

**TRAINING PROGRAM OF INSTRUCTION (TPI)**

**FOR**

**DINFOS PAQC-ADL**

**PUBLIC AFFAIRS QUALIFICATION COURSE  
ADVANCED DISTRIBUTED LEARNING**



Approved by:

Commandant, Defense Information School  
Supersedes TPI dated 13 December 2009



**PUBLIC AFFAIRS QUALIFICATION COURSE  
ADVANCED DISTRIBUTED LEARNING**

**TRAINING PROGRAM OF INSTRUCTION**

**Table of Contents**

PREFACE ..... 3

FUNCTIONAL AREA 1 PUBLIC AFFAIRS FUNDAMENTALS ..... 6

FUNCTIONAL AREA 2 NEWS WRITING ..... 7

FUNCTIONAL AREA 3 FEATURE WRITING ..... 8

FUNCTIONAL AREA 4 VISUAL INFORMATION ..... 9

FUNCTIONAL AREA 5 PUBLIC AFFAIRS OPERATIONS ..... 10

FUNCTIONAL AREA 6 MEDIA OPERATIONS ..... 11

FUNCTIONAL AREA 7 JOINT PUBLIC AFFAIRS ..... 12

FUNCTIONAL AREA 8 THEORY AND DOCTRINE ..... 13

FUNCTIONAL AREA 9 MEDIA RELATIONS ..... 14

FUNCTIONAL AREA 10 PUBLIC AFFAIRS IN OPERATIONS ..... 15

FUNCTIONAL AREA 11 OPERATIONAL SUPPORT EXERCISE ..... 16

FUNCTIONAL AREA 12 COURSE ADMINISTRATION ..... 17

REFERENCES ..... 18

# **TRAINING PROGRAM OF INSTRUCTION**

## **Preface**

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

**TITLE: PUBLIC AFFAIRS QUALIFICATION COURSE ADVANCED DISTRIBUTED LEARNING**

The Public Affairs Qualification Course is offered in two training methodologies – residential and Advanced Distributed Learning (ADL). These two course offerings are equivalent in content, scope and depth. Students who complete either version of the Public Affairs Qualification Course are fully qualified to perform the basic duties of a military public affairs leader.

**TRAINING LOCATION:** Defense Information School, Fort Meade, MD, and DINFOS Blackboard Learning Management System online.

**PURPOSE:** The PAQC-ADL course provides entry-level public affairs training for mid- to senior-level non-commissioned officers and commissioned officers from all U.S. military services, and U.S. government agency civilians selected for public affairs assignments at all levels of command. This course ensures graduates are capable of performing the basic duties of Department of Defense military public affairs practitioners.

**TRAINING METHODOLOGY:** This ADL course is blended with both non-resident (NR) and resident (R) phases. The first phase is delivered online, with the second phase delivered in residence.

**COURSE DESCRIPTION:** The PAQC-ADL-NR/R provides entry-level public affairs training for the Department of Defense and U.S. government agencies. Instruction focuses on the foundational elements of communication planning process; principles and techniques associated with implementing effective communication strategies; and the processes involved in integrating communication into military planning and operations.

**SERVICE PREREQUISITES:**

<b>Service</b>	<b>Prerequisites:</b>	<b>Notes:</b>
<b>USA</b>		
Officer	O-1 through O-4	O-1 must have completed Officer Basic Course before submitting into ATTRS. Must meet height and weight standard IAW AR 600-9. Must pass APFT prior to graduation.
Enlisted	E-7 through E-9	E7 Multifunctional Brigade TDY enroute with no officer at unit; all other E7s and above must have APAC-approved ETP; must be control branch 46. Must meet height and weight standard IAW AR 600-9. Must pass APFT prior to graduation.
Civilian	GS-9 and above	Or GS-7 Intern in public affairs field (GS-1035, 1001 and 1082 series, or 0301 with APAC approval).
<b>USAF</b>		
Officer	O-1 through O-5	Officer must have 35P1 Air Force Speciality Code (AFSC).
Enlisted	E-7 through E-9	Enlisted must have 3N0X5 AFSC with Secretary of the Air Force/Public Affairs (SAF/PA) concurrence.
Civilian	GS-7 and above	GS-1035 series.
<b>USN</b>		
Officer	O-1 through O-4	
Enlisted	E-6 through E-9	Enlisted must be a Mass Communication Specialist.
Civilian	GS-5 and above	Includes interns. All must be in a public affairs field (GS-1035, 1082, 1083, and 1087).
<b>USMC</b>		
Officer	O-1 through O-4	Officers must have completed "The Basic School."
Enlisted	E-6-select and above	Enlisted personnel must have completed the Basic Public Affairs Specialist Course (DINFOS-BPASC, DINFOS-BPASC-ADL-NR/R, DINFOS-BJC, AFIS-BJC, DINFOS-BPAS-W) or equivalent.
Civilian		Civilian prerequisites are based on their billet description and authorization from HQMC PA.
<b>USCG</b>		
Officer	O-1 through O-4 and CWO	
Enlisted	E-6 through E-9	
Civilian	GS-11 and above	
<b>International</b>		
PAQC-ADL is currently not open to international students.		
<b>Interagency</b>		
Must be a U.S. Government employee working in the public affairs (PA) career field (GS-1035).		

**COURSE PREREQUISITES:** PAQC-ADL Resident: Students must have graduated from course: DINFOS-PAQC-ADL-NR. See Army Training Requirements and Resources System (ATTRS) web site (<https://www.attrs.army.mil/attrsc/>). Use school code 212.

**CLASS SIZE:**

Maximum	48 students
Minimum	24 students
Annual Capacity	96 students

**COURSE LENGTH:**

Academic Non-Resident (NR)	28 weeks
Academic Resident (R)	71 hours (10 Days)
Administrative Hours (R)	12 hours
Total Course Length	140 days (NR) 10 days (R)

**TYPE/METHOD OF INSTRUCTION:**

	<b>Non-Resident Phase</b>	<b>Resident Phase</b>
Lecture (L)	Online	23 hours
Performance Exercise (PE)	32 Practical Exercises	45 hours
Exam Performance (EP)	35 Performance Exams	3 hours
Written Exam (EW)	6 Online Examinations	N/A
Administrative (AD)		12 hours

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

**TRAINING START DATE:** 13 January 2014.

**ENVIRONMENTAL IMPACT:** No environmental impact.

**MANPOWER:** The Inter-service Training Review Organization (ITRO) formula was used to determine the number of instructors required for the resident portion of this course. Additional instructor requirements are documented in the Course Design Resource Estimate (CDRE).

**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)  
301-677-7391.

**FUNCTIONAL AREA 1**  
**PUBLIC AFFAIRS FUNDAMENTALS**

**TRAINING OUTCOMES:**

**UNIT 001 FOUNDATIONS OF PUBLIC AFFAIRS:** Students conduct media and Internet-based strategic engagements and discuss communication channels. Students explain visual information acquisition and distribution capability processes and requirements. The students define communication, and discuss the principles of information as well as the doctrinal foundations of Department of Defense (DoD) public affairs. Students examine the information environment, including Internet-based capabilities (IbC). Students articulate community issues through an ethical decision making process and apply DoD community engagement support criteria to develop effective responses in command messages. Students describe command, public information and community engagement principles along with elements of news and their public impact. Students identify contemporary communication theories and public affairs' strategic role in support of national and military objectives through synchronized communication.

## **FUNCTIONAL AREA 2**

### **NEWS WRITING**

#### **TRAINING OUTCOMES:**

**UNIT 001 NEWS WRITING:** Students conduct print interviews and IbC engagements. Students explain public affairs and visual information statutory considerations. Students develop a series of written communication products to include: media kits, copy editing exercises, leads and bridges, internal and external news releases, initial incident releases with incident follow-ups, and headline evaluations.

**FUNCTIONAL AREA 3**  
**FEATURE WRITING**

**TRAINING OUTCOMES:**

**UNIT 001 FEATURE WRITING:** Students develop a series of written communication products to include: features, public service announcement evaluations, editorials, and letters to the editor. Students conduct a series of public engagements to include: IbC, manuscripts and speech presentations.

**FUNCTIONAL AREA 4**  
**VISUAL INFORMATION**

**TRAINING OUTCOMES:**

**UNIT 001 VISUAL INFORMATION:** Students conduct IbC engagements. Students develop a series of visual communication products integrating basic camera operations, composition, and caption writing. Students discuss public affairs and visual information resource management, and explain statutory considerations, as well as the capabilities, processes and requirements of visual acquisition and distribution.

**FUNCTIONAL AREA 5**  
**PUBLIC AFFAIRS OPERATIONS**

**TRAINING OUTCOMES:**

**UNIT 001 PUBLIC AFFAIRS OPERATIONS:** Students explain public affairs' role in the management of crises, issues, and emergencies, in addition to the National Environmental Policy Act and the Defense Environmental Restoration Policy. Students conduct informal research using communication research methods to create communication plans in support of operational objectives. The communication plans includes goals, strategies, tactics, implementation, and evaluation. Students apply crises communication principles in a scenario vignette, and conduct key leader and community engagements.

**FUNCTIONAL AREA 6**  
**MEDIA OPERATIONS**

**TRAINING OUTCOMES:**

**UNIT 001 MEDIA OPERATIONS:** Students analyze the policies and content of government websites. Students engage with media by responding to queries and conducting radio interviews. Students also conduct IbC engagements.

**FUNCTIONAL AREA 7**  
**JOINT PUBLIC AFFAIRS**

**TRAINING OUTCOMES:**

**UNIT 001 JOINT PUBLIC AFFAIRS:** Students discuss public affairs considerations related to a theater strategy and describe the integration of public affairs into the joint operation planning process. Students define public affairs strategic communications, discuss information operation synchronization, and explain the media operation center's operation, structure and mission. Students explain support to civil authority and create public affairs guidance.

**FUNCTIONAL AREA 8**  
**THEORY AND DOCTRINE**

**TRAINING OUTCOMES:**

**UNIT 001 THEORY AND DOCTRINE:** This administrative item documents the course requirement to carry over students' non-resident grades to the resident phase. Students must earn an aggregate score of 70 percent or higher to pass the non-resident phase of training before beginning the two-week resident course.

**FUNCTIONAL AREA 9**  
**MEDIA RELATIONS**

**TRAINING OUTCOMES:**

**UNIT 001 MEDIA TECHNIQUES:** Students examine communication problems and discuss DoD public affairs media relationships and emerging DoD issues. Student scenarios simulate media engagements to include preparation of subject matter experts, live talk-back, on camera responses, and holding press conferences. Students simulate commander briefings on public affairs issues and conduct training in support of mock steady-state operations.

**FUNCTIONAL AREA 10**  
**PUBLIC AFFAIRS IN OPERATIONS**

**TRAINING OUTCOMES:**

**UNIT 001 OPERATIONS:** Students create a public affairs annex in support of steady-state joint operations. Students discuss public affairs input to an operations order and create a Joint Operations Planning Process public affairs staff estimate.

**FUNCTIONAL AREA 11**  
**OPERATIONAL SUPPORT EXERCISE**

**TRAINING OUTCOMES:**

**UNIT 001 OPERATIONAL SUPPORT EXERCISE:** Students use critical thinking skills to evaluate given scenarios drawing from and applying the knowledge and skills gained throughout the course. Students conduct public affairs in support of mock Joint Task Force (JTF) operations under typical public affairs working conditions and situations. During the operational support exercise, students simulate media communications and produce effective public affairs responses to various real time scenarios.

**FUNCTIONAL AREA 12**  
**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.

## References

- Allan, S. (Ed.). (2011). *The Routledge companion to news and journalism* (Rev. ed.). Florence, KY: Routledge.
- Ang, T. (2002). *Dictionary of photography and digital imaging: The essential reference for the modern photographer*. New York, NY: Amphoto Books, The Crown Publishing Groups.
- Associated Press. (2013). *The Associated Press Stylebook 2013 (Associated Press stylebook and briefing on media law)*. (46<sup>th</sup> ed.). New York, NY: Basic Books.
- Barnas, F. & White, T. (2013). *Broadcast news writing, reporting and producing* (6<sup>th</sup> ed.). Brentwood TN: Focus Press.
- Broom, G. M. (2012). *Cutlip and center's effective public relations* (11<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall, Pearson Education.
- Center, J. A., Smith, P and Stansberry, F. (2008). *Public relations practices: Managerial case studies and problems* (7<sup>th</sup> ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Copyright notice, deposit, and registration (2011). [Circular 92]. *Chapter 4, Copyright Law of the United States and related laws contained in Title 17 of the United States Code*. Washington, DC: Author. Retrieved from Library of Congress, Copyright Office website: <http://www.copyright.gov/title17/>
- Clarke, T. (2008). *Lipstick on a pig: Winning in the no-spin era by someone who knows the game*. New York, NY: Free Press, Simon and Schuster.
- Cohen, R. (1997). *Negotiating across cultures: International communication in an interdependent world* (Rev. ed.). Washington, DC: United States Institute of Peace Press.
- Cutlip, S. M., Center, A. H., & Broom, G. M. (2005). *Effective public relations* (9<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall, Pearson Education.
- Dale, C. (2008). National security strategy: Legislative mandates, execution to date, and considerations for Congress. *CRS Report for Congress Prepared for Members and Committees of Congress*, Washington, DC: Congressional Research Service.
- Feickert, A. (2013). The unified command plan and combatant commands: Background and issues for Congress, *CRS Report for Congress Prepared for Members and Committees of Congress* ( 7-5700, R42077). Washington, DC: Congressional Research Service.
- Griffin, E. (2011). *A first look at communication theory* (8th ed.). New York, NY: McGraw-Hill.
- Guth, W. D. & Marsh, C. (2011). *Public relations: A values-driven approach* (5<sup>th</sup> ed.). Upper Saddle River, NJ: Pearson Education.
- Haynes, B. & Crumpler, W. (2004). *Photoshop CS artistry: A master class for photographers and digital artists: Mastering the digital image*. Indianapolis, IN: New Riders, Pearson Education.

- Hoffman, P. C. (2011). *Holding sway: Social media's potential impact on reputation is well documented, but by understanding how the tools work, you can stay on top of the game*. San Francisco, CA: Communication World (CW). Retrieved from International Association of Business Communicators (IABC) website: <http://www.thefreelibrary.com/Holding+sway%3A+social+media's+potential+impact+on+reputation+is+well...-a0272167739>
- Howard, M. C. & Mathews, K. W. (2013). *On deadline: Managing media relations* (5<sup>th</sup> ed.). Long Grove, IL: Waveland Press.
- Hull, F. J. (2012). *Iraq: Strategic reconciliation, targeting and key leader engagement*. Strategic Studies Institute. Washington, DC: Bibliogov.
- Joint Warfighting Center. (2010). *Commander's handbook for strategic communication and communication strategy version 3.0*. Suffolk, VA: U.S. Joint Forces Command.
- Litwin, L. M. (2009). *The public relations practitioner's playbook: A synergized approach to effective two-way communication* (3<sup>rd</sup> ed.). Bloomington, IN: AuthorHouse.
- Litwin, L. M. (2013). *The public relations practitioner's playbook for (all) strategic communicators: A synergized\* approach to effective two-way communication (\*The whole is greater than the sum of its parts.)* Bloomington, IN: AuthorHouse.
- Lucas, S. (2011). *The art of public speaking* (11<sup>th</sup> ed.). New York, NY: McGraw-Hill Humanities.
- Martin, J. & Nakayama, T. (2010). *Experiencing intercultural communication: An introduction* (4<sup>th</sup> ed.). New York, NY: McGraw-Hill Humanities.
- Matthes, J. (2005). *The need for orientation towards news media: Revising and validating a classic concept*. International Journal of Public Opinion Research. Retrieved from Oxford University Press website: <http://ijpor.oxfordjournals.org/content/18/4/422>
- Mayeux, P. E. (2000). *Broadcast news writing and reporting* (2<sup>nd</sup> ed.). Long Grove, IL: Waveland Press.
- McKenna, S. & Hampsey, R. (2010). *"The COIN warrior" waging influence: Hints for the counterinsurgency (COIN) strategy in Afghanistan*. (ISAFCAAT-E Memorandum special). Bethesda, MD: Small Wars Journal, June. Retrieved from Small Wars Foundation website: <http://smallwarsjournal.com/documents/hintsforcoin.pdf>
- Miller, K. (2005). *Communication theories: Perspectives, processes and contexts*. (2<sup>nd</sup> ed.). New York, NY: McGraw-Hill.
- Mullen, M. (2009). *From the chairman, strategic communication: Getting back to basics*. Joint Forces Quarterly, 55, 4th Quarter, 2-4. Washington, DC: National Defense University Press.
- Murphy, D. M. (2008). *The trouble with strategic communication(s)* [Issue paper]. Center for Strategic Leadership, 2-08. Carlisle, PA: U.S. Army War College.

- Nash, R. C. & Magistad, E. P. (2010). *Disarming the key leader engagement*. Military Review vol.90 No.5, 11-20, Fort Leavenworth, KS: U.S. Army Command & General Staff College (CGSC), United States Army Combined Arms Center (USACAC).
- Plano Clark, V. L. & Creswell, J. W. (2010). *Understanding research: A consumer's guide* (2<sup>nd</sup> ed.). Upper Saddle River, NJ: Prentice Hall.
- Plano Clark, V. L. & Creswell, J. W. (2014). *Understanding research: A consumer's guide, loose-leaf version with video-enhanced Pearson etext: Access Card Package* (2<sup>nd</sup> ed.). Upper Saddle River, NJ: Pearson Education.
- Potter, L. (2008). *The communication plan: The heart of strategic communication* (3<sup>rd</sup> ed.). San Francisco, CA: International Association of Business Communicators (IABC).
- President of the United States (2010). *National Security Strategy*. Washington, DC: Author, Retrieved from The White House website:  
[http://www.whitehouse.gov/sites/default/files/rss\\_viewer/national\\_security\\_strategy.pdf](http://www.whitehouse.gov/sites/default/files/rss_viewer/national_security_strategy.pdf)
- Roam, D. (2012). *The back of the napkin: Solving problems and selling ideas with pictures*. New York, NY: Marshall Cavendish International.
- Stovall, J. G. (2005). *Journalism: Who, what, where, when, why, and how*. Upper Saddle River, NJ: Pearson Education.
- United States Government Department of Defense (DoD). (2012). *2012 U.S. Department of Defense strategic guidance, Sustaining U.S. global leadership: Priorities for the 21st century defense*. Washington, DC: Author, Retrieved from:  
[http://www.defense.gov/news/defense\\_strategic\\_guidance.pdf](http://www.defense.gov/news/defense_strategic_guidance.pdf)
- W. K. Kellogg Foundation. (2012). *Strategic communications plan template*. Battle Creek, MI: Author, Retrieved from W. K. Kellogg Foundation website:  
<http://www.wkcf.org/resource-directory/resource/2013/10/wk-kellogg-foundation-grants-october-2013>
- Walton, M. S. (2006). *Generating buy-in: Mastering the language of leadership*. Saranac Lake, NY: American Management Association (AMACOM).
- Wilson, L. J. & Ogden, J. (2012). *Strategic communications planning for effective public relations & marketing* (5<sup>th</sup> ed.). Dubuque, IA: Kendall/Hunt.
- Young, A. (2010). *Brand media strategy: Integrated communications planning in the digital era*. New York, NY: Palgrave Macmillan.