

Defense Information School

6500 Mapes Road, Fort Meade, Maryland 20755



Public Affairs Course for International Students Training Program of Instruction

Training Effective Date: 24 May 2021

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COURSE PREFACE

Purpose

In support of priorities outlined in the National Defense Strategy of the United States, the Public Affairs Course for International Students (PACIS) aims to deepen interoperability in public affairs and communication strategies between deployed American forces and our allies and partners.

This course is intended to build the capacity of 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.

Rather than emphasize a US-centric approach to military public affairs, this course will compare and contrast U.S., NATO and UN approaches and emphasize basic public affairs knowledge and skills that can be adapted to individual nation requirements.

Reason for New Training Program of Instruction

Supports tasks identified by EUCOM and CENTCOM on 2 October 2020.

Implementation Date

Training for this course will begin on 24 May 2021.

Target Population

This course is limited to international military and civilian students from the defense ministries of nations operating within the SCETP framework. Student authentication is validated 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 the student's acceptance into training. This course is NOT open to United States Department of Defense military or civilian personnel.

Training Delivery / Training Length

Resident / 25 Days

Course Description

PACIS provides basic public affairs knowledge and skills to military and civilian personnel from allied and partner nations in a culturally inclusive manner. 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 communication strategies that will be transferable to each nation's military public affairs efforts. The curriculum is broadly based on existing PACS-Q training tasks but requires a less rigorous English comprehension level.

- a. Course material is organized into the following Functional Areas: Communication Planning and Media Relations. 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 versus 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.

Course 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.

Point of Contact (POC)

The POC for this action is the Course Development Office: cdo@dinfos.edu.

TRAINING TASK INVENTORY

This Training Task Inventory incorporates feedback from EUCOM and CENTCOM. Learning outcomes have been aligned with the Public Affairs Training and Education Council's Military Communication Competency Model.

Terminal Learning Objective	Competency	Training Importance High, Medium, Low	
		EUCOM	CENTCOM
Enabling Learning Objective	Knowledge / Performance		
1. Produce communication plan that can be implemented to address existing communication challenge/problem or opportunity faced by current command	P	H	H
1.1 Summarize existing communication challenge/problem or opportunity faced by current command			
1.2 Explain goal(s) to address existing communication challenge/problem or opportunity faced by current command			
1.3 Report current situation and publics based on research and analysis			
1.4 Implement social media strategies to favorably impact intended audience(s) and achieve intended goals of communication plan			
1.5 List anticipated media questions and apply effective response techniques in development of answers			
1.6 Explain communication plan details regarding cost and resources			
1.7 Explain communication plan details regarding implementation			
1.8 Explain communication plan details regarding evaluation			
2. Outline research and analysis information to demonstrate progress of communication plan development	P	H	H
2.1 Report existing communication challenge/problem or opportunity faced by current command			
2.2 Identify goal(s) to address existing communication challenge/problem or opportunity faced by current command			
2.3 Outline current environment and prevailing public opinion based on SWOT analysis and/or other research			
2.4 Outline communication plan details regarding media and tactics; themes and messages			
2.5 Outline communication plan details regarding costs and resources			
2.6 Demonstrate knowledge of communication plan when addressing concerns and questions from peers and faculty during midterm capstone presentation			

Terminal Learning Objective	Competency	Training Importance High, Medium, Low	
		EUCOM	CENTCOM
Enabling Learning Objective	Knowledge / Performance		
3. Employ interview techniques while conducting media relations via different mediums	P	H	H
3.1 Establish credibility through introduction of self, interviewer knowledge, ground rules and background information			
3.2 State relevant facts when responding to interview questions			
3.3 Employ effective response technique when responding to interview questions			
3.4 Promote theme/commander intent during an interview through effective response technique and delivery style			
3.5 Apply all required post-interview steps when concluding interview			
4. Execute role as trusted advisor to commander and staff to provide assessment of current news pertinent to command and provide recommendations for action	P	H	H
4.1 Select relevant, trending international news story that could impact commander and command			
4.2 Analyze media content details related to selected international news story			
4.3 Recommend proactive courses of action to address commander's potential concerns regarding international news story			
4.4 Select relevant, trending national news story that could impact commander and command			
4.5 Analyze media content details related to selected national news story			
4.6 Recommend proactive courses of action to address commander's potential concerns regarding national news story			
4.7 Select relevant, trending local news story that could impact commander and command			
4.8 Analyze media content details related to selected local news story			
4.9 Recommend proactive courses of action to address commander's potential concerns regarding local news story			
4.10 Report stories' level of dissemination on social media and impact on public opinion			
4.11 Promote credibility of PAOs through effective style of delivery and interaction during command staff briefing			

Terminal Learning Objective	Competency	Training Importance High, Medium, Low	
Enabling Learning Objective	Knowledge / Performance	EUCOM	CENTCOM
5. Demonstrate ability to coach and critique subject matter expert for successful media interactions and application of effective response technique during interviews in support of commander's communication objectives	P	H	H
5.1 Produce pertinent interview information and materials for selected subject matter expert in support of preparation for upcoming interview			
5.2 Compose messages and talking points for selected subject matter expert to achieve communication objectives			
5.3 Review actionable interview tips based on conduct and assessment of mock interview performance to prepare subject matter expert for upcoming interview, and provide necessary actionable feedback			
5.4 Assess reporter's post-interview article to determine whether subject matter expert's interview performance helped achieve interview end-state			
6. Execute role as PAO spokesperson (and briefer) to deliver statement to press via press conference	P	H	H
6.1 Apply strategies for setting tone of press conference during introduction phase			
6.2 Apply strategies for enforcing ground rules and maintaining professionalism while monitoring SME performance during press conference			
6.3 Utilize closing remarks upon conclusion of press conference			
6.4 Apply strategies for establishing focus and intent of press conference during opening statement			
6.5 Apply strategies for smooth transition from opening statement to Q&A period (during press conference)			
6.6 State relevant facts to demonstrate knowledge of topic when addressing questions and state position of command using messages during press conference			
6.7 Apply strategies for smooth transition from Q&A period to closing period of press conference			
6.8 State position of command upon conclusion of press conference			
6.9 Promote theme/commander intent during press conference through effective style of delivery			

COURSE OUTLINE

Functional Area narratives describe how the course is organized to meet the level of student competency as identified by the Terminal Learning Objectives (TLO's) listed in the TTI and include projected instructional hours for each functional area.

FUNCTIONAL AREA 1: Communication Planning

In this functional area, students will acquire foundational knowledge that they will use to develop a Communication Plan, participate in media interviews, press conferences, SME preparation and command staff briefings. This functional area is broken down into Modules 1: Foundations and Module 2: PA Communication Skills.

In Module One: Foundations, students will gain foundational knowledge of Public Affairs in the military. These foundational courses will provide students with information on environmental scanning, communication theories, public opinion, crisis communication, social media and the elements of news. The students will use this knowledge to produce a communication plan that can be implemented to address an existing communication challenge/problem or opportunity faced by their current command.

In Module Two: PA Communication Skills, students will gain knowledge that applies specifically to being a Public Affairs Officer. Students will learn how to write effective news releases, the best practices for releasing information, how to deliver effective responses and the basics of visual information. Students will use this knowledge to apply interview techniques while conducting media relations via different mediums, such as radio, television, print and online platforms. Students will learn how to be a trusted advisor to the commander and staff, while providing assessments and recommendations of action of current news that is pertinent to the command.

In functional area 1 there are no formal graded assessments. This student content is used to develop background knowledge in preparation for functional area 2.

Total Unit Hours: 60

FUNCTIONAL AREA 2: Media Relations

Functional Area 2 builds on the skills learned in Functional Area 1 and applies them to different scenarios in public affairs. This functional area is broken down into Module 1: Interviews and Module 2: Media Operations.

In Module One: Students will acquire knowledge of media operations and conducting interviews. Students will gain an understanding of audiences, learn how to define and evaluate media queries. Students will apply this knowledge by participating in scenarios, practice exercises and performance exams that have them taking part in on-camera and radio interviews.

In Module Two: Students will continue to employ interview techniques while conducting media relations via different mediums, such as radio, television and online platforms. Students will execute the role as a trusted advisor to the commander while providing assessments and recommendations of action for current news pertinent to the command. Students will coach and critique subject matter experts for successful media interactions and execute their role of a PAO spokesperson during a press conference. Student capstone projects will have them produce a communication plan that can be implemented to address an existing communication challenge/problem or opportunity faced by their current command.

This functional area will be evaluated at the performance level.

Total Unit Hours: 128

Course Administration

The course administration hours include student in- and out-processing, gear issue and graduation.

Total Unit Hours: 8
Total Course Hours: 196

MEASUREMENT PLAN

This Measurement Plan establishes procedures for evaluating student achievement of objectives in the PACIS Course. All summative assessments are a permanent part of students' academic records and count toward their final grade. Each assessment is weighted to indicate its relative importance to the overall course grade.

Grading Policy

1. **Minimum academic standard:** The minimum passing score for each evaluated item is 70 percent. The maximum score on a re-administered exam meeting the minimum standard is a score of 70 percent. Students must achieve a minimum passing score on each assessment to be awarded a diploma.

Recycles/Elimination:

Students will not be recommended for recycle. Students will be allowed to continue in the course and receive a certificate of attendance.

Functional Area 1 - Communication Planning					
Assessment		TLO Tested		Performance Outcome	Weight
N/A	N/A	N/A		N/A	0%
<p>There are no summative or formal graded assessments in Functional Area 1. The content in FA1 is used to scaffold student background knowledge in preparation for FA2.</p> <p>International Students are guided through a planned series of lectures, group activities, case studies and practice exercises, including:</p> <ul style="list-style-type: none"> ● Public Opinion and Military Public Affairs ● Intro to Media and Military Relations ● Elements of News ● Communication Models and Theories ● Intercultural Communication ● Understanding UN Peacekeeping Operations ● Environmental Scanning ● Social Media ● Intro to Crisis Communication ● Introduction to Communication Plan ● Communication Plan Research and Planning ● Best Practices for Releasing Information ● Delivering Effective Responses ● Themes, Messages, Talking Points (Scenario 1 Discussion: Double Bombing) ● Writing Effective News Releases ● Comm Plan Implementation ● (Practice Exercise) On Camera Double Bombing ● Basics of Visual Information ● Separate but Coordinated: Information Related Capabilities & PA ● Comm Plan Evaluation (Lecture) 					

Functional Area 2 - Media Relations				
Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	Radio Interview	TLO 3.0 Employ interview techniques while conducting media relations via different mediums	Given a radio interview, students will employ interview techniques while conducting media relations based on the interviews via different mediums rubric.	9%
<p>ELO(s)</p> <p>3.1 Establish credibility through introduction of self, interviewer knowledge, ground rules and background information</p> <p>3.2 State relevant facts when responding to interview questions</p> <p>3.3 Employ effective response technique when responding to interview questions</p> <p>3.4 Promote theme/commander intent during an interview through effective response technique and delivery style</p> <p>3.5 Apply all required post-interview steps when concluding interview</p>				

Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	On-Camera Interview	TLO 3.0 Employ interview techniques while conducting media relations via different mediums	Given an on-camera interview, students will employ interview techniques while conducting media relations based on the interview via different mediums rubric.	9%
<p>ELO(s)</p> <p>3.1 Establish credibility through introduction of self, interviewer knowledge, ground rules and background information</p> <p>3.2 State relevant facts when responding to interview questions</p> <p>3.3 Employ effective response technique when responding to interview questions</p> <p>3.4 Promote theme/commander intent during an interview through effective response technique and delivery style</p> <p>3.5 Apply all required post-interview steps when concluding interview</p>				

Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	Print Interview	TLO 3.0 Employ interview techniques while conducting media relations via different mediums	Given a print interview, students will employ interview techniques while conducting media relations based on the interview via different mediums rubric.	9%
<p>ELO(s)</p> <p>3.1 Establish credibility through introduction of self, interviewer knowledge, ground rules and background information</p> <p>3.2 State relevant facts when responding to interview questions</p> <p>3.3 Employ effective response technique when responding to interview questions</p> <p>3.4 Promote theme/commander intent during an interview through effective response technique and delivery style</p> <p>3.5 Apply all required post-interview steps when concluding interview</p>				

Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	Press Conference	TLO 6.0 Execute role as PAO spokesperson (and briefer) to deliver statement to press via press conference	Given a press conference, students will execute the role of a PAO spokesperson (and briefer) to deliver a statement to the press based on the press conference rubric.	8%
<p>ELO(s)</p> <p>6.1 Apply strategies for setting tone of press conference during introduction phase</p> <p>6.2 Apply strategies for enforcing ground rules and maintaining professionalism while monitoring SME performance during press conference</p> <p>6.3 Utilize closing remarks upon conclusion of press conference</p> <p>6.4 Apply strategies for establishing focus and intent of press conference during opening statement</p> <p>6.5 Apply strategies for smooth transition from opening statement to Q&A period (during press conference)</p> <p>6.6 State relevant facts to demonstrate knowledge of topic when addressing questions and state position of command using messages during press conference</p> <p>6.7 Apply strategies for smooth transition from Q&A period to closing period of press conference</p> <p>6.8 State position of command upon conclusion of press conference</p> <p>6.9 Promote theme/commander intent during press conference through effective style of delivery</p>				

Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	Command Staff Briefing	TLO 4.0 Execute role as trusted advisor to commander and staff to provide assessment of current news pertinent to command and provide recommendations for action	Given a command staff briefing, students will execute the role of a trusted advisor to the commander and staff, providing an assessment of current news pertinent to the command and provide recommendations for action based on the command staff briefing rubric.	8%
<p>ELO(s)</p> <p>4.1 Select relevant, trending international news story that could impact commander and command</p> <p>4.2 Analyze media content details related to selected international news story</p> <p>4.3 Recommend proactive courses of action to address commander's potential concerns regarding international news story</p> <p>4.4 Select relevant, trending national news story that could impact commander and command</p> <p>4.5 Analyze media content details related to selected national news story</p> <p>4.6 Recommend proactive courses of action to address commander's potential concerns regarding national news story</p> <p>4.7 Select relevant, trending local news story that could impact commander and command</p> <p>4.8 Analyze media content details related to selected local news story</p> <p>4.9 Recommend proactive courses of action to address commander's potential concerns regarding local news story</p> <p>4.10 Report stories' level of dissemination on social media and impact on public opinion</p> <p>4.11 Promote credibility of PAOs through effective style of delivery and interaction during command staff briefing</p>				

Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	SME Prep	TLO 5.0 Demonstrate ability to coach and critique subject matter expert for successful media interactions and application of effective response technique during interviews in support of commander's communication objectives	Given an opportunity to provide preparation for SME media interaction, students will demonstrate the ability to coach and critique subject matter experts for successful media interactions and the application of effective response techniques during interviews in support of the commander's communication objectives, based on the SME prep rubric.	8%
<p>ELO(s)</p> <p>5.1 Produce pertinent interview information and materials for selected subject matter expert in support of preparation for upcoming interview</p> <p>5.2 Compose messages and talking points for selected subject matter expert to achieve communication objectives</p> <p>5.3 Review actionable interview tips based on conduct and assessment of mock interview performance to prepare subject matter expert for upcoming interview and provide necessary actionable feedback</p> <p>5.4 Assess reporter's post-interview article to determine whether subject matter expert's interview performance helped achieve interview end-state</p>				

Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	Live TV Interview	TLO 3.0 Employ interview techniques while conducting media relations via different mediums	Given a Live TV Interview, students will employ interview techniques while conducting media relations based on the interview via different mediums rubric.	9%
<p>ELO(s)</p> <p>3.1 Establish credibility through introduction of self, interviewer knowledge, ground rules and background information</p> <p>3.2 State relevant facts when responding to interview questions</p> <p>3.3 Employ effective response technique when responding to interview questions</p> <p>3.4 Promote theme/commander intent during an interview through effective response technique and delivery style</p> <p>3.5 Apply all required post-interview steps when concluding interview</p>				

Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	Capstone Progress Report	TLO 2.0 Outline research and analysis information to demonstrate progress of communication plan development	Given a problem/challenge/opportunity for their command, students will outline research and analysis information to demonstrate their communication plan progress, based on the midterm capstone report rubric.	10%
<p>ELO(s)</p> <p>2.1 Report existing communication challenge/problem or opportunity faced by current command</p> <p>2.2 Identify goal(s) to address existing communication challenge/problem or opportunity faced by current command</p> <p>2.3 Outline current environment and prevailing public opinion based on SWOT analysis and/or other research</p> <p>2.4 Outline communication plan details regarding media and tactics; themes and messages</p> <p>2.5 Outline communication plan details regarding costs and resources</p> <p>2.6 Demonstrate knowledge of communication plan when addressing concerns and questions from peers and faculty during midterm capstone presentation</p>				

Assessment		TLO Tested	Performance Outcome	Weight
Performance Examination	Capstone Project	TLO 1.0 Produce communication plan that can be implemented to address existing communication challenge/problem or opportunity faced by current command	Given an existing communication challenge/problem or opportunity faced by their current command, students will produce a communication plan that can be implemented to address the existing challenge/problem or opportunity based on the communication plan final paper rubric.	30%
<p>ELO(s)</p> <p>1.1 Summarize existing communication challenge/problem or opportunity faced by current command</p> <p>1.2 Explain goal(s) to address existing communication challenge/problem or opportunity faced by current command</p> <p>1.3 Report current situation and publics based on research and analysis</p> <p>1.4 Implement social media strategies to favorably impact intended audience(s) and achieve intended goals of communication plan</p> <p>1.5 List anticipated media questions and apply effective response techniques in development of answers</p> <p>1.6 Explain communication plan details regarding cost and resources</p> <p>1.7 Explain communication plan details regarding implementation</p> <p>1.8 Explain communication plan details regarding evaluation</p>				

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