DEPARTMENT OF DEFENSE
Defense Contract Management Agency

INSTRUCTION

Public Affairs

Corporate Support Directorate **DCMA-INST 522**
OPR: DCMA-DSA **August 2, 2012**

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1. REISSUANCE AND PURPOSE. This Instruction:

a. Establishes Public Affairs policy for the Defense Contract Management Agency (DCMA) in accordance with DoD Directive (DoDD) 5122.05 (Reference (a)) and DoD Instruction 5400.13 (Reference (b)).

b. Reissues DCMA Instruction, "Public Affairs" (Reference (c)) to update and implement policy and responsibilities in accordance with the authority in Reference (a).

c. Implements policy, assigns responsibility, and provides instruction for continuity plan development in accordance with References (a) and (b).

d. Is established in compliance with DoDD 5105.64 (Reference (d)), and all references listed.

2. APPLICABILITY. This Instruction applies to all DCMA activities and components.

3. MANAGERS' INTERNAL CONTROL PROGRAM. In accordance with the Managers' Internal Control Program (Reference (e)), this Instruction is subject to evaluation and testing. The process flowchart is located at Appendix A.

4. RELEASABILITY – UNLIMITED. This Instruction is approved for public release.

5. PLAS Code: A194, Public Affairs

6. POLICY RESOURCE PAGE. **Resource Page Link**

7. EFFECTIVE DATE. By order of the Director, DCMA, this Instruction is effective immediately.

Robert L. Allen
Executive Director, Corporate Support

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REFERENCES

(a) DoD Directive 5122.05, "Assistant Secretary of Defense for Public Affairs (ASD(PA))," September 5, 2008
(b) DoD Instruction 5400.13, "Public Affairs (PA) Operations," October 15, 2008
(c) DCMA Instruction, "Public Affairs," June 2011 (hereby canceled)
(d) DoD Directive 5105.64, "Defense Contract Management Agency," September 27, 2000
(e) DCMA Instruction, "Managers' Internal Control Program," September 12, 2011
(f) Section 552 of title 5, United States Code; Freedom of Information Act
(g) DoD Directive 5230.09, "Clearance of DOD Information for Public Release," August 22, 2008
(h) DoD Directive 5410.18, "Public Affairs Community Relations Policy," November 20, 2001
(i) DoD Directive-Type Memorandum (DTM) 09-026 – "Responsible and Effective Use of Internet-based Capabilities," February 25, 2010
(j) DoD Manual 5200.01-V3, "DoD Information Security Program: Protection of Classified Information," February 24, 2012

CHAPTER 1

POLICY

1.1. POLICY.

1.1.1. DCMA will make available to the public all information concerning the activities of the agency except that information which is restricted by law. Unclassified information, other than that exempted by the Freedom of Information Act (FOIA) (Section 552 of title 5, United States Code (Reference (f)) as implemented by the FOIA Program, must be readily accessible to the public and the news media. This is to be done in a forthright, expeditious manner. In general, the rule is "Maximum disclosure with minimum delay."

1.1.2. The principles of security, accuracy, policy and propriety are applied to all information released. It is DCMA policy to be helpful and responsive to the media, while also protecting sensitive, proprietary, and classified information.

1.1.3. DCMA's Chief, Public Affairs and Director, Congressional and Public Affairs have sole release authority for information provided to the media and approval authority for briefings, speeches, and information products used in the public sector.

CHAPTER 2

RESPONSIBILITIES

2.1. COMPONENT HEADS. The Component Head of each component shall ensure the policies and procedures within their organizations support the timely execution of the DCMA Media Response functions through, but not limited to: timely assignment of media query taskings to their respective action officers (AO); prompt generation of draft responses and submission for coordination; and rapid completion of coordination requests.

2.1.1. For the purposes of this Instruction, Component Heads include:

2.1.1.1. Executive Director, Operations/Chief Operations Officer (DCMAO)

2.1.1.2. Commander, DCMA International (DCMAI)

2.1.1.3. Executive Director, Portfolio Management and Integration (DCMA-PI)

2.1.1.4. Executive Director, Contracts (DCMA-AQ)

2.1.1.5. Executive Director, Quality Assurance (DCMA-QA)

2.1.1.6. Executive Director, Engineering and Analysis (DCMA-EA)

2.1.1.7. Executive Director, Financial and Business Operations/Comptroller (DCMA-FB)

2.1.1.8. Executive Director, Special Programs (DCMAS)

2.1.1.9. Executive Director, Aircraft Operations (DCMA-AO)

2.1.1.10. Executive Director, Human Capital (DCMA-HC)

2.1.1.11. Executive Director, Corporate Support (DCMA-DS)

2.1.1.12. Director, Equal Employment Opportunity (DCMA-DCO)

2.1.1.13. General Counsel (DCMA-GC)

2.1.1.14. Executive Director, Strategic Effects (DCMA-DE)

2.1.1.15. Executive Director, Independent Assessment (DCMA-DM)

2.1.1.16. Executive Director, Information Technology/Chief Information Officer (DCMA-IT)

2.1.1.17. Mobilization Assistant to the Director (DCMA-DR)

2.1.1.18. Chief of Staff (DCMA-DC)

2.1.2. Responsible for internal processes to ensure:

2.1.2.1. Assignment of tasking of draft Response to Query (RTQ) from media to internal AO.

2.1.2.2. Draft RTQs from media are complete and submitted within the suspense dates.

2.1.2.3. Coordination within the suspense date which reflects the full spectrum of component authority and responsibility.

2.2. ACTION OFFICER (AO). The AO is the individual assigned by the component or DCMA organizational element to write and submit the draft RTQ. Responsibilities include:

2.2.1. Drafting and/or coordination of RTQ.

2.2.2. Communicating with DCMA-DSA Public Affairs (PA) staff regarding questions about the Media Query or coordination.

2.2.3. Following component policies to submit draft RTQ, or obtain coordination, by the suspense date.

CHAPTER 3

PROCEDURES

3.1. MEDIA RESPONSES.

3.1.1. Responses to Queries (RTQ). Responses to queries (RTQ) from media received by DCMA Public Affairs Office (PAO) will be developed and coordinated with agency subject matter experts (SME) and leadership in accordance with References (a) and (b). Component Heads will assign an AO for the RTQ.

3.1.1.1. DCMA PAO will send the RTQ tasking via email to applicable command and component staffs using the established inboxes for media inquiries (i.e., AQ Inbox, DCMA Region West Congressional & Media). When sending RTQs which will require regional responses, DCMA PAO will include the Chief Operations Officer (COO) Operations Directorate Taskings inbox email address on the courtesy copy line. The tasking will assign a suspense date based upon the media request timeline. Every effort should be made to timely respond. The applicable command or component staff will assign an AO who will draft a response to the RTQ.

3.1.1.2. The assigned AO will submit information for response to PAO through the appropriate chain of command. In most instances, the RTQ requires Contract Management Office (CMO) Commander, Regional Commander, and local General Counsel (GC) review prior to submission to DCMA PAO. Regional responses will be reviewed by the COO or Deputy COO prior to submission to PAO.

3.1.1.3. DCMA Chief, Public Affairs prepares the RTQ for headquarters senior leaders and the Director input/approval. DCMA PAO will send all media responses to DCMA-GC for review. PAO will obtain DCMA Director or Deputy Director review prior to Office of the Secretary of Defense (OSD) coordination.

3.1.1.4. DCMA PAO will coordinate all RTQs with the Assistant Secretary of Defense for Public Affairs (OASD(PA)) and other applicable agencies (i.e., Defense Procurement Acquisition Policy, Army Contracting Command) when addressing national and international DoD issues.

3.1.1.5. The Chief, Public Affairs maintains a complete record of all news queries for the agency. DCMA PA specialists assist the Chief, Public Affairs with media inquiries.

3.1.2. Reporters.

3.1.2.1. Agency employees who are approached by reporters at work or away from their duty station should ask for the reporter's name, organization, contact number, and topic/issue they want to pursue. The employee should remain cordial, and advise the reporter that a DCMA representative will get back to them with a response.

3.1.2.2. The employee can also offer the Public Affairs Office contact number (804) 734-1492. The employee will immediately report the media contact to the DCMA PAO by phone or via email to: dcmapublicaffairs@dcma.mil. Reporters understand it is protocol when dealing with government agencies to refer to Public Affairs.

3.1.3. Media Interviews. Occasionally, there are requests for SMEs from DCMA to participate in media interviews. All interviews will be coordinated through DCMA PAO. Preparing for an interview is essential in order to understand the ground rules and the scope of the interview.

3.1.3.1. Before the interview, DCMA PAO will work with the appropriate command and component staffs to identify the appropriate SME. Knowing the reporter's style of interviewing, the reporting style, and focus of the publication is critical in communicating the key points. Three key communication points are recommended. Interviewers will focus on two or three areas of a program. Remaining on point underscores the message and will facilitate communicating the Agency's message.

3.1.3.2. When responding to a reporter's interview questions, be brief. Avoid the temptation to continue talking. Make the point and support with supporting facts; bridge back to the communication points.

3.1.3.3. Avoid repeating negative statements. Answer negative or false accusations with a positive statement. If asked about a problem, focus on the solution.

3.1.3.4. Avoid responding to hypothetical questions. Stick to the facts. If asked a "What if …" question, redirect to an actual occurrence or action whenever possible.

3.1.3.5. Interviews are focused. Use the time to communicate clearly and concisely. Avoid the use of technical jargon and especially acronyms. It weakens the message and wastes time for both the interviewee and the interviewer.

3.1.3.6. Know the subject matter. Research the topic prior to the interview and be aware of current happenings and information in the news which could be referenced in the interview.

3.1.3.7. When asked about an unfamiliar topic, avoid the temptation to address an area for which the interviewee is not a SME. This applies to comments on official policy. When asked a question for which the interviewee does not have an answer, the interviewee should simply state, "I don't know." It is unrealistic to expect all persons to be familiar with every policy. When asked a specific policy question for which the interviewee is not familiar, it is acceptable to respond with: "I will research that and get back with you."

3.2. PUBLIC AFFAIRS PRODUCTS. DCMA PAO is responsible for agency and public information products, including the "DCMA Express" daily news site, the "Communicator" magazine published four times per year, and the "Newsroom" on the DCMA's public web site. Accurate and timely information is essential and helps employees and the public understand DCMA's mission, initiatives, and challenges. It also helps employees more clearly understand

their roles and responsibilities and how they impact focus areas and the agency's strategic plan. By sharing DCMA's story, the public is informed about DCMA's services and programs. This fosters understanding and appreciation of the DCMA mission and contribution to military readiness. Senior leaders, directors, and program managers are encouraged to tell their stories and recognize workforce accomplishments by leveraging PAO communication tools (i.e., "DCMA Express," which is designed to foster a "one-team" culture in a geographically separated workforce).

3.2.1. Public Affairs Specialists write and/or assist in writing stories, and take photos to be published in internal and external DCMA products as well as for release to media outlets and other publications.

3.2.2. The PAO staff is available to conduct interviews, prepare news and feature articles, and take photographs for use in print and web-based products. Submit a story idea or an event to be covered via email: dcmapublicaffairs@dcma.mil; or call (804) 734-1492; or click on the "We want to hear from you" link at https://home.dcma.mil/express on the DCMA internal web site. For specific guidance on submitting articles or story ideas go to the "Communicator" and "DCMA Express" links.

3.2.3. DCMA employees may submit articles for publication in the "Communicator magazine, "DCMA Express," and in other DCMA products. Stories can focus on news, feature, awards and recognition, or special events. Before beginning writing, contact PAO for guidance on submissions. Since the main content of the magazine is planned months in advance, the News Editor can help focus the subject to fit a particular issue and prevent spending time on a subject that has already been, or is being, done. The News Editor can also provide information on when the article may be printed or posted on "DCMA Express" or on the DCMA public web site.

3.2.3.1. The News Editor evaluates stories to ensure they are factual, relevant to the intended audience, and timely. The News Editor is also responsible for ensuring submissions conform to applicable security and policy regulations and in accordance with Associated Press style, the standard for publishing used across the federal government. All submissions are not necessarily published and may be shortened or pulled at the discretion of the News Editor or Chief, Public Affairs. Proofs of articles edited for publication are not normally sent to authors for review.

3.2.3.2. News articles should be timely and designed to inform the reader about a significant event, initiative, or changes related to DCMA business and operations which impact the workforce, customers, and partners.

3.2.3.3. Coverage of change of command/leadership articles is limited to the following positions, or higher:

- DCMA Director
- DCMA Deputy Director
- DCMA Chief of Staff

- Executive Directors, Senior Executive Service, or Flag/General Officer leading major organizations within DCMA
- International Division Commander
- Eastern Regional Command
- Central Regional Command
- Western Regional Command

3.2.3.4. Feature stories focus on DCMA people; what they do on the job and how they impact their communities. These human interest stories can include volunteerism, unique hobbies, and other humanitarian/outreach initiatives.

3.2.3.5. Articles should not exceed 1,000 words and should be written in a conversational tone with language that is easily understood by the general public. Avoid language that is highly technical or specialized to a particular group.

3.2.3.6. Avoid the use of acronyms. Whenever acronyms are used, spell them out on first reference.

3.2.3.7. Explain technical terms in layman's terms the first time used and focus on clarity. A good guide is to write like one speaks. Write to explain the subject to someone who knows nothing about the topic. Avoid jargon.

3.2.3.8. Keep the article focused. State in one sentence what the article is about.

3.2.3.9. Include quotes in the story from SMEs, customers, or the newsmaker in the story. Be sure they are qualified to comment on the subject. Quote authoritative sources.

3.2.4. Photographs. All photos, for internal or external use, must be in jpeg format and submitted via email to dcmapublicaffairs@dcma.mil. If photos are to be taken at a contractor facility, coordination with the contractor's public affairs or appropriate clearance office must be obtained prior to taking any photographs.

3.2.4.1. Photos must be in jpeg format. Do not embed photos in Microsoft Word documents or Microsoft Powerpoint presentations.

3.2.4.2. When submitting photos, send un-manipulated digital image files in the highest resolution available.

3.2.4.3. When possible, avoid large group shots. Break into several smaller groups of 4 to 5 people so faces can be seen clearly. Avoid the traditional presentation photo, often referred to as a "grip and grin," of people shaking hands or standing in front of signs. Whenever possible, take action photos of people in their work areas. Respect people who request they not be photographed.

3.2.4.4. Think operational security. Personnel in photos should remove security and access badges. Avoid sensitive areas and equipment. Photographers are responsible for ensuring photos are reviewed by security at the source prior to submitting to the PAO.

3.2.4.5. Include a description of the action in the photo. Identify people in the photo, by name, title, and site where they work, for instance: John Walker, DCMA Chicago quality assurance specialist. The description also requires the date and place of the event, and the name of the photographer. When acronyms are used in the description, make sure they are defined.

3.2.5. Press Releases. Press Releases, used to send news and feature stories with appeal to audiences outside of DCMA, will be posted on the agency's public web page in the News Room. Press Releases are sent as News Releases to appropriate media, including DoD news sites and commercial enterprise publications, such as local newspapers. The News Editor and Chief, Public Affairs will determine which articles are released and where they will be sent.

3.2.6. Hometown News Service. The Joint Hometown News Service distributes hundreds of articles every day to news organizations all over the country with information that highlights the accomplishments of DoD civilian employees and service members. These articles may appear in the employees' hometown newspapers. Employees who receive awards, promotions, are selected for special assignments, or who complete professional and educational programs are encouraged to participate in the program. Complete a DD Form 2266 (Appendix B and also located on this Instructions associated Resource Page) and forward via email to dcmapublicaffairs@dcma.mil.

3.3. RELEASE OF INFORMATION TO THE PUBLIC. In accordance with DoDD 5230.09, "Clearance of DOD Information for Public Release" (Reference (g)), all DCMA employees are required to obtain approval (security and policy review) of presentations, speeches, and printed products for public use.

3.3.1. Information products authored by DCMA employees for external release in publications and in the public forum, as well as speeches and presentations developed for conferences and public venues must be cleared by PAO. Since the "Communicator" is available on the web and is mailed to members of the general public, all articles contained in it must be cleared for public release.

3.3.2. Authors are responsible for the accuracy of all information appearing in articles and for obtaining the required security reviews. All reviews and clearance must be obtained prior to submission to PAO. Authors will provide articles for review to the cognizant CMO Commander and Component Head or designee before they are submitted to PAO. In turn, PAO will then coordinate submission with other divisions or components and DOD as required, and review and approve for release in accordance with Reference (g). These requirements include compliance with Privacy Act, the FOIA, copyright protection, and other laws and regulations. Information shall be formally reviewed and approved for release in accordance with Reference (g), which is a responsibility assigned to DCMA PAO.

3.3.3. PAO staff will consult and coordinate with the DCMA Security Office staff in the conduct of operational security reviews, when not accomplished by the author.

3.4. BRANDING. The PAO staff has approval for design, layout, and content of all informational products, such as tri-folds, brochures, speeches and presentations, used in the public sector (i.e., industry conferences, trade shows, DoD symposiums). This includes use of the DCMA logo and the official DCMA seal.

3.4.1. The PAO staff is responsible for standardizing DCMA products and ensuring they are clear, accurate, and professionally designed. Errors in content and inconsistency in branding impact DCMA's credibility. Successful branding builds public and customer awareness and recognition of the agency and helps them understand the agency's distinctive qualities and value within the DoD acquisition enterprise.

3.4.2. The PAO maintains a database of DCMA publications and can help customers obtain, update or create brochures, tri-folds, posters and other print products. The staff will also advise customers on print request documents required by Defense Logistics Agency Document Services. To receive assistance, contact dcmapublicaffairs@dcma.mil.

3.5. OUTREACH.

3.5.1. Reaching out to the community (including industry leaders, civic organizations, and the communities surrounding agency facilities) increases understanding of the mission of the DoD and the U.S. defense posture and capabilities by increasing public exposure to and understanding of DCMA's mission and programs. The PAO takes the lead in the agency's community outreach efforts and employees are encouraged to contact the PAO staff to discuss local outreach initiatives. DODD 5410.18, "Public Affairs Community Relations Policy" (Reference (h)), outlines the conduct of agency-sponsored events and provides limitations on government civilian and military participation in specific events.

3.5.2. PAO manages DCMA's traveling exhibit and specialty advertising products. The display is available for use at outreach events, including business conferences, job fairs, and public forums. It is an 8 by 10 feet, three-panel display.

3.5.2.1. To request use of the exhibit, send an email with component-level or local commander's approval to dcmapublicaffairs@dcma.mil. Include the venue where exhibit will be used and communications objective, along with a point of contact, mailing address, and phone number. Requests for display use should be sent at least 3 months prior to the event.

3.5.2.2. Requestors are responsible for setting up, staffing the exhibit and returning it promptly to PAO.

3.5.2.3. Requestors are also responsible for budget coordination, renting space, arranging on-site set up at the venue; including commercial transport and related funding.

3.5.2.4. Requests for a PAO staff member to directly support the event must be received no later than three months before the event and the requestor will provide for travel, transport of display, and applicable fees.

3.5.3. The government is generally prohibited from procuring promotional items or clothing (i.e., pens, lanyards, mugs, magnets, shirts, golf towels, etc.) absent express statutory authority to do so. These items should not be purchased for any outreach efforts without prior approval from the appropriate procurement official and approval from DCMA-GC and DCMA-FB for fiscal compliance in use of appropriated funds.

3.5.4. Graphics support for design and development of posters, table top display items, and brochures for outreach events may be requested from the PAO. The PAO also maintains high-resolution DCMA images and logos. Email requests to dcmapublicaffairs@dcma.mil.

3.6. SOCIAL MEDIA.

3.6.1. The use of Social Media (specifically Facebook and Twitter) is an emerging trend within DoD to disseminate information to the public. Information published on Social Media must be approved for release prior to posting. DCMA's Chief, Public Affairs and Director, Congressional and Public Affairs have sole release authority for information released to the public.

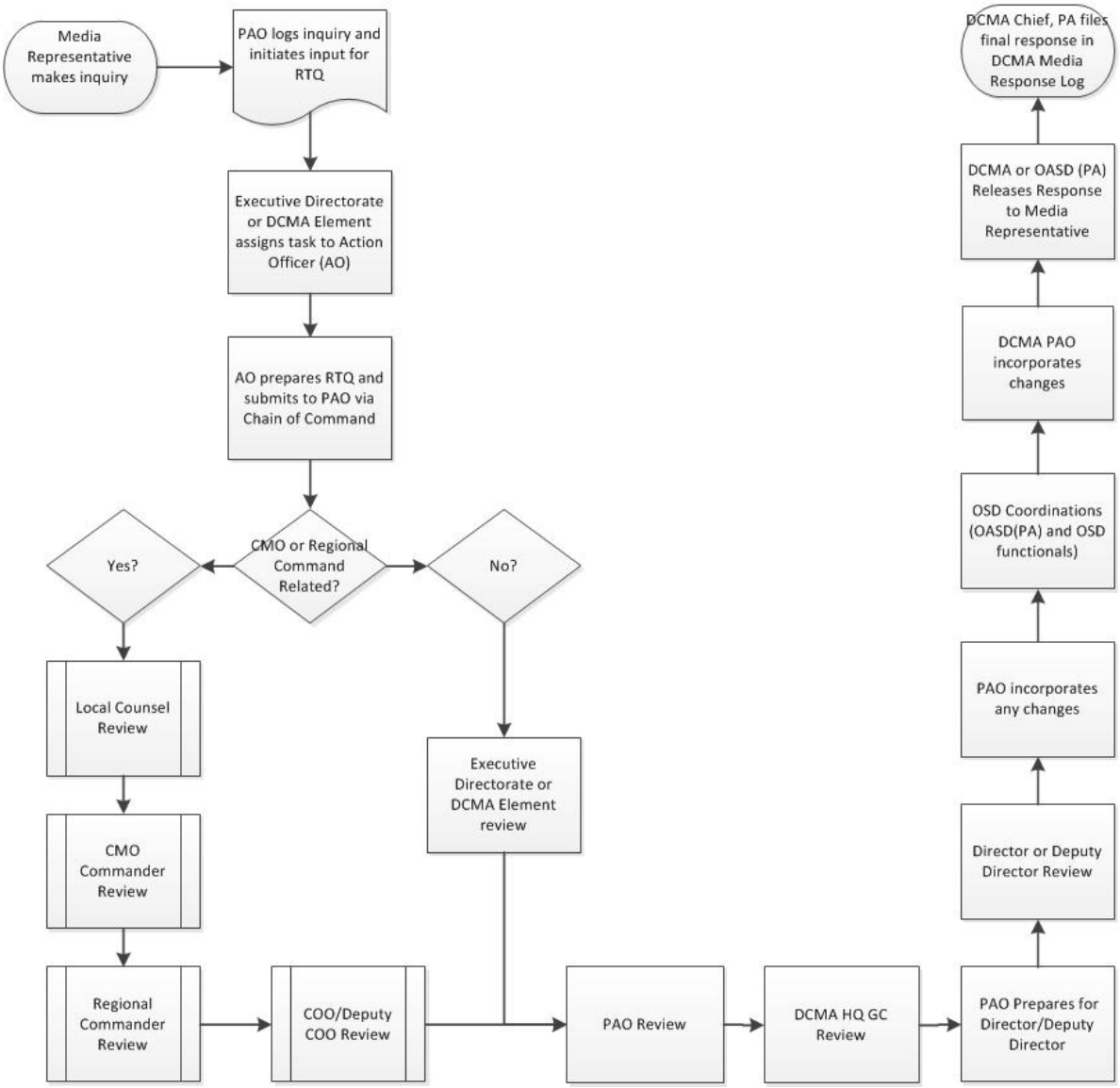
3.6.2. DCMA has an official Facebook page. Use of Facebook by DCMA employees for official purposes on government resources or during working hours must be in accordance with DoD Directive-Type Memorandum 09-026, Responsible and Effective Use of Internet-based Capabilities (Reference (i)) and DoD Manual, 5200.01-V3, "DoD Information Security Program: Protection of Classified Information," (Reference (j)).

3.6.3. As with other forms of electronic media and release of information to the public, DCMA's Chief, Public Affairs and the Director, Congressional and Public Affairs have sole release authority for all information released to the public through or posted on all forms of Social Media.

APPENDIX A

FLOWCHART

DCMA
MEDIA RESPONSE TO QUERY (RTQ) PROCEDURES



APPENDIX B
DD Form 2266

HOMETOWN NEWS RELEASE INFORMATION

1. PAO CODE	PRINT OR TYPE - SEND ORIGINAL ONLY	FOR RELEASING PUBLIC AFFAIRS OFFICE USE ONLY

2. YOUR SOCIAL SECURITY NUMBER *(For identification only)*

- - - - - - - - - -

PRIVACY ACT STATEMENT

AUTHORITY: 5 U.S.C. 301, 10 U.S.C. 8012 and 8034, and EO 9397.
PRINCIPAL PURPOSE: To prepare news stories and news releases for distribution and publication by civilian news media to recognize the achievements of Army and Air Force members. In accordance with the 1974 Privacy Act, you are hereby informed that your Social Security Number on this form is required for identification use only.
ROUTINE USE: Information may be disclosed to civilian news media representatives. Once published, information is considered "Public Domain."
DISCLOSURE : Information collected on this form is released over your signature and is voluntary. If you have no objection to the information being released to hometown audiences, sign your name below. Failure to provide the information may mean little or no public news release material can be produced, thus denying the individual public recognition for personal achievements.

3. BRANCH OF SERVICE	4. STATUS	5. RANK	6. PAY GRADE	7. FIRST NAME, MIDDLE INITIAL, LAST NAME	8. SEX
☐ ARMY	☐ ACTIVE				
☐ AIR FORCE	☐ RESERVE	9. EVENT *(Example: Arrival; Promoted to Sergeant; Received Commendation Medal, etc.- Citation Needed)*			
☐ NAVY	☐ NATIONAL GUARD				
☐ MARINE CORPS					
☐ COAST GUARD	☐ CIVILIAN				

10. YOUR LIVING PARENTS, STEPPARENTS, GUARDIANS, AUNT/UNCLE/GRANDPARENTS OR ADULT SIBLINGS

a.(1) FIRST NAME, MIDDLE INITIAL, LAST NAME	(2) RELATIONSHIP TO YOU		
(3) ADDRESS *(Number and Street)*	(4) CITY	(5) STATE	(6) ZIP CODE
b.(1) FIRST NAME, MIDDLE INITIAL, LAST NAME	(2) RELATIONSHIP TO YOU		
(3) ADDRESS *(Number and Street)*	(4) CITY	(5) STATE	(6) ZIP CODE

11. SPOUSE'S NAME *(First, Middle Initial, Last)*

12. SPOUSE'S LIVING FATHER a. FIRST NAME, MIDDLE INITIAL, LAST NAME

b. ADDRESS *(Number and Street)*	c. CITY	d. STATE	e. ZIP CODE

13. SPOUSE'S LIVING MOTHER a. FIRST NAME, MIDDLE INITIAL, LAST NAME

b. ADDRESS *(Number and Street)*	c. CITY	d. STATE	e. ZIP CODE

14.a. YOUR PRESENT UNIT OF ASSIGNMENT *(Do not abbreviate)*	b. POST OR BASE *(Not APO)*	c. CITY	d. STATE OR COUNTRY

15. DUTY MOS OR AFSC	16. PRESENT JOB TITLE *(Full Title - Do not abbreviate)*	17. TOTAL YEARS MILITARY SERVICE

18.a. HIGH SCHOOL GRADUATED FROM	b. YEAR GRADUATED	c. CITY	d. STATE	e. ZIP CODE

19. COLLEGES GRADUATED FROM

a. COMPLETE NAME	b. DEGREE	c. YEAR GRADUATED	d. CITY	e. STATE	f. ZIP CODE

20. REMARKS *(Continue on back if necessary)*

21. SIGNATURE OF PERSON LISTED ABOVE *(Authorizing release of this information)*	22. DATE *(YYMMDD)*	23. DUTY PHONE *(DSN or area code)*

DD FORM 2266, JUN 95

PRINT FORM Reset

GLOSSARY

DEFINITIONS

policy. A set of principles and associated guidelines to direct and limit DCMA actions in pursuit of objectives, operations, and plans. Establishes Agency – wide rules. Describes the "what," "who," and "why" of operations by defining roles and responsibilities.

press release. A statement prepared and distributed by a government agency; sometimes called a news release.

procedures. A set of mandatory step-by-step instructions established to implement Agency policy. It describes the process that must be followed to achieve the desired outcome.

social media. All online forms of communication which are personal, or one-on-one, in nature. It includes web sites such as Facebook, LinkedIn, YouTube, Google Apps and MySpace as well as Twitter, etc. In a broader sense, it also includes email and web sites in general. The initial underlying purpose of all forms of Social Media is to develop personal and professional contacts.

GLOSSARY

ACRONYMS

AO	action officer
AQ	Contracts
CMO	Contract Management Office
COO	chief operations officer
DoDD	DoD Directive
DSA	Congressional and Public Affairs Office
FOIA	Freedom of Information Act
GC	General Counsel
PA	Public Affairs
PAO	Public Affairs Office
RTQ	Response to Query
SME	subject matter expert