January 21, 2021

MEMORANDUM FOR THE ASSISTANT TO THE SECRETARY OF DEFENSE
FOR PUBLIC AFFAIRS

SUBJECT: Validation of the DoD Military Communicator Competency Model

References: (a) DODD 5122.05 "Assistant to the Secretary of Defense for Public
    Affairs," August 7, 2017
    (b) 2018 National Defense Strategy
    (c) Joint Concept for Operations in the Information Environment, July 25, 2018
    (d) DoDI 5160.48, "DoD Public Affairs and Visual Information
    Education and Training," November 20, 2017

In accordance with reference (a) and in our role as members of the Public Affairs
Training and Education Council (PATEC), this letter informs the Assistant to the Secretary
of Defense for Public Affairs of our unanimous validation of the DoD Military
Communicator Competency Model (MCCM). The MCCM represents a comprehensive list
of the training and education (T&E) requirements necessary for Public Affairs (PA) and
Visual Information (VI) professionals to successfully operate in the Information Environment
at the tactical, operational, and strategic levels and at every level of development.

The National Defense Strategy and the establishment of Information as a Joint
Function [references (b) and (c)] focus on great power competition short of armed conflict.
These documents dictate the necessity for a greater military capability to wield informational
power, alone or in concert with physical power. In doing so, the Joint Force is able to achieve
both operational objectives and enduring strategic outcomes across the competition
continuum. As the Department's primary communication capability and the function
doctrinally charged with leading communication synchronization, PA/VI professionals require
significant T&E support to ensure their effectiveness and that of the Joint Force as a whole.
As such, joint service PA/VI T&E programs are developed in alignment with this model.

The MCCM provides a foundation for the required T&E support by identifying the
competencies, sub competencies, knowledge, skills, and abilities required of communication
professionals across the entirety of their career, regardless of service. As such, the MCCM is
validated annually by senior leaders across the PA/VI enterprise and informs the subsequent
allocation of joint PA/VI T&E resources and the development of future PA/VI T&E
programs. We request the MCCM be officially codified in the reissuance of reference (d).

The POC for this memo is Ms. Mary O'Shea, the Defense Information School (DINFOS) Provost, and can be reached at mary.k.oshea3.civ@mail.mil or (301) 677-2173.

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Department of Defense Military Communicator Competency Model (MCCM)

PUBLIC AFFAIRS TRAINING AND EDUCATION COUNCIL

Updated 1-21-2021

Table of Contents

ENLISTED

OFFICER

ENTRY-LEVEL (E-1 through E-5)

COMMUNICATION CAPABILITY

Apply laws, regulations, policies and ethics

- Explain communication laws and ethics
- Explain guidelines for release of information

Execute communication activities and strategies

- Identify communication concerns and determine methods to execute communication objectives and/or strategies
- Demonstrate ability to apply photography knowledge, skills, and abilities to communicate the commander's objective to the intended audience
- Demonstrate ability to apply videography knowledge, skills, and abilities to communicate the commander's objective to the intended audience
- Demonstrate ability to apply design and graphic knowledge, skills, and abilities to communicate the commander's objective to the intended audience
- Demonstrate ability to apply writing knowledge, skills, and abilities to communicate the commander's objective to the intended audience
- Demonstrate ability to apply public affairs knowledge, skills, and abilities to communicate the commander's objective to the intended audience

Manage visual information resources, processes and production

- Conduct visual information management
- Identify misinformation and disinformation

STRATEGIC THINKING

Use creative thinking

- Identify elements of a story

Use contextual thinking

- Identify ethical considerations related to communication

MID-LEVEL (E-4 through E-6)

COMMUNICATION CAPABILITY - TECHNICAL OPERATIONS

Use effective mass communication theories to communicate the commander's objective to the intended audience

- Use full spectrum of photographic abilities to create sophisticated photographic products for specific and general audiences
- Use full spectrum of videography abilities to create sophisticated video products for specific and general audiences
- Use full spectrum of design and graphic abilities to create dynamic products for specific and general audiences
- Produce full spectrum of written products that appeal to specific and general audiences
- Perform social media operations
- Perform social media analytics
- Employ audience-specific content via social media to counter misinformation and disinformation
- Obtain copyright permissions

COMMUNICATION CAPABILITY - MANAGEMENT OPERATIONS

Apply policy and doctrine

- Discuss the role of VI within DOD, and how visual information supports the commander's intent
- Explain various roles of the DoD VI & COMCAM Programs
    o Combatant Commands (COCOMs)
    o Unified Command
    o Joint Service
    o DDGO
    o J3
    o DIMOC, DVI, JCC imagery management team
- Identify regulations, doctrine, directives, and instructions concerning VI and COMCAM within DoD
- Discuss VI release procedures IAW with public affairs guidance (PAG)
- Discuss DOD Policy on image editing, imagery editing principles, and copyright law
- Develop a local standard operating procedure (SOP)
- Discuss VI accessioning
- Discuss digital archive and file management

Conduct visual information planning and establish production processes

- Discuss methods used to determine imagery acquisition requirements and priorities in support of commander's operational objectives
- Define communication / VI products / imagery management plans (e.g. keyword schemas, content lifecycles, release authority, etc.)
- Determine the difference between a VIRIN and a DVIAN (who gets a DVIAN, why, and where does each service go to obtain one)
- Develop a VI plan in response to a service COMMPLAN
- Discuss the VI production process (i.e. long-range planning, work center assignments, examine work center processes)
- Develop a VI training plan
- Identify actions for performing VI functional area assessment improvements

Manage visual information budget and resources

- Determine and prepare a VI budget
- Prepare an unfunded requirement (UFR) for VI equipment
- Determine Service authorized VI equipment list
- Identify supply management forms
- Develop a life cycle management plan for VI equipment

STRATEGIC THINKING

Use Critical Thinking

- Distinguish between divergent, convergent and emergent thinking
- Identify possible unintended consequences of proposed actions based on factors specific to different publics/relevant actors who are likely to affect their perceptions
- Distinguish between inductive and deductive reasoning
- Examine visual and systems thinking as an approach to problem solving (e.g. storyboarding, Venn diagrams, flowcharts, hierarchies, mind mapping, journey mapping, creating problem statements, semantic mapping, etc.)
- Identify and evaluate problems and possible causes to determine root causes and impacts

Use Creative Thinking

- Create innovative ways to reach intended audiences
- Apply an understanding of the elements of a story to the development of communication content

Use Collaborative Thinking

- Examine the interaction among the primary military capabilities that contribute to communication

Use Contextual Thinking

- Apply ethical considerations related to communication
- Identify global communication trends in relation to specific audiences
- Examine national policy documents that link U.S. values and security objectives with national instruments of power
- Examine a situation or problem by integrating issues and factors into a conceptual framework
- Apply insights derived from examination of issues to real-world communication planning

Use Cultural Thinking

- Identify cultural nuances of communication (generational, geographical, regional)
- Identify cultural analysis and the impacts on planning and decision-making

Use Communicative Thinking

- Examine and apply principles of contemporary communication theory to communication planning efforts and issues

Manage Risk

- Identify the various roles and responsibilities during crisis communication

RESEARCH, PLANNING AND EVALUATION
Conduct research

- Register information requirements with other information-related capability stakeholders
- Determine key publics
- Identify communication issues, challenges and opportunities
- Conduct environmental scanning of the information environment using environmental scanning resources and tools
- Conduct informal research
- Differentiate between different research types/methods (e.g. primary vs secondary, quantitative vs qualitative, etc.)

Execute communication plans

- Apply public affairs guidance to communication products
- Develop responses to queries
- Develop a plan of actions and milestones (POAM) for VI production

Conduct evaluation

- Support communication plan evaluation efforts
- Evaluate communication impact
  - Evaluate communication activities against measures of performance and evaluations (MOPs and MOEs)
  - Identify and examine social analytics and audience sentiment
  - Use trend analysis to characterize the information environment

SENIOR-LEVEL (E-6 through E-9)

COMMUNICATION CAPABILITY

Lead Commander's Communication Synchronization (CCS)

- Demonstrate understanding of how different CCMDs conduct CCS
- Build coalitions based on a shared vision
- Understand the principles and processes of communication synchronization and how they relate to strategic communication and its processes
- Demonstrate knowledge of how to achieve coordination and alignment between intra- and inter-organizational communicators, to include messages and integration/involvement of communicators throughout all major lines of operation.
- Share an understanding of contemporary communication theory relative to an organization and its operations with key stakeholders in the planning process

Develop a media strategy

- Plan and execute strategies for working with national and international media engagements
    - Describe importance of building relationships w/media and public relations professionals
- Explain definitions, strengths, weaknesses and needs of different media
- Identify appropriate relevant media channels and key influencers

Develop a digital media strategy

- Differentiate between various platforms and their capabilities
- Apply digital media best practices (tactics, techniques and procedures, or TTPs)
- Identify appropriate key influencers

Apply laws, regulations, policies, and ethics

- Advise and counsel leaders, staffs, and other government officials on the application of capabilities based on:
    - Relevant doctrinal concepts
    - Stakeholder inputs
    - Issues, risks and crises
    - Organization objectives
    - Communication strategies (if applicable)
    - Strategic context
    - Alignment with strategic objectives

Apply laws, regulations, policies, and ethics *(continued)*

- Advise and counsel leaders on communication laws, regulations, policies and ethics to communication activities and operations in the information environment.
  - Conduct professional activities in a lawful and principled manner.
  - Function as the conscience of the organization.
- Examine communication strategies, tactics and innovations employed in academia, in private sector, internationally, and by multinational and coalition organizations
- Demonstrate general knowledge of relevant DoD policy, international laws, treaties, status of forces agreements, host nation agreements and charters that can impact public affairs operations, to include the Law of Armed Conflict, Gillett Amendment, UCMJ, Goldwater Nichols, 18 US Code Section 1913.
  - Apply an understanding of the above to communication planning in the Joint/interagency environment to determine communication courses of action

Execute communication activities and strategies

- Demonstrate knowledge of how PA capabilities can be used to apply informational power at a strategic level
- Identify elements of communication strategy
- Manage a media operations center
- Develop and present communication training for commanders and staff relevant to a specific context
- Identify key principles related to issues management
- Conduct crisis communication planning, execution and evaluation
- Integrate key principles related to communication synchronization and integration
- Provide communication counsel and advice
- Develop communication plan
- Integrate communication planning with operational planning
- Evaluate products/content for technical proficiency, relevance, effectiveness and alignment with commander objectives/strategies, considering geo-political factors
- Analyze and counter misinformation/disinformation
- Direct active digital engagements and presence
- Describe public affairs relationship and collaboration with Legislative Affairs
- Develop issues management plans
- Influences overall organizational changes in policy, procedures, staffing and structure, as appropriate
- Develop and integrate narratives aligned with strategic guidance
  - Use storytelling elements to develop a narrative
  - Link communication strategies to the narrative

Manage resources, processes, and production

- Conduct visual information management
- Direct and define communication objectives
- Establish processes and procedures for assignment management
- Schedule and track assignments
- Apply communication product management skills and methods
- Develop equipment and systems maintenance plans
- Determine and prepare a VI budget and unfunded requirements (UFRs)

STRATEGIC THINKING

Think critically

- Examine a diversity of perspectives, particularly divergent, convergent and emergent thinking, as they apply to the planning process
- Consider key factors that affect specific public/audience perceptions
- Apply inductive and deductive reasoning to communication analysis
- Examine systems thinking as an approach that promotes understanding of events and behavior
- Apply visual and systems thinking as approaches to problem solving (e.g. storyboarding, Venn diagrams, flowcharts, hierarchies, mind mapping, journey mapping, creating problem statements, semantic mapping, etc.)
- Apply an understanding of the interrelationships between elements of the information environment to:
  - o Anticipate trends in the information and operational environments, especially with regard to changing business, political or cultural climates
  - o Determine what is needed to position the client, organization or issue appropriately in its market/environment
- Account for human, financial and organizational resources
  - o Prepare, justify and control budgets for departments, programs, clients or agencies
- Identify information that needs to be collected, evaluated, disseminated and retained
  - o Examine innovative methods to obtain information
  - o Store information for easy retrieval in the future
- Explain how cultural thinking is used to understand the interconnected world, incongruence of national borders, and synthesis of perspectives
- Demonstrate familiarity with social science theories and research that guide communication planning, prioritizing audiences, developing messages, selecting spokespeople and establishing credibility and trust
  - o Identify and evaluate problems and possible causes to determine root causes and impacts

Think critically *(continued)*

- Create innovative ways to reach intended audiences
  - Identify strategies that foster an environment that encourages innovative thinking
- Develop solutions for challenges facing senior leaders regarding cultural factors
- Synthesize perspectives across broad spectrum of beliefs, norms and values, and incorporate into communication strategy and content creation
- Apply cultural nuances of communication (generational, geographical, regional)
- Apply cultural analysis and the impacts on planning and decision-making
- Coordinate with others within the network, subject-matter experts and /or additional senior staff to interpret policies, offer advice and solve related problems
- Synchronize primary military capabilities that contribute to communication
- Examine Defense Support to Public Diplomacy in the Information Environment
- Describe how messages and messengers are interpreted by different audiences
  - Identify barriers that prevent changes to knowledge, attitudes and behaviors
  - Describe how semantics, cultural norms, timing, context and related factors impact communication
- Apply ethical considerations related to communication
- Identify and leverage global communication trends in relation to specific audiences
- Apply insights derived from an examination of issues to real-world communication planning
- Measure the effects of different communication tactics
- Identify strategies for maintaining individual and organizational credibility with and among key constituents
  - Recognize the value of reputation, image, public trust and corporate-social responsibility
- Examine and apply principles of contemporary communication theory to communication planning efforts and issues

Manage Risk

- Identify the different agencies in charge and involved, in addition to the military, during crises and contingencies
  - Identify the role of other U.S. government agencies (OGAs) and missions in contingency operations
- Execute a process for identifying and managing risk
  - Identify potential or emerging issues that may impact the organization
  - Identify potential risks to the organization or client
  - Analyze probability and potential impact of risk
  - Ensure organization develops appropriate response plans
  - Design and deploy a strategic public relations response

Manage Risk (continued)

- Recognize chain of command, including boards of directors, senior leadership, middle management, direct line supervision, line positions, and each level's distinctions
    o Know how organizations are horizontally and vertically structured
    o Identify which divisions within an organization that need to be involved in any communication program
    o Describe the impact of organizational governance
    o Recognize the relationships among PR, legal, finance and IT, as essential management functions
- Demonstrate knowledge of the roles and responsibilities of public affairs at the pre-crisis, crisis, and post-crisis phases
    o Communicate the implications of each of these phases and understands the messaging needs of each
    o Look beyond current organizational mindset

RESEARCH, PLANNING AND EVALUATION
Conduct research

- Use formal research techniques to characterize the IE for senior leaders
- Design a research plan to accomplish a communication objective
    o Integrate environmental scanning and objectively interpret data
    o Decide on the population and sampling techniques
    o Select appropriate instrument design (survey, focus group, interview, etc.)
    o Develop a premise and research plan
- Conduct content analysis to establish a comparative baseline
- Segment audiences, publics and stakeholders
- Register information requirements with other information-related capability stakeholders
- Determine key publics
- Identify communication issues (challenges/opportunities)
- Conduct environmental scanning of the information environment
- Understand environmental scanning resources and tools
- Conduct informal research
- Understand research methods

Conduct planning

- Develop measurable objectives (MOEs and MOPs)
- Develop proposed public affairs guidance
- Develop a communication plan
- Develop courses of action and potential outcomes

Conduct planning *(continued)*

- Apply information derived from research to real world communication planning
    - o Assess interests of relevant actors (audiences, publics, stakeholders, and communities formed through technologies)
        - Identify and respect a range of differences among target audiences
        - Research and address the cultural preferences and/or needs and barriers to communication of target audiences
        - Develop culturally and linguistically appropriate strategies and tactics
        - Identify appropriate communication channels/vehicles for reaching target audiences
- Implement planned strategies and tactics
    - o Define and apply resources and requirements to inform tactical capability development
    - o Understand sequence of events
    - o Develop timelines and budget
    - o Assign responsibilities
    - o Apply communication capabilities
    - o Apply military operational art

Conduct evaluation

- Evaluate effectiveness of strategies and activities in meeting commander's objectives
- Synthesize trends to conduct predictive analysis
- Conduct formal media (traditional and social) assessment and content analysis against previously developed baseline
    - o Understand the significance of media assessment across the competition and conflict continuum overseas during reconstruction and stabilization operations
    - o Use results of analysis to inform subsequent planning and implementation
- Evaluate communication impact
- Evaluate military communication products
- Identify and examine social analytics and audience sentiment
- Evaluate communication activities against MOPs and MOEs
- Use trend analysis to characterize the information environment
- Develop appendices and annexes to an operation order

MILITARY OPERATIONAL ART

Apply operational foundations

- Describe and analyze relevant aspects operational and informational environment
- Describe cultural characteristics that affect cognition and emotion
- Describe the Joint Planning Process and how aspects of military activities environments can be leveraged with informational power to achieve environment operational effects

Apply operational foundations *(continued)*

- Lead research, planning and analysis activities
- Apply understanding of operational and information environment relevant aspects, and applicable communication capabilities to inform the planning process
- Develop communication plans to support the range of military assistance, outreach, and other programs that can be used to develop positive relationships with other countries across the competition continuum (including noncombatant evacuations, humanitarian assistance, stability operations and reconstruction)
- Identify, apply, and integrate PA governance, doctrine, and Joint Concepts relevant to the commander's line of operations as part of the Joint Planning Process
- Demonstrate an understanding of intercultural communication theory to inform communication strategies as part of the Joint Planning Process
    - Identify how misunderstanding culture(s) in which the military is operating can impact public perception and views of the US Government
- Lead integration of cross-functional comm capabilities in Joint Planning Processes
    - Lead communication strategy annex development in support of OPORD
    - Lead the communication synchronization working group
    - Lead the cross-functional team to develop the narrative
- Understand PA/communication implications for planning mobilization, deployment, employment, sustainment, redeployment, and demobilization of Joint forces
- Inform the development of MOPs and MOEs across all functions
- Advise commanders/staffs on the information environment's three dimensions (physical, informational and cognitive) in relation to the communication strategy
- Recommend and advise PA and VI organizational structure and manpower requirements to support Joint operations

Communicate requirements and resources
- Develop MOPs, MOEs, and linkages between requirements, training, and overarching strategy
- Define and apply resources and requirements to inform tactical capability development
- Describe DoD financial planning, known as planning, program budget execution (PPBE)
    - Describe PPBE process's importance to communication functions
- Explain how doctrine and concepts pertain to Information as a Joint Function
- Lead public affairs operations as part of Defense Support of Civil Authorities within the U.S. for natural or man-made disasters, chemical, biological, radiological, nuclear, or high-yield explosive consequence management, and other support as required

Coordinate with staff functions
- Identify and integrate coordination with other functions into the processes for planning, production, and execution of communication strategy activities
- Integrate and coordinate communication activities to support and facilitate Defense Support to Public Diplomacy efforts
- Align communication planning and execution with the National Military Strategy and National Defense Strategy
- Apply a variety of analytical frameworks to operational communication planning:
  - Area, structures, capabilities, organization, people, events (ASCOPE)
  - National Elements of Power -- diplomacy, information, military, economic (DIME)
  - Political, military, economic, social infrastructure, information (PMESII)
- Integrate and coordinate communication activities
  - Define the principles, roles, and structures that organize how we respond
- Lead other information-related activities in Joint intelligence preparation of the operational environment
  - Establish communication-centric information requirements
- Integrate and coordinate military PA activities with interagency organizations, nongovernmental organizations (NGOs), independent government organizations (IGOs), host nation organizations and others

ENTRY-LEVEL (O-1 through O-3)

COMMUNICATION CAPABILITY

Apply laws, regulations, policies, and ethics

- Identify and apply laws, regulations, policies, and ethics. Understand and adhere to commonly accepted standards for professional behavior. Recognize ethical dilemmas. Act to remedy unethical acts. Understand the first amendment, federal law regarding privacy (e.g. HIPAA, FERPA, DPPA), and applicable federal laws regarding disclosure, copyright, trademarks, FOIA, intellectual property, records management, and fair use.
- Understand Joint and DoD PA/VI/COMCAM doctrine, policy, governance, authorities, and directives
    - o Discuss DOD Policy on image editing, imagery editing principles, copyright law
    - o Discuss VI accessioning
    - o Discuss digital archive and file management
    - o Determine the difference between a VIRIN and a DVIAN. (who gets a DVIAN, why, and where does each service go to obtain one)
- Discuss the role of VI within DOD, and how visual information supports the commander's intent and over-arching communication strategy
- Explain various roles of communication professionals within DoD VI & COMCAM Programs
    - o Combatant Commands (COCOMs)
    - o Unified Command
    - o Joint Service
    - o DDGO
    - o J3
    - o DIMOC, DVI, JCC imagery management team
- Examine communication strategies, tactics and innovations employed in DoD and interagency contexts
- Demonstrate knowledge of DoD social media and web policies, including operational security concerns

Execute communication activities and strategies

- Employ communication capabilities to reach communication objectives
- Create, direct and evaluate content for key publics/stakeholders aligned with commander's objectives and/or strategies
- Identify the elements of story
- Provide operations support to Media Operations Center. Demonstrate knowledge of purpose, scope and elements of a MOC or Joint Information Center (JIC).
- Develop communication plans

Execute communication activities and strategies *(continued)*

- Conduct communication activities, including media, community and public engagements aligned with commander's objectives and strategies. Relate the difference between community relations overseas and within the United States.
- Develop and present communication training for commanders/staff relevant to a specific context
- Identify key principles related to issues management
- Conduct Crisis Communication planning, execution, and evaluation
- Identify key principles related to communication synchronization and integration. Integrate multiple dimensions of a public relations campaign. Integrate internal and external components, so there is a synergy among the messages.
- Provide communication counsel and advice
- Integrate communication planning with operational planning
- Integrate and align narrative with strategic guidance
- Identify and address misinformation/disinformation
- Review and Edit communication products
- Direct active digital engagements and presence
- Identify the roles and relationships with Public Affairs (e.g. Information Operations, Civil Affairs, Combat Camera, Visual Information, and Intelligence
- Describe the importance of internal relationships to the public relations function
- Describe the importance of organizational culture and communicating key messages through frontline supervisors
- Use mediated and non-mediated channels of communication for effective engagement. Prioritize internal audiences

Conduct visual information planning and establish production processes

- Develop a VI strategy aligned with commander's intent
  - Discuss methods used to determine imagery acquisition requirements and priorities in support of commander's operational objective
- Develop a VI plan in response to a COMMPLAN
  - Discuss VI release procedures IAW with public affairs guidance (PAG)
- Discuss the VI production process (i.e. long-range planning, work center assignments, examine work center processes)
- Develop a local Standard Operating Procedure
- Develop a VI training plan
- Identify actions for performing VI functional area assessment improvements

Manage visual information budget and resources

- Determine and prepare a VI budget
- Prepare an unfunded requirement (UFR) for VI equipment
- Determine Service authorized VI equipment list
- Identify supply management forms
- Develop a life cycle management plan for VI equipment

STRATEGIC THINKING
Think critically

- Distinguish between divergent, convergent and emergent thinking
- Identify possible unintended consequences of proposed actions based on factors specific to different publics/relevant factors that are likely to affect their perceptions
- Distinguish between inductive and deductive reasoning
- Examine systems thinking as an approach that promotes understanding of events and behavior
- Examine visual thinking as an approach to problem solving
- Analyze plans to understand how individual components relate
- Identify and evaluate problems and possible causes to determine root causes and impacts
  - Approach problems with sound reasoning and logic
  - Distinguish between relevant and irrelevant information
  - Evaluate opportunities for resolution
  - Devise appropriate courses of action based on context and facts.
  - Make sound, well-informed and objective decisions in a timely manner.
  - Assess the impact and implications of these decisions.
- Create innovative ways to reach intended publics
- Understand DIME and identify elements of strategic informational power (informational, physical, and human aspects of the information environment)
- Identify elements of communication strategy
  - Demonstrate knowledge of military information and how public affairs offices are usually the release authority for that information, consistent with operational security (OPSEC)
  - Understand and explain the differences and similarities between public information, public affairs, public relations and public diplomacy
- Understand how global domain benefits and hinders the information environment
- Recognize strategic, operational and tactical implications of communication issues
- Identify and apply ethical considerations related to communication
- Examine the interaction between DoD public affairs, Department of State (DoS) public affairs (including embassies), other governmental agencies (OGAs), intergovernmental organizations (IGOs) and non-governmental organizations (NGOs) in meeting national security objectives

Think critically *(continued)*

- Understand cultural nuances of communication (generation, geographic, region)
- Examine a situation/problem integrating issues/factors into a conceptual framework
- Define public relations and differentiate among related concepts (e.g. publicity, advertising, marketing, press agentry, public affairs, lobbying, investor relations, social networking and branding)
  - o Identify key figures who influenced the field and major trends in the development of public relations as it is practiced today
- Examine national policy documents that link U.S. values and security objectives with national instruments of power employed across the whole of government
- Understand cultural analysis and the impacts on planning and decision-making
- Coordinate with others within the network, subject-matter experts and/or additional senior staff to interpret policies, offer advice and solve related problems
- Examine the interaction among primary military capabilities contributing to communication
- Examine and apply principles of contemporary communication theory to communication planning efforts and issues
- Recognize chain of command (e.g boards of directors, senior leadership, middle management, direct line supervision, line positions) and each level's distinctions
  - o Know how organizations are horizontally and vertically structured
  - o Identify which divisions within an organization that need to be involved in any communication program
  - o Describe the impact of organizational governance
  - o Recognize the relationships among PR, legal, finance and IT, as essential management functions

Manage risk

- Demonstrate knowledge of phases 1, 2, and 3 of crisis action planning and when they are used
  - o Understand the roles and responsibilities of public affairs at the pre-crisis, crisis, and post-crisis phases
  - o Communicate the implications of each of these phases and understands the messaging needs of each
  - o Look beyond current organizational mindset

RESEARCH, PLANNING AND EVALUATION

Conduct research

- Register information requirements with other information-related capability stakeholders
- Determine key publics
    - o Differentiate among publics, markets, audiences and stakeholders.
    - o Identify appropriate audiences and the opinions, beliefs, attitudes, cultures, and values of each
- Conduct informal research
- Identify global communication trends by target audiences
- Identify communication issues (challenges/opportunities)
- Understand research methods (primary and secondary, formal and informal, and quantitative and qualitative)
- Conduct environmental scanning using a variety of research tools to gather information about the organization, stakeholders, and relevant issues
    - o Investigate stakeholders' understanding of the organization and issues
    - o Apply research findings

Conduct planning

- Set goals and objectives (i.e. effects) based on research findings
    - o Distinguish among goals, objectives, strategies and tactics
    - o Distinguish organizational/operational goals and strategies from communication goals and strategies
    - o Align project goals with organizational mission and goals
- Develop courses of action and potential outcomes
- Develop appendices and annexes to an operation order

Conduct evaluation

- Understand and apply analytical methods
- Evaluate effectiveness of a communication plan
    - o Determine if goals and objectives of communication were met and the extent to which the results or outcomes of communication programs have been accomplished
    - o Use evaluation results for future planning
- Evaluate military communication products
- Identify and examine social analytics and audience sentiment
- Evaluate communication activities against MOPs and MOEs
- Continuously use trend analysis to characterize the information environment

MILITARY OPERATIONAL ART

Apply operational foundations

- Describe and analyze the relevant aspects of the operational and informational environment
- Demonstrate knowledge of governance information-related doctrine
- Describe cultural characteristics that affect cognition and emotion
- Identify the Joint Planning process
- Identify key aspects of the IE, doctrine and Joint Concepts relevant to communication activities
  - o Demonstrate knowledge of open source information publicly available, its potential intelligence value and impact on military operations, and how public affairs operations contribute to open sources at home and abroad
- Lead research, planning and analysis activities
  - o Influence others to achieve desired goals
  - o Motivate and inspire others

Coordinate with staff functions

- Evaluate the human aspects and public affairs implications of pending decisions and recommendations in JPP development
- Demonstrate knowledge of the structure and role of combatant commands and supporting unified commands, as well as concepts of supporting and supported commands in the context of public affairs
- Examine Defense Support to Public Diplomacy in the information environment
- Develop proposed public affairs guidance
  - o Demonstrate knowledge of when and why public affairs guidance (PAG) is needed and how to address the different sections, such as details governing the release of information to the public
  - o Understand the elements of the public affairs planning annex (Annex F) to an operations order (OPORD)
  - o Demonstrate knowledge of the strategic communication annex (Annex Y) to an OPORD
  - o Demonstrate knowledge of the procedures and planning for the Combat Camera appendix (Appendix 10 to Annex C) to an OPORD

MID-LEVEL (O-3 through O-5)

COMMUNICATION CAPABILITY

Lead Commander's Communication Synchronization (CCS)

- Demonstrate understanding of how different CCMDs conduct CCS
- Evaluate content for alignment with objectives and strategies based on geo-political considerations
- Build coalitions based on a shared vision
- Understand the principles and process of communication synchronization and how this relates to strategic communication and its processes
- Demonstrate knowledge of how to achieve coordination and alignment between intra- and inter-organizational communicators, to include messages and integration/involvement of communicators throughout all major lines of operations

Develop a media strategy

- Understand strategies for working with national and international media
- Execute pitch to national/international media
- Plan and execute Pentagon Press Corps engagement
- Explain definitions, strengths, weaknesses and needs of different media
- Build relationships among public relations professionals, journalists, media
- Identify appropriate relevant media channels and key influencers

Develop a digital media strategy

- Demonstrate knowledge of platforms and capabilities
- Understand digital media best practices (tactics, techniques and procedures, or TTPs)

Apply laws, regulations, policy, ethics

- Demonstrate general knowledge of relevant DoD policy, international laws, treaties, status of forces agreements, host nation agreements and charters that can impact public affairs operations, to include the Law of Armed Conflict, Gillett Amendment, UCMJ, Goldwater Nichols, 18 US Code Section 1913
  - o Apply an understanding of the above to communication planning in the Joint/interagency environment to determine communication courses of action
- Advise and counsel leaders on communication laws, regulations, policies and ethics to communication activities and operations in the information environment
  - o Conduct professional activities in a lawful and principled manner
  - o Function as the conscience of the organization
- Examine communication strategies, tactics and innovations employed in academia, private sector, internationally, and multination/coalition

Apply laws, regulations, policy, ethics *(continued)*

- Advise and counsel leaders, staffs and other government officials on the application of capabilities based on:
  - Relevant doctrinal concepts
  - Stakeholder inputs
  - Issues, risks and crises
  - Organization objectives
  - Communication strategies (if applicable)
  - Strategic context
  - Alignment with strategic objectives

Execute communication activities and strategies

- Demonstrate knowledge of how PA capabilities can be used to apply informational power at a strategic level
- Manage a media operations center
- Examine the collaboration between public affairs and legislative affairs
- Develop issues management plans
- Influence overall organizational changes in policy, procedures, staffing and structure, as appropriate
- Develop narratives aligned with strategic guidance
  - Use storytelling elements to develop a narrative
  - Link communication strategies to the narrative

STRATEGIC THINKING

Manage risk

- Execute a process for identifying and managing risk
  - Identify potential or emerging issues that may impact the organization
  - Identify potential risks to the organization or client
  - Analyze probability and potential impact of risk
  - Ensure organization develops appropriate response plans
  - Design and deploy a strategic public relations response
- Understand the different agencies in charge and involved, in addition to the military, during crises and contingencies
- Understand the role of other U.S. government agencies and missions in contingency operations

Think critically

- Examine a diversity of perspectives, particularly divergent, convergent and emergent thinking, as they apply to the planning process
- Consider key factors affecting specific public/key actor perceptions in planning processes

Think critically *(continued)*

- Apply inductive and deductive reasoning to communication analysis
- Apply visual thinking to communication analysis and problem solving (i.e. storyboarding, Venn diagrams, flowcharts, hierarchies, mind mapping, etc.)
- Demonstrate familiarity with social science theories and research that guide communication planning, prioritizing audiences, developing messages, selecting spokespeople, and establishing credibility and trust
- Account for human, financial and organizational resources
  o Prepare, justify and control budgets for departments, programs, clients or agencies
- Identify strategies that foster an environment that encourages innovative thinking
- Incorporate cultural analysis into communication planning and/or advice
- Measure the effects of different communication tactics
- Apply an understanding of the interrelationships between elements of the information environment to:
  o Anticipate trends in the information and operation environments, especially with regard to changing business, political, or cultural climates
  o Determine what is needed to position the client, organization, or issue appropriately in its market/environment
- Identify what information needs to be collected, evaluated, disseminated, retained
  o Examine innovative methods to obtain information
  o Simplify information storage for future retrieval
- Discuss how the public relations function contributes to the financial success of the private sector
  o Discuss how communication coordination is conducted to support overall success (marketing, advertising, PR, etc.)
  o Discuss and explain how the private sector generates revenue and how their operations are conducted
  o Identify relevant business drivers and their impact
- Describe how messages and messengers are interpreted by different audiences
  o Identify barriers that prevent changes to knowledge, attitude and behavior
  o Describe how semantics, cultural norms, timing, context and related factors impact communication
- Identify major trends in the development of public affairs as it is practiced today
  o Leverage global communication trends to reach a specific audience
- Demonstrate knowledge of different tactics used to establish/enhance relationships
  o Leverage electronic communication, special events, , networking, face-to-face communication, social networking, word-of-mouth, third-party communication
  o Recognize interconnectedness among various stakeholders
  o Consider broad/global relationships
- Apply insights derived from examination of issues to real world com planning

Think critically *(continued)*

- Identify strategies for maintaining individual and organizational credibility with and among key constituents
  - Recognize the value of reputation, image, public trust, corporate-social responsibility
- Develop consensus-building strategies and techniques to persuade key stakeholders to support a decision
  - Facilitate discussions that allow key stakeholders opportunities to express opinions
  - Find mutually acceptable solutions for affected parties and stakeholders
  - Utilize persuasion, negotiation and coalition building

RESEARCH, PLANNING AND EVALUATION

Conduct research

- Conduct content analysis to establish a comparative baseline
  - Identify resources to code data
  - Determine the unit of analysis to be counted
  - Determine if latent or manifest content, or both, will be analyzed as variables
  - Identify variables for each unit of analysis
  - Assign code categories to variables
  - Develop coding rules for coders
  - Select a probability sampling strategy for the communication content
  - Obtain sample to analyze
  - Code sample
  - Determine intercoder reliability using inferential statistics
  - Analyze research data
  - Report findings
  - Use research findings to inform decision-making and planning
- Use formal research techniques to characterize the IE for senior leaders
  - Structure data output (similar to open source intelligence (NATO) method)
- Design a research plan to accomplish a communication objective
  - Integrate environmental scanning and objectively interpret data
  - Decide on the population and sampling techniques
  - Select appropriate instrument design (survey, focus group, interview, etc.)
  - Develop a premise and research plan
- Segment audiences, publics and stakeholders

Conduct planning

- Develop measurable objectives (MOEs and MOPs)

Conduct planning *(continued)*

- Apply information derived from research to real-world communication planning
    - o Assess relevant actors (audiences, publics, stakeholders and communities formed through technologies)
        - Identify and respect a range of differences among target audiences
        - Research and address the cultural preferences and/or needs and barriers to communication of target audiences
        - Develop culturally and linguistically appropriate strategies and tactics
        - Identify appropriate communication channels/vehicles for reaching target audiences
- Implement planned strategies and tactics
    - o Define and apply resources and requirements to inform tactical capability development
    - o Understand sequence of events
    - o Develop timelines and budget
    - o Assign responsibilities
    - o Apply communication capabilities
    - o Apply military operational art

Conduct evaluation

- Evaluate effectiveness of strategies and activities in meeting commander's objectives
- Synthesize trends to conduct predictive analysis
- Conduct formal media (traditional and social) assessment and content analysis against previously developed baseline
    - o Understand the significance of media assessment across the competition and conflict continuum
    - o Use results of analysis to inform subsequent planning and implementation

MILITARY OPERATIONAL ART
Apply operational foundations

- Apply an understanding of the relevant aspects of the operational and information environment, and applicable communication capabilities to inform the planning process
- Identify, apply and integrate PA governance, doctrine and Joint Concepts relevant to the Commander's line of operations as part of the Joint Planning Process
- Demonstrate an understanding of intercultural communication theory to inform communication strategies as part of the Joint Planning Process
    - o Identify how misunderstanding culture(s) in which the military is operating can impact public perception and views of the US Government

Apply operational foundations *(continued)*

- Develop communication plans to support the range of military assistance, outreach, and other programs that can be used to develop positive relationships with other countries across the competition continuum including
    - Noncombatant evacuations
    - Humanitarian assistance
    - Stability operations
    - Reconstruction
- Lead the integration of cross-functional communication capabilities in the Joint Planning Processes
    - Lead communication strategy annex development in support of the OPORD
    - Lead the communication synchronization working group
    - Lead the cross-functional team to develop the narrative
- Understand PA/communication implications for planning mobilization, deployment, employment, sustainment, redeployment and demobilization of Joint forces
- Inform the development of MOPs and MOEs across all functions
- Advise commanders/staffs on the information environment's three dimensions (physical, informational and cognitive) in relation to the communication strategy
- Recommend/Advise PA and VI organizational structure and manpower requirements to support Joint operations

Communicate requirements and resources

- Define and apply requirements and resources to inform tactical capability development
- Demonstrate knowledge of doctrine and concepts pertaining to information as a Joint function
- Describe DoD financial planning, known as Planning, Program Budget Execution (PPBE), and how it's important to public affairs
- Lead public affairs operations as part of Defense Support of Civil Authorities within the U.S. for natural or man-made disasters, chemical, biological, radiological, nuclear, or high-yield explosive consequence management, and other support as required

Coordinate with staff functions

- Integrate and coordinate communication activities to support and facilitate Defense Support to Public Diplomacy efforts
- Align communication planning and execution with the National Military Strategy and National Defense Strategy
- Integrate and coordinate military PA activities with interagency organizations, nongovernmental organizations (NGOs), independent government organizations (IGOs), host nation organizations and others

Coordinate with staff functions *(continued)*

- Apply a variety of analytical frameworks to operational communication planning:
  o Area, structures, capabilities, organization, people, events (ASCOPE)
  o National Elements of Power – diplomacy, information, military, economic (DIME)
  o Political, military, economic, social infrastructure, information (PMESII)
- Lead other information-related activities in Joint Intelligence Preparation of The Operational Environment
  o Establish communication-centric information requirements

SENIOR-LEVEL (O-5 through O-7)

COMMUNICATION CAPABILITY

Lead Commander's Communication Synchronization (CCS)

- Apply, develop, synthesize and integrate information as a Joint function
- Lead multidisciplinary planning processes that integrate informational and physical power to achieve strategic outcomes

Apply laws, regulations, policies and ethics

- Integrate evaluation of the potential impact of laws, regulations, policies and ethics to communication activities and operations in the information environment into operational and strategic planning processes
- Integrate a consideration of relevant PA/VI and communication-related doctrine into operational and strategic planning processes
- Integrate relevant current communication practice including strategies, tactics and innovations employed in the Information Environment into operational and strategic planning processes

Determine methods to execute communication objectives and/or strategies

- Coordinate activities that determine, create and evaluate content for publics into broader efforts to meet commander's objectives and strategies
- Lead planning, execution to establishment, sustainment a media operations center
- Synthesize alignment of narrative with strategic guidance
- Direct multidisciplinary team in organizational communication synchronization and integration
- Proactively manage crisis communication planning activities, execution and evaluation aligned with commander's goals and strategy, to include environmental scanning for opportunities and threats, crisis management policies and procedures, and continuous operational line management training to foster a learning culture

STRATEGIC THINKING

Think critically

- Develop structures that integrate a diversity of perspectives
- Foster the development of inductive and deductive reasoning skills among organizational personnel
- Integrate analysis of issues into the communication planning processes
- Foster the development of systems thinking skills among organizational personnel
- Develop structures and systems that promote innovative thinking
- Foster the development of visual thinking skills among organizational personnel

Think critically *(continued)*

- Describe the information environment based on the interrelationships of its parts for senior leaders and as part of the planning process
- Incorporate transmedia analysis, new digital technology into communication plans
- Integrate continual analysis of global communication trends into planning
- Coordinate with relevant stakeholders across the whole of government to ensure communication planning and execution is linked to U.S. values and security objectives as part of a whole of government effort
- Develop solutions for challenges facing senior leaders regarding cultural factors
- Synthesize perspective across broad spectrum of beliefs, norms and values, and incorporate into communication strategy and content creation
- Conduct or lead coordination with IOD, DOS, OGAs, IGOs, NGO stakeholders in developing communication plans and strategy to meet national security objectives
- Conduct or lead coordination with legislative affairs in the development of communication plans and strategy

RESEARCH, PLANNING AND EVALUATION

Conduct research

- Incorporate research into planning process
- Incorporate research design and methods into the planning process

Conduct evaluation

- Evaluate communication campaign

MILITARY OPERATIONAL ART

Apply operational foundations

- Develop strategies for integrating cultural characteristics that effect cognition and emotion into communication strategy development
- Lead the development of strategies that integrate the application of physical and informational power into the Joint planning process
- Lead development of communication strategy informed by relevant doctrinal concepts and drive the evolution of doctrine based on operational experience
- Integrate communication planning with operational planning in order to strategically mitigate misinformation and disinformation

Communicate requirements and resources

- Engage proponency to identify and mitigate DOTMLPF-P gaps

Coordinate with staff functions

- Supervise coordination with other staff functions

BACK TO TOP

DMA-20210311-9CK4

UNCLASSIFIED FOUO

Department of Defense Military Communicator Competency Model Validation

Tasker Detail

Suspense Date:	4/1/2021 4:00 PM	**Is Private:**	No
Warning Threshold (Hrs):	72	**Priority:**	Routine
External Tasker ID:		**Category:**	General
Origin:	Local	**Action:**	DMA Director Approval
Active Extension Request:	No	**For Release:**	No
Owner Task Role:	Initiator	**For Response:**	No
Owner:	DINFOS CG		

My Instructions

1. POC for questions regarding this Tasker: Ms. Mary O'Shea, 301-677-2173, moshea@dinfos.edu

2. PURPOSE: Request signature to validate the Military Communicator Competency Model memorandum to ATSD(PA)

3. BACKGROUND: The Service representatives to the Public Affairs Training and Education Council (PATEC) have validated the Joint and core Service training and education (T&E) requirements necessary for public affairs (PA) and visual information (VI) professions to successfully operate in the information environment.

4. DISCUSSION:
The PATEC requests the Military Communicator Competency Model (MCCM) be officially codified in the reissuance of DODI 5160.48.

The PATEC requests presentation of the MCCM to the ATSD(PA).

The Services' signed memorandum (TAB A) and the MCCM (TAB B) are attached.

5. DELIVERABLE: Appropriate DMA LOBs review and concur, DMA Director approve/sign. Routing to the ATSD(PA) requested.

6. DOCUMENTS:
    TAB A 2021 MCCM Validation Memo
    Tab A MCCM Validation Action Memo
    TAB B 2021 Military Communicator Competency Model

7. RECOMMENDED SUSPENSE DATE: N/A

8. TASKED ORGANIZATIONS:
    DMA HQ SACO
    DMA HQ CMO
    DMA HQ COO
    DMA HQ SEA
    DMA HQ Director's Front Office
    DMA HQ Dir

Consolidated Instructions

Owner	Role
DINFOS CG	Initiator

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   DMA HQ Director's Front Office
   DMA HQ Dir

My Response

RECOMMENDATION: Acting DMA Director approve/sign.

KEY POINTS:
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 The PATEC requests presentation of the MCCM to the ATSD(PA).

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ADDITIONAL INFORMATION:

ACTION OFFICER: Amanda Jensen, Amanda.n.jensen2.civ@mail.mil, 301-677-2173

DOCUMENTATION: Original Documents: TAB B 2021 Military Communicator Competency Model
         Supporting Documents: TAB A Action Memo for MCCM Validation; TAB A 2021 MCCM Validation Memo

AGENCY COORDINATION:
 DMA HQ SACO
     DMA HQ CMO
     DMA HQ COO
     DMA HQ SEA
     DMA HQ Director's Front Office
     DMA HQ Dir

Consolidated Responses

Owner	Role	Response
DINFOS CG	Initiator	See My Response

Response E-mails - *No Response E-Mails to display*

Tasker Status

Owner	Role	Status Reason	Assigned Date	Suspense Date	Completed Date
DINFOS CG	Initiator	In Route Review	3/11/2021 10:39 AM	4/1/2021 4:00 PM	
DMA-20210311-9CK4	Route	Active	3/11/2021 10:45 AM		
Stage 1	Stage	Completed	3/11/2021 10:45 AM		3/12/2021 2:19 PM
DMA HQ SACO	Concur	Completed	3/11/2021 10:45 AM		3/12/2021 2:19 PM
Stage 2	Stage	Completed	3/11/2021 10:45 AM		3/15/2021 7:48 AM
DMA HQ CMO	Concur	Completed	3/11/2021 10:45 AM		3/15/2021 7:48 AM
Stage 3	Stage	Completed	3/11/2021 10:45 AM		3/15/2021 11:37 AM
DMA HQ COO	Approve	Completed	3/11/2021 10:45 AM		3/15/2021 11:37 AM

Stage 4	Stage	Completed	3/11/2021 10:45 AM		3/16/2021 8:57 AM
DMA HQ SEA	Approve	Completed	3/11/2021 10:45 AM		3/16/2021 8:57 AM
Stage 5	Stage	Completed	3/15/2021 9:43 AM		3/16/2021 1:02 PM
DMA HQ SACO	Approve	Completed	3/15/2021 9:43 AM		3/16/2021 1:02 PM
Stage 6	Stage	Active	3/11/2021 10:45 AM		
DMA HQ Director's Front Office	Approve / Disapprove / Send Back to Previous Stage	Active	3/11/2021 10:45 AM		