

DINFOS

DEFENSE INFORMATION SCHOOL

STRATEGIC PLAN



FY 2023–FY 2028



MISSION

The Defense Information School trains and educates communication professionals for service in the Department of Defense and with its partners.

VISION

DINFOS is the Department of Defense's educational institution dedicated to training agile military communicators and leaders who will compete and win in today's complex and demanding information environment.

DINFOS remains the assignment of choice because we care for our people and our families; we maintain an empowering environment that leads to professional growth; and our work provides immediate and meaningful change throughout the military communicator profession.

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COMMANDANT'S MESSAGE



DINFOS has a critical role to play in the development of multi-dimensional communicators who can move in the information domain to achieve an information advantage. All of our efforts must be focused in this direction. We will evolve our current planning efforts into a 5-year Strategic Plan that will ensure we are focused on the right things and apply all of our resources to make our vision a reality. This Strategic Plan will finalize the culmination of collaborative efforts, which included input from all levels of our faculty and staff. It is being designed to help us accomplish our mission: DINFOS trains and educates communication professionals for service in the Department of Defense. It provides us with the

strategic direction we need in an ever-changing, information environment.

Our vision is to be universally recognized as the premier learning institute that trains agile, adaptive, mission-capable military communicators for the Department of Defense and our partners. We want to be the assignment of choice because of our meaningful work, commitment to taking care of people, and support of our families.

We have established four lines of effort that support and synergize with our current priorities. These lines of effort will rally and focus our efforts towards the same objectives and in the same direction.

1. Take Care of People. *In order to grow our “Winning Culture” we need to invest in our people and foster an environment where every team member can reach their full potential. We will establish a holistic approach to our own health and fitness which will improve our ability to meet readiness requirements.*

2. Train and Educate. *As our core mission, we need to continually evolve our training strategy to prepare our “Mission-Capable Graduates” to communicate effectively in a dynamic information environment.*

3. Modernize and Expand Capabilities. *We need to build that “Essential Framework” and continue to seek new and innovative ways using agile and adaptive techniques that improve our processes, technology, and infrastructures.*

4. Inform and Learn. *We will develop and enhance mutually beneficial relationships with our clients and stakeholders. We will leverage our virtual and distance education tools to reach the fleet and field, and provide greater information advantages through our “Enduring Relationships.”*

Over the past few years, we experienced significant transformation. We reduced skill gaps in Public Affairs and Visual information core competencies. We increased our services’ effectiveness and efficiency in the Information Environment. We developed and implemented online and virtual resources such as PAVILION which continue to provide on-demand resources to the fleet and field. We modernized our technologies and built new capabilities to deliver training both in-house and virtually with equal effectiveness. Finally, we developed relationships within academia and industry which included the establishment of the Public Affairs Training and Education Council and the expansion of our mobile training capability.

Our Strategic Plan comes at a crucial time in the history of the school. As the Department of Defense continue to grapple with the COVID-19 pandemic and its consequences, we have made a commit to improving our delivery of service and products. FY20 and FY21 were transformational years with

significant advances in how we deliver in-house and virtual training and education. We experienced peaks in training delivery in the virtual space.

I ask each of you for your professional commitment as we shape and implement the new FY23-FY28 DINFOS Strategic Plan with our Vision to make DINFOS a premier learning institution, vital to the success of the Department of Defense. I am fully committed to giving you the tools and resources you need to build our future. Finally, now is the time for DINFOS to refine its processes and creatively innovate to ensure our multi-dimensional communicators are at the forefront of achieving information advantages over our adversaries.

Strength Through Truth



Richard J. McNorton
COL, US Army
Commandant

DINFOS

A FOUNDATION FOR SUCCESS

For the last 55 years, DINFOS has trained communicators across the Department of Defense to help their organizations achieve strategic and operational goals through applied public affairs strategies and visual information products. This aspiration reflects DINFOS motivation and drive to continually improve our services to become the most valued resource in providing communication professionals.

DINFOS Enduring Values

The following values are the foundation upon which everything we do rests. They prescribe how we operate, how we treat our customers and how we treat each other. They also provide the philosophical foundation for our leadership's key decision-making. They support, and are in consonance with, the values articulated by all of the military Services.

Excellence

An abiding commitment to delivering the highest quality training for our students and providing the Department of Defense with communicators who are prepared to make a positive difference in the fleet and field.

Innovation

The willingness to adapt our curriculum, instructional methods and technologies to better meet the needs of commanders to compete and win in an increasingly complex information environment.

Empowerment

Our staff and faculty are the heartbeat of DINFOS. Every day, they are encouraged to bring their energy, creativity and positive attitude to effect positive change and make DINFOS a fantastic place to work.



DINFOS Faculty Group Photo - August 2022

DINFOS

COMMITMENT TO STRATEGY

We are professionally committed to the tasks of shaping and implementing the new FV23-FV28 DINFOS Strategic Plan with our Vision to make DINFOS a premier learning institution, vital to the success of the Department of Defense. The leadership at the DMA and DINFOS levels are committed to giving you the tools and resources you need to build our future. Now is the time for DINFOS to refine its processes and creatively innovate to ensure our multi-dimensional communicators are at the forefront of achieving information advantages over our adversaries. We have established four key priorities that will drive commitment to achieving this strategy.



DINFOS accomplishes its mission to train and educate communication professionals for the DoD and its partners by achieving objectives and initiatives the **refine, innovate, and deliver** services and products that meet the needs of our customers and stakeholders.

FY 2023 – FY 2028 STRATEGIC PLAN

This document contains the strategy for the Defense Information School (DINFOS) over the next five years. This Strategic Plan provides the map for the planning, prioritization, and resourcing process to keep DINFOS as a vital institution that trains and educates communication professionals for the Department of Defense. It provides us the direction we need in an ever-changing fiscal climate, and ensures that the staff, faculty and leadership are all working toward the same goals and in the same direction.

Planning Process

Our strategic planning process is performance-based and provides a framework for continual modernization. Our process encompasses performance measurement, budget, and individual employee evaluation systems that includes the following:

- ***Strategic Plan***
- ***DINFOS Performance Plan (by Fiscal Year)***
- ***Individual Development Plans***

Since 2016, the Defense Information School has experienced significant transformation. Its leaders recognized that the school could no longer support service-specific courses; that the school needed to be more agile and adaptive with its curriculum, technology and training delivery; and that there needed to be a significant investment to implement transformative change.

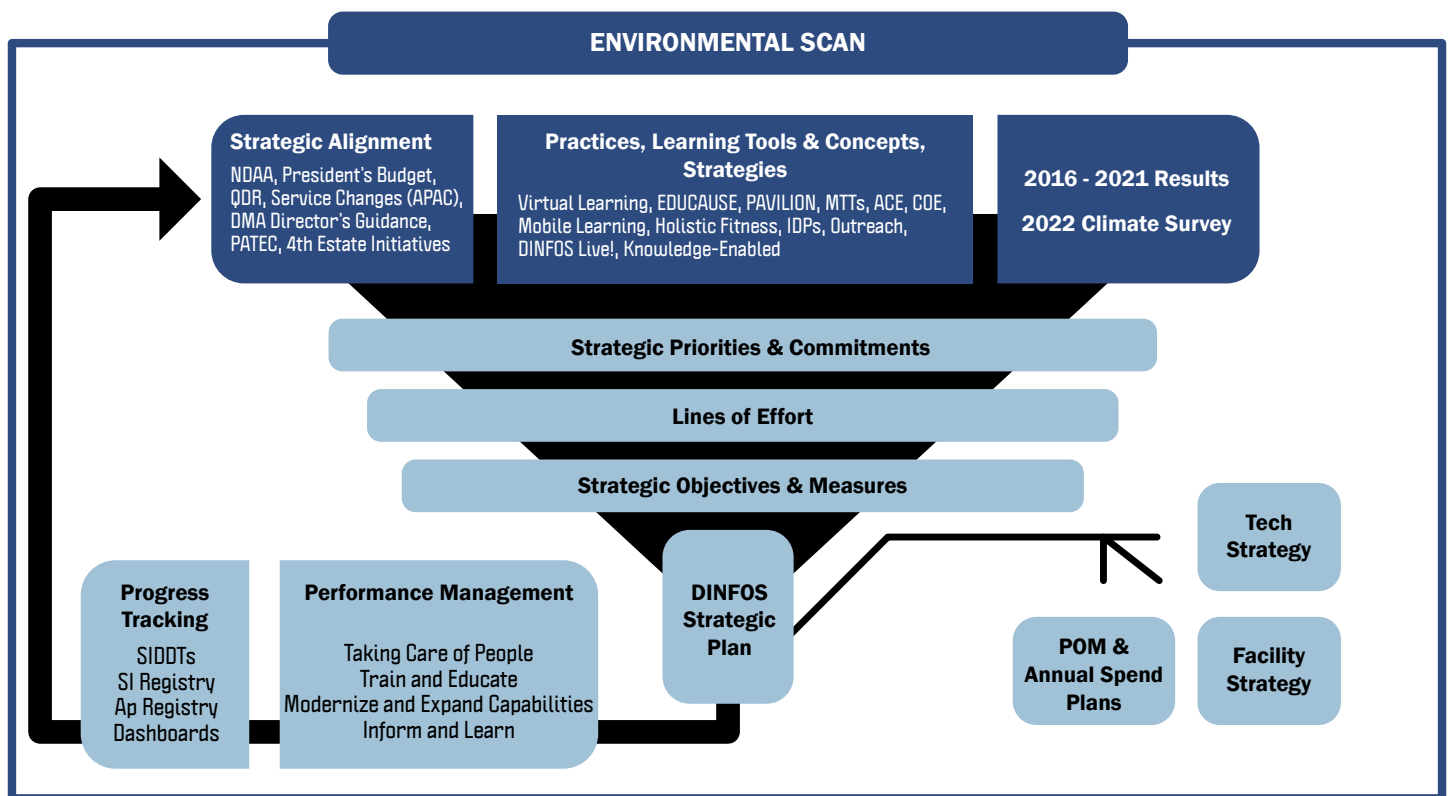
In August 2021, the Defense Media Activity director published his Director's Guidance, in which he outlined five strategic priorities. DINFOS was directly aligned with the fifth: Continue public affairs training and transformation. DINFOS is linked strategically and programmatically to the activity's overall strategy.

In November 2021, DINFOS held a pair of one-day workshops to capture its successes since 2016 and to set the foundation for moving the school forward with a new strategic plan. Participants validated the DINFOS mission and established a set of strategic priorities, in line with the Defense Media Activity's priorities, that demonstrate the school's commitment to refining, innovating and delivering training and education services and products.

In September 2022, held a third offsite to define the four new Lines of Effort focus by developing a goal statement; identifying short and long-term objectives; developing measures; and describing the overall end outcome that would result in accomplishing each of the four Lines of Effort.

To attain our new vision, DINFOS must **(a)** enhance our focus on our people and take a holistic approach to ensure that we not only support their professional growth, but foster an environment where we address our own health and fitness needs designed to meet rigorous readiness requirements and **(b)** integrate our goals and best practices. Therefore, our strategic focus and intent for FY2023 – FY 2028 is to:

- Define a strategic direction and guide for the next five years, while not limiting future opportunities;
- Build our strategy realizing the current environment of fiscal and resource constraints;
- Embed strategic thinking in the decision-making process at all levels of the organization;
- Enable DINFOS to align our lines of effort, objectives, and initiatives in resource allocation and management in a dynamic environment;
- Embed principles of continual refinement, innovation, and delivery of services and products;
- Ensure excellence in training and education that focuses on our people and mission.



STRATEGIC ALIGNMENT



Lloyd J. Austin III

Secretary of Defense

Message to the Force

Defend the Nation
Take Care of Our People
Succeed Through Teamwork



Kathleen Hicks

Deputy Secretary of Defense

Fact Sheet: 2022 National Defense Strategy

Defend the Homeland
Deter Strategic Attacks
Deter Aggression
Build a Resilient Joint Force and Defense Ecosystem



Hal Pittman

DMA Director

DMA Director's Guidance

Develop a Workplace for the Future
Improve Data Management and Cyber Resiliency
Establish the Web Enterprise Business
Modernize the American Forces Network
Continue Public Affairs Training Transformation

This Strategic Plan will directly support the Secretary of Defense's Message to the Force, The 2022 National Defense Strategy (NDS) and the DMA Director's Guidance. This strategy will align with Priority 5 of the DMA strategy and serve as the plan for ensuring the school continues its public affairs transformation. As shown in the DMA Director's Guidance

"Our military communicators must be able to support their commanders with relevant and agile capabilities. As such, we must continuously evaluate and refresh our training and education curriculum to ensure military public affairs (PA) and visual information (VI) personnel are prepared to compete effectively in an increasingly complex information environment."

"DINFOS must complete updates to its intermediate and advanced training programs while pursuing new avenues to provide training and professional development to the fleet and field, even while meeting an increasing demand for Service entry-level training. To create the most effective training, we must find the right balance of resident, online and hybrid training models, choose world class partners and outside experts in academia and private industry, leverage best practices in training delivery, and do this within budget. Our imperative remains to develop world class communicators who can operate confidently in the modern information environment, advancing America's national interest through truthful, credible, and compelling messages."

To meet the Director's intent, DINFOS must:

Value and maintain a workforce that, in addition to their service affiliations, possesses DINFOS identity;

Achieve consistency with respect to course development, delivery of training, and grading requirements and with compatible academic schedules and standards;

Strive to be efficient, effective, and resilient with:

- Streamlined and proficient administrative and support functions
- Reduced duplication across training directorates;

Centralize functions where appropriate (student information systems, human resources, faculty development, distance learning, etc.) and establish consistent policies and standards among functions (DIG);

Conduct assessment activities, strategic planning, resource allocation, and institutional renewal processes;

Operate efficiently, capable of developing, executing, and refining DINFOS plans to address significant long-term technology, infrastructure, and staffing.

OUR STRATEGIC PLANNING TEAM

DINFOS Leaders met at three individual off-sites, as well as internally in small groups to formulate the framework for this strategic plan. During the first off-site, held at the Chesapeake Bay Environmental Center, the participants were provided with professional development exercises in Strategic Planning. The input from the participants resulted in a new streamlined mission statement.

The second offsite, held at the Hilton Hotel in Hanover, MD resulted in four strategic priorities which would further define how DINFOS would commit to modernization efforts and link strategy to actions. The final off-site focused on assigning gatekeepers to each of the Lines of Effort and formulating a plan that would include scope with objectives and outcomes (ways); supporting initiatives and action plans (means), and measurements that would demonstrate success (ends).

Finally, we recruited faculty and staff volunteers from across both training directorates and the staff directorates to serve on Line of Effort teams. Each team reviewed their Line of Effort, objectives, and strategic measures; created objectives with 3-year milestones; and developed performance tasks with measurable targets for FY23. The participation of faculty and staff in this process provides DINFOS with valuable operational perspective and gives them a better understanding and ownership of the plan they will have to execute.



November 2021 - DINFOS Strategic Off-site 1



March 2022 - DINFOS Strategic Off-site 2

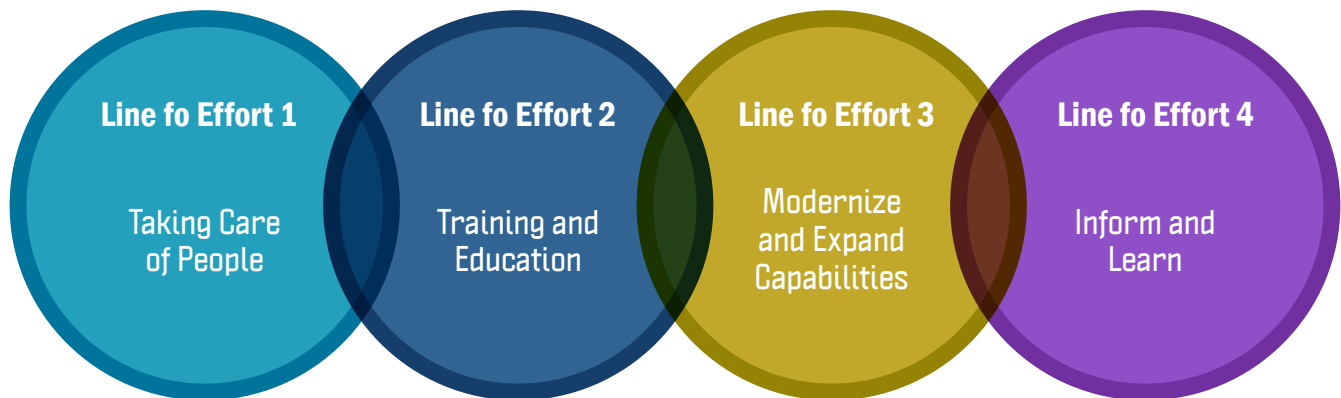
LINES OF EFFORT FY 2023 – FY 2028

The Defense Information School will align resources and management to support the following four strategic lines of effort:

Taking Care of People
Training and Education
Modernize and Expand Capabilities
Inform and Learn

The Defense Information School will prioritize efforts supporting our mission to train and educate communication professionals. Within the above lines of effort, DINFOS will establish immediate, intermediate, and long-range objectives that include both staffing actions and strategic initiatives that align and leverage our leadership focus, resources and management to drive strategic success.

DINFOS LINES OF EFFORT



Goal

We will foster a supportive environment designed to instill our tea members with a sense of value and purpose.

Outcome

If we accomplish our goals and objectives, DINFOS will be a supportive environment that instills value and purpose in its members.

Goal

We will continually evolve and adapt our training strategy to prepare mission-ready professionals to communicate effectively in a dynamic information environment.

Outcome

By accomplishing this strategy, DINFOS will have well-trained, qualified faculty who can deliver relevant training and education that produced adaptable, mission-capable communication professionals.

Goal

We will modernize our DINFOS infrastructure to provide an operationally relevant learning environment.

Outcome

By accomplishing this strategy, DINFOS will be a modern educational institution that provides staff, faculty, and students with an operationally-relevant and secure learning environment.

Goal

We will foster a community of military and civilian professional communicators who share in and advocate for the DINFOS brand and culture.

Outcome

By accomplishing this strategy, the community of military and civilian professional communicators will want to share and advocate for the DINFOS brand.

LINE OF EFFORT 1: TAKING CARE OF PEOPLE

Goal Statement

We will foster a supportive environment designed to instill in our team members a sense of value and purpose, strengthen the DINFOS reputation, and be an assignment of choice.

Objectives and Measures

Value Their Time

Increase our training efficiency by streamlining the DINFOS organization and its processes

Measure: # Processes reviewed; %Functions/capabilities reviewed

- Action: SI 1.1.1 Right-size the organization to support current and future operations
- Action: AP 1.1.1 Review and streamline the onboarding process (SI 1.1.2)
- Action: AP 1.1.2 Review the telework policy and provide clarity across DINFOS (SI 1.1.2)

Impact: More efficient organization that executes resources and gives time back to the team; improved ability to sustain continuity despite continual turnover

Value Their Effort

Achieve an environment that builds trust and confidence in the organization

Measure: *Time savings; # Awards presented on site

- Action: [SI 1.2.2 Develop and instructor mentorship program](#) (SI 4.3.1)
- Action: SI 1.2.1 Review and refine the DINFOS recognition program
- Action: AP 1.2.2 Ensure SHARP/SAPR, EO/EEO positions are trained and resources at DINFOS

Impact: Individuals believe in the organization and its leadership; DINFOS is an assignment of choice because of its culture

Value Their Career

Improve and shape the workforce by focusing on holistic approaches to professional and leader development

Measure: # Courses attended; *Health and fitness index

- Action: SI 1.3.1 Review, refine, and implement a DINFOS leadership development program
- Action: SI 1.3.2 Develop holistic health and fitness programs
- Action: AP 1.3.1 Prioritize and support instructor ability to attend DINFOS courses
- Action: [AP 1.3.2 Create a plan for the team to attend internal and external professional development opportunities](#) (SI 4.2.1)

Impact: Strong reputation of DINFOS due to knowledge, skills, and abilities of former DINFOS instructors. We enable personal development and work-life balance for staff and faculty

Expected Outcome

By accomplishing this strategy, DINFOS will be a supportive environment that instills value and purpose in its members.

LINE OF EFFORT 2: TRAINING AND EDUCATION

Goal Statement

We will continually evolve and adapt our training strategy to prepare mission-capable professionals to communicate effectively in a dynamic information environment

Objectives and Measures

Modernize training capabilities by leveraging technology and instructional methodologies to provide effective training and education to deliver mission-capable graduates to the services

Measure: % Courses evaluated for use of innovation; % Courses executed at or above minimum capacity; % Deemed effective graduated via fleet/field; # Third-party partner production (i.e. Pavilion); # Fleet and field training events

- Action: SI 2.1.1 Develop an external assessment capability
- Action: SI 2.1.2 Review and redesign (as appropriate) courses for efficiencies, e-learning potential, or as deployable curriculum to share with the DoD (i.e. TRADOC, Air War College, etc.)

Impact: Communication training is more accessible, modernized, and utilized by the services, leading to more communication-trained professionals supporting services' information needs

Improve speed of curricula development processes

Measure: % Curriculum changes implemented within 30 days of final approval

- Action: AP 2.1.1 Evaluate and streamline adjudication processes in FY23 (review in 6 months)
- Action: SI 2.2.1 Analyze and refine the grading process

Impact: Validates adjudication process and reduces inefficiencies to ensure timely updates for all courses

Expand workforce training, education, and retention process

Measure: # 3rd party certified faculty; # Faculty training opportunities

- Action: SI 2.3.1 Standardize civilian instructor pay grades
- Action: SI 2.3.2 Develop and implement a workforce credentialing program by FY26

Impact: A highly-trained, retained workforce

Expected Outcome

By accomplishing this strategy, DINFOS will have a well-trained, qualified faculty who can deliver relevant training and education that produces adaptable, mission-capable communication professionals.

LINE OF EFFORT 3: MODERNIZE & EXPAND CAPABILITIES

Goal Statement

We will modernize our DINFOS infrastructure to provide an operationally relevant learning environment

Objectives and Measures

Improve use of training resources (classrooms, student equipment, life cycle management, etc.)

Measure: \$ Cost savings; % Excess equipment; \$ Student equipment

- Action: SI 3.1.1 Upgrade classroom capabilities with Gen-V packages
- Action: SI 3.1.2 Renovate the library and transform into the Savanuck Library & Media Center
- Action: SI 3.1.3 Refine/ realign DINFOS training resources to meet FY22 requirements
- Action: AP 3.1.1 Explore emerging technologies; identify training-driven COAs
- Action: AP 3.1.2 Explore outdoor learning facilities/ opportunities; present COAs

Impact: Improve our overall ability to provide the right equipment in the right space at the right time

Improve energy, usage, and cost efficiencies of the DINFOS facility

Measure: \$ Operational cost; % Energy usage

- Action: SI 3.2.1 Modernize DINFOS non-training resources to meet FY23 requirements
- Action: SI 3.2.2 Develop and implement a Resource Efficiency Program
- Action: AP 3.2.1 Conduct an HVAC study and develop a long-term plan for upgrading system
- Action: AP 3.2.2 Explore our energy program and collaborate with the other 4NEOs to develop long-term efficiency plans

Impact: Reduce operating costs and environmental impact

Expand and improve our technology capabilities

Measure: % of workforce that meets cybersecurity requirements; % of systems that are authorized; % of IT budget that is reported and linked to authorized systems, # Systems, \$ Technology costs

- Action: SI 3.3.1 Complete RMF for identified systems
- Action: SI 3.4.1 Modernize the DINFOS Academic Stack
- Action: AP 3.3.1 Conduct cyber workforce review; identify gaps; implement change plan
- Action: AP 3.3.2 Review IT budget and complete DITPR/SNAP-IT financial entries

Impact: Have a compliant and modern technology infrastructure that meets the demands of our institution

Expected Outcome

By accomplishing this strategy, DINFOS will be a modern educational institution that provides staff, faculty, and students with an operationally relevant and secure learning environment.

LINE OF EFFORT 4: INFORM AND LEARN

Goal Statement

We foster a community of military and civilian professional communicators who share in and advocate for the DINFOS brand and culture

Objectives and Measures

The DINFOS Brand

Increase points of engagement that promote the DINFOS brand with key stakeholders

Measure: # Engagements by DINFOS personnel; # Meaningful key stakeholders' investment into DINFOS

- Action: SI 4.1.1 Build and deploy an externally-focused, multi-year CommPlan in FY23

Impact: More voices from DINFOS staff/faculty actively publish, speak, engage, and teach beyond the walls of the building, thereby expanding spheres of influence with key stakeholders

The DINFOS Culture

Increase participation in DINFOS digital initiatives (Pavilion, MTT, DINFOS generated content, etc.)

Measure: # Active users of DINFOS digital content and initiatives; # Significant awards/recognition of DINFOS digital initiatives

- Action: SI 4.2.1 Build and deploy a marketing plan in FY23 in parallel with FY23 CommPlan
- Action: SI 4.2.2 Develop a comprehensive MTT plan that includes outreach efforts and IRC events
- Action: SI 4.2.3 Collaborate and create media literacy and information warfare content to meet emerging service requirements

Impact: Expand positive DINFOS brand promotion; serving here means excellence in the career field; fill a void in IRC educational collaboration and content delivery to support commander's information needs

Advocate Development

Improve and shape the workforce by focusing on holistic approaches to professional and leader development

Measure: % Senior instructors, % Master instructors; # Incentives to inspire senior/master instructors

- Action: SI 4.3.1 Recalibrate and deploy the instructor development continuum
- Action: [AP 4.3.1 Formalize military/civilian recognition program of MI contributions \(i.e. achievement medals, time-off awards, etc.\)](#) (SI 1.2.1)

Impact: Stabilized MI core and internal hard work is officially recognized external to DINFOS (SRB, civilian resumes, etc.). Faculty can recognize organizational investment in their development and become advocates for DINFOS

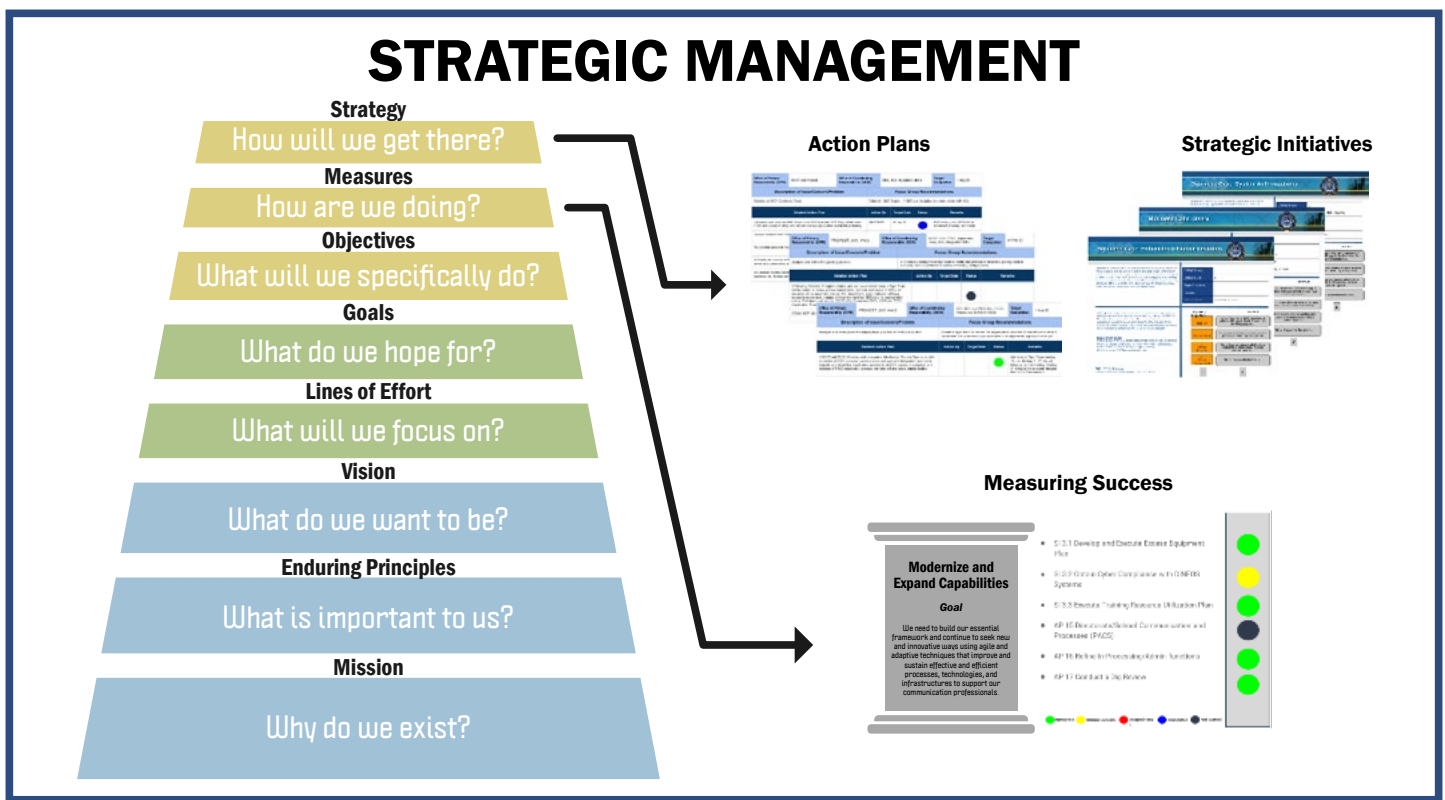
Expected Outcome

By accomplishing this strategy, the community of military and civilian professional communicators will want to share and advocate for the DINFOS brand

PERFORMANCE MANAGEMENT

The successful execution of the plan is based on attaining our identified lines of effort and objectives. To support the advancement toward each line of effort, we have identified objectives, strategic initiatives, and action plans. We have also identified specific outcomes and metrics for assessment and evaluation of progress toward our lines of effort, objectives, and strategic initiatives. The Directorate of Plans and Technology (DPT), under the direction of the Chief of Staff, will monitor, track, and report DINFOS progress in the execution of the plan. We have assigned an

office of primary responsibility (OPR) for each of the lines of effort, objectives, and strategies that will operationally execute the plan and report progress to the DPT. The DPT will, in turn, support the assigned office of primary responsibility in the assessment and evaluation of progress. This will enable DINFOS to monitor, assess, prioritize, focus, or redirect leadership, management, and resources to achieve our strategy. Our Strategic Plan will be a living document that is continuously measured with achievable objectives.



As part of this continual process, DINFOS will conduct a monthly review of both strategic initiatives and action plans. The monthly meeting will be hosted both live and over Google Meet to ensure that all members of DINFOS have the opportunity to be part of the process.



