

**TRAINING PROGRAM OF INSTRUCTION (TPI)**

**FOR**

**DINFOS - JSPAC**

**JOINT SENIOR PUBLIC AFFAIRS COURSE**



Approved by:

Commandant Defense Information School  
Supersedes TPI dated 26 June 2012



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TRAINING PROGRAM OF INSTRUCTION**

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# TRAINING PROGRAM OF INSTRUCTION

## Preface

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

**TITLE:** Joint Senior Public Affairs Course

**TRAINING LOCATION:** Defense Information School, Fort Meade, MD

**SPECIALITY AWARDED:** N/A

**PURPOSE:** The purpose of this course is to prepare senior public affairs professionals to serve in a joint environment at a combatant, component or non-DOD equivalent level. Students will receive training in constructing communication strategies and plans in support of commander's objectives through all phases of operations.

**TRAINING METHODOLOGY:** Resident only.

**COURSE DESCRIPTION:** The Joint Senior Public Affairs Course provides a capstone experience for senior public affairs leaders within the Department of Defense and U.S. government agencies. Students will explore and refine their role as senior communication counselors and strategic planners through panel and guided discussions with senior leader mentors and distinguished guest speakers. The class participates in staff rides, conducts case studies, and develops operational strategies for group and individual exercises.

**SERVICE PREREQUISITES:**

Service	Prerequisites:	Notes:
<b>USA</b>		
Officer	O-5 through O-6	Officers are recommended to be JIPAC graduates.
Enlisted	E-7 and above	Enlisted must be graduates of the Advanced NCO Course (ANCOC) / Senior Leaders Course (SLC); and they are recommended to be JIPAC graduates.
Civilian	GS-13 through GS-15	
<b>USAF</b>		
Officer	O-5 through O-6	
Enlisted	E-8 and above	Enlisted must have a 3N Air Force Specialty Code.
Civilian	GS-13 through GS-15	
<b>USN</b>		
Officer	O-5 through O-6	
Enlisted	E-7 and above	Enlisted must be a Mass Communication Specialist.
Civilian	GS-14 through GS-15	

<b>USMC</b>		
Officer	O-4 through O-6	
Enlisted	E-8 and above	Enlisted must have a Military Occupational Specialty of 4302, 4305, or 4341.
Civilian	GS-13 through GS-15	
<b>USCG</b>		
Officer	O-5 through O-6	
Enlisted	E-7 and above, or E-7 select	
Civilian	GS-13 through GS-15	
<b>International</b>		
International students attending this course must have an English Comprehension Level (ECL) of 85, obtain a 2+/2+ on the Oral Proficiency Interview (OPI), and possess basic typing skills. An international student requesting enrollment must be an O-4 or senior O-3 and a graduate of either DINFOS-PAQC, DINFOS-PAOQC, AFIS-PAOQC, or DINFOS-JIPAC. Students must have a solid understanding of English language usage, grammar and syntax.		
<b>Interagency</b>		
Must be in a GS 1035 position at a grade of GS-13 through GS-15 with a minimum of five years' experience as a public affairs specialist.		

**COURSE PREREQUISITES:** See Army Training Requirements and Resources System (ATRRS) web site (<https://www.atrrs.army.mil/atrrscc/>). Use school code 212.

**CLASS SIZE:**

Maximum	16 students
Minimum	12 students
Annual Capacity	64 students

**COURSE LENGTH:**

Academic Hours	76 hours
Administrative Hours	4 hours
Total Course Length	80 hours

**TYPE/METHOD OF INSTRUCTION:**

Lecture (L)	51 hours
Field Trips (FT)	12 hours
Performance Exercise (PE)	8 hours
Exam Performance (EP)	5 hours
Administrative (AD)	4 hours

**COURSE MEASUREMENT PLAN:** Located in the Course Training Standard.

**TRAINING START DATE:** 05 Jan 2015.

**ENVIRONMENTAL IMPACT:** No environmental impact.

**MANPOWER:** The Course Design Resource Estimate (CDRE) identifies the specialized instructor requirements for the course.

**EQUIPMENT AND FACILITIES:** The CDRE contains this information.

**TRAINING DEVELOPMENT PROPONENT:** Defense Information School, Directorate of Training, Fort George G. Meade, MD 20755

**REFERENCES:** Located in the last section of this TPI.

**SAFETY FACTORS:** Routine.

**POC:** Course Development Department, [DINFOSDOTCourseDeveloper@DINFOS.DMA.mil](mailto:DINFOSDOTCourseDeveloper@DINFOS.DMA.mil), 301-677-5733.

## **FUNCTIONAL AREA 1**

### **LEADERSHIP AND ORGANIZATIONAL ETHICS**

#### **TRAINING OUTCOMES:**

**UNIT 001 Leadership and Organizational Ethics:** Students examine the ethical considerations of organizational communication, exploring internal and external cultural dynamics. Nationally recognized guest instructors review lessons-learned from case studies, in which commanders, political leaders, and PAOs have succeeded and failed in applying ethical decision-making in an operational environment.

## FUNCTIONAL AREA 2

### NATIONAL POLICY AND DOD JOINT PUBLIC AFFAIRS DOCTRINE

#### TRAINING OUTCOMES:

**UNIT 001 National Policy and DOD Joint Public Affairs Doctrine:** Students discuss critical national policy, doctrine and guidance, and how it links to United States' values and security objectives with diplomatic, informational, military, and economic instruments of power employed across the whole of government. Students examine how Unified Combatant Commanders translate this guidance into theater strategy, campaign plans and security cooperation activities, and review how national guidance can provide context in linking public affairs' lines of effort with operational lines of effort. Students also review processes for DOD policy-making and communication planning in the joint/interagency environment, as well as public affairs' role in the National Response Framework.

## **FUNCTIONAL AREA 3**

### **COMMUNICATION BEST PRACTICES AND THE INFORMATION ENVIRONMENT**

#### **TRAINING OUTCOMES:**

**UNIT 001 COMMUNICATION BEST PRACTICES AND THE INFORMATION ENVIRONMENT:** Students examine the interplay among the U.S. Government, Non-Governmental, and Inter-Governmental organizations in the Information Environment. After reviewing DOD guidance supporting the process for synchronizing communication plans and products to advance U.S. security objectives, students learn how effective communication can inform operational planning, support commander's intent, and engender the support of other countries and coalition partners in advancing common interests. Instructors review best practices and discuss public affairs' critical role in communication synchronization; as well as how well interagency coordination and staff work can make public affairs professionals indispensable members of a planning staff. Students review instances where the United States has succeeded or failed to build or to maintain credibility, and review fundamental solutions for helping frontline communicators formulate and deliver synchronized messages.

## **FUNCTIONAL AREA 4**

### **COMMUNICATION RESEARCH, PLANNING, IMPLEMENTATION AND ASSESSMENT IN AN OPERATIONAL ENVIRONMENT**

#### **TRAINING OUTCOMES:**

**UNIT 001 COMMUNICATION RESEARCH, PLANNING, IMPLEMENTATION AND ASSESSMENT IN AN OPERATIONAL ENVIRONMENT:** Students review the fundamentals of good communication planning, focusing on research, planning, implementation, and evaluation tools as well as qualitative and quantitative assessment processes. Students examine opportunities for applying research data (e.g., from polling or focus groups) and risk assessments (e.g., strengths, weaknesses, opportunities, and threat analyses), among other planning tools, in developing courses of action and providing strategic counsel. Students work in teams to identify planning objectives/end states and develop research and assessment frameworks to measure communication effectiveness for operational scenarios.

## **FUNCTIONAL AREA 5**

### **SENIOR COMMAND RELATIONSHIPS AND COMMUNICATION STRATEGY DEVELOPMENT: CAPSTONE EXERCISE**

#### **TRAINING OUTCOMES:**

**UNIT 001 SENIOR COMMAND RELATIONSHIPS AND COMMUNICATION STRATEGY DEVELOPMENT: CAPSTONE EXERCISE:** Students review the Adaptive Planning and Execution (APEX) system and utilize operational planning processes and doctrine to assist communicators in the formulation and synchronized delivery of messages. Students incorporate lessons from earlier JSPAC instruction and apply the principles of operational design to develop a communication strategy addressing a critical challenge facing their respective commands. Students refine their plans through a peer review roundtable. In preparation for their role as senior public affairs leaders, students also complete a scenario-based capstone project in which they translate commander's intent into a communication strategy to achieve operational goals and effects for a regional/functional command; students then brief their strategy to a national regional combatant commander/senior public affairs leader.

**FUNCTIONAL AREA 6  
COURSE ADMINISTRATION**

**TRAINING OUTCOMES:**

**UNIT 001 COURSE ADMINISTRATION:** Students are required to complete certain administrative tasks necessary for effective course management. Administrative tasks include in-processing and orientation; out-processing and providing feedback for course critiques; and participation in graduation activities.

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