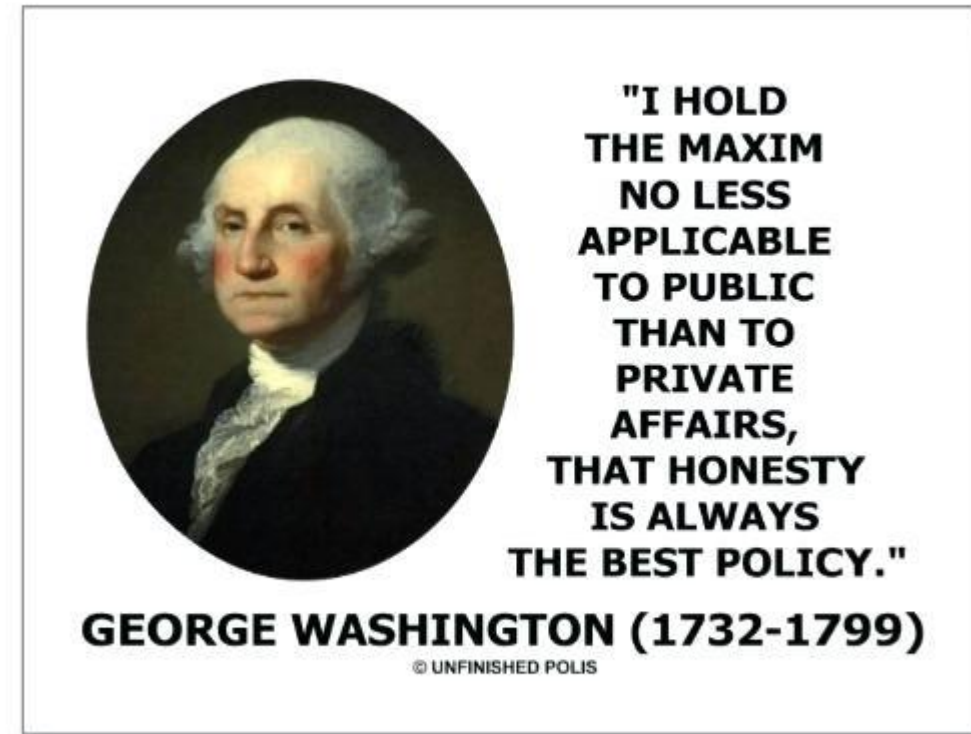
Responsibility to Communicate



- 72-percent approval rating
- Center of Gravity
- Effects-Based Operations vs. Attrition
- Multiple venues for communication
- Synchronized communications
- Public Affairs is attributable
- 24-hour worldwide news cycle

Evolution of Public Affairs

- US Public-focused
- WWI: Gillett Amendment
- WWII: First motion war images
- Vietnam: Tet Offensive
- Grenada: Media restriction
- Panama: Sidle Panel
- Hoffman Report:
 - The Secretary of Defense should require all operational commanders to support the National Media Pool.
 - Combatant commanders should be responsible for a PA plan in support of operations.
 - Commanders would not use safety concerns to prevent media from covering combat operations.
- Iraq: Embedded media



Current Policy and Doctrine



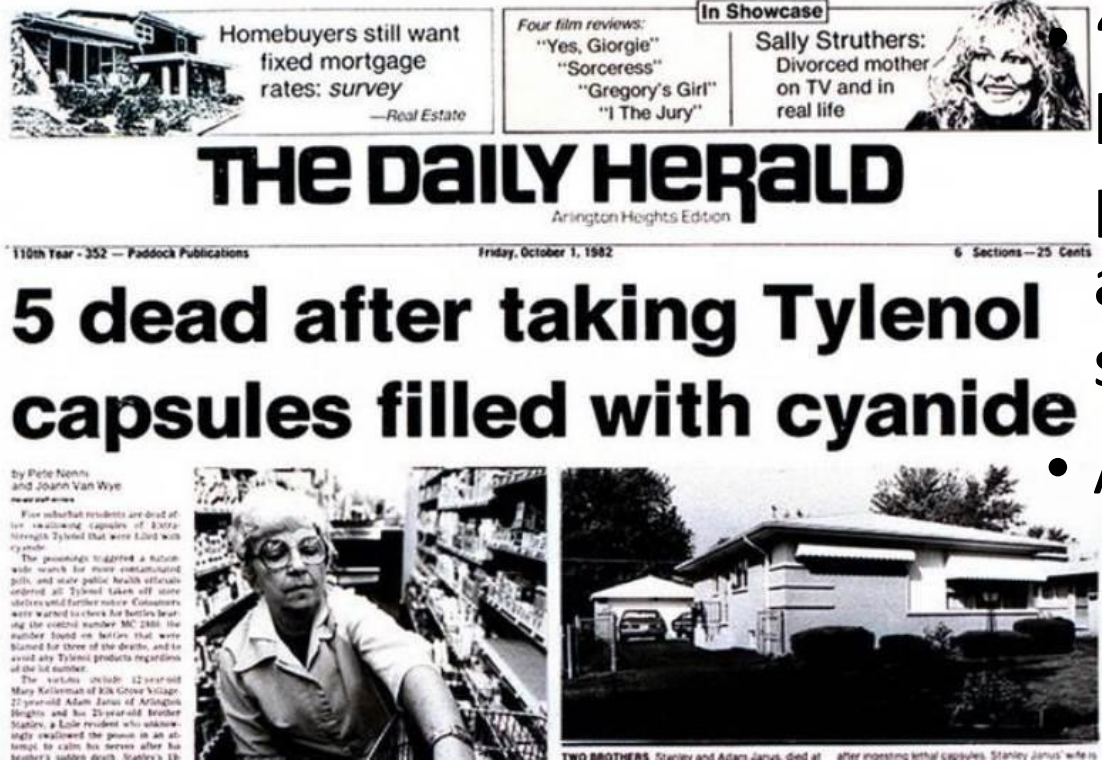
- Information *will be made fully and readily available*, consistent with the statutory requirements, unless its release is precluded by current and valid security classification.
- Information will not be classified or otherwise withheld *to protect the U.S. Government from criticism or embarrassment*.
- Information will be withheld *only when disclosure would adversely affect national security, threaten the safety or privacy of Service members, or if otherwise authorized by statute or regulation*.
- The DoD's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the DoD and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; *propaganda has no place in DoD public affairs programs*.
- DoD PA activities *shall contribute to DoD objectives* by communicating information about military activities to domestic, international, and internal audiences.
- DoD PA activities capabilities shall be developed and employed to support the command operations *to assure the trust and confidence of U.S. population, friends and allies, deter and dissuade adversaries, and counter misinformation and disinformation ensuring effective, culturally appropriate information delivery in regional languages*.
- DoD PA and information operations (IO) shall be coordinated *to optimize effects* and the achievement of DoD goals.
- DoD PA activities and civil military operations shall be coordinated *to optimize effects* and the achievement of DoD goals.
- DoD PA and other capabilities contributing to Defense support to public diplomacy shall be coordinated *to optimize effects* and the achievement of DoD goals.

Crisis Defined

“A significant threat to operations that can have negative consequences if not handled properly...the threat is the potential damage a crisis can inflict on an organization, its stakeholders, and an industry.”

- A crisis can result in:
 - Public safety
 - Financial loss
 - Reputation loss

- Tylenol cyanide crisis is “best case” scenario.
- Each service compiles best practices for managing crises.



Homebuyers still want fixed mortgage rates: survey
—Real Estate

In Showcase
Four film reviews:
"Yes, Giorgio"
"Sorceress"
"Gregory's Girl"
"I The Jury"

Sally Struthers:
Divorced mother on TV and in real life

THE DAILY HERALD
Arlington Heights Edition

110th Year - 352 - Paddock Publications Friday, October 1, 1982 6 Sections - 25 Cents

5 dead after taking Tylenol capsules filled with cyanide

by Pete Nenns and Johann Van Wye

Five suburban residents are dead after swallowing capsules of Extra-Strength Tylenol that were laced with cyanide.

The poisonings triggered a nation-wide search for more contaminated pills, and many public health officials ordered all Tylenol taken off store shelves and further notice. Consumers were warned to check for bottles bearing the control number MC 2486; the number found on bottles that were blamed for three of the deaths, and to avoid any Tylenol products regardless of the lot number.

The victims include 62-year-old Mary Kalkman of 206 Grove Village, 27-year-old Adam Janus of Arlington Heights, and his 23-year-old brother Stanley, a Lake resident who apparently swallowed the poison in an attempt to calm his nerves after his brother's sudden death. Stanley's 16-year-old wife, Shirley, also died.

TWO PHOTO'S: Stanley and Adam Janus, died after swallowing lethal capsules. Stanley Janus wife is

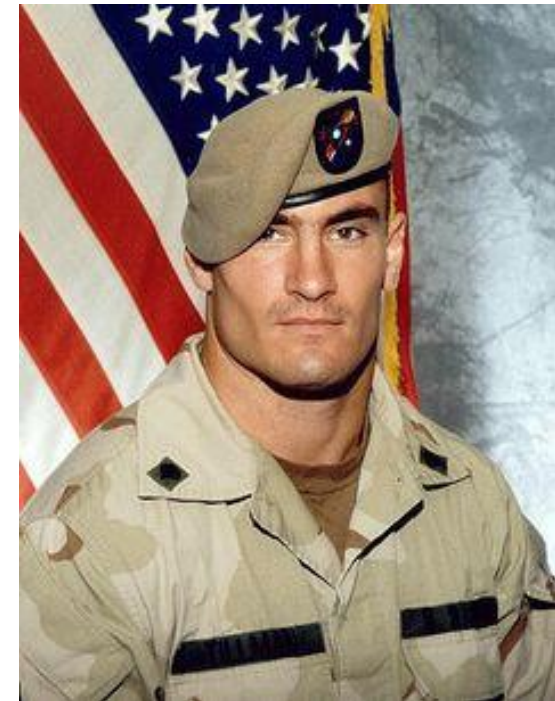
Three Case Studies

Yangju Highway:
Korea, 2002



Corporal Pat Tillman
Fratricide: Afghanistan,
2004

Abu Ghraib
Investigation: Iraq, 2004



Yangju Highway



- June 13, 2002: Shim Mi-son and Shin Hyo-sun killed in vehicle accident, driven by Sgt. Mark Walker and Sgt. Fernando Nino.
- June 18: 2nd Infantry Div. candlelight vigil
- June 26: Korean NGOs staged protests.
- May 31-June 30: 2002 World Cup
- July 3: Preliminary investigation complete; United States Forces Korea issues apology.

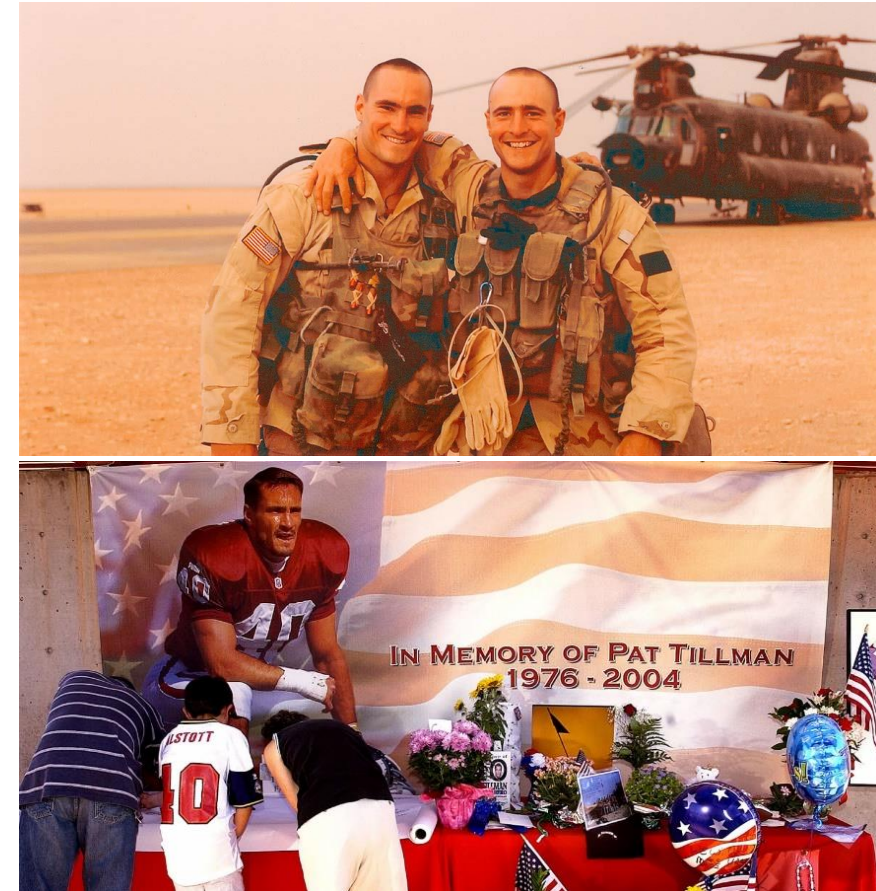
Yangju Highway

- July 14: Nearly 1,000 protested SOFA outside 2nd Inf. Div. headquarters.
- July 29: Follow-up USFK investigation recommends negligent homicide.
- Frequent accidents, few criminal cases.
- Nov. 2002: Both NCOs acquitted.
- Trial by jury=guilty



Corporal Pat Tillman

- Dropped \$3.6 million NFL contract to enlist.
- April 22, 2004: killed in Afghanistan.
- April 23: Investigating officer informed of possible fratricide.
- April 24: Lt. Gen. Phillip Kensing informed.
- April 27: Autopsy concluded/Silver Star submission.
- April 29: Silver Star approved.



Corporal Pat Tillman

- May 3: Memorial in Rose Garden.
- May 15: Second investigation concludes fratricide.
- May 28: Journalist informs Mary Tillman.
- May 29: Army acknowledges fratricide.
- Nov.: Third investigation.
- Kensinger deliberately misled investigators.
- 2007: Kensinger censured and demoted.



Abu Ghraib



- Nov. 2003: MI Brigade assumes command of Abu Ghraib detention operations.
- Jan. 13, 2004: Soldier reports on detainee abuse, launching investigation.
- Jan. 31: Maj. Gen. Antonio Taguba appointed to conduct investigation.
- Mar. 3: Investigation complete, forwarded to MNF Iraq.
- Mar. 20: Charges filed against six soldiers.
- Apr. 28: 60 Minutes II airs story/SECDEF Rumsfeld briefs Congress.

Abu Ghraib



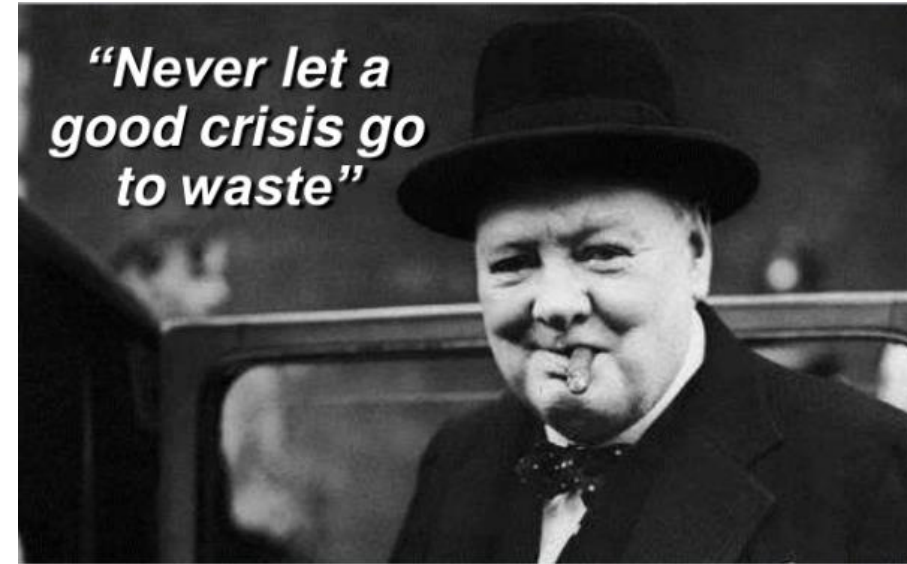
- May 23: Brig. Gen. Janice Karpinski suspended from command.
- July 27: Testimony by former inmate alleging Karpinski witnessed interrogation and that abuse was part of CACI interrogation program.
- Nov. 2004: Wash. Post reveals generals were aware of abuse in Dec. 2003.
- May 6, 2005: Karpinski demoted to colonel.
- Feb. 21, 2018: Alexandria judge rules that private contractors may be sued in *Al Shimari v. CACI*.

Summary

Event	Why was it a crisis?	Incident	Initial Release	Full Release	Result	Primary Violation of Policy or Doctrine
Yangju Highway Accident	Tragic accident of young civilian girls held up as example of abuse by foreign (US) military.	June 13, 2002	July 4, 2002	July 29, 2002	The acquittal of the soldiers in Nov. 2002 resulted in mass protests and continues to be a source of tension regarding US military presence in South Korea.	DoD PA activities capabilities shall be developed and employed to support the command operations to assure the trust and confidence of U.S. population, friends and allies, deter and dissuade adversaries, <i>and counter misinformation and disinformation ensuring effective, culturally appropriate information delivery in regional languages.</i>
Tillman Fratricide	High-profile soldier killed by own unit during low point in popular support for GWOT.	April 22, 2004	April 23, 2004	May 29, 2004	Effort to mythologize Tillman as heroic undermined by deliberate manipulation of information.	The DoD's obligation to provide the public with information on its major programs may require detailed public affairs planning and coordination within the DoD and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; <i>propaganda has no place in DoD public affairs programs.</i>
Abu Ghraib Investigation	Information leak of criminal behavior by Army unit in connection with experimental intelligence collection program.	May 2003	Jan. 13 2004 (1 st report); Mar. 3, 2004 (Report complete)	April 28, 2004 (60 Minutes story) May 7, 2004 SECDEF Senate testimony	Multiple soldiers and one officer convicted for their participation; intelligence contractors currently facing civil lawsuits.	Information will not be classified or otherwise withheld <i>to protect the U.S. Government from criticism or embarrassment.</i>

Policy Oversight?

“Experience has shown that the court of domestic public opinion, driven by modern communications, can have a dramatic impact on military decisions, generally at the strategic and operational level, but also down to the tactical level.”



- Each case represents effort to control or manipulate information and public opinion.
- “Optimize effects”
- Crises are not routine/planned/projected.
- Problem is cultural, but policy can influence culture.

Updating Current Doctrine



- Commander's Critical Information Requirements (CCIR)
- 5xWs within 72 hours.
- Staff prepares releasable product.
- Commander is responsible for output.
- Clock starts again as necessary.



Questions/Discussion