



Meeting the Media

A pocket guide to assist Airmen in
communicating with the news media

**A product of the US Air Force Public
Affairs Center of Excellence**

Table of Contents

Introduction	5
Principles of Information	8
The Media Interview	17
Developing your Messages	28
Appendices	
Appendix A	
Interview Decision Process Checklist	42
Appendix B	
Rules of Engagement	44
Appendix C	
Basic On-the-Air Tips	46
Appendix D	
Communication Objectives Worksheet	53
Appendix E	
The Best Way to Handle Bad News	55
Appendix F	
Developing Your Messages	57
Appendix G	
Incident Commanders Quick Reference	60
Appendix H	
Interview Preparation Guide	65

This pamphlet contains information applicable to any and all Air Force people who may engage the news media. As closely as possible, this handbook conforms to military public affairs policies published by the Department of Defense and Department of the Air Force.

For further information about this handbook, contact: USAF Public Affairs Center of Excellence at DSN: 493-8518 or commercial (334) 953-8518

Introduction



Every Airman is a spokesperson for Department of Defense, and they should know and be able to apply the techniques required to deal effectively with the media.

Nearly 700 journalists, embedded with U.S. forces during Operation Iraqi Freedom, lived night and day alongside our war fighters. Hundreds more covered the hostilities independently, stumbling upon clandestine special operations or arriving on scene before the military forces. They reported “live and in living color” via satellite, providing real time, round-the-clock coverage of live firefights, aerial bombings and enemy resistance.

Stateside, an aircraft crash off base is videotaped by amateur photographers who offer their prize to news networks starving for exciting imagery. By the time security forces arrive on the scene, the nation is viewing the crash site and speculating on the particulars.

We live in a global information environment. The news media are everywhere, with the technology to publish in real time “24/7.” What we do as Air Force war fighters frequently makes “news.” The American public has an inherent, indeed a legal right to know what we are doing. The question is thus, not if you will be interviewed by a news reporter, but when.

The rights of free people to express themselves and to obtain information about their government are guaranteed in the U.S. Constitution. It is Department of Defense policy to make available timely and accurate information so the public, Congress and the news media may assess and understand the facts about national security and defense strategy. Open and independent reporting are the principal

means of coverage of military operations.

All Department of Defense employees need to be prepared to work with the media through a variety of means, such as having media embed with a unit, media working as part of a media pool, and having people ready to escort media.

It is vital that everyone interacting with the media understand security begins at the source and that classified information needs to be safeguarded against unintentional release to the public. To survive in the future, we must continue to earn the public's trust and support. In our society, the public depends on a free press to keep it informed. If we wish to maintain public support, we must learn to work effectively with the news media. That is the purpose of this booklet.

Principles of Information

Department of Defense Directive 5155.5 spells out public affairs policy: provide accurate and timely information so that the public, Congress and the news media may assess and understand the facts about national security and defense strategy. Requests for information will be answered in a timely manner subject to the following principles:

- ◆ Information will be made fully and readily available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act will be supported in both letter and spirit.
- ◆ A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.
- ◆ Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.

◆ Information will be withheld only when disclosure would adversely affect national security or threaten the safety or privacy of the men and women of the Armed Services.

National security and public accountability are not incompatible. DoD policy is very explicit: maximum disclosure with minimum delay. Bad news does not improve with age, and the mere appearance of withholding or manipulating information can destroy our credibility. Getting our side of the story out as soon as possible and as completely as practicable is essential to maintaining the high level of credibility and public support enjoyed by the U.S. military.

The news media are neither our friend nor our enemy. They are a conduit, albeit filtered, to the American public. The public formulates its opinion of an organization quickly, as much on how we respond to a situation as on the cause itself. The media are a tool that we can use or we can allow them to use us. We must understand how to deal with the news media to get what we want

from an interview in order to perpetuate public support.

Operational Security concerns pose a challenge to friendly military forces. Information provided to the press and the public must be cleared for release.



American forces were joined by more than 700 embedded reporters during Operation Iraqi Freedom, but there were more than 2,000 “unilateral” reporters covering combat on their own. In either case, any DoD employee could have been interviewed without Public Affairs support.

Perception

In this technologically advanced era, reality is not what actually exists, but what is perceived to exist. Most

Americans gain whatever knowledge and appreciation they have of the Air Force, not from direct contact or experience, but from remote observation. Usually, this information is derived through the media.

Much of the public's high opinion of Air Force effectiveness comes from press accounts. News media have covered every major engagement in which we have participated.

We must actively seek to keep the media informed so that our story will be told. At the same time, we also need to respond to legitimate news media requests for information and be prepared to understand that the resulting story may not always be to our liking.

Whether the coverage is good or bad, if we are to effectively represent the Air Force position on an issue, we must understand the communications process. Our positive image represents years of dedication to duty and the personal sacrifice of thousands, some of whom gave their lives. We have a duty to tell their story and the story of our military. If we don't, who will?

Understanding the Media

“Why is it that reporters always pick the worst possible times to show up?”

When the media appear on your doorstep, you may not feel like being interviewed. Cooperation with the press is essential to projecting a strong, positive image.

As many organizations have discovered, the days of ducking the media have vanished.

Sometimes we must react to unanticipated events, such as accidents. The best approach is always to be PROACTIVE and plan your approach to public communications actions as carefully as you would plan any military operation.

To do this, we need to understand certain features of media coverage which might distort our messages:

- ◆ Short Deadlines: Reporters operate under tight deadlines which can vary, depending on the medium.

- ◆ Time/Space Limitations: Print, radio and television have small spaces (such as a sentence or paragraph) or short time periods (such as 10-30

seconds). You must organize your thoughts and be prepared to condense them into a few sentences or thoughts. Be brief and to the point.

- ◆ “Pack” or “Trend” Journalism:

Important or breaking stories are often followed by a spate of follow-on stories on the same or similar subjects. For example, if a series of aircraft accidents occurs over a short period, the collective media pack generates stories focusing on aviation issues related to the aircraft or the type of incidents involved.

- ◆ Inexperienced Reporters: Some reporters without first-hand experience will not know the difference between a M-16 and an F-16. At the same time, many military ranks and acronyms can be confusing, even to an experienced reporter.

Simple, “plain English” descriptions and a positive attitude will score points and reporters will appreciate the assistance. More importantly, a helpful attitude will usually generate credibility and help you get your point of view across. Make every effort to educate the

reporter about your terminology before the interview.

Proactive communications with the media neutralizes critics and eliminates embarrassing distortions. Prior planning is critical; don't "wing it." Always remember the primary job of media organizations is to make money! If possible, it is always prudent to contact your Public Affairs Office before granting an interview.

What is news?

Most journalists agree there are key elements of "news." They are:

Immediacy - something that has just happened or is about to happen

Proximity - the closer to "home" the better

Prominence - public figures, elected officials, famous persons

Oddity - something bizarre, unusual or unexpected

Conflict - arguments, debates, or situations where there is a winner and loser

Suspense - when the outcome cannot be foreseen

Emotions - situations that stir up sympathy, anger or other emotions

Sex or scandal - inappropriate behavior sells.

Using Public Affairs

Your Public Affairs Office is a valuable resource in dealing with the media. You can rely on them to:

- ◆ Advise if the proposed interview is authorized or appropriate.
- ◆ Determine if the media outlet is credible or not.
- ◆ Research potential interview issues, including questions likely to be asked.
- ◆ Assist in helping you prepare for the interview, including review of possible questions and answers and conducting one-on-one rehearsals.
- ◆ Make all arrangements for the interview, including ground rules, time and location.
- ◆ Monitor the interview, if necessary, to provide an in-house record of the interview, as well as follow up on items to be provided later.

- ◆ Act as a liaison with the news organization and provide follow-up video copies, news clippings, etc., of the resulting story.

- ◆ Provide after-action review and feedback: did we get our message out and, if so, how effectively?

Public affairs personnel have been trained to tell you the bad news as well as the good news. Make it easy for them to be absolutely honest, even critical, with you. The most important role Public Affairs has is to prepare people to deal with reporters. In this era, anyone can be tapped to be the spokesperson with very little warning, and the individual selected should not be thrust into the spotlight unprepared. Everyone in the Department of Defense should know and be able to apply the techniques required to deal effectively with the media.

The Media Interview

You have 10 seconds to tell your story. You can say about 35 words in 10 seconds. This is the era of sound bites. According to a study, the average network television news sound bite was 6.5 seconds – 21 words. Maximizing your “opportunity” in a radio or television interview is critical when you need to get your message out.

While many in the military are reluctant to talk to the media, it usually is in the best interest of the joint environment for us to do so. Interviews are opportunities to correct the record, answer critics, or praise outstanding performance.

Before you go into an interview, decide what you want to get out of the interview, or in other words, what *effect* do you want to achieve. Then decide how you can best achieve that effect.

Establish the parameters of the interview. Be very clear about what you will or will not talk about. It is perfectly legitimate to request a list of potential topic areas advance. Remember, once you have given permission for an

interview, you have given up the right to censor what is written or broadcast. Please understand, you have no control over what questions you are asked, but you have 100 percent control over what you say during an interview.

There is no such thing as an “off-the-record” interview. Anything you say to or in the presence of media can be reported.



Before you go into an interview, decide what you want to get out of the interview, or the effect you want to achieve. Then decide how you can best achieve that effect.

During the Interview

♦ **Tell the truth** – The truth may hurt, but lies are deadly. You probably will get caught, and reporters don't forget sources that have "burned" them. Give a direct answer when asked a direct question, even if the answer is, "No, I don't know," or "I'm sorry, I can't answer that question." You will come across as an honest, forthright person.

♦ **Get your message across** – Come to an interview prepared with your messages and find opportunities to get them across without ignoring the reporter's questions. Take the initiative. You are the expert. You know what is important to tell the public, so tell them.

♦ **Be informative, not conversational** – New interviews are exchanges of information. You are the source of information; the reporter represents the public. Don't feel obligated to maintain the social rules of conduct that guide conversations. Beware of the reporter who remains silent, encouraging you to ramble or dilute your original message. It's

human nature to want to fill those lulls with conversation. Don't!

♦ **Be brief** – Reporters generally don't want lengthy, drawn-out explanations. They're looking for quotable quotes – a punchy line that will fill three lines of newsprint or 20 seconds of air time. Use your 20 seconds to get your message across – there's much more likelihood it will be used. Knowing what you want to say in advance will go a long way in simplifying your answers.

♦ **Don't go off the record** – There is no such thing as off the record. If you don't want something to appear in the media, don't say it.

♦ **Know your role** – When you are conducting an interview, understand your role. If you are serving as a spokesperson – remember: reporters will not distinguish between personal opinion and the military's official position – and neither will the public. Answer questions appropriately. If you don't know the answer, find out; don't speculate.

♦ **Don't use jargon** – Avoid using terms or acronyms that can't be quoted without explanation. Don't say, "We're pleased the ORI was such a success." Do say, "We're pleased we did so well in our readiness inspection."

♦ **Say what you mean** – Avoid bureaucratic language. Don't say, "It's clear that much additional work will be required before we have a complete understanding of the issue." Do say, "We're working on it."

♦ **Don't lose your temper** – Sometimes reporters are intentionally rude to elicit a charged response. Don't fall into the trap. Respond politely, in control at all times. Don't get into arguments – your angry comments may be reported without any mention of the provocation.

♦ **Be friendly** – It's an interview, not an interrogation. Establish rapport with the reporter.

♦ **"No Comment"** – Don't say "No comment" or "I can neither confirm nor deny ...". The public views this as, "I know but I won't say." Instead, tell the

reporter you are unable to answer the question and, if possible, why.”

♦ **Don’t answer when you shouldn’t** – If you know the answer to a question but can’t say, don’t hesitate to refer the reporter to the Public Affairs Office. Again, don’t answer questions if you aren’t the appropriate spokesperson. If a reporter presses, repeat your answer. Don’t waiver, and don’t go off the record.

♦ **Don’t guess** – If you don’t know the answer to a question, say so. Be sure you offer to either find the answer or find someone else who knows.

♦ **It’s OK to make a mistake** – The tape is rolling, and you realize you’ve made a mistake. More likely, you suddenly find you have no idea what you were saying. Stop. Say, “I’m sorry I haven’t answered your question very well. Let me back up.” The reporter usually will prefer your new, crisp response.

♦ **Talk from the public’s point of view** – Remember you are talking through the reporter to the public. How does what you’re talking about affect

individuals in the community? Answer questions in terms readers and viewers can relate to.

♦ **Cite facts** – Reporters love facts and figures that will lend credibility to their stories or make certain points. But don't exaggerate facts by using superlatives that make things sound bigger and better than they are.

♦ **Be prepared to repeat yourself** – Reporters may repeat their questions because your answer was too long, too complex, they didn't understand you, or they're simply trying to get a more pithy response. Welcome the question as another opportunity to state your message, perhaps more clearly.

♦ **Be confident** – You're the expert. You have a message to deliver. Recognize reporters may be somewhat intimidated by your expertise or position. Put them at ease.

♦ **Don't be defensive** – Make positive statements instead of denying or refuting comments from others. State your message; let others speak for themselves.

♦ **Never ask a reporter to preview the story** – Reporters generally never let sources review stories, though they often check back concerning complicated details. It's their job to gather the facts and tell the story accurately – to suggest they can't do so without your input insults their professionalism. It's better to listen carefully during an interview to be aware of when a reporter may not understand something. The likelihood of your being misquoted is reduced substantially if you speak briefly and clearly.

Types of Interviews

There are several types of news media interviews. Circumstances can range from an impromptu or pre-scheduled encounter on a routine subject to an accident, incident, crisis or contingency situation. No two situations will be alike. By mastering certain basic techniques, however, you will be well prepared for most interview situations.

Planned interview: Normally a one-on-one encounter. A reporter will

request an interview, and a decision on whether to grant the interview is made on a case-by-case basis, based on the sensitivity of the issue and the area of responsibility of the person to be interviewed.

Never talk about an issue outside your jurisdiction or above your rank.

Contingency situations: Accidents, incidents or crises can present some of the most difficult media encounters you may experience during your career. Extensive property damage, injury or even loss of life may have occurred. A contingency operation may be underway or imminent. These situations are usually dramatic: the confusion of an accident scene, a fire raging with a rescue in progress or Airmen launching aircraft. The already emotionally charged atmosphere will intensify, especially if the media begins to believe they are being denied information, including access to the site, interviews with the participants, etc., for reasons other than safety or the needs of an operation or investigation.

Controlling the Interview

To control the course and content of an interview, prepare for it by identifying and organizing pre-determined, positive messages. No matter what the interviewer asks, you should feel free to steer your response to the related message. The key is to develop your messages and learn the techniques you will need to deliver them.

Situational Control

There are several steps you can take to gain and keep control of the situation:

Make a brief statement: Normal procedure calls for the senior officer present to make a brief statement or take a few questions at the earliest opportunity. This can vary depending on the type of story and immediacy of news deadlines. A little consideration can establish trust and defuse concerns or rumors as to what is actually happening. The media feels an obligation to keep the public informed, and your respect for their position will go a long way.

Your intended audience isn't the reporters, but it is the people who read the newspaper or magazine, watch the TV or listen to the radio.

Keep the press informed: Media are present because they, just like you, have a job to do. Let the media know your plans in as much detail as practical. Don't make a big deal out of it. It's usually best to keep it informal and let them know as much as you can tell them about what is happening. If you do, don't be surprised if they try to keep you informed.

Be aware of what the press can do: Don't overlook the press's ability to assist you in reaching out to Air Force families and to the public. The press can help you acknowledge those involved; single out those who made special contributions; inform the public as to actions they need to take; or assure them appropriate action is being taken.

Developing Your Messages

No matter the event, you need to develop positive messages. Consider a “worst case” scenario: an aircraft accident involving loss of life. Although it is difficult to expand on the positive aspects of negative events, it can be done. Being “positive” doesn’t mean you try to downplay an event; only that you accentuate how you feel – that you are concerned, for instance, what you’re doing about it. For example, if an aviation mishap occurs:

- Express the Air Force’s concern for the people (including families) involved.
- Emphasize we take any accident seriously and a thorough investigation will be started immediately.
- Discuss the importance of ongoing aviation safety programs and provide factual information on the safety record of the type of aircraft involved to reassure the families of those still flying in similar aircraft.

In short, by assuming an assertive and positive attitude, you will not be victimized by events no matter how disastrous. Always answer questions

with your primary “messages” in mind and look for opportunities to deliver them.

In most cases, you will not be confronting a disaster, but it is just as important to develop positive messages and the means to deliver them. You must determine what is important to the public or to your audience about the planned news story.

Developing Your Answers

Most news organizations don’t have time to get into the details. You must be prepared to express your major points in short, dynamic statements. By organizing your thoughts, you make it more likely your position will be understood by the reporter and less likely you will be misunderstood.

Don’t try to memorize a response. Once you’ve decided to grant an interview, you should prepare three to five points to promote the Air Force side of the issue. Work to condense those main points into a 10- to 20-second statement. Ask yourself these questions: What is the issue? What is your

involvement in the issue? Why is it important? What is the historical perspective?

Anticipate tough questions and prepare your answers. List the 10 most difficult questions you might be asked regarding the interview topic and the 10 most difficult questions regarding the Air Force in general. Think about how you will transition from answering these questions into a key point you want to make.

Public Affairs can help anticipate and prepare for tough questions. Colleagues and friends can often provide good sounding boards as well. When we ask you the tough questions, we're on your side.

Go over the questions until you're confident you can handle each and every one. Don't read your answers during the interview. Be prepared to respond without prompting from note cards.

Pre-planned messages triggered by an interviewer's question will result in the delivery of accurate, concise information.

If you want to elaborate or explain your answers in detail, go ahead, but do so only after the main points have been established.

Communication Techniques

Flagging. Tie your information together with verbal clues to follow, such as tone of voice, and nonverbally with hand gestures or facial expressions to emphasize a point.

Example: *“There are three new programs we’ve started this year to enhance flight safety.”*

(said while holding up three fingers)

Bridging. Verbal maneuvering to what you want to talk about (your communications objective). This technique links the answer to a question to the message, usually in the form of a conjunction.

Examples: *“The F-22 does cost a lot, but this aircraft delivers”*

“Fifteen airmen died in combat today, however, they died defending ...”

“This base is not closing, and our mission here will ...”

Hooking. Grab the attention of the reporter. He or she may not understand or know the entire issue, whereas you have years of experience. A hook must be valid, but does not have to be fancy.

Examples: *“What concerns me even more ...”*

“In my experience...”

“The critical issue is ...”

“That’s one perspective ...”

“I’ve heard that, but the real focus should be ...”

Difficult situations

There are good reporters and bad reporters. Most are concerned with honesty, accuracy, getting the story straight and getting it first. A few are openly biased or flagrantly antagonistic – reporters who try to make you lose your cool and say something you’ll regret. All reporters, however, have one primary goal: to get information. Whether they are good or bad, they may use interviewing techniques that are difficult to handle.

When asked a tough question, it’s alright to pause briefly before

responding. Dead time is seldom aired on the news, and silences obviously can't be quoted in print. If your interview is live, a short pause often will give the impression you wish to make a thoughtful response.

In all cases, if you disagree with something the reporter or talk show host has said, you must counter it. If you don't, the audience can only assume you agree.

In an emergency

Media attention during an emergency can be extremely intrusive. However, the public will know virtually nothing but what they're told by the press, so it's vital the media be dealt with efficiently and effectively.

During an emergency, such as an aircraft accident, Public Affairs officers are called upon to help staff the Emergency Operations Center, Media Operations Center, and Public Affairs Control Center. Their job is to collect, coordinate and disseminate verified information to the news media.

It's a fact of life, however, that reporters don't just station themselves at

operations centers to await official information. They'll interview bystanders, seek out emergency personnel for comment or call anyone who may be involved in or affected by the emergency.

A few things to remember during an emergency:

- ◆ Concern for people will come first to emergency personnel and should come first to all those who comment on a particular incident.

- ◆ Don't deny the obvious by trying to minimize what is a serious disaster or tragedy.

- ◆ Don't speculate or place blame. A reporter might say, "I heard the fire was caused by an Airman smoking in bed." Don't speculate on what might have started the fire; remind the reporter an investigation will determine the cause.

- ◆ Don't forget that privacy regulations apply during disasters and other incidents.

Interview Do's and Don'ts

Treat the media as you would want others to treat you. If you are distant and hostile with the media, you'll get what you give. Spokespeople who are accessible and sensitive to a reporter's need for information will generate credibility and create a good working relationship.

- ◆ Make short, simple and specific statements. Make the quotes stand on their own.
- ◆ Respond to a question then stop. Don't feel you have to keep talking.
- ◆ Discuss only matters of which you have direct knowledge. Remember, there is no such thing as a personal opinion when you are speaking for the Air Force.
- ◆ You aren't obligated to tell everything you know.
- ◆ If you can't answer the question, give a reason why. There's nothing wrong with "I don't know" or "I can't answer that for security reasons." Be sure to follow-up with a pre-planned message or promise to get the information immediately following the interview (then do it).
- ◆ Take a second or two to think about your answers. Not only do rapid responses appear rehearsed, but also may not represent your best answer.
- ◆ Avoid "no comment." To many reporters and the public, it may falsely suggest you are hiding information, lack concern or don't wish to cooperate.

- ◆ Use personal examples in your responses so those who read, view or listen to the story can relate to you and those you represent as “real people.” Further, a reporter can’t argue with personal experience.

- ◆ Talk from the perspective of the American public’s interest, not from the viewpoint of the military’s interest. Tell the audience how the nation benefits, not what the military stands to gain.

- ◆ It’s a good idea to encapsulate the question into your response for a taped interview. When the interview is aired or printed, the question may not be identified, and you need to make sure the subject is established, but be careful not to repeat a negative.

- ◆ When given a multiple-part question, answer the one segment that allows you to make a positive point. Ignore the others. If the interviewer wants to return to unanswered questions, he or she will.

- ◆ Avoid repeating or using “color words” that may have a negative connotation. Words such as “massacre,” “scandal,” “deaths,” “corruption,” etc.,

induce overly strong, emotional reactions and may be counterproductive to your objectives.

- ◆ Don't answer with just a simple "yes" or "no." Treat every question as a chance to state the Air Force position or message.

- ◆ Don't pretend to be perfect. Admitting mistakes from time to time demonstrates candor and the integrity of our organization.

- ◆ Don't use acronyms or technical jargon. Speak conversationally as you would to a non-military high school friend.

- ◆ Don't begin with gratuitous phrases, such as, "I'm glad you asked that question," or "That's a good question." It wastes time, doesn't convey anything, and implies that all the other questions were stupid.

- ◆ Don't lie or dodge questions. Answer as honestly and completely as you can. The Air Force's reputation and public trust rests on your credibility.

- ◆ Don't use — or repeat — unverified terminology or "facts" given by a reporter, unless you are positive of

their accuracy. Politely correct a reporter if you know the real facts. State that you are not aware of the validity of questionable figures or if you have not personally verified the accuracy of the referenced information. By using incorrect information or failing to correct erroneous statements, the public will associate them with you and assume they are true.

Follow Up

Don't forget to tie up loose ends after the interview. Ensure your staff follows through on securing any information that you said you would find out. Inform your interviewer that you are available for additional information or clarification if needed.

Rules for Success

- ♦ Tell the truth. Don't lie and don't guess.
- ♦ Know what the interview is about. Don't go into an interview cold. Find out why the reporter is calling, give

yourself time to prepare, and then call back.

- ◆ Have a message. Once you know the subject of the interview, prepare three to five key points you want to make.

- ◆ An interview is not a conversation. The media are your conduit to the public. Speak to the public, not the reporter. Be friendly, but remember interviews are how reporters conduct business.

- ◆ There's no such thing as off the record. An "off the record" comment may not be attributed to you, but that doesn't mean it won't appear in the paper or be used to confirm information.

- ◆ Keep it simple. Nothing ruins an interview faster than long, complex explanations. If you want your message conveyed, be sure to say it simply.

- ◆ Be brief. Practice answering questions in 20 seconds or less. Chances are, the reporter will use the first decent 20-second comment and skip much of the rest.

Summary

Members of the media are a link between the Air Force and the public. They form the conduit of communication that is vital in keeping a flow of accurate and timely information to the American public and world audiences. This information is the bedrock of the public's perception of the military.

It is the responsibility of each airman, and particularly those who deal directly with the media, to become familiar with the process and feel comfortable in this environment. As a spokesperson for the Department of Defense, you must keep the conduit free of obstruction by providing honest and accurate information to the public.

Remember your Public Affairs officer is your local media expert and can provide the best advice before, during, and after your interview. Seek the PA's counsel and take advantage of his or her experience with the media.

APPENDIX A

Interview Decision Process Checklist

Step 1: Conduct basic research

- ◆ Determine the reporter's purpose.
- ◆ Determine your purpose: Why conduct the interview?
- ◆ Determine the reporter's background: How well does the reporter know the issues?
- ◆ Consult with your boss and the PAO.
- ◆ Are you the right person to do the interview?

Step 2: Develop your communication objective

- ◆ Create a message geared to the reporter's audience.

Step 3: Research potential questions

- ◆ Brainstorm: Look for questions you won't like.
- ◆ Look for local angle on national issues.

Step 4: Prepare written answers to each question

- ◆ Don't try to "ad lib" during the interview.

- ◆ Review written responses, use staff as necessary.
- ◆ Answer from the audience's perspective.
- ◆ Keep answers simple and concise: If you can't write simple sentences, you don't understand the issue.

APPENDIX B

Rules of Engagement

1. Reconfirm the interview topic.
2. Establish subjects not open for discussion. Most journalists understand and respect ground rules.
3. Find out if reporter has other sources.
4. Set time, location, date, and a time limit for the interview.
5. It is all right to tape the interview. It is a matter of accurate record, not a matter of mistrust.
6. It's OK to have pre-interview discussion:
 - ◆ Puts both parties at ease.
 - ◆ If it's a TV interview, ask if the interview is "live" or taped.
 - ◆ Helps determine and, perhaps, supplement the reporter's knowledge.
 - ◆ Can determine reporter's angle on the story.
7. Don't expect to be able to review the story before it goes public. However, if it is a very technical story, perhaps involving a weapon system, you may offer to review it for factual accuracy.
REMEMBER: Even during a pre-interview discussion, you should operate

under the principle that the cameras are always “rolling” and that the microphone is always “hot.”

APPENDIX C

Basic 'On-the-Air' Tips

Here is a common sense checklist to review as you plan to go "on-the-air." These tips are aimed at a television interview but could also apply to photographs for a newspaper.

- ◆ **Uniform:** Wear attire appropriate to the subject and the setting. Normally you would wear a freshly pressed service uniform although a uniform of the day is acceptable when the interview is conducted on base in a working area.
- ◆ **Eyewear:** Do not wear sunglasses or tinted/ photo-gray glasses. If you wear glasses, wear rims that will allow viewers to see your eyes. If you decide not to wear your glasses during the interview, remove them about 20 minutes prior to the interview to allow your eyes to adjust.
- ◆ **If seated:** Pick a non-swivel, stable, straight-back chair to avoid movement during the session. Do not sit back or let yourself get too comfortable. Don't slouch; a slight degree of discomfort will help you stay mentally and physically alert. It's also best to lean

forward slightly and maintain eye contact with the interviewer.

- ◆ If standing: Assume a stable, comfortable position at an angle to the camera, facing the interviewer. Stand tall with one foot slightly back, then put most of your weight on that back foot.
- ◆ Microphone: Allow the camera crew to get you “wired.” Avoid touching or breathing into the mike; keep the cord hidden. If they ask you for a “mike check,” say your name, rank, duty title and your most important main point you want the audience to understand.
- ◆ Physical gestures: Feel comfortable using natural hand gestures for emphasis, but don’t overdo it. Avoid nervous habits such as tapping feet, drumming fingers, playing with pens, etc. Your most important gesture is always paying respectful attention to the interviewer and demonstrating your sincerity and honesty by maintaining appropriate eye contact. You don’t have to be serious at all times, but be careful not to smile or nod at the wrong time when discussing an accident or serious

incident - some people smile out of discomfort or nervousness.

- ◆ Personal issues: If you have a hearing problem, a difficulty understanding, nervousness or a physical reason for desiring one profile over another, make this known to the producer of the program in advance.
- ◆ Relax. After all, you are the expert and the person best able to deal with your subject.

Watch out for sneaky tactics

The table below lists the most common types of interview questions and provides a few techniques for handling them. Keep these suggestions in mind as you prepare for your chat with a reporter, and use them during your interview. These techniques should help you become an excellent representative for your unit.

Type of Question

Puffball

(any “easy” question)

Techniques

- ◆ Acknowledge the question
- ◆ Don’t pass up the chance to include one of your key points

Example:

Q: Are the young men and women entering the Air Force today better or worse than they were 10 years ago?

A: The young men and women we’re recruiting today are undoubtedly the best-educated, brightest people we’ve ever attracted. In fact, this month alone, applicants in our recruiting district have had the highest test scores we’ve seen in the past decade.

Hypothetical

- ◆ Don’t address “what ifs”
- ◆ Bridge back to key point

Example:

Q: What would happen if the Air Force budget were reduced by, say, five percent?

A: Well, one can't foresee the future. I can tell you, however, that the Air Force is committed to spending taxpayers' dollars in the wisest possible way. I assure you that all of us in this unit will continue to do our best to give Americans the best possible return on their investment in national defense.

Type of Question

False Facts/

False Assumptions

Putting Words in Your Mouth

Techniques

- ◆ Never repeat mistaken information
- ◆ Discount the false facts or assumptions by bridging to a positive point
- ◆ If the interviewer returns to the incorrect information, briefly and politely correct the record

Example:

Q: So what you're saying is that the base is responsible for more than 50 percent of the community's oil spills?

A: No, that's not correct. What I said was that the base's oil containment team has had to respond to 50 percent fewer incidents this year.

Factual

- ◆ If the information is correct, say so
- ◆ If the information is incorrect, disagree tactfully and provide facts
- ◆ End with a positive message

Example:

Q: Wasn't there a big fire this morning at the fuel depot on your base?

A: That's right. Workers were disassembling an unused fuel storage tank, and sparks from a cutting torch ignited the fumes. Fortunately, the base fire chief had anticipated such a situation and had a team on site. The fire department crew put out the fire within three minutes of their arrival. Realistic training paid big dividends out there today.

Forced Choices

- ◆ Don't agree if both choices are incorrect
- ◆ Tell the "real story"
- ◆ Make the information as positive as possible

Example:

Q: Did the general commit suicide because he was gay or because he was having problems with his wife?

A: First, let me say that this incident has affected everyone on base. The general's death is under investigation at this time, so no one yet knows how he died. General Smith had many outstanding achievements during his career and his leadership will be missed.

APPENDIX D
Communication
Objectives/Key Points

Main Points
Story/Example/Description

CONCERN _____
Taking action. Accountability re-emphasized.

Personal interest/caring.

Appropriate body language/facial expression

CANDOR _____
Admit breakdown/confusion.

Clearly state the story.

UNIQUENESS _____
Never happened before.

Not the usual case, although training exposes airmen to risks

Your objectives/messages should be positive, particularly for controversial or negative subjects: critics and detractors will be contacted for their views. If you don't bring out your positive points, no one else will.

Answers that work:

- ① Contain a message - brief, simple, plain language statement
- ② Put the message upfront
- ③ Emphasize benefits versus features, people not programs
- ④ Story-like: jokes, anecdotes that have a beginning, middle and end are usually people oriented, personal experiences
- ⑤ Contain few negative words, are essentially positive
- ⑥ Are not disparaging towards any organization or individual.

APPENDIX E

How to Make the Best of Bad News

If you feel you have been wronged in a news story or inaccurate or misleading reporting has taken place, you must decide if you want to take action. Bad news is always worse when someone else explains it. Engage immediately to get the facts out to the public.

Bad news correction checklist

- ◆ Is it important enough to correct or would a correction amount to nit-picking?
- ◆ Just how damaging is the charge, criticism or error?
- ◆ Will a correction simply give greater visibility to an opposite point of view?
- ◆ Is a correction worth a restatement of the entire problem, including the error, to new audiences?
- ◆ Is it possible to reach the identical audience originally exposed to the error?

- ◆ Did you respond promptly and accurately to the media inquiries that led to the story?

The more of these elements that apply, the more likely it is that you should seek correction, clarification or retraction. We recommend you proceed only if your situation meets at least four of the six criteria above.

How to make bad news worse

- ◆ **Lie!**
- ◆ Lose your temper.
- ◆ Phone the offending news agency and demand a meeting with the management where you threaten everything from withholding future access to bodily harm.
- ◆ Call the reporter demanding a retraction.
- ◆ File a lawsuit

APPENDIX F

Developing Your Messages/ Objectives

Prepare for all interviews by developing your own agenda. Go into every interview knowing precisely what you'd like to see in print or on the air, and what effect you'd like to create in the minds of the audience. If you could write the headline or first paragraph for the article, what would it be? What perception do you want the audience to have when you're done?

Just remember: prepare for, but don't expect, perfection.

Here are some tips on how to develop your agenda.

Don't just answer the reporter's question — respond to it! All your answers should stand alone, needing no introduction. Answer + message = Response

Identify two or three points about your mission or a sensitive issue that you'd

like the public to understand. These are your key messages or commercials. Keeping these key phrases in mind should help you guide and control the interview.

Don't wait for the right question to be asked — bridge to your key point, move beyond the question asked and tell the public what you want them to know.

Make your responses short and specific — one to two sentences or about 20 seconds.

Write your key points in clear, easily understood language, free from jargon or complicated, technical language. Ensure they are provable assertions or facts that can be independently verified.

Write your points on 3 x 5-inch card and refer to them before the interview starts, then put it away. If you will be citing statistics or something very technical, write those numbers on a card and use the card for emphasis during the interview. Otherwise, don't refer to

your points again: you're the expert and should know what you're talking about.

If you don't want to see it in print or hear it on the air — DON'T SAY IT. Engage brain before putting mouth in gear.

APPENDIX G

Incident Commander Quick Reference

Public statements in a crash

- ◆ Release as much information as you can, as quickly as you can, as clearly as you can to journalists on the scene.
- ◆ Package your information into short “responses” - never just answer a question.
- ◆ Answer + Message = Response to journalist’s question. And always add a message to the answer - messages are short, positive, truthful, memorable statements.
- ◆ Messages are key points you want to communicate to the public, examples:
 - The Air Force is a close-knit family and the loss of one of our own affects all of us.
 - We understand this was a very tragic occurrence and we are all experiencing this sorrow together.
 - The cause of the accident is under investigation.

- A board of officers has been appointed to thoroughly investigate the cause of the crash.
- We ask the public to avoid the accident scene, so cleanup and recovery operations can continue.
- Realistic training has inherent risks.
- ◆ Keep responses short: 15-30 seconds MAX.
- ◆ Look at the journalist who asked you the question - NOT the camera - pause before you respond to the question, remain calm, talk slowly, show concern -- people will remember their impression of you, not necessarily what you said.
- ◆ If you have a responsible eyewitness to offer the journalist, do so ONLY after the eyewitness has been given “on-the-spot” media training and helped with message development.

What is releasable to journalists?

- ◆ Information about the accident.
- ◆ Time, place or any details that do not speculate on the cause of the accident

- ◆ Number of persons involved, including crew and passengers on aircraft accident
- ◆ Departure point and destination
- ◆ Type of equipment involved
- ◆ Purpose of the mission (if unclassified)
- ◆ If available, when and what were the circumstances of the last crash at the base
- ◆ How many died, where they died, how they died, where the bodies were taken
- ◆ Cause of death as confirmed by medical authorities
- ◆ How many were injured, where they were taken, condition only and if confirmed, say “they were listed in _____ condition,” remember that their condition may have changed since your last report
- ◆ Release name of dead (or those seriously injured) after next-of-kin notification plus 24 hours depending on the situation. For dead release: name, rank, title, unit, AFSC, gender, home of record (city and state only), awards and decorations, how long in the military, how many hours of flying time, types of

aircraft flown, previous assignments, military PME.

- ◆ If accident off base and if civil authorities identify military victims, ask the journalists to withhold the names until next-of-kin notification

Granting access to journalists

- ◆ Grant access to the scene as soon as possible. The imagination is almost always worse than the reality. Don't make the media guess.
- ◆ If there are valid safety concerns, inform the journalists of this fact, then arrange for them to take long-range visuals with their cameras
- ◆ If bodies are present, cover the bodies or body parts and allow access
- ◆ If classified is present, cover it and have a Security Forces individual accompany the media and PA, then grant access - if it can't be covered, tell the journalists what the problem is. If the journalist has already taken images of classified, explain the problem and ask for the film or tape and then help

him/her replace it, by getting the images he needs for the story. If on-base and classified material has been photographed, Security Forces will confiscate the film or videotape. If off-base, Air Force officials must ask civil law enforcement authorities to stop further photography of the exposed classified material and collect the film and videotape.

- ◆ If an off-base accident, ask local authorities to help - remember, you have no authority off base to constrain the media unless a national security area is declared

APPENDIX H

Interview Preparation Guide

When Public Affairs calls you to with a request for an interview later in the day, do the following:

- ♦ Write down the topic that is to be covered on the topic line below.
- ♦ Determine your communication points. What three ideas do you want to get across to the reporter? Write these on the lines below.
- ♦ List three possible questions a reporter might ask. Be sure to prepare answers to these questions. Write questions and answers below.
- ♦ If time permits before the interview, ask a friend to interview you about the topic in question.
- ♦ Videotape the mock news interview.
- ♦ Analyze it for presentation strengths and areas of improvement.

Topic: _____

Your Communication Points

1

2

3

Possible Question

Your Response (Sound bite)

1

2 _____

3 _____

