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.
Three Case Studies

Yangju Highway: Korea, 2002

Corporal Pat Tillman Fratricide: Afghanistan, 2004

Abu Ghraib Investigation: Iraq, 2004
Yangju Highway

- 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 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.
- 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


• July 27: Testimony by former inmate alleging Karpinski witnessed interrogation and that abuse was part of CACI interrogation program.


• May 6, 2005: Karpinski demoted to colonel.

• Feb. 21, 2018: Alexandria judge rules that private contractors may be sued in *Al Shimari v. CACI*. 
<table>
<thead>
<tr>
<th>Event</th>
<th>Why was it a crisis?</th>
<th>Incident</th>
<th>Initial Release</th>
<th>Full Release</th>
<th>Result</th>
<th>Primary Violation of Policy or Doctrine</th>
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<tbody>
<tr>
<td>Yangju Highway Accident</td>
<td>Tragic accident of young civilian girls held up as example of abuse by foreign (US) military.</td>
<td>June 13, 2002</td>
<td>July 4, 2002</td>
<td>July 29, 2002</td>
<td>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.</td>
<td>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.</td>
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<td>Tillman Fratricide</td>
<td>High-profile soldier killed by own unit during low point in popular support for GWOT.</td>
<td>April 22, 2004</td>
<td>April 23, 2004</td>
<td>May 29, 2004</td>
<td>Effort to mythologize Tillman as heroic undermined by deliberate manipulation of information.</td>
<td>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; <em>propaganda has no place in DoD public affairs programs.</em></td>
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<td>Abu Ghraib Investigation</td>
<td>Information leak of criminal behavior by Army unit in connection with experimental intelligence collection program.</td>
<td>May 2003</td>
<td>Jan. 13, 2004 (1st report); Mar. 3, 2004 (Report complete)</td>
<td>April 28, 2004 (60 Minutes story) May 7, 2004 SECDSD Senate testimony</td>
<td>Multiple soldiers and one officer convicted for their participation; intelligence contractors currently facing civil lawsuits.</td>
<td>Information will not be classified or otherwise withheld to protect the U.S. Government from criticism or embarrassment.</td>
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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