

TRAINING PROGRAM OF INSTRUCTION (TPI)

FOR

DINFOS - PACIS

PUBLIC AFFAIRS COURSE FOR INTERNATIONAL STUDENTS



Approved by:

A handwritten signature in black ink that reads "Gary L. Keck".

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Approval Date: 27 October 2010

Supersedes TPI Dated: NA



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TRAINING PROGRAM OF INSTRUCTION

Preface

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

TITLE: PUBLIC AFFAIRS COURSE FOR INTERNATIONAL STUDENTS

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

SPECIALTY AWARDED: None

PURPOSE: This course is intended for international military and civilian personnel selected by their governments to perform public affairs functions. Students will be from the defense ministries of nations operating within the Security Cooperation Education and Training Program (SCETP) framework. The curriculum is broadly based on existing PAQC training tasks but will require a less rigorous English comprehension level. Rather than emphasize a US-centric approach to military public affairs, this course will compare and contrast US, NATO and UN approaches and emphasize basic public affairs knowledge and skills that can be adapted to the requirements of the individual nations.

COURSE DESCRIPTION: This course provides basic public affairs knowledge and skills to military and civilian personnel from partner nations. Through lectures, demonstrations, performance exercises, case studies, assigned readings, field trips and guest speakers, students will acquire a foundation in the latest public affairs concepts, tools and strategies that will be transferrable to each nation's military public affairs efforts. Emphasis is placed on designing and teaching the curriculum in a culture-neutral manner.

- a. Course material is organized into the following Functional Areas: Public Affairs in International Operations; Media Relations; Public Affairs Planning; Public Affairs Communication Skills; and Social Media. Each functional area stresses the importance of maintaining a high standard of integrity.
- b. To accommodate language limitations, students will demonstrate understanding of the coursework through demonstrations, exercises or oral exams vice written examinations.
- c. The course culminates in the planning and development of a communication plan, which students will develop to address a current communication challenge faced by their command.

TARGET POPULATION: This course is limited to international military and civilian students from the defense ministries of nations operating within the SCETP framework. Validation of student authentication is through the Army Training Requirements and Resources System (ATRRS). Requests for waiver of prerequisites must be in writing routed through the Security Assistance Training Field Activity (SATFA) and approved by the DINFOS Commandant prior to student's acceptance into training. This course is NOT open to United States Department of Defense military or civilian personnel.

PREREQUISITES: International students attending this course will be from the defense ministries of nations operating within the SCETP framework. Students must have an English Comprehension Level (ECL) of 85 and obtain a score of 2/2 on the Oral Proficiency Interview (OPI). Nations that currently have a formal Public Affairs Training Program are excluded from attending this course.

SECURITY CLEARANCE: None

CLASS SIZE: MAXIMUM: 16 MINIMUM: 12 ANNUAL CAP: 80 (five annual iterations)

COURSE LENGTH: 25 Training Days

Academic hours:	192 Hours
Administrative hours:	<u>8</u> Hours
Total course hours:	200 Hours

TYPE/METHOD OF INSTRUCTION:

Administrative (AD):	8Hrs
Lecture (L):	64 Hrs
Guest Lecture (GL):	8 Hrs
Demonstration (D):	4 Hrs
Performance Exercises (PE):	108 Hrs
Other (Field Trip):	8 Hrs

INSTRUCTOR/STUDENT RATIO: 1:16AD, 2:16L, 2:16GL, 2:16D, 4:16PE, 4:16FT

INSTRUCTOR CONTACT HOURS: 624 hours

TRAINING START DATE: August 22, 2011

ENVIRONMENTAL IMPACT: None

MANPOWER: Instructors required: 4. The Interservice Training Review Organization (ITRO) formula was used to determine the number of instructors required.

EQUIPMENT AND FACILITIES: Refer to the Course Design Resource Estimate (CDRE).

SAFETY FACTORS: Routine

TRAINING DEVELOPMENT PROPONENT: Defense Information School
Directorate of Training, Public Affairs Leadership Department: (301) 677-4481; DSN 622-4481

FUNCTIONAL AREA 1
Public Affairs in International Operations

TPFN: DINFOS-PACIS-001

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area provides the student with a foundation of knowledge required to deploy successfully as a public affairs officer in an international operational environment, be it a US-led coalition, NATO operation, UN peacekeeping mission, or other multi-national operation. Students are taught the roles and responsibilities of a PAO in an international military operation and learn to identify and overcome the communication barriers which exist in these multi-cultural environments. Using current events, case studies and classroom instruction, students study the mechanisms available to PAOs within these operations through which to promote effective public affairs activities, including Coalition Press Centers, Civil-Military Operation Centers and familiarization with governmental and non-governmental partners. This functional area focuses on knowledge-based curriculum and classroom discussion, which will be assessed in the student's final capstone project.

FUNCTIONAL AREA HOURS AND TYPE: 14L, 8GL, 8FT

TOTAL FUNCTIONAL AREA HOURS: 30

UNIT(S):

001 - Public Affairs and Civil-Military Operations

- 001 Identify public affairs approaches, challenges and possible partners during Civil-Military Operations
- 002 Discuss communication challenges in inter-cultural environments
- 003 Describe the purpose and structure of multi-national operations and their public affairs considerations
- 004 Describe the role and responsibilities of public affairs officers within a multi-national military command

INSTRUCTOR/STUDENT RATIO: 2:16L, 2:16GL, 4:16FT

SAFETY FACTORS: Routine

FUNCTIONAL AREA 2

Media Relations

TPFN: DINFOS-PACIS-002

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area emphasizes hands-on skills necessary to meet the demands of today's 24-hour news cycle. Students will learn how to evaluate media queries and develop response plans. They will practice conducting interviews with different mediums, including TV, radio, print and web, and will discuss the importance of employing guidelines for releasing information publicly. The discussion of guidelines will not be DOD-specific, but rather a comparison of guidelines used by the DOD, NATO and UN. Students will also be required to develop themes, command messages and talking points, and will use these skills to prepare a Subject Matter Expert to conduct media interviews. The PAO's role in crisis communication will be covered, and students will evaluate the role and importance of public opinion and codes of ethics in journalism. Students will be assessed through a variety of performance-based exercises and must earn an aggregate score of at least 70 percent to successfully complete this functional area.

FUNCTIONAL AREA HOURS AND TYPE: 25L, 2D, 50PE

TOTAL FUNCTIONAL AREA HOURS: 77

UNIT(S):

001 - Public Affairs and Media Relations

- 001 Respond to media queries related to the students' communication plan
- 002 Conduct interviews using different mediums
- 003 Explain how public opinion affects military operations
- 004 Discuss guidelines for the release of information to the public
- 005 Explain the public affairs role in crisis operations
- 006 Compare various journalism codes of ethics and their relevance to military public affairs
- 007 Conduct PA training

INSTRUCTOR/STUDENT RATIO: 2:16L, 2:16D, 4:16PE

SAFETY FACTORS: Routine

FUNCTIONAL AREA 3
Public Affairs Planning (Capstone Project)

TPFN: DINFOS-PACIS-003

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area will culminate in the student's final, or "capstone," project. This Capstone Project involves the development of a communication plan consisting of three components: internal information, external information, and community relations. Each of these components will be taught separately and will be interspersed throughout the iteration rather than be taught back-to-back. Students will develop these three components separately and be required to combine them into a final communication plan (the Capstone Project) using knowledge acquired in all Functional Areas. Assessment will require instructor evaluations of both the written plan and a briefing of the plan. Students will be assessed through a variety of performance-based exercises and must earn an aggregate score of at least 70 percent to successfully complete this functional area.

FUNCTIONAL AREA HOURS AND TYPE: 8L, 28PE

TOTAL FUNCTIONAL AREA HOURS: 36

UNIT(S):

001 - Public Affairs Planning Strategies

- 001 Develop the command information (Internal) portion of a communication plan
- 002 Develop the public information (External) portion of communication plan
- 003 Develop the community relations (COMREL) portion of communication plan
- 004 Develop a communication plan

INSTRUCTOR/STUDENT RATIO: 2:16L, 4:16PE

SAFETY FACTORS: Routine

FUNCTIONAL AREA 4
Public Affairs Communication Skills

TPFN: DINFOS-PACIS-004

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area provides the student with the skills to be an effective communicator by applying communication models and techniques learned in the classroom and during performance exercises. Students will learn briefing skills that can be applied during presentations to a commander and staff, during press conferences and during other public affairs-related engagements. Students will be assessed through a variety of performance-based exercises and must earn an aggregate score of at least 70 percent to successfully complete this functional area.

FUNCTIONAL AREA HOURS AND TYPE: 9L, 2D, 14PE

TOTAL FUNCTIONAL AREA HOURS: 25

UNIT(S):

001 - Communication Skills

- 001 Discuss how communication relates to military public affairs
- 002 Brief a commander on current events and their impact on the command
- 003 Conduct a press conference in the roles of a PAO and spokesperson

INSTRUCTOR/STUDENT RATIO: 2:16L, 2:16D, 4:16PE

SAFETY FACTORS: Routine

FUNCTIONAL AREA 5
Social Media

TPFN: DINFOS-PACIS-005

TERMINAL TRAINING OUTCOME: The instruction and training throughout this functional area provides the student with basic knowledge and skills necessary to utilize internet-based communication tools to further communication objectives. Students will learn a basic understanding of the effectiveness of various mediums and will apply social media knowledge and techniques throughout the course to target specific audiences in support of the commander's intent. Students will be assessed through a variety of performance-based exercises and must earn an aggregate score of at least 70 percent to successfully complete this functional area.

FUNCTIONAL AREA HOURS AND TYPE: 8L, 16PE

TOTAL FUNCTIONAL AREA HOURS: 24

UNIT(S):

001 - Social Media

001 Utilize social media in support of the commander's intent

INSTRUCTOR/STUDENT RATIO: 2:16L, 4:16PE

SAFETY FACTORS: Routine

FUNCTIONAL AREA 6
Course Administration

TPFN: DINFOS-PACIS-006

TERMINAL TRAINING OUTCOME: During this time student records will be created, updated and archived as the student progresses through the course.

FUNCTIONAL AREA HOURS AND TYPE: 8AD

TOTAL FUNCTIONAL AREA UNIT HOURS: 8

UNIT(S):

001 - In Processing

- 001 In-process
- 002 In- process (RQM)
- 003 Welcome (Dept Head, AD, NCOIC)
- 004 Welcome (CMDT, DOT, Chaplain)

002 - Out Processing

- 001 End-of-Course Survey
- 002 Out-process
- 003 Out-process (RQM)
- 004 Graduation

INSTRUCTOR/STUDENT RATIO: 1:16AD

SAFETY FACTORS: Routine

REFERENCES

Handbooks & Manuals

- AFI 35-101 Public Affairs and Procedures (2005)
- Army Social Media Best Practices (Tactics, Techniques and Procedures) Online and Social Media (2009)
- CENTCOM Public Affairs Guidance on embedding media in AOR (2003)
- Commander's Handbook for Strategic Communication and Communication Strategy, October 2009, USJFCOM
- DINFOS Consolidated Guidelines for Release (2008)
- DOD 5410.18 (2007) Public Affairs Community Relations Policy
- Handbook on UN Multidimensional Peacekeeping Operations* (2003, UNDPKO)
- IFJ Declaration of Principles on the Conduct of Journalists, adopted by 1954 World Congress of the IFJ, amended in 1986.
- Joint Publication 3-07 on Peace Operations, October 2007
- Joint Publication 3-08 (Interagency, IGO, NGO Coordination During Joint Operations, Vol. 1, Chap. III, 2006),
- Joint Publication 3-57 (Joint Doctrine for Civil-Military Operations, July 2007)
- Joint Publication 3-61 on Public Affairs (September 2009)
- Joint Task Force Commanders Handbook on Peace Operations (1997, Joint Warfighting Center)
- JP 3-61 (2005) Public Affairs
- JP-3-61 on Public Affairs (2009)
- Media embed process in Iraq (<http://www.usf-iraq.com/for-the-media/media-embed-process>)
- NATO command structure (documentation TBD)
- NATO media engagement guidelines
- Navy Social Media Roadmap (2009)
- Social Media and Department of Defense Communication White Paper. Joint Public Affairs Support Element US Joint Forces Command (July 2009)
- Social Media and the Air Force Air Force. Public Affairs Agency Emerging Technology. Division (Nov 2009)
- Society of Professional Journalists Code of Ethics (adopted: 1996 SPJ National Convention)
- United Nations Media Engagement Guidelines
- USAID: Provincial Reconstruction Teams in Afghanistan (Dept of State, June 2006)

Books & Misc

- Baker, T. & Martinson, D.L. (2001). *Ethics in Media Communications* (5th Edition). Belmont, CA: Belmont, CA:
- Cohen, R. (US Institute of Peace – revised edition, 2002), *Negotiating Across Cultures*. Chapters 1-3: Pgs 1-44
- Cutlip, S., Center, A, & Broom, G. (2006). *Effective Public Relations*, (9th ed.). Upper Saddle River, NJ: Pearson Prentice Hall
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- Kathleen Fearn-Banks. (2007). *Crisis Communications A Casebook Approach* (3rd ed.) Mahwah, NJ. Lawrence Erlbaum Associates.
- McLoughlin, B. (2003). *Encountering the Media: Media Strategies and Technique*. Washington, D.C: McLoughlin Multi Media Publishing, Ltd
- Perito, R. (ed.) (2007). *Guide for Participants in Peace, Stability, and Relief Operations*. Washington, DC : US Institute of Peace Press.
- Wilson, L. & Ogden, J. (2004). *Strategic Communications Planning for Effective Public Relations & Marketing*, (5th Ed.). Dubuque, IA: Kendall/Hunt.

Web

- Public Relations Society of America. (2008). PRSA Code of Ethics
<http://www.prsa.org/aboutUs/ethics/>. Retrieved December 10, 2008,
- Pew Global Attitudes Project <http://pewglobal.org/>