



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND  
1777 HARDEE AVENUE, SW  
FORT MCPHERSON, GEORGIA 30330-1062

**18 APR 2009**

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**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Headquarters, U.S. Army Forces Command (HQ FORSCOM) Strategic Communication Plan Memorandum of Instruction (MOI)**

**1. References:**

- a. **Commanding General (CG), FORSCOM verbal guidance, 30 Oct 08.**
- b. **CG FORSCOM Decision Brief, 28 Jan 09.**
- c. **CG FORSCOM Vision, 20 Mar 08.**
- d. **Army Posture Statement, 26 Feb 08.**
- e. **Strategic Management Plan, 25 Jul 08.**

**2. Applicability: This memorandum applies to all HQ FORSCOM general and special staff sections and to subordinate FORSCOM commands.**

**3. Purpose: This MOI identifies roles and responsibilities, strategic focus, tactics and execution considerations. It represents a guide for commanders and senior leaders to understand the key themes and messages planned for internal and external audiences within the context of Army Force Generation (ARFORGEN). It is vital to communicate the Strategic Communication (STRATCOMM) messaging efficiently and effectively, ensuring the messages are accurately received and acted upon. As a team we must secure the resources necessary to support the Soldiers and Families who sacrifice daily defending our freedom. It is imperative that all themes and messages are delivered consistently and coordinated through the proper chain of command in order to optimize and protect the entire STRATCOMM effort.**

**4. Background: The goal of our STRATCOMM efforts is to empower Soldiers, Families, and the American people through increased understanding and better enable them to engage in a strategic communications campaign that will holistically sustain the well being of our forces and facilitate the understanding and execution of ARFORGEN. To this end, in the fall of 2008, the CG directed HQ FORSCOM and subordinate units to begin executing a more focused**

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**STRATCOMM effort to enhance understanding of ARFORGEN within key internal and external audiences. While all of our targeted audiences are important, the CG has directed that the priority audience is FORSCOM Soldiers and Families. To bring more coherence and synergy to FORSCOM STRATCOMM efforts, the FORSCOM CG stood up the Strategic Communication Coordination Group (SCCG, "scug") in Jan 09 (see Annex A).**

**a. This SCCG consists of representatives from the FORSCOM CG Staff Group (CGSG), Congressional Relations Office (CRO), G-1, G-3/5/7, G-4, G-8, Staff Judge Advocate, Chaplain's office, and Public Affairs Office (PAO is the HQ FORSCOM lead), and, meets monthly to identify potential STRATCOMM events or developments and the road ahead.**

**b. The "Extended SCCG," consisting of the main SCCG and representatives from Corps, Divisions, Installations and Direct Reporting Units (DRUs) will meet via video teleconference to share information, expand situational awareness, and discuss key upcoming STRATCOMM events or initiatives.**

**c. Senior leaders, including community leaders and government officials, are also uniquely positioned as key decision makers to influence the outcome of the STRATCOMM plan and awareness of the unique role FORSCOM plays in our national defense and the strategic differences between the Army Active Component, Army Reserve, and National Guard.**

**d. The publishing of this MOI initiates the beginning of a collaborative communications campaign at the local/regional/national level to reach key constituencies in support of the desired effects that address challenges, issues, and top concerns that impact the ARFORGEN mission.**

## **5. Execution:**

### **a. FORSCOM Commander's Intent:**

**(1) Purpose: The purpose of FORSCOM strategic communication is to empower Soldiers and Families and to maintain the support of the American people. It is also to facilitate greater understanding of ARFORGEN inside and outside of the Army. Soldiers and Families are the key to maintaining a viable All-volunteer Force. Thus, they are the primary target audience and will require about three-quarters of our communication effort. Resourcing for the full cost of**

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**an expeditionary Army is also very important, and we will focus the remainder of our communication efforts on key external audiences who provide the human and material resources that keep our Army the best force in the world today.**

**(2) Key Tasks: The four key tasks of the STRATCOMM plan are to:**

**(a) Improve information flow to Soldiers, Family members, and Civilian employees to forge/enhance partnerships and to improve understanding of change occurring within the Army.**

**(b) Maintain public, Congressional, and new Administration support for Soldiers and Families to facilitate resourcing the full cost of an expeditionary Army and preserving the All-volunteer Force.**

**(c) Build Department of Defense (DOD) and Congressional support and resourcing to operationalize the Reserve Component within the construct of ARFORGEN.**

**(d) Facilitate increased understanding of Army Force Generation within the Army, Joint Staff, Office of the Secretary of Defense, and the Combatant Commands to bring more rigor to the Global Force Management Process and to facilitate increased strategic flexibility and operational depth.**

**(3) To achieve the key tasks, we must:**

**(a) Build a proactive system to identify strategic communication opportunities that leverage various audiences to achieve desired outcomes.**

**(b) Focus our communications on improving understanding of ARFORGEN within the internal audience, and on external opinion leaders who can act as change agents.**

**(c) Focus our key leader engagements on events or outcomes with truly strategic impact.**

**(d) Leverage new media technologies to better engage with our younger and more tech-savvy Soldiers and Families.**

**(4) End-State: The end state for FORSCOM strategic communication is that**

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**our Soldiers and Families are empowered because they have a better understanding of the change occurring across the Army; that the American people, via the Congress, provide the funding necessary to support Army operations and Soldier and Family programs; that audiences internal and external to the Army have a better understanding of ARFORGEN that results in more efficient and effective use of Army forces; and that the Reserve Component garners the resourcing necessary to make it a truly operational force with the requisite base and power projection infrastructure (see Annex B).**

**b. The demands of the ARFORGEN deployment cycle require a results-driven communications approach that leverages traditional and new media technologies, real time cross-cultural feedback, and a multitude of forums, events, stages/seminars and stakeholders to execute.**

**6. Concept of the Operation:**

**a. We will execute this STRATCOMM plan along three lines of operations:**

**(1) Trained and Ready Forces: Communications should include highlighting the readiness and adaptability of our Soldiers and units, and the need for consistent resourcing of the full cost of an expeditionary Army.**

**(2) Well-Being of Soldiers and Families: Communications should include highlighting well-being programs available to Soldiers and Families, quality of life improvements, and the resiliency of our Soldiers and Families.**

**(3) Forge/Enhance Partnerships: Communications should focus on enhancing the connection and partnership of the Army to the American people.**

**b. The SCCG will identify strategic communication requirements based upon upcoming decision points in accordance with command guidance, senior leadership, and performance objectives.**

**c. The focus of this MOI is to ensure FORSCOM has the necessary tools to create value, protection, and support for the designated lines of operation . . . Soldiers, Family Members, and Civilians (see Annex C) as it relates to the desired STRATCOMM effects.**

**d. The primary target audiences in order of priority are:**

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**(1) Soldiers and Families and Civilian employees.**

**(2) Headquarters, Department of the Army (HQDA) Secretariat and Army Staff, the Joint Staff, Office of the Secretary of Defense, the Combatant Commands, and "graybeards."**

**(3) Civic and veteran service organizations, the general public (especially influencers such as parents and other Family members), and the media (primarily as a conduit to external audiences).**

**e. The STRATCOMM core themes and messages are synchronized with the overall Army Campaign Plan "America's Army: Strength of the Nation" (see Annex D) and are intended to reach key audiences and communicate both the needs of Soldiers, Families, and Civilian employees as well as the FORSCOM CG's vision. See Annex E for a visual representation of the CG vision and see Annex F for themes and messages for ARFORGEN understanding and effectiveness.**

**f. The STRATCOMM effort will leverage the traditional/non-traditional media technologies and platforms (blogs, social media, mobile marketing), extending the reach to primary and secondary audiences in the quickest, most efficient and cost-effective manner.**

**g. External creative/marketing support will be resourced, as per the CG, and engaged to ensure the most competitive business models, techniques, and methodologies used in the private sector.**

**h. Forces Command has established an initial social media landscape in accordance with the latest Army social media and Web use guidelines (see Annex G).**

**7. Responsibilities: The following tasks for the HQ, FORSCOM general and special staff and subordinate units are not in order of importance, nor all inclusive, but rather a snapshot illustrating ongoing priorities of the CG. The continuously changing operational environment will influence STRATCOMM priorities. Subordinate commands are expected to take the tools provided and engage where possible to advance and support the STRATCOMM communications objectives.**

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**a. Deputy Chief of Staff for Personnel, G-1: Focus STRATCOMM efforts on:**

- (1) Deployment Cycle Support.**
- (2) Wounded Warrior Program.**
- (3) Family Readiness Groups.**
- (4) Suicide Prevention.**
- (5) Warrior Transition Unit (WTU), Fragmentary Order (FRAGO) 4 implementation.**
- (6) Reserve Component OP transformation.**
- (7) Senior Leadership Development Program.**
- (8) Readiness Core Enterprise implementation.**
- (9) Rear Detachment and Mission Support Element (MSE) support.**
- (10) Provide subject matter experts (SMEs) as needed.**

**b. Deputy Chief of Staff for Operations, G-3: Focus STRATCOMM efforts on:**

- (1) Mobilization Tiger Team.**
- (2) Reinforce FORSCOM's role in the Chief of Staff, Army initiative to "restore balance."**
- (3) Cite FORSCOM's role in transforming Reserve Component forces.**
- (4) Seek opportunities to promulgate the lead FORSCOM role in the training and readiness of foreign security forces.**
- (5) Continue in coordination with (ICW) the other Army Commands (ACOMs) to support STRATCOMM Initiatives for the Warfighter's Forum (WFF) program forum initiative.**

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- (6) Provide SMEs as needed.**
- c. Deputy Chief of Staff for Logistics, G-4: Focus STRATCOMM efforts on:**
  - (1) Support to reinforcement of forces in Afghanistan.**
  - (2) Army Enterprise transformation support.**
  - (3) Equipping support to deploying forces.**
  - (4) Left Behind Equipment and RESET maintenance.**
  - (5) Equipment retrograde.**
  - (6) RESET implementation.**
- d. Deputy Chief of Staff for Information Management, G-6: Provide support to implement and execute New Media, Social Media, and Web initiatives.**
- e. Deputy Chief of Staff, Resource Management, G-8: Upon Deputy Commanding General (DCG) approval and direction, will work with G-6 to secure resources to support the Commanding General's directive to leverage external civilian public relations expertise and engagement using new media.**
- f. Secretary of the General Staff (SGS): Task for STRATCOMM support from the staff and/or subordinate organizations as appropriate.**
- g. Chief, CG's Staff Group (CSG): Keep SCCG members abreast of CG initiative priorities for the development, implementation, and execution of relevant STRATCOMM.**
- h. Congressional Relations Office: Provide support with all STRATCOMM congressional engagements in support of ARFORGEN and Deployment Cycle Support.**
- i. Chaplain: Provide STRATCOMM support promoting personal and family spiritual growth and well-being to enhance mission readiness through values and moral development, resiliency, and suicide prevention throughout the ARFORGEN process and deployment cycle.**

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**j. Staff Judge Advocate (SJA): Provide legal support as needed to the STRATCOMM effort.**

**k. Public Affairs Office (PAO): Lead the SCCG. Collaborate with the CG's Staff Group leader and other SCCG representatives to develop meeting agendas and scope.**

**l. Tasks to non-deployed FORSCOM subordinate units:**

**(1) Conduct STRATCOMM at local/regional level IAW the three lines of operation: Trained and Ready Forces; Soldier and Family Well-being; and forging enhancing partnerships.**

**(2) Provide primary PAO or STRATCOMM representative to participate in quarterly Extended SCCG meetings to update via VTC on strategic communication activities executed and future opportunities, IAW template provided by FORSCOM PAO (see Annex H).**

**m. Tasks to specific FORSCOM DRUs (in addition to those in the two paragraphs above):**

**(1) First Army: Develop and begin executing a STRATCOMM plan to tell the First Army story NLT 1 Jul 09. Per the FORSCOM Commanding General, this plan should focus on educating Army and Joint decision-makers about First Army's indispensable role in the mobilization process and with Reserve Component (RC) training support, as well as its need for full resourcing to better enable the goal of operationalizing the Reserve Component.**

**(2) 20th Support Command: Develop and begin executing a STRATCOMM plan NLT 1 Jul 09 to inform key Army and Joint audiences about the unit's unique capabilities.**

**8. Coordinating Instructions:**

**a. The FORSCOM HQ STRATCOMM Campaign Plan will be published under separate cover NLT 4 May 09.**

**b. Product and Marketing Plan: In order to develop and execute public and command information programs to effectively inform key external and internal**



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**audiences about the challenges of ARFORGEN, FORSCOM has established four mission categories to assess metrics in order to enhance understanding, garner public support, and positively impact a variety of resources, Soldiers, Families, and Civilian employees. These categories are illustrative of one way to approach the tactical portion of the plan and will be refined as we move forward with FORSCOM STRATCOMM (see Annexes I-L). The categories are:**

- (1) Marketing and Media.**
- (2) Command Information.**
- (3) Mobilization, Training, and Readiness.**
- (4) Outreach.**

**9. Execution Considerations:**

**a. One of the most important steps in any STRATCOMM Plan, regardless of whether it is marketing, social networking, print advertising, public relations, etc., is to create a set of written goals, objectives, and strategies and ensure they can be continually evaluated, measured, and enhanced until the STRATCOMM goals are successfully achieved.**

**b. A mainstay of effective communications between any organization and its intended target audience is the trust or rapport which must be built between the audience and the communicating audience. This is equally true within traditional/non-traditional media and arguably more important due to the volume of information being shared via web 2.0. If a valuable relationship is not built, the audience will simply filter out any communication, damaging the chances of them supporting, donating, etc.**

**c. If investing in new media/technologies, find and agree to some acceptable metrics to track the effectiveness of your activities. Several Web tracking and standard analytics can help as many media referrals can be tracked using existing tools. The PAO/G-6 can help you with this. We expect commands to think creatively to find other ways of measuring the impact and share best practices during quarterly SCCG VTCs.**

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**10. Points of contact (SGS/PAO):**

a. Mr. John Rains at (404) 464-6001 (DSN 367), NIPR email john.rains@conus.army.mil

b. Mr. Robert Blakeley at (404)464-5863 (DSN 367), NIPR email robert.blakeley@conus.army.mil

c. LTC Nicole Parker at (404) 464-7650 (DSN 367), NIPR email nicole.parker1@conus.army.mil

d. LTC Michael Huth at (404) 464-7301 (DSN 367), NIPR email michael.huth1@conus.army.mil



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Commanding General, 1st Cavalry Division  
Commanding General, 3d Infantry Division and Fort Stewart  
Commanding General, 4th Infantry Division and Fort Carson  
Commanding General, 10th Mountain Division and Fort Drum  
Commanding General, 82d Airborne Division  
Commanding General, 101st Airborne Division (AASLT) and Fort Campbell  
Commanding General, Joint Readiness Training Center and Fort Polk  
Commanding General, National Training Center and Fort Irwin  
Commanding General, 32d Army Air and Missile Defense Command  
Commanding General, 20th Support Command  
Commanding General, 7th Signal Command

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ANNEX A



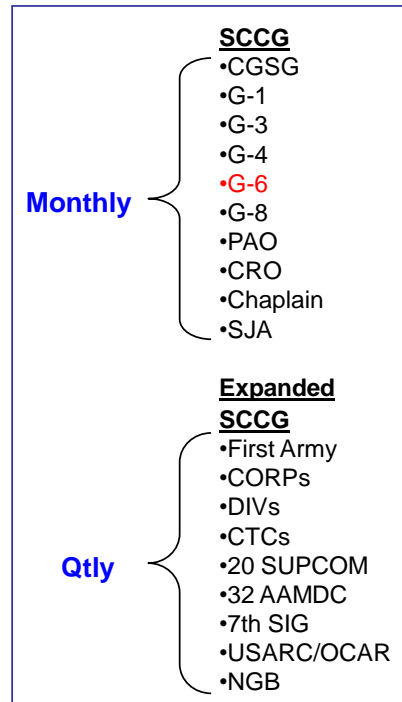
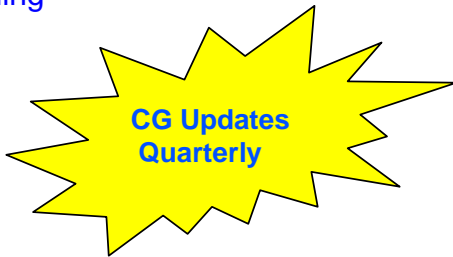
# FORSCOM Strategic Communication Coordination Group

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**PUBLIC AFFAIRS LEAD!**

SCCG

- Collaborative and diverse organization
- Provides integrated communication and strategic planning



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**ANNEX B**



*Lines of Operation*

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**DESIRED EFFECTS**

**E1**  
Improve information flow to Soldiers, Family members, and Civilian employees to forge and enhance partnerships and to improve understanding of change occurring within the Army.

**E2**  
Facilitate increased understanding of ARFORGEN within the Army, JS, OSD and COCOMs to bring more rigor to the Global Force Management Process and to facilitate increased strategic flexibility and operational depth.

**E3**  
Maintain public, Congressional and new Administration support for Soldiers and Families to facilitate resourcing the full cost of an expeditionary Army and preserving the All Volunteer Force.

**E4**  
Build Department of Defense/Congressional Support and resourcing to operationalize the RC within the construct of ARFORGEN



**Improve**  
Information Flow

**Increase**  
ARFORGEN Understanding

**Maintain**  
Public and  
Congressional Support

**Operationalize**  
Reserve Component

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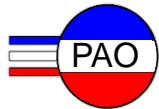


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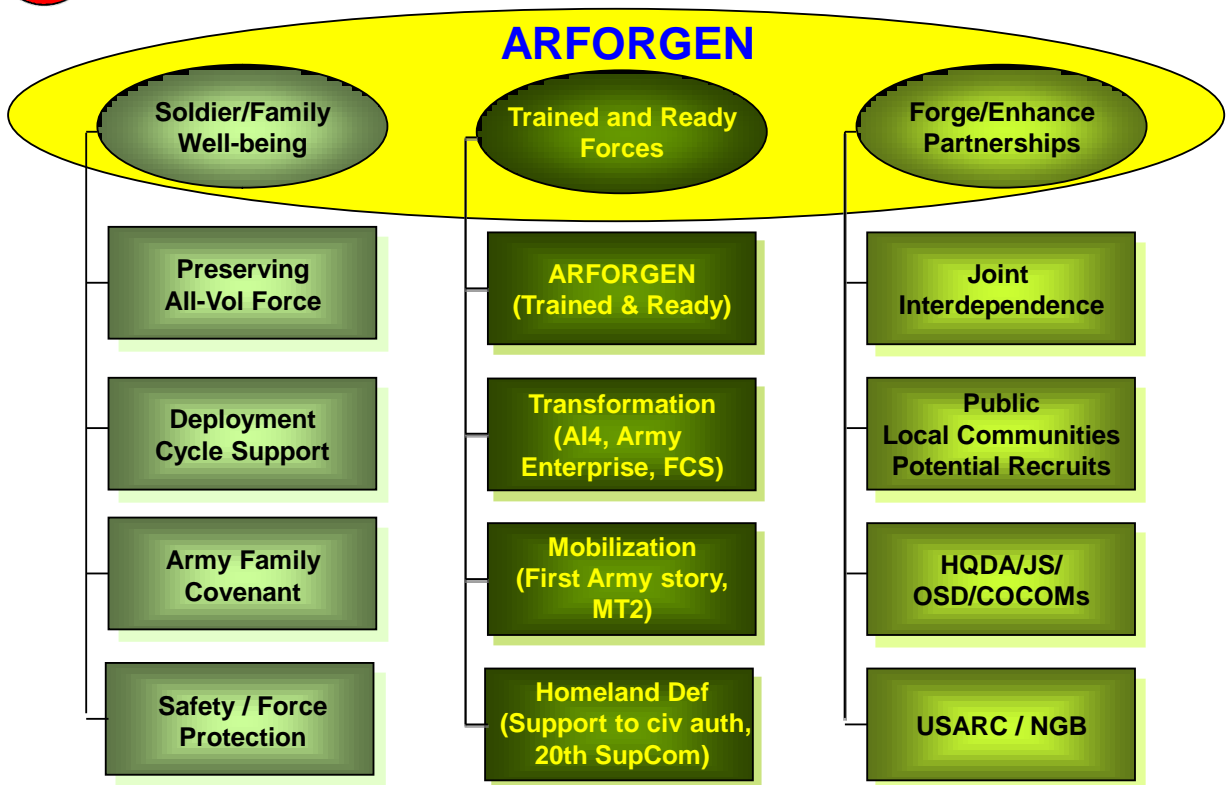
ANNEX C

HQ FORSCOM STRATCOMM Priorities



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# Lines of Operation



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**ANNEX D**

**The Army Theme: *“America’s Army: The Strength of the Nation.”***

- 1. America’s Army – Soldiers, Civilians, and Families – epitomizes what is best about America. Their willingness to sacrifice to build a better future for others and to preserve our way of life is a great strength of our Nation.**
- 2. Soldiers, who are doing the “heavy lifting” for our nation,” are the strength of our nation--the ultimate instrument of national resolve.**
- 3. Soldiers will continue to reflect the strength of our Nation. As Soldiers, we will lead the Nation to victory, and assist our Nation in building a better future for coming generations.**
- 4. Our Soldiers know well the meaning of “Army Strong.” They have been “baptized in fire and blood, and they have come out as steel.” That steel endures!**
- 5. The courage, competence, and commitment of our Soldiers, Army Civilians, and their Families to the ideals that made this country great are making a difference in this world.**

**Enduring Themes:**

- 1. The Army is the strength of the Nation.**
- 2. The strategic environment is one of uncertainty and persistent conflict.**
- 3. The Nation needs an adaptive Army capable of defending our way of life from the full range of threats and challenges in the 21st Century.**
- 4. Soldiers are the centerpiece of this effort.**
- 5. Family Members are key to Army readiness; they deserve recognition and our full support.**

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**Current Messages:**

- 1. (Overarching Budget) We need full, timely, predictable funding to prepare for future contingencies, sustainment of operations and reset, and the fulfillment of operational commander needs.**
- 2. (Grow the All-volunteer Force) Growing the All-volunteer Force is a national imperative, especially in this era of persistent conflict.**
- 3. (Sustain the All-volunteer Force) To accommodate accelerated growth, we are providing competitive incentives to our mid-grade officers, noncommissioned officers, and their Families that recognize their invaluable experience and priceless contributions to the All-volunteer Force.**
- 4. (Modernization) A Modernized Army is a national imperative. The cost of modernizing is measured in dollars; the cost of failing to modernize is measured in lives.**

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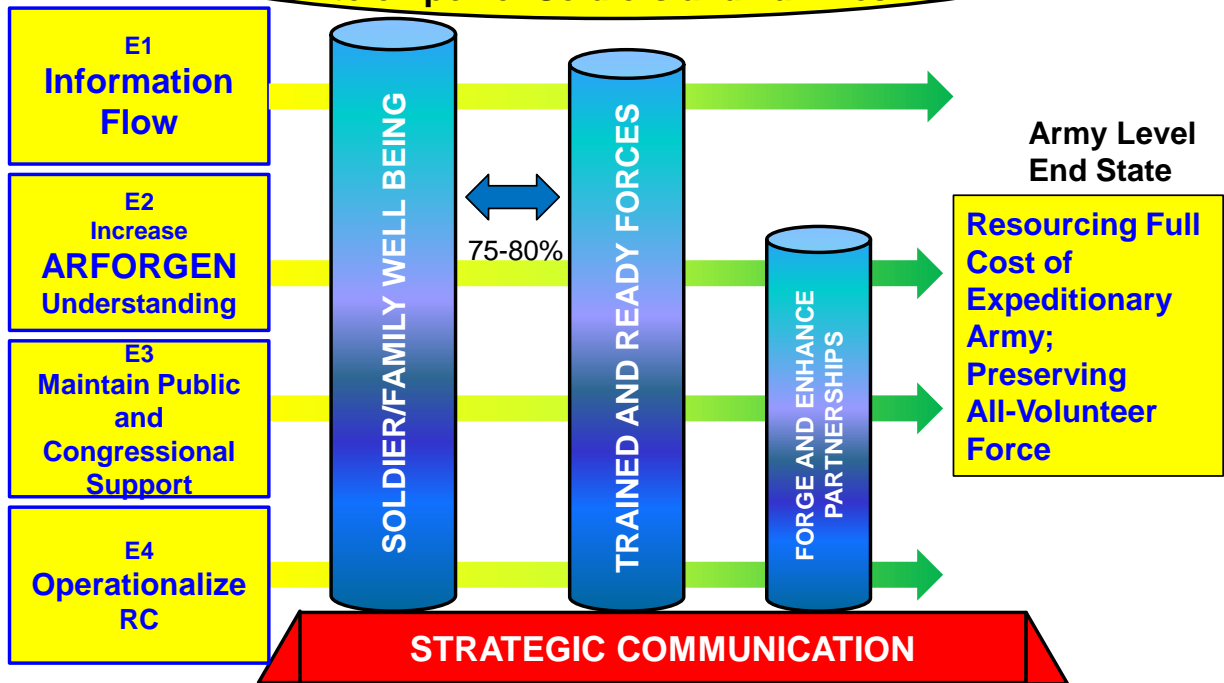
ANNEX E



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# CG STRATCOMM VISION

Conduct strategic communications to maintain support of American people and to empower Soldiers and Families



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## **ANNEX F**

### **FORSCOM ARFORGEN Themes and Messages**

- **Army process that applies to all components across the Generating Force to provide combatant commanders and civil authorities with trained and ready units, task organized in modular expeditionary forces tailored to Joint mission requirements, with a sustainable campaign capability and depth to conduct continuous full-spectrum operations in persistent conflict.**
- **The ARFORGEN process is the ability to sustain operations as long as necessary, successfully conclude them, and also allow us to create the readiness necessary to fulfill our goal of being a campaign-quality, expeditionary Army.**
- **In order to implement ARFORGEN, the Army must adapt necessary policies, regulations, procedures, capacity and capabilities in the Generating Force to support the Operating Force.**
- **The ARFORGEN process involves a structured progression that increases unit readiness, over time, resulting in recurring periods of availability of trained, ready, and cohesive units. This process is capable of creating a steady-state supply of up to 20-21 trained and ready modular BCTs with enablers and a cyclic training process that supports the goal to be fully trained for full-spectrum operations in the steady-state three-year Active Component and six-year Reserve Component operational cycles. Currently, the force is focused on preparing for counterinsurgency operations, and readiness is being consumed as quickly as it is created.**
- **To sustain global commitments in an era of persistent conflict, we will transition units through the following three pools: RESET (recovering from deployments, rebuilding and recapitalizing equipment and other activities), Train/Ready (eligible for deployment and exercises), and Available (immediately available for world-wide deployment).**
- **ARFORGEN will enable the Army to bring units to full readiness by effectively integrating people, equipment, and training before they are scheduled to deploy. It will also achieve the following objectives:**

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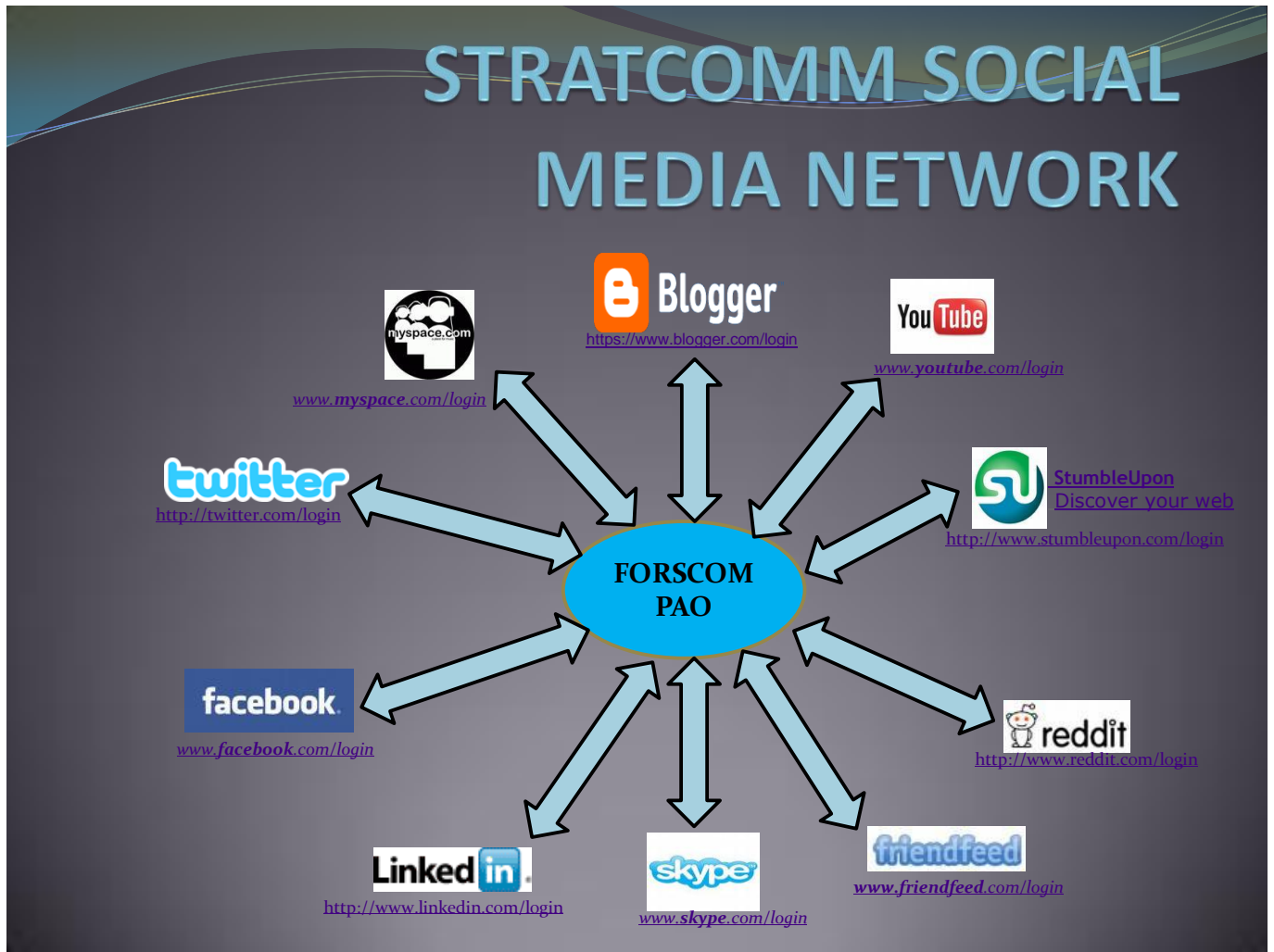
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- **Generate a predictable number of brigade combat teams and supporting organizations for deployment**
- **Surge additional brigade combat teams, augmented by supporting organizations**
- **Reduce uncertainty for Soldiers, Families, and the communities that support them**
- **End state is met when the Army achieves a sustained, more predictable posture to generate trained and ready modular forces tailored to Joint mission requirements while preserving the capability to defend the homeland, provide defense support to Civil Authorities, deter conflict in critical regions, surge to conduct major combat operations, and preserve the quality of the All-volunteer Force in persistent conflict.**
- **With the continued support of the Secretary of Defense, the President, and the Congress of the ARFORGEN process, the Army will continue to ensure Soldiers are prepared to win in the current operational environment.**

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ANNEX G



**Army Social media and web use guidelines: Best Practices/Recommendations**

Social networks and blogs are an increasingly popular means of communicating. They open incredible doors for Soldiers, Army Civilians and contractors to communicate both at work and during combat deployments. They also open up increased risk that sensitive information will be released that puts our Soldiers in

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**danger. In recognition of this fact it is important that organizations across the Army implement responsible social computing guidelines. Below is a basic outline of key considerations in social computing.**

- 1. Whether or not to participate in social computing is an individual's personal decision. Soldiers maintain their First Amendment Rights and do have the right to express themselves in a public forum. If, however, a Soldier is participating in a social networking site where he or she is or may be identified as associated with the United States Army, they must be very cognizant of how they appear to represent their organization and the United States of America. Uniform Code of Military Justice (UCMJ) and other guidelines and regulations apply in the virtual space just as they do in any other.**
- 2. Before engaging in any social computing space, Soldiers must be aware of all pertinent regulations including UCMJ, Army Regulation (AR) 25-1 and AR 530-1.**
- 3. Any individual making statements on a public forum should identify him or herself and their affiliation with the U.S. Army if they are commenting on U.S. Army matters or issues. Be transparent. If an individual is not a public affairs officer speaking on behalf of the U.S. Army, he or she should make it clear that the statements are their own and do not represent an official U.S. Army stance. (Example: This statement is my own and does not constitute an endorsement or opinion of the U.S. Army or Department of Defense.)**
- 4. Stay in your lane. It applies in public forums as much as it applies to conversations with the media. If you're not the best person to comment on a topic, then you shouldn't do so in an official capacity.**
- 5. Operations security (OPSEC) is paramount. Any information that may compromise OPSEC should not be discussed. If a person is in doubt as to whether information may violate OPSEC, they should consult with their immediate supervisor or Operations Officer for a review.**
- 6. Play nice. If you wouldn't want your mother seeing it, you probably shouldn't post it.**
- 7. Be cognizant of how you represent yourself in personal social networking sites such as Face book, MySpace, and Friendster. If you are posting information to those sites that would reflect poorly on the U.S. Army, reconsider. Even information posted to personal profiles lives in the public domain. You never**

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know who might see it. If you refer to the U.S. Army in your personal social network profile, you are identifying yourself as a part of a large network that includes both your colleagues and your commanding officers. The information you post there should be consistent with your role as a Soldier and representative of the U.S. Army.

**8. The workplace is not the place for updating social networking profiles or using social media in a way that doesn't pertain to your job. Your job duties come first.**

### **Guidelines for posting to blog sites:**

**1. Always identify yourself and your relationship with the organization. If you're a public affairs officer, identify yourself as a public affairs officer. Use your appropriate title and be transparent.**

**2. If you see a post with incorrect information, correct the record.**

**3. If you see a post that uses abusive or inflammatory language toward your company, carefully consider whether or not you should respond, EVEN to information that is incorrect. Sometimes commenting only adds fuel to the fire.**

**4. Monitor other comments that have been made – or if any have been made at all. If it's an obscure blog and no comments have been posted, you might be able to assume it's not well read.**

**5. Monitor – do a quick scan to determine the blog's profile. Has the article been cross-posted (re-posted to other blogs or web sites)? Check out [www.technorati.com](http://www.technorati.com) in order to determine the ranking and authority. Technorati tracks the authority of a blog based on how many other blogs link to the one in question – the higher the number, the higher the authority. If the blog you're tracking is off of the technorati radar screen, there's a high probability that it's not worth a response.**

**6. You empower the sites you engage. Carefully consider engaging a site – particularly one where the author seems committed to bashing your organization. It makes them appear more relevant than they likely are.**

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ANNEX H

**Sample DIR STRATCOMM Monthly Input APR09**

DIR STRATCOMM Monthly Input	Senior Ldr. Engagements (SLE)
<p>Include your Directorate's overarching Mission priorities these may remain the Same as last month</p>	<p>As far out as possible List known directorate's SLE planned engagements (Speeches, visits...)</p>
STRATCOMM Priorities	STRATCOMM Opportunities
<p>Which of the directorate priorities correlate and lend themselves to Strategic Communication - there may remain the same as last month.</p>	<p>As far out as possible – Known upcoming events, initiatives, and opportunities which present STRATCOM Opportunities</p>

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ANNEX I

FORSCOM STRATCOMM – Tactical - “Way Ahead.” (Non-inclusive)



## TACTICAL PLAN OVERVIEW

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Develop and execute STRATCOMM to effectively inform key internal audiences in order enhance their understanding and positively impact the resources, Soldier/Family strength and public support for ARFORGEN.

### Enduring Theme – “The Strength of the Nation”

Marketing and Media – print, TV, radio, digital, mobile, video, podcast, blog, social media network, interviews, branding, imagery enhancements

Command Information – office calls, forums, conferences, webinars, briefings, journals/magazine/newsletter, tool kit

Mobilization, Training and Readiness – individual, leader/collective/joint training, sourcing assignments

Outreach – Members of Congress, Current Administration, Schools, Chambers of Commerce, Employers, Social Clubs/Organizations, Churches, Associations

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ANNEX J

FORSCOM STRATCOMM – Tactical - “Way Ahead.”



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# MARKETING AND MEDIA

**Target Audiences** – Internal (Soldiers/Families) 75-80%, Members of Congress, Current Administration, Employers, Joint Services, Community, National and local broadcast and print media, industry partners, business and labor

**Products and Deliverables** – Community Relations Events, internet/Blogs, brochures, radio, media embeds, media tours DVIDS, Newspaper/Magazine, mobile polling/marketing, Trivia digital banners, **ARFORGEN Video**, TV News, podcast seminar, calendars, B-roll Packages, rich media uploads, “Did You Know” Video, Concerts, **Social Networks (YouTube, MySpace, Facebook, Twitter, etc.)** Celebrity Corner, Contests, FORSCOM Branding and Imagery Enhancements, **ARFORGEN for Dummies Video**

**Measurable Outcomes** - Apr 09 – Sep 11

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ANNEX K

FORSCOM STRATCOMM – Tactical - “Way Ahead.”



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# COMMAND INFORMATION

**Target Audiences** – Internal (Soldiers/Families) 75-80%, National and local broadcast and print media, industry partners, business and labor, Joint Community, Employers

**Products and Deliverables** – **Combatant Commanders Speakers Toolkit** (video, bumper stickers, calendars, talking points, briefings, digital photos, templates, posters, fact sheets, brochures, etc.), **Soldier Testimonials/Stories**, special events/activities, ceremonies, giveaways (rubber bracelets, pins, bookmarks, coins), awards programs, casting calls, bonus/rewards programs, **deployment cycle support social networks**, speaking engagements, Commander Letters

**Measurable Outcomes** - Apr 09 – Sep 11

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ANNEX L

FORSCOM STRATCOMM – Tactical - “Way Ahead.”



## MOBILIZATION, TRAINING AND READINESS

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**Target Audiences** – Internal (Soldiers/Families) 75-80%, Members of Congress, Current Administration, local broadcast and print media, Joint Community, Employers

**Products and Deliverables** – ARFORGEN Video, Interactive Deployment Cycle Upload, **Podcast**, Webinar, ARFORGEN Series Demo/Slogan/Tag Line, Mentoring Program, **ARFORGEN Cycle Coins/Dog Tag/Stickers (kids)**

**Measurable Outcomes** - Apr 09 – Sep 11

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