



SECRETARY OF DEFENSE
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MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF
DEFENSE

SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEF OF THE NATIONAL GUARD BUREAU
COMMANDERS OF THE COMBATANT COMMANDS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF
DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Public Engagement Coordination

Over the last year, the Office of the Secretary of Defense (OSD) for Public Affairs has built a strategic planning entity that has successfully implemented processes to coordinate public facing messages and activities across the Department. During the coronavirus disease 2019 (COVID-19) pandemic, the successful coordination of communications, events and policy announcements has proven the integral value of strategic coordination across the Department.

In order to continue building on that success, this is a reminder that all public engagements (other than Congressional) and policy announcements by OSD offices, the Services and Combatant Commands continue to be well coordinated with OSD Public Affairs. In particular, it is the standing policy that all media and public engagement, including off the record engagements, are coordinated through OSD Public Affairs. For Military Departments, the Joint Staff, and Combatant Commands, your public affairs organization is responsible for coordinating with OSD Public Affairs. For OSD principals and organizations, you are responsible for working directly with OSD Public Affairs. Our COVID-19 public efforts have shown that continued communication alignment across all engagements sent a clear and unified message in support of DoD operations and the National Defense Strategy. I want to see that continue.

The Department benefits when we thoughtfully engage with the American public and the media in a well-planned manner, and I want to encourage all of you to continue in your public facing efforts.

Matthew Esper

