DISA INSTRUCTION 210-130-1*

COMMUNICATIONS REQUIREMENTS

Strategic Communication

1. **Purpose.** This Instruction prescribes policy and assigns responsibility for strategic communication for DISA.

2. **Applicability.** This Instruction applies to DISA, including field offices, computing centers, and remote sites.

3. **Scope**. This Instruction is applies to Agencywide communication and strategic communication to external audiences. It is not applicable to intraoffice communication and communication specified through other authorities.

4. **Reference.** Principal Deputy Assistant Secretary of Defense for Public Affairs Memorandum, Principles of Strategic Communication, 15 August 2008.

5. **General**. The Agency's strategic communication is the focused process and efforts to engage key audiences for the purpose of creating, strengthening, or preserving conditions favorable to advance DISA interests and objectives through the use of coordinated information, themes, plans, programs, and actions that are orchestrated and synchronized to achieve desired effects.

6. **Background.** As specified in the reference document, the DoD established nine principles of strategic communication. Strategic communication must be leadership-driven; be credible; facilitate understanding; promote a dialogue; be pervasive, recognizing that every action, word, and image sends a message; be integrated vertically from strategic through tactical levels and horizontally across stakeholders; be results-based; be responsive, and be continuous. These principles are described in the enclosure.

7. **Definition of Brand.** A set of associations linked to a specific organization and residing in an audience's memory. A brand helps the audience understand the organization itself, why the organization is potentially relevant to them, and how the organization is different from or similar to other organizations. Every brand should have a distinctive identity that resonates positively with the desired audience. A brand must also be used consistently so that it becomes well-established. An organizational logo and communication standards are a part of the organizational branding.

8. **Policy.** To conduct coherent, effective, mutually supporting strategic communication, the Agency will integrate and synchronize all means of communication and information delivery to ensure the integrity and consistency of themes and messages. (Examples are speaking

engagements and presentations; formal and informal meetings; dialogue with key audience members; images and videos; media activities; and formal and informal written materials, including publications, public information and multimedia products, electronic postings, and social media.) In addition, the DISA "brand" will be used in a consistent manner to appropriately and positively represent the Agency. (The Agency's branding standards are prescribed in the Communication Style Guide located on Dateline DISA under the "Info and Resources" tab.)

9. **Responsibilities**.

9.1 **Director for Strategic Planning and Information (SPI**). The Director, SPI, will:

9.1.1 Manage and oversee the Agency's strategic communication process, including research and analysis, planning, execution, and assessment.

9.1.2 Coordinate and synchronize themes, plans, and actions to achieve desired, strategic communication effects.

9.1.3 Coordinate and synchronize content for Agency speaking engagements, conferences, and meetings for internal communication products and DISA TV, the DISA Web site, social media, imagery, and media activities with established themes and plans.

9.1.4 Identify quarterly draft Agency priorities, based on strategic goals and leadership guidance and review and update the priorities, as appropriate.

9.1.5 Collect quarterly from appropriate directorates, offices, and subject matter experts the information needed to develop strategic messages; success stories; and projections of emerging technologies, contracting actions, new capabilities, new products and services, new work, other major efforts, testing initiatives, and spectrum initiatives.

9.1.6 Develop messages and talking points based on the Agency's strategic goals, priorities, communication themes, leadership guidance, and input collected from throughout the Agency and customize the messages and talking points, as appropriate, to be relevant to targeted audiences.

9.1.7 Maintain a repository of strategic communication documents and materials and make the repository available to users throughout the Agency via the Strategic Communications Toolkit page on the Defense Enterprise Portal Service (DEPS).

9.1.8 Coordinate and synchronize the efforts to identify, develop, write, edit, and disseminate key messages and other relevant information to employees to ensure a well-informed workforce.

9.1.9 Develop strategic communication plans and products to support major Agency programs and activities.

9.1.10 Maintain the Agency's branding and other communication standards and ensure the consistency in presentation of communication products in accordance with these standards.

9.1.11 Maintain DISA's public and classified Web presence and the Agency's social media presence to ensure the content, design, and Web-based communication capabilities meet Agency and program office requirements, as well as serve the needs of mission partners and other external audiences.

9.1.12 Coordinate interactive forums to nurture professional relationships with military and civilian and foreign national constituents to include the coordination of visits and tours of high-level mission partners to DISA Headquarters to convey Agency strategic messages, share information about DISA services and capabilities, and to gain a deeper understanding of mission partner requirements.

9.1.13 Assess the strategic communication value of speaking and engagement opportunities, proactively look for appropriate opportunities to disseminate the Agency strategic messages and/or further Agency's goals and objectives, and coordinate DISA's participation in these activities with General Counsel and other appropriate offices.

9.1.14 Plan and conduct all media-related activities.

9.1.15 Compile, analyze, and provide comprehensive summaries of DISA-related news coverage on a daily and weekly basis for senior leaders.

9.1.16 Review internal DISA information and documents for public release and Web posting and coordinate on outside (non-DISA) documents requiring Agency review for public release.

9.1.17 Provide visual information and mass printing support to include multimedia, graphics, photographic, and video production support.

9.1.18 Serve as the approving authority for Agency strategic messages.

9.2 **Principal Directors, Directors, Commanders, and Chiefs of Major Organizational Elements.** These individuals will:

9.2.1 Provide the information needed to develop strategic messages; success stories; and projections of emerging technologies, contracting actions, new capabilities, new products and services, new work, other major efforts, testing initiatives, and spectrum initiatives.

9.2.2 On a continuous basis, identify initiatives, actions, events, incidents, and results that have actual or potential strategic communication ramifications and/or implications and report these promptly to the SPI Strategic Communications Division (SI2). (This should be a specified responsibility of the deputy or other designated person in every major organization.)

9.2.3 Ensure all input provided for strategic communication purposes, external release (including media releases, Web site, and social media), and Agency-wide dissemination is reviewed and approved by a senior executive or designated representative before submitting to SPI.

9.2.4 Ensure all communication products, with the exception of official reports, official issuances, official correspondence, and operational documents, produced by the directorate or office are prepared in accordance with the Agency branding standards. (The Agency's branding standards are prescribed in the Communication Style Guide located on Dateline DISA under the "Info and Resources" tab.)

9.2.5 Ensure all uses of the DISA logo are in accordance with the Agency standards. (The Agency's logo standards are prescribed in the Communication Style Guide located on Dateline DISA under the "Info and Resources" tab.)

9.2.6 Ensure potentially sensitive information is approved for Agency-wide and/or external release by the appropriate authorities; e.g., release of financial data must be approved by the Chief Financial Executive, information about acquisition actions must be approved by the Component Acquisition Executive, and information about contracting actions must be approved by the Director for Procurement.

9.2.7 Serve as the approving authorities for the selection of quarterly significant activities and success stories; for the selection of quarterly projections of capability releases and rollouts, planned pilots, emerging technologies, contracting actions, new work efforts, product updates, service enhancements, and other significant organization initiatives; and for information pertaining to their organizations to be released externally or Agency-wide.

Enclosure a/s   FREDERICK A. HENRY
                                                 Brigadier General, USA
                                                 Chief of Staff

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Enclosure

SUMMARIZATION OF DOD PRINCIPLES OF STRATEGIC COMMUNICATION

1. **Leadership-driven.** Leaders must decisively engage and drive the strategic communication process, beginning with clear leadership intent and guidance. Desired objectives and outcomes are closely tied to the organization's campaign plan, strategic plan, and lines of operations; the results are actions and words linked to strategic goals. Leaders need to properly resource strategic communication comparable to other important areas such as logistics and intelligence.

2. **Credible.** Credibility and consistency are the foundation of effective communication; they build on perceptions of accuracy, truthfulness, and respect. Actions, images, and words must be integrated and coordinated internally and externally with no perceived inconsistencies between words and deeds or between policy and deeds.

3. **Understanding.** Audiences determine meaning by interpretation of our communication with them. Acting without understanding our audiences can lead to critical misunderstandings with serious consequences.

4. **Dialogue.** Effective communication requires a multifaceted dialogue among parties.

5. **Pervasive.** All players are communicators, wittingly or not. Everything the organization says, does, or fails to do and say has intended and unintended consequences. Every action, word, and image sends a message, and every team member is a messenger. All communications can have a strategic impact, and unintended audiences are unavoidable in the global information environment; therefore, leaders must think about possible "N^{th}" order communications results of their actions.

6. **Unity of effort.** Strategic communication is a consistent, collaborative process that must be integrated vertically from strategic through tactical levels and horizontally across stakeholders.

7. **Results-based.** Strategic communication should be focused on achieving specific desired results in pursuit of a clearly defined end state. Strategic communication is not simply "another tool in the leader's toolbox," but must guide all an organization does and says, encompassing and harmonized with other functions for desired results.

8. **Responsive.** It must be the right message to the right audience at the right time and right place. Rapid and timely response to evolving conditions and crises is important as these may have strategic effects. Communication strategy must reach intended audiences through customized messages that are relevant to those audiences. Frequently, there will be a limited window of opportunity for specific messages to achieve desired results.

9. **Continuous.** Strategic communication is a continuous process of research and analysis, planning, execution, and assessment.