DCMA Manual 4502-11
Public Affairs

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Office of Primary Responsibility	**Corporate Governance Capability**
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New Issuance	
Implements:	DCMA-INST 4502, "Corporate Governance," *Month Day, Year*
Cancels:	DCMA-INST 522, "Public Affairs," August 2, 2014 (as amended)
Internal Control:	Process flow and key controls are located on the Resource Page
Labor Codes:	Located on the Resource Page
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Approved by:	David H. Lewis, VADM, USN, Director

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Purpose: In accordance with the authority in DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," this Manual implements policies and defines procedures as defined in DCMA Instruction 4502.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to all DCMA activities unless higher-level regulations, policy, guidance, or agreements take precedence.

1.2. POLICY. It is DCMA policy to:

a. Make available timely and accurate information and records under established authorities, procedures, and practices so the public, Congress, and the media may assess and understand the facts about DCMA and its mission, programs, and operations.

b. Protect information from release that is protected by Federal laws, regulations, and policies.

c. Protect individuals' privacy and civil liberty rights, consistent with Federal laws, regulations, and policies.

d. Promote transparency and accountability by adopting a presumption in favor of disclosure in all decisions involving requests for information via the Freedom of Information Act (FOIA) and congressional, media, and public inquiries.

e. Respond promptly to requests for information from the public in a spirit of cooperation and consistent with the intent of statutes, regulations, policies, and other guidance pertaining to government release of information to the public.

f. Take affirmative steps to make the maximum amount of information available to the public with the minimal amount of delay, consistent with the responsibility to protect national security and other sensitive DoD information.

g. Execute this manual in a safe, efficient, effective and ethical manner.

SECTION 2: RESPONSIBILITIES

2.1. DIRECTOR, DCMA. The Director will:

a. Provide adequate funding and personnel to establish and support an effective DCMA Public Affairs (PA) Program managed by the DCMA Public Affairs Office (PAO), and supervised by the Director, Strategic Communication.

b. Approve or delegate approval of DCMA responses to media inquiries, formal requests for information, reports required by legislation, and other key submissions.

c. Approve or delegate approval of DCMA responses to requests for input on media inquiries and other PA related matters from the Assistant Secretary of Defense for Public Affairs (OASD (PA)), and other DoD officials, as required.

d. Ensure all DCMA personnel expeditiously support the preparation of replies and other inputs to the media, OASD (PA), and other DoD officials, as applicable, within assigned deadlines.

2.2. DIRECTOR, STRATEGIC COMMUNICATION. The Director, Strategic Communication will:

a. Provide overall guidance and direction for integrated communication strategies and products aligned with DoD guidance, Office of Under Secretary of Defense Acquisition & Sustainment (OUSD (A&S)) priorities and the DCMA Director's intent. Ensure that DCMA's internal and external communications products support messaging designated by higher headquarters.

b. Coordinate with Component Heads and Capability Managers to ensure they provide source material and subject matter expertise to answer media queries and inform the workforce.

c. Integrate external communication strategies across Congressional Affairs, Component Heads, and Capability Managers.

2.3. COMPONENT HEADS AND CAPABILITY MANAGERS. Component Heads and Capability Managers will:

a. Coordinate with DCMA PAO on all matters related to PA, including media inquiries, briefings, visits, and other direct engagements and requests with the media.

b. Ensure the policies and procedures within their organizations support the timely execution of DCMA's media response functions through, but not limited to: timely assignment of draft response to queries (RTQ) from media to their respective action officers (AO); prompt generation of draft responses and submission for coordination; and coordination is conducted within the suspense date and reflects the full spectrum of component authority and responsibility.

   c. Ensure the preparation and/or review of proposed responses to requests for input on media inquiries, briefings, and other PA related matters from OASD (PA) and other senior DoD officials, as applicable, within assigned deadlines.

2.4. GENERAL COUNSEL (GC). GC, in addition to the requirements in paragraph 2.3., will ensure the expeditious review of proposed responses to media inquiries, formal requests for information, other key submissions, other PA related matters from OASD (PA) and other DoD officials, as applicable, within negotiated deadlines.

2.5. DIRECTOR, CORPORATE OPERATIONS (DC). Director, DC, in addition to the requirements listed in paragraph 2.3, will provide oversight for the PA Program through the Director, Strategic Communication.

SECTION 3: PUBLIC AFFAIRS PRODUCTS AND PROCEDURES

3.1. PA PRODUCTS. DCMA PAO is responsible for Agency and public information products and tools, including the Agency's magazine, news articles, and videos published in the DCMA Newsroom on the Agency's public and internal websites, and DCMA's social media accounts. 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 to foster a team-building culture in a geographically dispersed workforce.

   a. News Articles and Feature Stories. PA Specialists write stories, assist in writing stories, and take photos and video to be published in DCMA products as well as for release to external media outlets.

      (1) PAO staff is available to conduct interviews, prepare news and feature articles, and take photographs and videos for use in print and web-based products. DCMA employees can submit a story idea or an event to be covered via email to the Public Affairs inbox referenced on the Resource Page.

      (2) DCMA employees may submit articles for publication in PAO products. Stories can focus on news, features, awards and recognition, or special events. Before writing an article, submitters should contact PAO for guidance. Most publications are planned months in advance, send story ideas to the News Editor to prevent duplication of effort and to focus subjects. The News Editor can also provide information on when the article may be printed or posted on the agency websites.

      (3) The News Editor evaluates stories to ensure they are factual, relevant to the intended audience, and timely. Since most publications are planned months in advance, story ideas should be sent to the News Editor to prevent duplication of effort and to focus subjects. 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 the DCMA Chief of Public Affairs (PAO Chief). Proofs of articles edited for publication are not normally sent to authors for review.

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

      (5) Coverage of change of command/leadership articles is limited to the following positions, or higher:

(a) DCMA Director;

(b) DCMA Deputy Director;

(c) DCMA Chief of Staff; and

(d) Executive Directors, Senior Executive Service, or Flag/General Officer leading major organizations within DCMA: International Command, Eastern Regional Command, Central Regional Command, Western Regional Command, Special Programs Command, and Cost and Pricing Regional Command.

(6) Feature stories focus on DCMA personnel; 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.

(7) 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.

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

(9) Avoid language that is highly technical or specialized to a particular group. 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.

(10) Keep the article focused. State in one sentence what the article is about.

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

   b. Photographs. All photos for internal or external use must be submitted via email to the Public Affairs inbox referenced on the Resource Page. Photos must be in JPEG format and the highest resolution available. Do not embed photos in PDFs, Microsoft Word documents, Microsoft PowerPoint presentations, Visio, etc.

(1) Photos should not be taken in a contractor facility unless they are first coordinated with the contractor's PAO or appropriate clearance office. Additional information is available in the DCMA Guidance for Usage of Photography and Video document located on the Resource Page.

(2) When possible, avoid large group shots. Break into several smaller groups of four to five 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) 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 them to the PAO.

(4) 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.

c. **Videos.** All videos for internal and external use must be submitted via email to the Public Affairs inbox referenced on the Resource Page.

(1) Externally released videos must be produced through the Media Service Team, and approved by PA, to ensure Agency message and branding continuity.

(2) Videos produced by the Media Service Team must have Agency-wide informational impact and/or will serve to inform the general public and/or stakeholders on the value the Agency brings to DoD.

(3) Requests for Media Service Team support must be coordinated with and approved by PA via email to the Public Affairs inbox referenced on the Resource Page.

(4) Videos should not be taken in a contractor facility unless they are first coordinated with the contractor's PAO or appropriate clearance office. Additional information is available in the DCMA Guidance for Usage of Photography and Video document located on the Resource Page.

d. **Press Releases.** Press releases are used to send news and feature stories with appeal to audiences outside of DCMA. They will be posted on the Agency's public website in the DCMA Newsroom. 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 PAO Chief will determine which articles are released and where they will be sent.

e. **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 by completing a DD Form 2266, "Hometown News Release Information" (located on the Resource Page) and forward via email to the Public Affairs inbox referenced on the Resource Page.

3.2. MEDIA RESPONSES.

   a. Response to Query (RTQ). Any RTQ that DCMA PAO tasks will be developed and coordinated with agency SMEs and leadership in accordance with DoD Directive (DoDD) 5122.05, "Assistant Secretary of Defense for Public Affairs (ASD(PA))," and DoD Instruction (DoDI) 5400.13, "Public Affairs (PA) Operations."

      (1) DCMA PAO will send the RTQ tasking via email to applicable command and component staffs using the established organizational inboxes for media inquiries. The tasking will assign a suspense date based upon the media request timeline. Every effort should be made to timely respond. As per paragraph 2.3., Component Heads of the applicable command or component staff and capability will assign an AO who will draft a response to the RTQ.

      (2) The assigned AO will submit information for response to DCMA PAO through the appropriate chain of command. In most instances, the RTQ requires Contract Management Office (CMO) Commander and Regional Commander coordination and concurrence prior to submission to DCMA PAO. When applicable, Program Office leadership should have awareness of the Agency's drafted responses prior to submitting them to DCMA PAO.

      (3) The PAO Chief prepares the RTQ for headquarters senior leaders and the Director input/approval. DCMA PAO will send all media responses to DCMA-GC for review. DCMA PAO will obtain DCMA Director or Deputy Director review prior to OASD (PA) coordination, as applicable.

      (4) DCMA PAO will coordinate all RTQs with OASD (PA) and other applicable agencies when addressing national and international DoD issues.

      (5) The DCMA PAO Chief maintains a complete record of all news queries for the agency. DCMA PA specialists assist the PAO Chief with media inquiries.

   b. Reporters.

      (1) DCMA 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 contact them with a response. The employee can also offer the DCMA PAO Chief's phone number listed on the Resource Page.

      (2) The employee will immediately report the media contact to the PAO Chief by phone or via email to the Public Affairs inbox both referenced on the Resource Page. Reporters generally understand it is protocol when dealing with government agencies to refer to the Agency's PAO.

   c. 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.

(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. No more than three key communication points per interview are recommended. Remaining on point underscores the message and will facilitate communicating the Agency's message.

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

(4) Keep the interview 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.

(5) Know the subject matter. Research the topic prior to the interview and be aware of current happenings and information in the news that could be referenced in the interview.

(6) 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."

3.3. RELEASE OF INFORMATION TO THE PUBLIC. In accordance with DoDD 5230.09, "Clearance of DoD Information for Public Release," all DCMA employees are required to obtain approval for public use of presentations, speeches and printed products containing official DoD information.

a. Information products authored by DCMA employees for external release in media and scholarly publications, in the public forum, as well as speeches and presentations developed for conferences and public venues, must be cleared by PAO.

b. Authors are responsible for the accuracy of all information appearing in media and scholarly articles and for obtaining the required security review. 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, and their local general counsel, as applicable, 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 DoDD 5230.09. These requirements include compliance with the Privacy Act, FOIA, copyright protection, and other laws and regulations. Information must be formally

reviewed and approved for release in accordance with DoDD 5230.09, which is a responsibility assigned to DCMA PAO.

c. 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 (e.g., industry conferences, trade shows, DoD symposiums). This includes use of the official DCMA seal and logo.

a. 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 DCMA and helps them understand the Agency's distinctive qualities and value within the DoD acquisition enterprise.

b. 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 the Public Affairs inbox referenced on the Resource Page.

3.5. OUTREACH. 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. 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," outlines the conduct of agency-sponsored events and provides limitations on government civilian and military participation in specific events.

a. 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.

b. Graphic Support. PAO maintains high-resolution DCMA images and logos. Graphic support for design and development of posters, table top display items, brochures, or other products for outreach events may be requested from PAO. Email requests to the Public Affairs inbox found on the Resource Page.

3.6. SOCIAL MEDIA. All official DCMA social media public accounts will be managed by Headquarters PAO. Regions may have individual closed Facebook group pages, which must be managed by the regional PA specialist. The Agency's social media guidance can be found on the Resource Page.

a. The use of social media is a means within DoD to disseminate information to the public. Information published on social media must be approved for release prior to posting. DCMA's PAO Chief and the Director of Strategic Communication have sole release authority for information released to the public.

b. DCMA employees' use of the Agency's Facebook site for official purposes on government resources or during working hours must be in accordance with DoDI 8550.01, "DoD Internet Services and Internet-Based Capabilities," and DoD Manual (DoDM) 5200.01-V3, "DoD Information Security Program: Protection of Classified Information."

c. Regular reviews of posted public information is conducted in accordance with DoDD 5230.09, "Clearance of DOD Information for Public Release," and DCMA Manual (DCMA-MAN) 3301-06, "Operations Security."

d. As with other forms of electronic media and release of information to the public, DCMA's PAO Chief and Director of Strategic Communication have sole release authority for all information released to the public through or posted on all forms of social media.

GLOSSARY

G.1. 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, 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

G.2. ACRONYMS.

AO	Action Officer
CMO	Contract Management Office
DC	Corporate Operations Directorate
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
DoDD	DoD Directive
DoDI	DoD Instruction
DoDM	DoD Manual
FOIA	Freedom of Information Act
GC	General Counsel
OASD (PA)	Office of the Assistant Secretary of Defense for Public Affairs
PA	Public Affairs
PAO	Public Affairs Office
RTQ	Response to Query
SME	Subject Matter Expert

REFERENCES

DCMA Manual 3301-06, "Operations Security," November 5, 2018.

DoD Directive 5105.64, "Defense Contract Management Agency (DCMA),"
   January 10, 2013

DoD Directive 5122.05, "Assistant to the Secretary of Defense for Public Affairs (ASD(PA)),"
   August 7, 2017

DoD Directive 5230.09, "Clearance of DOD Information for Public Release,"
   August 22, 2008

DoD Directive 5410.18, "Public Affairs Community Relations Policy," November 20, 2001

DoD Instruction 5400.13, "Public Affairs (PA) Operations," October 15, 2008

DoD Instruction 8550.01, "DoD Internet Services and Internet-Based Capabilities,"
   September 11, 2012

DoD Manual 5200.01-V3, "DoD Information Security Program: Protection of Classified
   Information," February 24, 2012

United States Code, Title 5, Section 552, "Freedom of Information Act (FOIA)"