

TRAINING PROGRAM OF INSTRUCTION (TPI)

FOR

DINFOS-BMC

BROADCAST MANAGEMENT COURSE



Approved by:

Commandant Defense Information School

Supersedes TPI Dated: 30 JULY 2004



**BROADCAST MANAGEMENT COURSE
TRAINING PROGRAM OF INSTRUCTION**

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TRAINING PROGRAM OF INSTRUCTION

Preface

TRAINING PROGRAM OF INSTRUCTION FILE NUMBER (TPFN): DINFOS-BMC

TITLE: Broadcast Management Course

TRAINING LOCATION: Defense Information School, Fort George G. Meade, Maryland

SPECIALTY AWARDED: None

PURPOSE: To provide American Forces Radio and Television Service management, leadership, policy, and regulatory guidance for individuals who are in, or are about to enter, a leadership position in an American Forces Network affiliate station. This includes Network Commanders, Detachment Chiefs, Station Managers, Operations Managers, Maintenance Managers, Section NCOIC's, and leaders in Broadcast Operational Detachments.

COURSE DESCRIPTION: The student exercises knowledge and skills necessary to perform duties as a broadcast manager. Emphasis is placed on broadcast operations to effectively serve command and community needs. Organizational, supervisory, and evaluation skills are developed to prepare the new manager to succeed in static or deployable station operational environments for delivery of programs and products primarily within the American Forces Radio and Television Service network.

PREREQUISITES:

Enlisted - E5 and higher, graduate of DINFOS-BPAS-B/BBC, BCC/BCC-60, EJC/BPAS-W, or 1 year Armed Forces Radio and Television Service (AFRTS) experience. Assignment or enroute to AFRTS or reserve component Broadcast Public Affairs Detachment is mandatory (non-waiverable).

USA - Basic Noncommissioned Officer Course BNCOC and MOS 46R20

USN - One year AFRTS or SITE experience (The Navy reserves waiver authority.)

USAF - Professional Military Education PME, must be a graduate of BBC, BPAS-B, VPD or BCC and AFSC 3N0X2

USMC - Noncommissioned Officer (NCO); MOS 4341

Officers - Must be a graduate of one of the following DINFOS courses:

DINFOS-PAOC, DINFOS-PAOC-RC (if reservist), DINFOS-PAOQC, DINFOS-PAOQC-ADL, DINFOS-PAQC, DINFOS-PAQC-ADL, DINFOS-BBC, BPAS-B, or BCC/BCC-60, or 1 year AFRTS experience

Civilians - Must be a graduate of one of the following DINFOS courses:

DINFOS-PAOC, DINFOS-PAQC, DINFOS-PAQC-ADL, DINFOS-BBC, BPAS-B, or BCC/BCC-60, or 1 year AFRTS experience. The DINFOS Commandant may approve a waiver based on a request from the Navy to consider Department of the Navy civilians on a case-by-case basis

International Students - International students attending this course must have an English Comprehension Level (ECL) of 85, suggest the individual be familiar with Microsoft Word and Power Point.

Interagency Students - Students' pay-grade, duty position description, and selection in accordance with specific agency guidance, policy and procedures

SECURITY CLEARANCE: None

CLASS SIZE:

MAXIMUM 12

MINIMUM 6

ANNUAL COURSE CAP 24

COURSE LENGTH: 12 Training Days

ACADEMIC HOURS: 90 Hrs

ADMINISTRATIVE HOURS: 6 Hrs

TOTAL COURSE HOURS: 96 Hrs

INSTRUCTOR CONTACT HOURS: 96 Hrs

TYPE/METHOD OF INSTRUCTION:

Lecture (L) 61 Hrs

Performance Exercise (PE) 7 Hrs

Case Study (CS) 7 Hrs

Examination 15 Hrs

Performance Examination (EP) 9 Hrs

Written Examination (EW) 6 Hrs

Administration (AD) 6 Hrs

TRAINING START DATE: November 2008

ENVIRONMENTAL IMPACT: None. DOD policy was followed to assess the environmental impact.

MANPOWER: The Interservice Training Review Organization (ITRO) formula was used to determine the number of instructors required.

EQUIPMENT AND FACILITIES: The Course Design Resource Estimate (CDRE) contains this information.

TRAINING DEVELOPMENT PROPONENT: Defense Information School, Directorate of Training, (DINFOS/DOT): 301-677-2993

FUNCTIONAL AREA 1 OVERVIEW

BROADCAST MANAGEMENT PRINCIPLES

Total FA Hours: 52

TPFN: DINFOS-BMC-001

TERMINAL TRAINING OUTCOME: This Functional Area provides principles of effective broadcast management. Students will complete the English Diagnostic Test to identify areas for improvement. Students will review effective writing principles, critique various writing styles, and complete multiple writing assignments using executive writing techniques and official and personal letter writing formats. Writing assignments will emphasize active voice, language usage, accuracy and clarity. Students will review and apply DOD policy guidance as it relates to operational AFN station operations, and study the relationship between field units and the Defense Media Activity and other DOD components. Students will explore the relationships between the AFN station and local Public Affairs staff and command structures and identify requirements, conflicts, initiatives and planning processes. Students will discuss Standard Operating Procedures and Continuity Books as important management tools and will develop an SOP for a fictional AFN station. Students will explore how AFN audience composition, including shadow and secondary shadow audiences, affects broadcast operations and they will identify gratuity and conflict of interest issues at the unit level. Students will extrapolate audience survey information to determine programming methodologies that will ensure maximum command information message exposure to specific target audiences. Students will assess support requirements as delineated by support agreements and understand how support is provided to and by the AFN affiliate. Students will study the broadcast manager role as one of intermediary between higher headquarters and local command elements. Students will present a capstone New Installation Commander Briefing prior to graduation. This capstone briefing plus a written examination will assess student knowledge in this functional area.

UNITS:

- 001 Effective Information Management
- 002 Broadcast Policies and Procedures
- 003 Command and Community Issues and Concerns
- 004 Student Measurement

TPFN HOURS AND TYPES:

- 39 Lecture (L)
- 1 Performance Exercise (PE)
- 4 Examination Written (EW)
- 8 Examination Performance (EP)

FUNCTIONAL AREA 1

BROADCAST MANAGEMENT PRINCIPLES

TPFN: DINFOS-BMC-001-001

UNIT TITLE: Effective Information Management

UNIT INTERMEDIATE TRAINING OBJECTIVE: The student will take the English Diagnostic Test to provide the student and instructor an inventory of the student's strengths and weaknesses in language usage. With this evaluation and follow-on executive writing exercises, the student is immersed in a review of effective writing principles. The student critiques examples of various writing styles with an emphasis on active versus passive voice, word choice, accuracy, and clarity. In a graded PE the student will draft a written response to complaints.

INSTRUCTIONAL HOURS AND TYPE: 10L, 1PE, 2EW

TOTAL INSTRUCTIONAL HOURS: 13

TASK (S):

- 001 Complete English Diagnostic Test (EDT)
- 002 Demonstrate executive writing style
- 003 Respond to Audience Member Complaints

INSTRUCTOR/STUDENT RATIO: 1:12 (L, PE, EW)

SAFETY FACTORS: Routine

REFERENCES:

- DINFOS Broadcast Writing Style Guide
- Air Force Handbook, 33-337, Tongue and Quill, 30 June 1997
- Air Force Manual 33-326, Preparing Official Communications, 1 Nov 1999
- Mayer, Lyle (1999). *Fundamentals of Voice and Articulation* (12th ed.). McGraw-Hill, Boston
- Managing Other People's Writing, USDA Graduate Course

FUNCTIONAL AREA 1

BROADCAST MANAGEMENT PRINCIPLES

TPFN: DINFOS-BMC-001-002

UNIT TITLE: Broadcast Policies and Procedures

UNIT INTERMEDIATE TRAINING OBJECTIVE: The student will review DOD policy and guidance applying to Armed Forces Radio and Television Service (AFRTS) stations and the relationship between field units and the Defense Media Activity (DMA) and subordinate agencies including the Defense Media Center (Broadcast Center) and the Television-Audio Support Activity. They will understand how established policies and procedures affect daily operations of an American Forces Network station. Students will receive briefings from various echelons of the DMA command structure including senior management, operations, program distribution, contingency plans and operations, the Pentagon Channel, and the Radio and Television Production Office. Students will apply this knowledge in their new installation commander orientation briefing, executive writing assignments and on functional area examinations.

INSTRUCTIONAL HOURS AND TYPE: 14L

TOTAL INSTRUCTIONAL HOURS: 14

TASK (S):

- 001 Review American Forces Radio and Television Service (AFRTS) organization and governing regulations

INSTRUCTOR/STUDENT RATIO: 1:12 (L)

SAFETY FACTORS: Routine

REFERENCES:

- DOD 5120.20-R Management and Operation of Armed Forces Radio and Television Service, Nov 1998
- DOD 5120.20 Armed Forces Radio and Television Service (AFRTS), 17 Dec 1991 certified as current 16 Jan 2004
- American Forces Radio and Television Service (AFRTS) Programming Services, February 2001

FUNCTIONAL AREA 1

BROADCAST MANAGEMENT PRINCIPLES

TPFN: DINFOS-BMC-001-003

UNIT TITLE: Command and Community Issues and Concerns

UNIT INTERMEDIATE TRAINING OBJECTIVE: The student will examine the relationships between the American Forces Network Station (AFRTS), local Public Affairs entities and the local command structure to identify potential requirements, conflicts, initiatives, and key elements to good planning. Students will discuss management strategies for serving as an intermediary between installation leadership and network management to include managing with reduced staff, limited local origination opportunities, and working with civilian employees. Student will also discuss Standard Operating Procedures (SOP) and Continuity Books as important management tools. In a graded exercise, the student will draft an SOP applying principles learned in class to a grading standard of 70% in accordance with an assignment/criteria sheet. Student knowledge will be further reinforced and assessed on a functional area exam in Unit 4.

The student identifies support agreement types and memorandums of agreement, and the broadcast manager's responsibilities, obligations, and rights regarding each type. The student will understand the assignment and parameters for a thorough but concise mission support briefing to be presented to a new Installation Commander. The student will then present a briefing incorporating all aspects of the curriculum.

In guided discussions, the student will identify broadcast sensitivities and review methods to discover them, discuss programming practices including the impact of political, religious, and sexual connotations, and formulate strategies for answering complaints. The student will define the terms "gratuity" and "conflict of interest," identify applicable DOD and service regulations, and discuss likely scenarios involving AFRTS personnel to determine acceptable courses of action. Management practices regarding value and methodology of formal and informal surveys and audience analysis techniques are examined. Student knowledge is assessed and reinforced as a portion of the functional area exam in Unit 4. For each EP, an assignment/criteria sheet is provided, and the student must achieve at least an 80 % standard. This knowledge is further assessed and reinforced as a portion of the functional area exam in Unit 4.

INSTRUCTIONAL HOURS AND TYPE: 15L, 8EP

TOTAL INSTRUCTIONAL HOURS: 23

TASK (S):

- 001 Identify broadcast/PAO/local command relationship
- 002 Identify Affiliate Management Operations
- 003 Develop Standard Operating Procedures (broadcast topic)
- 004 Define Support Agreements
- 005 Brief New Installation Commander (Write & Brief)
- 006 Identify Sensitivities in Broadcasting
- 007 Identify Gratuities and Conflicts of Interest

INSTRUCTOR/STUDENT RATIO: 1:12 (L); 1:1 (EP)

SAFETY FACTORS: Routine

REFERENCES:

- DOD 5120.20-R Management and Operation of Armed Forces Radio and Television Service, Nov 1998
- DOD 5120.20 Armed Forces Radio and Television Service (AFRTS) 17 Dec 1991 certified current as of 16 Jan 2004
- American Forces Radio and Television Service (AFRTS) Programming Services, February 2001
- 5, Code of Federal Regulations, part 2635,
http://www.usoge.gov/pages/laws_regs_fedreg_stats/oge_regs/5cfr2635.html
- DODI 4000.19 Interservice and Intra-governmental Support
- AFI 25-201 Support Agreement Procedures

FUNCTIONAL AREA 1

BROADCAST MANAGEMENT PRINCIPLES

TPFN: DINFOS-BMC-001-004

UNIT TITLE: Student Measurement

UNIT INTERMEDIATE TRAINING OBJECTIVE: The student will take a written examination on material covered in Functional Area 1. Exam results are critiqued with the instructor to reinforce comprehension of all topics covered. The student must obtain at least an 80% on the examination.

INSTRUCTIONAL HOURS AND TYPE: 2EW

TOTAL INSTRUCTIONAL HOURS: 2

TASK (S):

001 Functional Area Exam and Critique

INSTRUCTOR/STUDENT RATIO: 1:12 (EW)

SAFETY FACTORS: Routine

REFERENCES:

- DOD 5120.20-R Management and Operation of Armed Forces Radio and Television Service, Nov 1998
- DODD 5120.20 Armed Forces Radio and Television Service (AFRTS), 17 Dec 1991 certified as current 16 Jan 2004
- American Forces Radio and Television Service (AFRTS) Programming Services, February 2001
- 5, Code of Federal Regulations, part 2635,
http://www.usoge.gov/pages/laws_regs_fedreg_stats/oge_regs/5cfr2635.html
- DODI 4000.19 Interservice and Intra-governmental Support
- AFI 25-201 Support Agreement Procedures

FUNCTIONAL AREA 2 OVERVIEW

BROADCAST OPERATIONS

Total FA Hours: 38

TPFN: DINFOS-BMC-002

TERMINAL TRAINING OUTCOME: The student will understand how the distinct work centers within an operational AFN affiliate support the command internal information and entertainment missions. A discussion of Radio and News operations will reveal methods of exploiting each medium's unique capabilities to further the command information mission, while using programming to draw the largest possible audience percentage. Scenario-based, "real life" examples of Broadcast Operations Special Issues provide students an opportunity to formulate an action strategy to address issues, while considering the ramifications of each course of action. Functional area instruction concludes with a discussion of lessons learned from deployed broadcasters, and the unique challenges broadcasters and maintenance personnel face when deployed and conducting news operations in a combat environment.

UNITS:

- 001 Overview of Broadcast Operations
- 002 Analyze Radio Operations
- 003 Analyze News Coverage
- 004 Broadcast Operations Special Issues
- 005 Contingency Operations
- 006 Student Measurement

TPFN HOURS AND TYPES:

- 26 Lecture (L)
- 3 Performance Exercise (PE)
- 2 Examination Written (EW)
- 7 Case Study (CS)

FUNCTIONAL AREA 2

BROADCAST OPERATIONS

TPFN: DINFOS-BMC-002-001

UNIT TITLE: Overview of Broadcast Operations

UNIT INTERMEDIATE TRAINING OBJECTIVE: The student will review the fundamentals of voice dynamics training, including principles of voice training and DINFOS training standards. In a practical non-graded exercise, the student will evaluate various broadcast products to be critiqued and discussed in class. Students will analyze station organization in terms of each position's function and responsibility, and apply documentation tools toward assessing, controlling, and evaluating station operations. Another factor in preparing for the new installation commander's briefing is identifying and planning a command information campaign. Student knowledge is assessed and reinforced as a portion of a functional area exam in Unit 6 and in the New Installation Commander Briefing.

INSTRUCTIONAL HOURS AND TYPE: 8L, 2PE

TOTAL INSTRUCTIONAL HOURS: 10

TASK (S):

- 001 Receive voice dynamics seminar
- 002 Apply established product standards and critique local products
- 003 Discuss marketing the local affiliate
- 004 Identify Types of Command Information
- 005 Plan a Command Information Campaign

INSTRUCTOR/STUDENT RATIO: 1:12 (L, PE)

SAFETY FACTORS: Routine

REFERENCES:

- Beckwith, Harry (1997). *Selling the Invisible: A Field Guide to Modern Marketing*. Warner Books, New York, NY
- Hiam, Alexander (2004). *Marketing for Dummies* (2nd ed.). Wiley Publishing, Hoboken, NJ
- Mayer, Lyle (1999). *Fundamentals of Voice and Articulation* (12th ed.). McGraw-Hill, Boston

FUNCTIONAL AREA 2

BROADCAST OPERATIONS

TPFN: DINFOS-BMC-002-002

UNIT TITLE: Analyze Radio Operations

UNIT INTERMEDIATE TRAINING OBJECTIVE: Students will discuss various methodologies of radio formatting and clocks, and gain an understanding of how formatting and programming affect the AFN affiliate's ability to reach target audiences, given programming and frequency limitations. Students will explore radio formats in depth, the unique audience demographics they target, and how to use that information to assess a local AFN affiliate's programming against industry trends and standards. Students will review current Arbitron ratings, which measure the popularity of diverse music, news, sports and news-talk formats in the United States, and extrapolate listening trends data to determine the format that best fits the population of a fictitious base that is supported by an AFN affiliate.

INSTRUCTIONAL HOURS AND TYPE: 4L

TOTAL INSTRUCTIONAL HOURS: 4

TASK (S):

- 001 Identify mechanics of producing local radio programming
- 002 Analyze and apply radio formats

INSTRUCTOR/STUDENT RATIO: 1:12 (L)

SAFETY FACTORS: Routine

REFERENCES:

- McLeish, Robert (2005). *Radio Production* (5th ed.). Focal Press, New York
- Johnson, Tracy and Burns, Alan (2000). *Morning Radio: A guide to developing on-air superstars*. TJohnsonmedia.com
- Johnson, Tracy (2001). *Morning Radio II: Turning Science into Art*. Tjohnsonmedia.com

FUNCTIONAL AREA 2

BROADCAST OPERATIONS

TPFN: DINFOS-BMC-002-003

UNIT TITLE: Analyze News Coverage

SUMMARY OF INSTRUCTION: The student analyzes the steps involved in planning, producing, scheduling and airing locally produced news products. Students receive lecture on news policies and the elements of newsworthiness used to determine where to assign manpower and equipment resources for greatest results. Students will use this knowledge in a practical exercise where they will use scenario-based information to program a local radio and television newscast. Students will discuss broadcast law, copyright, fair use and ethics as they relate to broadcast journalism. They will gain a broad understanding of legal and ethical considerations as they relate to news coverage, programming protection and privacy rights of individuals. Student knowledge is further assessed and reinforced as a portion of a functional area exam in Unit 6 and in the New Installation Commander briefing.

INSTRUCTIONAL HOURS AND TYPE: 8L, 1PE

TOTAL INSTRUCTIONAL HOURS: 9

TASK (S):

- 001 Discuss News Policies and Judgment
- 002 Identify elements of News Packaging and Distribution
- 003 Program a local TV newscast

INSTRUCTOR/STUDENT RATIO: 1:12 (L, PE)

SAFETY FACTORS: Routine

REFERENCES:

- Shook, Frederick (2005). *Television Field Production & Reporting* (4th ed.). Pearson Publishing, Colorado State University, Fort Collins
- Zettl, Herb (2006). *Television Production Handbook* (9th ed.). Thomson Wadsworth Publishing, San Francisco State University
- National Press Photographers Association Code of Ethics
- National Press Photographers Association Digital Manipulation Code of Ethics
- Radio and Television News Directors Association Professional Code of Ethics and Professional Conduct
- *World Intellectual Property Handbook, Policy, Law and Use*
<http://www.wipo.int/about-ip/en/iprm/index.html>

FUNCTIONAL AREA 2

BROADCAST OPERATIONS

TPFN: DINFOS-BMC-002-004

UNIT TITLE: Broadcast Operations Special Issues

SUMMARY OF INSTRUCTION: In a guided discussion, the student will review spot management systems and outline differences between radio and TV operational requirements to determine how to maximize local command information insertion on radio and television program automation systems. Students will receive scenario-based issues affecting an operational broadcast affiliate and determine courses of action and possible ramifications of those actions. Students will discuss the role of civilians in an affiliate, the unique personnel management requirements for civilian employees, and fundamental differences in the evaluation, discipline, awards and promotion of civilian employees. Student knowledge is assessed and reinforced as a portion of a functional area exam in Unit 6 and in the New Installation Commander Briefing.

INSTRUCTIONAL HOURS AND TYPE: 3L, 7CS

TOTAL INSTRUCTIONAL HOURS: 10

TASK (S):

- 001 Identify uses of broadcast automation systems
- 002 Analyze Broadcast Management Situations
- 003 Discuss working with and supervising civilians

INSTRUCTOR/STUDENT RATIO: 1:12 (L, CS)

SAFETY FACTORS: Routine

REFERENCES:

- DOD 5120.20-R Management and Operation of Armed Forces Radio and Television Service, Nov 1998
- DODD 5120.20 Armed Forces Radio and Television Service (AFRTS), 17 Dec 1991 certified as current 16 Jan 2004
- American Forces Radio and Television Service (AFRTS) Programming Services, February 2001

FUNCTIONAL AREA 2

BROADCAST OPERATIONS

TPFN: DINFOS-BMC-002-005

UNIT TITLE: Contingency Operations

SUMMARY OF INSTRUCTION: This guided discussion explores broadcast and maintenance deployment experiences and lessons learned from those deployments including personal safety, security, readiness, and operational considerations in a combat environment.

INSTRUCTIONAL HOURS AND TYPE: 3L

TOTAL INSTRUCTIONAL HOURS: 3

TASK (S):

001 Identify Contingency Operations and Lessons Learned

INSTRUCTOR/STUDENT RATIO: 1:12 (L)

SAFETY FACTORS: Routine

REFERENCES:

- DOD 5120.20-R Management and Operation of Armed Forces Radio and Television Service, Nov 1998
- DODD 5120.20 Armed Forces Radio and Television Service (AFRTS), 17 Dec 1991 certified as current 16 Jan 2004
- American Forces Radio and Television Service (AFRTS) Programming Services, February 2001

FUNCTIONAL AREA 2

BROADCAST OPERATIONS

TPFN: DINFOS-BMC-002-006

UNIT TITLE: Student Measurement

SUMMARY OF INSTRUCTION: Each student takes a final written examination on all material covered in Functional Area 2. Students must achieve a score of 80% or higher and participate in a full critique of the exam to ensure full comprehension of all topics covered.

INSTRUCTIONAL HOURS AND TYPE: 2EW

TOTAL INSTRUCTIONAL HOURS: 2

TASK (S):

001 Functional Area Exam and Critique

INSTRUCTOR/STUDENT RATIO: 1:12 (EW)

SAFETY FACTORS: Routine

REFERENCES:

- DOD 5120.20-R Management and Operation of Armed Forces Radio and Television Service, Nov 1998
- DODD 5120.20 Armed Forces Radio and Television Service (AFRTS), 17 Dec 1991 certified as current 16 Jan 2004
- American Forces Radio and Television Service (AFRTS) Programming Services, February 2001
- Shook, Frederick (2005). *Television Field Production & Reporting* (4th ed.). Pearson Publishing, Colorado State University, Fort Collins
- Zettl, Herb (2006). *Television Production Handbook* (9th ed.). Thomson Wadsworth Publishing, San Francisco State University
- National Press Photographers Association Code of Ethics
- National Press Photographers Association Digital Manipulation Code of Ethics
- Radio and Television News Directors Association Professional Code of Ethics and Professional Conduct
- *World Intellectual Property Handbook, Policy, Law and Use*
<http://www.wipo.int/about-ip/en/iprm/index.html>
- Beckwith, Harry (1997). *Selling the Invisible: A Field Guide to Modern Marketing*. Warner Books, New York, NY
- Hiam, Alexander (2004). *Marketing for Dummies* (2nd ed.). Wiley Publishing, Hoboken, NJ

FUNCTIONAL AREA 3

COURSE ADMINISTRATION

TPFN: DINFOS-BMC-003

UNIT TITLE: Course Administration

UNIT INTERMEDIATE TRAINING OBJECTIVE: N/A

INSTRUCTIONAL HOURS AND T YPE: 6AD

TOTAL INSTRUCTIONAL HOURS: 6

TASK(S):

- 001 Course Welcome
- 002 In-Processing
- 003 End-of-course critique
- 004 Out-processing
- 005 Graduation

INSTRUCTOR/STUDENT RATIO: N/A

SAFETY FACTORS: Routine

REFERENCES:

- DINFOS Policies and Procedures Manual