

Advance Questions for Douglas B. Wilson
Nominee for Assistant Secretary of Defense for Public Affairs

Defense Reforms

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and clearly delineated the operational chain of command and the responsibilities and authorities of the combatant commanders, and the role of the Chairman of the Joint Chiefs of Staff. They have also clarified the responsibility of the Military Departments to recruit, organize, train, equip, and maintain forces for assignment to the combatant commanders.

Do you see the need for modifications of any Goldwater-Nichols Act provisions?

No. I agree with the emphasis in the Goldwater-Nichols Act on jointness and the establishment of unified and specified combatant commanders. The effectiveness of joint operations has been clearly demonstrated in Iraq and Afghanistan. I strongly support continued and increased efforts to improve the jointness of our military forces.

If so, what areas do you believe might be appropriate to address in these modifications?

N/A

Relationships

If confirmed, what would your working relationship be with:

The Secretary of Defense

If confirmed, I anticipate having regular interaction with the Secretary in order to remain abreast of his insights, priorities, and decisions. I will offer him my counsel and stand ready to serve him on the full range of issues facing the department from a communication perspective. I will assist the Secretary in fulfilling the department's communications responsibilities to the Congress, within and across the Administration, to the general public, and – of critical importance – within the department to civilian and military personnel.

The Deputy Secretary of Defense

If confirmed, I anticipate my relationship with the Deputy Secretary will be much the same as my relationship with the Secretary of Defense.

The Under Secretaries of Defense

My role – and the role of the entire Department of Defense Public Affairs team – would be to provide communications counsel and support at all levels in the department. The Under Secretaries play a critical role in policy development and implementation, and if confirmed, I would look forward to engaging with all of them to develop effective communication with the Congress, within the Administration and to their key public and private sector audiences.

The Assistant Secretary of Defense for Legislative Affairs

The Assistant Secretary for Legislative Affairs has set the highest standards and has assigned the highest priority to keeping Congress fully informed on all aspects of the Department. If confirmed, I'll look forward to working very closely with Assistant Secretary King to ensure that the Office of Public Affairs helps her and helps the Secretary to meet those standards regarding our communications with Congress on all national security and defense-related matters.

The DoD General Counsel

I take the legal responsibilities and obligations of public affairs work very seriously. If confirmed, I will be pro-active in working with the General Counsel and his office to ensure that our communication activities are implemented according to regulation and statute. I believe that it is particularly important during wartime that we communicate to the Congress and to the broader public the legal framework and the many unique legal aspects of DoD activities.

The Service Secretaries

The Service Secretaries have a most important role in the department's internal communications in keeping with their Title 10 responsibilities. They also interact regularly with members of Congress and their staffs. If confirmed, I would work closely with them, and in close consultation with the service public affairs chiefs, to help and support them as they discharge these responsibilities, and -- through the Defense Media Activity (DMA)-- ensure communications consistency, clarity and regularity.

The Chairman of the Joint Chiefs of Staff

If confirmed, I would expect to work with the Chairman and with the relevant press and public affairs personnel of his office to help communicate with our forces across DoD, and with Congress and the public, as appropriate.

The Members of the Joint Chiefs of Staff

If confirmed, I would expect to work with the Chiefs as with the Service Secretaries, as appropriate and relevant to help communicate with our forces. In addition, I would look forward to working with the Chiefs to assist them in communicating the Department's messages and policies to the Congress and the public, as appropriate.

Senior Uniformed Officers Responsible for Public Affairs, including the Army's Chief of Public Affairs, Navy's Chief of Information; Marine Corps' Director of Public Affairs; and Air Force's Director of Public Affairs

If confirmed, I anticipate frequent interaction with the senior Public Affairs professionals from the services. I believe these are critical relationships for the Assistant Secretary of Public Affairs; together, we must and will work to find the best ways to gather facts and communicate information clearly, credibly and consistently about the wide variety of programs, operations, and issues affecting the department and services.

The Pentagon Press Corps

As a former Principal Deputy Assistant Secretary of Defense for Public Affairs, I understand the importance of establishing a strong working relationship with the Pentagon Press Corps. If confirmed, I will work hard to ensure that my relationships with the members of the Pentagon Press Corps are based on mutual trust, fairness and respect for the roles and responsibilities which define the respective positions we hold.

Duties

DoD Directive 5122.05 of September 2008, describes the responsibilities and functions of the Assistant Secretary of Defense for Public Affairs (ASD (PA)).

What is your understanding of the duties and functions of the ASD (PA)?

I understand the responsibilities of the position outlined in the directive. In this position, if confirmed, I would serve as the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for setting DoD policy and execution on news media relations, public information, internal information, community relations, public affairs and visual information training and audio visual matters, and for Department representation on inter-Departmental communications matters.

Assuming you are confirmed, what changes, if any, in the duties and functions of ASD (PA) do you expect that the Secretary of Defense would prescribe for you?

If confirmed, I do not anticipate changes in the duties and functions of the position as described in the directive at this time.

What background and experience do you possess that you believe qualifies you to perform these duties?

I have served in public and private sector roles in strategic communication, foreign policy, national security policy and public diplomacy. These include service as a Principal Deputy Assistant Secretary of Defense for Public Affairs in the Department of Defense, as a Congressional Director and Senior advisor at the former US Information Agency, as a Congressional staffer and in the field as a Foreign Service Information Officer. I have also led global research-based communications efforts for private-sector clients such as Microsoft, and for the past eight years have focused on identifying and bringing together successor generation leaders from around the world and from all walks of life in my capacity as Board Member and Executive Vice President of the non-profit Howard Gilman Foundation. Taken together, I believe this experience has given me a deep understanding of the importance of communicating fairly, credibly, accurately, and regularly with Congress, the American people and international audiences. I have learned in particular that communication is a two-way process, involving listening as well as transmitting information and messages.

Major Challenges

In your view, what are the major challenges confronting the next ASD (PA)?

I believe the next Assistant Secretary of Defense for Public Affairs will not only be responsible for effectively communicating Department information and messages to the Congress, to the American public and to international audiences – but he or she will also be responsible for working even more closely with colleagues and counterparts who also have communications responsibilities within the national security framework – diplomatic, intelligence, foreign assistance, public diplomacy, legal and financial, both within the Administration and within Congress. All involved must work together to develop credible and consistent message frameworks as well as both rapid pro-active and rapid-response communications efforts within those frameworks. All of this must be done within a continually-changing technological environment shaped by the many communications and social networking tools available not just to government communicators but to individuals, groups and mass audiences. The challenge here will be to understand that these new tools are themselves not a “one-size-fits-all” panacea, but instead must be tailored for use when and where they can be effective, either singly or in combination with other communications tools.

If confirmed, what plans do you have for addressing these challenges?

If confirmed, I plan to make every effort to ensure that my daily activities and those of the entire Office of Public Affairs team are governed by Department of Defense Directive

5122.05 and in particular by the longstanding Principles of Information now incorporated within that Directive. If confirmed, I also plan to make every effort to reach out as appropriate to my counterparts and colleagues who share national security communications responsibilities -- and to working with the Assistant Secretary of Defense for Legislative Affairs to reach out as appropriate to Congress -- to focus on ways to better ensure that our individual and collective communications efforts are mutually reinforcing; play to the strengths we each bring to supporting America's national security objectives; better understand the strengths and weaknesses of the new communications and social media tools in realizing our policy goals; and take into account the specific audiences we each are addressing, be they domestic and/or international, as we develop and implement our individual and collective communications efforts. We must ensure that those efforts are reliable, credible, trustworthy and help accomplish the goals that the Administration and Congress have set.

Responsibilities

Department of Defense Directive 5122.05 provides that the ASD (PA) shall “ensure a free flow of news and information to the news media, the general public, the internal audiences of the Department of Defense, and the other applicable fora, limited only by the security restraints in DODD 5200.1 and any other applicable statutory mandates or exemptions.”

What guidelines would you use, if confirmed, to determine what information can and cannot be released to the news media and the public?

The Department has long standing Principles of Information, which are included as an enclosure to DoD Directive 5122.5. If confirmed, I would work to ensure that conclusions we reach regarding the dissemination of information are consistently based upon and reflect the principles outlined.

Aside from restrictions related to classified and sensitive-source materials, if confirmed, what restrictions, if any, would you apply in approving material prepared for release by DOD officials?

As a general matter, the first principle of information is that it is “DoD policy to make available timely and accurate information so that the public, the Congress, and the news media may assess and understand the facts about national security and defense strategy.”

There will be times when judgment is applied to a particular piece or class of information that warrants additional consideration on the basis of source, sensitivity of ongoing operations, the need to verify facts, and other factors. Judgments of this nature must be applied all the time, but the principle remains the same: accurate and fast.

If confirmed, how would you attempt to ensure that media representatives are given maximum access to ongoing military operations in Iraq and Afghanistan in order to be able to provide fair and accurate reporting?

Perhaps the best and most effective way to ensure such access is to encourage news media to take full advantage of embedding opportunities. These opportunities were specifically designed to promote maximum access to ongoing military operation in Iraq and Afghanistan, and if confirmed, I would intend to continue this policy and facilitate these opportunities to the maximum extent possible.

Contractor Performance of Information Operations

In October 2008, the Department of Defense announced a plan to award contracts in excess of \$300 million to U.S. contractors to conduct “information operations” through the Iraqi media.

What is your understanding of the appropriate scope of DOD information operations and the relationship between DOD information operations and the Department’s public affairs activities?

Information Operations are distinct and separate from Public Affairs operations. Information Operations encompass a wide variety of activities and capabilities that go far beyond efforts to engage local media.

I believe it is important that Public Affairs, Information Operations, and other disciplines that operate in the global information environment work closely together to achieve synchronized effects and prevent conflicting messages and information. It is my understanding that DoD has a standing committee, the Global Strategic Engagement Coordination Committee (GESCC), where stakeholders meet to share information and coordinate DoD activities in the information environment, as well as other fora and processes to ensure both internal Department and interagency coordination. It is my understanding that DoD is putting processes and mechanisms in place to ensure that influence efforts are disciplined, accountable, effective, and appropriately targeted.

If confirmed, what role, if any, do you expect to play in determining the appropriate scope of DOD information operations through the media?

I would expect that my office will work closely with IO to understand how Commanders are trying to shape their operational environment and ensure that information activities are complementary, synchronized, credible and support USG and DoD goals. I expect to work with offices across DoD through the GESCC and other internal and inter-agency forums to coordinate and manage DoD information activities.

What is your view on the effectiveness of information operations conducted by the United States through the Iraqi media?

It is my understanding that Information Operations is not the only means by which the USG engages the Iraqi population via the Iraqi media. Public Affairs and key leader statements and interviews are just a few of the many other ways to make a message available to the media. Effectiveness is achieved when Public Affairs, Information Operations, and other disciplines closely coordinate their activities to ensure consistency; credibility and appropriateness of activities and messages.

Do you believe that it is appropriate for the United States to pay for media campaigns to build up support for the government and the security forces of Iraq at a time when the Iraqi government has a surplus of tens of billions of dollars?

I have limited knowledge of the Iraqi government's resources. That said, I believe that building support among the population for Iraqi governmental institutions and the rule of law is essential to the success of the U.S. mission in Iraq. Toward that end, it may be appropriate at some level to ensure resourcing for communication campaigns to further that goal. I believe the emphasis should always be on reinforcing the Iraqi government's capabilities to communicate to their people. As with any allocation of U.S. taxpayer resources, DoD must be mindful of its responsibilities to the taxpayers, and use good judgment when allocating our resources.

Do you believe that the U.S. government, or the Iraqi government, should be responsible for developing a message to build up support for the government and security forces of Iraq, and for developing media campaigns for this purpose?

Ideally, the Iraqi government should develop its message and we should work closely with them to support and assist them in getting that message to the Iraqi people. Programs that build support for the Iraqi government and security forces lead to increased force protection for US forces. The responsibility for force protection rests with our military commanders. We need to retain the ability to develop messages and communicate those messages effectively to protect our service members and achieve our objectives— but it is my understanding that, as we continue the transition to full Iraqi control of security, the need for and appropriateness of independent US campaigns in this arena is decreasing.

In your view, is DOD's use of private contractors to conduct information operations through the Iraqi media appropriate?

Private contractors can be a valuable asset for the Department of Defense, providing access to skills and expertise (e.g. media content development, media campaign development, media production, linguistic services, and cultural assessments) that are not widely resident in USG agencies. That said, it is my understanding that, as we continue

the transition to full Iraqi control of security, the need for and appropriateness of independent US campaigns in this arena, including by private contractors, is decreasing. I also want to stress my firm belief in close and ongoing oversight of all contractor activities.

Do you see a risk that a DOD media campaign designed to build up support for the government and security forces of Iraq could result in the inappropriate dissemination of propaganda inside the United States through the internet and other media that cross international boundaries?

I have been informed that US military commanders disseminate content in the foreign target audience language, dealing with regional issues, on sites that are of interest to the target audience. Indeed, our commanders take significant measures to prevent "inappropriate dissemination inside the US". That said, we live in a continuous global information environment, where any product that is disseminated will likely migrate around the world. In this environment, it is always possible that some products might be picked up by users in the U.S. and/or republished – while that is a legitimate concern, I would respectfully characterize this result not as “inappropriate dissemination of propaganda inside the United States”, but as the unintended consequences of living in a communications environment where technology sometimes seems to be ahead of the efforts to regulate its application and effects. I understand that DoD is working to enhance and increase its governance mechanisms for its information activities – both IO and PA – and if confirmed, I will work closely with my IO counterparts in DoD to ensure that we make every effort to identify and correct cases where information activities directed at foreign audiences create confusion within the U.S. If confirmed, I will also work to ensure that DoD web-based influence efforts are in compliance with DoD policy.

A spokesman for the Iraqi government has been quoted as saying that any future DOD information operations in the Iraqi media should be a joint effort with the Iraqi government. According to a November 7, 2008 article in the *Washington Post*, the spokesman stated: “We don’t have a hand in all the propaganda that is being done now. It could be done much better when Iraqis have a word and Iraqis can advise.”

Do you believe that DOD information operations through the Iraqi media should be conducted jointly with the Iraqis?

I believe that all of our engagement now – not just information operations – with the Iraqi media should either be conducted jointly or at least closely coordinated with the Iraqis.

Under what circumstances do you believe that it is appropriate for the Department of Defense to conduct information operations in a sovereign country without the knowledge and support of the host country and without acknowledgement of U.S. sponsorship?

I would not be able to give a knowledgeable or comprehensive response to this question without knowing more about current issues and implications relevant to presenting a meaningful response. If confirmed, I believe I will be able to respond to this question in a fuller and more knowledgeable way.

Retired Military Officers

In April 2008, the *New York Times* reported that the Department of Defense had accorded special treatment and valuable access to retired military personnel who provided favorable commentary to the media, while not offering similar access to other analysts and cutting off access to some retired military personnel who provided less favorable commentary.

What is your view of the appropriate relationship between the Department of Defense and retired military personnel who offer commentary on DOD operations and activities to the media?

I am aware of the controversy that took place more than a year ago regarding the relationship between DoD and retired military personnel who offer commentary on DoD operations and activities to the media. Retired military personnel who offer commentary on DoD operations and activities to the media should be afforded the same access to publicly releasable information as members of the media in accordance with the principles of DoD Public Affairs. If confirmed, I will take a critical look at past practices so that we ensure equal access as we go forward.

What is your view of the propriety of DOD providing preferred treatment or increased access to retired military personnel who provide favorable commentary to the media?

It is inappropriate and contrary to DoD policies to selectively benefit any individuals or groups, including retired military personnel, by providing them special treatment or increased access to DoD officials.

What is your view of the propriety of DOD reducing access to retired military personnel who provide unfavorable commentary to the media?

Speedy and widespread access to DoD publicly releasable information must be made available to all, regardless of an individual's point of view. Such access is essential to maintaining the trust and confidence of our citizenry, regardless of the media commentary that follows.

Do you believe that DOD's existing rules and regulations adequately address this issue, or are additional rules and regulations needed?

I don't now know all of the Departments existing rules and regulations relevant to this issue, but if confirmed, I'll examine the Department's existing policies and directives to ensure they appropriately address the issue of equal access to publicly releasable information.

Profiling of Reporters

In August 2009, *Stars and Stripes*, the editorially independent daily newspaper for the military community, reported that the Department of Defense was using a Washington public relations firm to compile profiles of reporters covering U.S. military operations in Afghanistan. According to the article, the profiles included ratings and pie charts purporting to depict whether the work of individual journalists was “positive,” “negative,” or “neutral,” as well as advice on how best to place a reporter with a military unit to ensure positive coverage and “neutralize” negative stories.

What is your view of the propriety of DOD rating journalists as “positive,” “negative,” or “neutral”?

While I am not familiar with all aspects of this case, I understand that the contract to assess reporters and their work had been issued by one particular command in Afghanistan and that the contract is no longer in effect. I don't believe in any system that "rates" reporters based on a perception that their reporting is positive or negative. Our focus should be the accuracy of the facts conveyed, and if and when errors are made, we should we should act to correct the record.

DoD has a long history of enabling news media representatives of all kinds -- print, photo, TV and radio -- to view the Department's operations first-hand, regardless of any perception that a particular reporter or his or her news product was “supportive” or “non-supportive” on a given military issue. If confirmed, I fully intend to continue in this tradition

In your view, should DOD be taking affirmative action to manage the placement of individual reporters to ensure positive coverage and neutralize negative stories?

No. In my view, we should never be a party to efforts to place so-called “friendly reporters” into embeds while blocking so-called unfriendly reporters.

Do you believe that DOD's existing rules and regulations adequately address this issue, or are additional rules and regulations needed?

I am not completely familiar with all of the DoD's existing rules and regulations regarding this issue – particularly those which may have been designed and implemented after I completed my tenure as Principal Deputy Assistant Secretary of Defense for

Public Affairs. From what I do know, I believe DoD has an effective set of ground rules in place for the media to embed in a fair and impartial way. While I recognize there is not always a perfect relationship between the Department and the media or the military and the media, if confirmed, I will work to foster a mutual respect between the Department and the media for one another's professional needs and do my utmost to strengthen and improve these working relationships.

Principles of Information and Privacy Interests

Under the Principles of Information included in DOD Directive 5122.05, it is stated that "information will be withheld only when disclosure would adversely affect national security, threaten the safety or privacy of the men and women of the Armed Forces, or if otherwise authorized by statute or regulation." The Privacy Act is one of the laws that control access to information in government systems of records, however, it is unclear about what standards the Department applies in determining what information would violate individual privacy and should be withheld.

What other standards, legal or otherwise, should be applied by the Department in determining what information relating to individuals who are involved in newsworthy incidents shall be made available to the public?

I believe in maximum disclosure and minimum delay consistent with the facts, circumstances and privacy and security considerations of each case. If confirmed, I would apply these principles, including to those cases that require the involvement of the Department's Office of General Counsel.

Under what circumstances, if any, do you believe the Privacy Act would justify withholding from public disclosure information regarding actions taken by senior DOD officials in their official capacity?

I recognize that the Department of Defense is required by law to protect the privacy of individuals – including DoD civilian and military employees and contractors. However, there are numerous mechanisms, such as the Freedom of Information Act which offer means by which information can be requested relating to official actions of DoD personnel. I believe the department has to strike the right balance between an individual's right to privacy and the public's right to know.

Under what circumstances, if any, do you believe the Privacy Act would justify withholding information from Congress?

If confirmed, my focus would be on being responsive to Congress and the public. I would consult with department's legal authorities for an assessment and guidance in any instance where federal statute or government directives limit that ability.

Stars and Stripes

***Stars and Stripes* is an editorially independent news organization, but it is also authorized and funded in part by DOD. In the past, representatives of the Society of Professional Journalists have asserted that OSD and the American Forces Information Service (AFIS) have attempted to improperly use command influence in shaping the editorial content of the *Stars and Stripes* newspapers and web site.**

In your opinion, what is the appropriate journalistic role of the *Stars and Stripes* newspapers and internet-based outlets within the Department of Defense?

Stars and Stripes (S&S) has a long and rich history of serving the military community. The S&S organization has been established to be journalistically and editorially independent, and I can see no reason to change that.

What is your understanding of the role and responsibilities of the ASD (PA) and the Director of AFIS with regard to the operation of and reporting in the *Stars and Stripes* newspapers?

DoD Directive 5122.11 prescribes clear oversight and policy guidance roles over Stars and Stripes for both the ASD(PA) and the Director of Defense Media Activity (DMA), the organization that replaced AFIS.

The *Stars and Stripes* Ombudsman serves as an independent advocate for the First Amendment rights of the organization's reporters and staff, as well as an intermediary between the staff, the Defense Department, the military commands and the readers.

Do you support the assignment of an independent Ombudsman for *Stars and Stripes*?

Yes, I do support the role of an independent Ombudsman.

What guidance would you provide, if confirmed, with regard to the role, responsibilities and functions of the *Stars and Stripes* Ombudsman?

If confirmed, I expect to work with the Ombudsman and to rely upon him or her to provide advice and counsel on the proper functioning of the *Stars and Stripes*.

In the past, *Stars and Stripes* Ombudsmen have reported that access to information varies from base to base and is a continuing issue for *Stars and Stripes*

reporters. The Ombudsman stated that the failure to revise and update the governing directive, DOD Directive 5122.11, dated October 5, 1993 (certified as current in 2004), “leaves open the chances of misunderstanding and conflict between the paper and commands over the role of Stars and Stripes reporters, especially on base.”

In your view, is the guidance for access of *Stars and Stripes* reporters to sources and information on military installations clearly articulated in governing policy directives?

I have not reviewed governing policy directives since I concluded my tenure as Principal Deputy Assistant Secretary of Defense for Public Affairs in January of 2001. If confirmed, I will review those policy directives to ensure I ensure there is clarity and consistency.

If confirmed, will you agree to review DOD Directive 5122.11 and to revise and update it if warranted?

Yes.

Rising costs of producing a newspaper, competition with the internet and commercial news sources, and budgetary pressures to cut costs have raised questions about the level of support that the Department and military commanders throughout the chain of command should give to *Stars and Stripes*.

In your opinion, what efficiencies, if any, regarding business operations, operating expenses, sources of income, and DOD guidance regarding command sponsorship of need to be implemented to achieve more effective and efficient operations.

My understanding is that Stars and Stripes has already taken a number of actions to streamline operations, conserve resources and save money. If confirmed, I will work to ensure that, at a time when financial resources are not unlimited, that this vital service continues to provide news and information to the military community as efficiently and cost-effectively as possible.

Social Networking Sites and DOD

Social networking web sites such as Facebook, Twitter, and MySpace present unique challenges for the Armed Forces with respect to protection of classified or official information and vulnerability for hackers to gain access to military networks.

If confirmed, what will your responsibilities be with respect to establishing DOD-wide policies relating to access to social networking sites on military computers or phones?

It is my understanding that senior Department officials are currently reviewing a number of issues surrounding use of social networking sites and internet based capabilities and will be determining DoD-wide policies relating to access to social networking sites from military computer systems. The public affairs role will be to provide policy and public affairs guidance on the best and most effective use of these communication tools.

What do you view as the key issues in determining whether there should be a uniform DOD policy in this regard? Do you think that each Service should establish its own policies with respect to conditions for access to such networking sites?

To the extent Internet-based capabilities provide enterprise functionality, their use requires an enterprise-wide policy that will enable the joint collaboration that the Department of Defense needs to be successful in the current communications environment. Coordinated DoD policy on internet capabilities and social networking must take into account the real security and bandwidth concerns that apply to certain missions, and we must recognize that commanders in those situations must retain the flexibility to regulate their environments. If confirmed, I am prepared to help consider, develop and implement DoD policies within this framework.

Review of the Early Bird

On a daily basis, the Office of the Secretary of Defense compiles current news articles from around the nation and the world and provides them on the <http://ebird.osd.mil>.

Please describe the policies and review mechanisms currently in place that are relied on to select articles for publication in the Early Bird?

The Early Bird aims to provide a representative, balanced and impartial sampling of articles, broadcast segments, and online reporting/commentary reflecting important developments on the key issues with which the Defense Department is dealing.

There are broad guidelines to ensure that the Early Bird presents timely and accurate news and media commentary. My understanding is that the Assistant Secretary of Defense for Public Affairs and other members of the OSD/PA team regularly review Early Bird procedures to ensure that this daily news compendium remains useful to senior DoD decision makers and that it adapts to the changing news media landscape.

What do you consider to be the appropriate objectives in publishing the Early Bird and, if confirmed, what standards would you rely upon to achieve these objectives?

I believe the Early Bird should provide a daily news compendium that provides an objective, representative sampling of news and commentary reflecting important developments on the key short- and long-term issues with which the Defense Department is dealing. The information should be chosen on a non-political basis and should be timely and relevant. If confirmed, I will make every effort to ensure that the Early Bird gives its readers a representative, balanced and impartial daily monitor of defense-related newspaper, broadcast, cable, and online (including blogs) news and opinion.

Freedom of Information Act

If confirmed, what would your role and responsibilities be, if any, with regard to DOD's implementation of the requirements and interpretation of the Freedom of Information Act?

If confirmed, I would do my part to ensure that information sought under the act would be released expeditiously, although it is my understanding that Washington Headquarters Services is the DoD proponent responsible for the FOIA program.

If confirmed, what responsibilities would you have within DOD under the Privacy Act and how would you fulfill those responsibilities?

Public officials across government have an obligation to respect and protect the privacy of individuals. The need to provide information to the public quickly and accurately in accordance with the principles of information must always take into account the importance we must attach to not violating the privacy of individuals as a result of disclosing that information.

If confirmed, I will work to ensure that the department's communications and public affairs personnel understand their obligations and that training is available to ensure that.

Detainee Photos

In October 2008, the U.S. Court of Appeals for the Second Circuit ruled in favor of a Freedom of Information Act request regarding photographs purportedly showing the abuse of detainees in Iraq and Afghanistan. In October 2009, Congress passed and the President signed a statute authorizing the Department of Defense to withhold such photographs from disclosure if such disclosure would endanger U.S. troops serving abroad. After the Secretary of Defense signed the required certification on November 30, 2009, the Supreme Court vacated the Second Circuit ruling.

What is your view of the extent to which photographs and other information regarding U.S. military operations should be withheld from the public and

the press on the ground that the disclosure of such photographs and information would endanger U.S. troops serving abroad?

I understand that current DoD media ground rules for combat operations are based on two important and overriding principles: protecting the operational security of our forces and preserving the sanctity of our next-of-kin notification process. I believe these principles, and not questions regarding potential embarrassment that are not directly linked to protecting the operational security of our forces, should remain the guiding factors. I also believe strongly that the families of those killed or wounded in service of our country should be notified, in person whenever possible, by uniformed representatives, not notified through news media reports. The Defense Department and the members of the press corps each have roles and responsibilities that define their actions, and each are responsible for exercising good judgment in carrying out those roles and responsibilities. I believe that news organizations should apply those standards and take into account the wishes of the family before publishing photos of dead or mortally wounded service members.

How, in your view, should we draw the line between the withholding of information to protect U.S. troops and the withholding of information to save the U.S. from potential embarrassment over improper or inappropriate conduct?

I believe the DoD Principles of Information appropriately draw that line. Those Principles state, in part, that information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment but it does allow for information to be withheld when disclosure would adversely affect national security, threaten the safety or privacy of U.S. Government personnel or their families, violate the privacy of the citizens of the United States, or be contrary to law.

Do you believe that the Freedom of Information Act, the Privacy Act, and DOD implementing policies adequately address this issue, or are additional statutory changes or regulatory guidance needed?

With the additional authorities granted by the President, I think the current rules, regulations, and authorities now in place allow the department to conduct military operations with the maximum amount of transparency possible, addressing the need to “make available timely and accurate information so that the public, the Congress, and the news media may assess and understand the facts about national security and defense strategy”, as outlined in the Principles of Information, while also fulfilling the very real need to do everything we can to safeguard the lives of our troops. If confirmed, I would plan to work on an ongoing basis with the Department’s legal authorities to ensure that the Freedom of Information Act, the Privacy Act and DoD implementing policies are reviewed regularly and, when or if necessary, updated to continue to meet these standards.

American Forces Radio and Television Service

DOD Regulation 5120.20-R includes in the mission of the American Forces Radio and Television Service (AFRTS) a responsibility “(t)o provide U.S. military members, DOD civilians, and their families stationed outside the Continental United States and at sea with the same type and quality of American radio and television news, information, sports, and entertainment that would be available to them if they were in the CONUS.” In describing policy for political programming, this regulation states “All AFRTS political programming shall be characterized by its fairness and balance” and shall maintain “equal opportunities” for political programs.

What is your understanding of the term "political programming" as used in DOD Regulation 5120.20-R and how it applies to programs featuring partisan political commentary?

My understanding is that AFRTS, like all U.S. radio and television networks and stations, must follow Federal Communications Commission policies and definitions. The FCC defines “political programming” as programming paid for by a political candidate or organization. If confirmed, I shall ensure that AFRTS continues to adhere to the FCC policies on Political Broadcasting and Cablecasting, which requires "equal opportunities" for political candidates and organizations.

What is your understanding of the concept of “fairness and balance” in the context of the Armed Forces and AFRTS?

My understanding is that “Fairness and Balance” requires AFRTS to provide an impartial selection of political programming chosen from all U.S. national commercial and public networks, and that AFRTS and its outlets maintain the same "equal opportunities" balance offered by these sources.

What is your understanding of the process and procedures used to select and oversee political programming broadcast on the AFRTS network?

My understanding is that there are published policies and procedures in place within AFRTS to ensure that the decision making process and procedures are properly documented and meet the requirements of applicable DoD directives and regulations for providing uncensored and “fair and balanced” programming for the AFRTS audience. If confirmed, I will actively work to ensure ongoing review that these procedures are implemented.

What effect do listener surveys and statistical data regarding national popularity, if any, have on program selection? In your view, what effect should they have?

My understanding is that AFRTS conducts audience surveys at both the worldwide and local level. I have been informed that the results of these surveys are combined with weekly U.S. national programming ratings from Nielsen (television), Arbitron (radio), and monthly ratings from *Talkers Magazine* (radio talk/commentary programs) as guides in selecting programming for distribution on AFRTS. Since the AFRTS mission is to provide the best and most popular American television and radio programming to its audience, these surveys, the AFRTS demographics, and national ratings are important tools for determining AFRTS programming selection and scheduling, and should continue to be among the important barometers in ensuring that AFRTS provides fair and balanced programming for its listeners.

If confirmed, how will you ensure that the requirement for fairness and balance and equal opportunity in political programming is fulfilled?

I believe that the dedicated corps of civil servants and active duty military personnel who are responsible for AFRTS programming have made every effort to ensure the fairness and balance of AFRTS programming for over 67 years. I have great respect for the men and women who serve in both civilian and military capacities at the Department, including the men and women responsible for AFRTS programming, and if confirmed, I will both rely on their professionalism and experience, and ensure that they continue to comply with the applicable DoD directives and regulations.

American Forces Information Service

American Forces Information Service (AFIS) produces news, feature articles, and TV reports on all aspects of military life. These products focus on what senior defense leaders are saying on all aspects of military life. News and feature articles are uploaded throughout the day, seven days a week. TV news reports are available daily on the Web and are broadcast on the Pentagon Channel.

In your view, what long term goals should the Department support for AFIS?

I believe that the Department long-term goals for DMA should be that DMA provide the very best internal communications services and products possible, and that it is fully resourced to accomplish this mission.
(see below for an explanation of the transition from AFIS to DMA)

If confirmed, would you support expanding or increasing AFIS services?

If confirmed, my intent in this area would be to ensure DMA adopts and maximizes the use of the most relevant and effective media technology; e.g. social media, to

communicate the Department's policies, programs and activities to the Department's internal audience.

(see below for an explanation of the transition from AFIS to DMA)

In December 2008, the DOD Inspector General reported that Assistant Secretaries of Defense for Public Affairs had failed to appoint an AFIS Director for more than 7 years. The Inspector General reported that this failure had allowed the misuse of AFIS budgetary resources to support OASD (PA) programs, jeopardized AFIS resources, and subjected those resources to abuse.

If confirmed, what steps if any would you take to ensure appropriate segregation of duties between the policy and oversight functions in the OASD(PA) and the operational functions that AFIS performs?

First, it is my understanding that the 2005 Defense Base Closure and Realignment Commission (BRAC) recommendations required the DoD to consolidate Service Media Activities into a DoD Field Activity under the Assistant Secretary of Defense for Public Affairs – with the new DMA to be located at Fort Meade, Md. As a result of this consolidation, on 1 October of 2008 AFIS and Service personnel and resources were placed under operational control of DMA (no longer AFIS). My understanding is that new DoD directives published recently for the OASD (PA) and DMA organizations, and guidance provided previously by the Principal Deputy ASD for Public Affairs have already provided policies and made organizational changes that ensure an appropriate segregation of the policy and oversight functions in OASD (PA) and the operational duties of DMA. If confirmed, I will continue to enforce those policies and sustain the organizational changes.

America Supports You

In November 2004, DOD established the America Supports You (ASY) program, with the stated objective of showcasing and communicating to U.S. military members the support of the American people, as expressed by individuals and through community groups, corporations, businesses, and other organizations. In December 2008, the DOD Inspector General reported that the Office of the Assistant Secretary of Defense for Public Affairs had inappropriately transferred funds to *Stars and Stripes* to finance ASY activities; awarded more than \$8 million in contracts to a public relations firm managed by a close friend of a senior official in the Office; allowed the firm to use the ASY name and logo to collect monetary donations for a privately-managed ASY fund; engaged in inappropriate fundraising activities, including the solicitation of contributions from corporations; and used the ASY program to solicit support from celebrities and the media.

What is your understanding of the current status of the ASY program?

It is my understanding that the America Supports You program has been reviewed and re-designed as a communications outreach initiative that is part of the broader Department of Defense Community Relations mission. But I am not familiar with all of the specifics of the re-designed program.

What is your view of the program?

I am not familiar with the details of the America Supports You program as currently constituted. I believe that it is important to make sure that our men and women in uniform know what thousands of individual citizens, community groups, businesses and others are doing to support them and their and their families both at home and abroad. But any programs through which the Department communicates that information to the military must be designed and administered in financially and legally responsible ways. If confirmed, I will review the Inspector General Audit report and ensure appropriate internal management controls are in place so that any and all community relations initiatives are carried out within the framework of e DoD policies and regulations.

What role do you believe the Department of Defense should play in engaging with community groups, corporations, businesses, and individuals to solicit or encourage support for military members engaged in missions overseas?

Having served as the Principal Deputy Assistant Secretary of Defense for Public Affairs, I know that the civilian and military staff who works in the Office of Community Relations work very hard to foster public awareness and understanding of DoD missions, personnel, facilities, equipment and programs through various activities. Engaging with key sectors of US society enables the Office of Community Relations to provide information, facts and figures that promote that awareness and understanding. When members of the public ask how they can help our men and women in uniform, the Department helps to serve the men and women of the military by being able to respond to those questions, and inform the public about ways in which they can engage and support the troops and their families.

To what extent do you believe it is appropriate for DOD to engage public relations firms to assist it in engaging with the American public in support of military members engaged in missions overseas?

I believe that private contractors can often provide access to skills and expertise that may not be readily available in the Department. However, there should be appropriate oversight of all contractor activities.

Do you believe that DOD's existing rules and regulations adequately address these issues, or are additional rules and regulations needed?

I am not familiar with changes or updates that may or may not have been made to existing DoD rules and regulations since I concluded my tenure as Principal Deputy Assistant Secretary of Defense for Public Affairs. At this point, it is my sense that the

Department's existing rules and regulations do address the issue of fostering community relations and public awareness of DoD missions, people, facilities, equipment and programs. However, I believe that the public and the military are best served by a process of ongoing policy review, to ensure that as the world and missions change, the Department can be adaptable. If confirmed, I would be committed to regular evaluation of organizational structures and effective use of internal management controls to ensure that Public Affairs policies, programs and guidelines remain relevant, balanced and fair.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Yes

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Assistant Secretary of Defense for Public Affairs?

Yes

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Yes

Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee of Congress, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?

Yes