

**TRAINING PROGRAM OF INSTRUCTION (TPI)  
FOR  
DEFENSE INFORMATION SCHOOL (DINFOS)  
PUBLIC AFFAIRS QUALIFICATION COURSE (PAQC)**



Approved by:

Commandant Defense Information School  
Supersedes TPI dated 26 February 2014



**PUBLIC AFFAIRS QUALIFICATION COURSE**  
**TRAINING PROGRAM OF INSTRUCTION**

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# TRAINING PROGRAM OF INSTRUCTION

## Preface

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

**TITLE:** Public Affairs Qualification Course

**TRAINING LOCATION:** DINFOS, Fort Meade, MD

**PURPOSE:** This course provides entry-level public affairs training for mid- to senior-level non-commissioned officers and commissioned officers from all U.S. Armed Forces and select foreign nations, as well as U.S. government agency civilians selected for public affairs. This course will ensure those NCOs, officers and civilians are capable of performing the basic duties of Department of Defense military public affairs practitioners.

**TRAINING METHODOLOGY:** DINFOS offers this course in two training methodologies, a standard resident program, as well as an advanced distributed learning (ADL) program using an online learning system. The resident program offered at DINFOS on Ft. Meade and the ADL training method follows a strictly regimented, instructor-led, interactive training curriculum. This version of PAQC is offered in residence only.

**COURSE DESCRIPTION:** The Public Affairs Qualification Course provides entry-level public affairs training for the Department of Defense, U.S. government agencies, and selected foreign military professionals. Instruction focuses on the foundational elements of the communication planning process; principles and techniques associated with implementing effective communication strategies; and the processes involved in integrating communication into military planning and operations.

### SERVICE PREREQUISITES:

Service	Prerequisites:	Notes:
<b>USA</b>		
Officer	O-1 through O-4	O-1 must have completed Officer Basic Course before submitting into Army Training Requirements and Resources System (ATRRS). Must meet height and weight standard in accordance with Army Regulations 600-9. Must pass Army Physical Fitness Test prior to graduation.
Enlisted	E-7 through E-8	Must have completed required Professional Military Education level; validated by Army Public Affairs Center (APAC); Control Branch 46.

NGB	E-8 through E-9	Non-control Branch filling a valid Career Management Field (CMF), 46 position; endorsed by National Guard Branch (NGB), validated by APAC.
USAR	E-8 through E-9	Non-control Branch 46 filling valid CMF 46 position; endorsed by United States Air Reserve, validated by APAC.
Civilian	General Schedule , (GS) -7 and above	Applies to civilian employees assigned on Competency Plan 22 in the grade of GS-7 and above.  APAC is the approving authority for Army waivers.
<b>USAF</b>		
Officer	O-1 through O-5	Officer must have 35X-Air Force Specialty Code (AFSC).
Enlisted	E-7 through E-9	Enlisted must have 3N0XX AFSC, with Secretary of the Air Force, Public Affairs concurrence.
Civilian	GS-7 and above	GS-1001, 1020, 1035, 1060, 1071, and 1084 series.
<b>USN</b>		
Officer	O-1 through O-4	
Enlisted	E-5 through E-9	Enlisted must be a Mass Communication Specialist.
Civilian	GS-7 and above	Includes interns, and all civilians must be in a PA field (GS-1035, 1082, 1083, and 1087 or 0301 with Chief of Information and Office of Information approval).
<b>USMC</b>		
Officer	O-1 through O-4	
Enlisted	E-6 select and above	Enlisted personnel must complete the Basic Public Affairs Specialist Course (DINFOS-BPASC, DINFOS-BPASC-ADL-Non-Resident/Resident, American Forces Information Services-Basic Journalism Course, and DINFOS-BPAS-W), or equivalent.
Civilian	N/A	Civilian prerequisites are based on their billet description and authorization from HQMC PA.
<b>USCG</b>		
Officer	N/A	Prerequisites are based on their billet description and authorization from Coast

		Guard (GG) 092.
Enlisted	N/A	Prerequisites are based on their billet description and authorization from CG092.
Civilian	N/A	Must be a U.S. Government employee working in PA career field (GS-1035).
<b>International</b>		
Students must have a solid understanding of English language usage, grammar and syntax. Students must score an 85 on the English Comprehension Level test; have completed Specialized English Training; obtain a score of 2 <sup>+</sup> /2 <sup>+</sup> on the Oral Proficiency Interview and have basic keyboard skills.		
<b>Interagency</b>		
Must be a U.S. Government employee working in the PA career field (GS-1035).		

**COURSE PREREQUISITES:** See ATRRS website (<https://www.atrrs.army.mil/atrrsc/>). Use school code 212.

**CLASS SIZE:**

Maximum	75 students
Minimum	15 students
Annual capacity	300 students

**COURSE LENGTH:**

Academic Hours	343 hours
Administrative Hours	15 hours
Total Course Length	45 days

**TYPE/METHOD OF INSTRUCTION:**

Lecture (L)	182 hours
Demonstration (D)	2 hours
Performance Exercise (PE)	89 hours
Exam Performance (EP)	64 hours
Written Exam (EW)	6 hours
Administrative (AD)	15 hours

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

**TRAINING START DATE:** 11 October 2016

**ENVIRONMENTAL IMPACT:** No environmental impact.

**MANPOWER:** The Inter-service Training Review Organization formula was used to determine the number of instructors required. The Course Design Resource Estimate (CDRE) contains this information.

**EQUIPMENT AND FACILITIES:** The CDRE contains this information.

**TRAINING DEVELOPMENT PROPONENT:** DINFOS, Directorate of Training, Fort George G. Meade, MD 20755.

**REFERENCES:** Located in the last section of this TPI.

**SAFETY FACTORS:** Routine

**POC:** Course Development Department, [dma.meade.dinfos.list.dot-cdd@mail.mil](mailto:dma.meade.dinfos.list.dot-cdd@mail.mil), (301) 677-7391.

## FUNCTIONAL AREA 001

### BASE/GARRISON PUBLIC AFFAIRS

This course is divided into four academic, functional areas: Base/Garrison Public Affairs; Operational Public Affairs; the Operational Support Exercise; and Service Specific. Each functional area is comprised of five Terminal Learning Objectives (TLOs) and supported by Enabling Learning Objectives (ELOs) to evaluate the core competencies of a Public Affairs Officer. Students are provided multiple opportunities for public affairs writing practice, public affairs operations skills, and comprehensive use of communication techniques and strategies. An active learning environment is created with an integration of lectures, scenarios, and exercises. The use and application of social media techniques is integrated throughout the course. This training dynamic provides a comprehensive student outcome based on doctrine, planning, message development, and public speaking skills.

#### TRAINING OUTCOMES:

**UNIT 001 Provide Advice and Counsel:** Students begin public affairs training by reviewing the history of DoD PA. They discuss the history of PA from Vietnam to the present. Students discuss the mission, roles, and functions of DoD PA. Students discuss the scope of DoD principles of information. Students apply an ethical decision-making process toward a communication issue. They study professional codes of ethics related to public affairs, visual information, and journalism. Students examine the principles of community engagement, and discuss the importance of understanding a given target audience when communicating a command message. Students discuss DoD support criteria for community engagement and the components of a community engagement program. In a scenario-driven exercise, students apply DoD community engagement support criteria.

Students discuss public affairs' role in issue, emergency, and crisis management, and students examine effective crisis management strategies and consider appropriate actions. Students review public affairs objectives during a crisis and explore specific public affairs responsibilities, as well as discuss best practices of reputation management.

Students also examine the issues management process, and discuss how environmental scanning supports issues management and how to develop command recommendations. Students define the elements of news and their impact on publics, and they identify the factors that determine news value. They also determine which factors of news value exist in a given scenario. Students review the laws and regulations governing protection of information such as: Security, Accuracy, Propriety and Policy, Affordable Care Act, Freedom of Information Act, Privacy Act, Health Insurance Portability and Accountability, defamation, and copyright. Students focus on information boundaries and recognize specific laws and policies they need to be aware of when releasing information to the public. Students explore internal and external factors affecting decision-making plans by identifying stakeholders. They will discuss the PA role in the National Environmental Policy Act and the Defense Environmental Restoration Program and other key environmental laws. They also define risk communication and discuss its role in environmental issues. Students complete this unit discussing common briefings that keep commanders and staff informed on PA issues. They learn effective briefing techniques and then conduct a staff briefing

in a performance exercise.

**UNIT 002 Conduct Communication Planning:** In this unit, students begin their communication planning training. Students define communication and examine communication problems. Students identify contemporary communication theories. They identify the characteristics and advantages of various communication and mass communication channels. Students will create a communication plan in support of operational objectives. They learn about different communication research methods and how to conduct research. Students develop communication goals, objectives, and strategies. Students apply theories learned and discussed during this unit throughout the remainder of the course.

Students participate in real-world scenarios where they are members of a PA office at a joint base. Students develop communication products and conduct PA engagements associated with a planned public affairs event. These products and exercises include: Proposed Public Affairs Guidance (PPAG); Response to Query; Media Release; Media Kit (compiled and edited); and Social Media Engagements. They also gain experience in interview preparation and conducting press conferences.

**UNIT 003 Conduct Public Affairs Operations:** Students create PA guidance. They develop themes, messages, and talking points. Students explain capabilities, processes, and requirements of visual information acquisition and or distribution. Students conduct PA in support of joint operations and gain more experience in on-camera interviews, print interviews, and writing news releases.

**UNIT 004 Develop Public Affairs Products:** Students review the basic fundamentals of writing and grammar needed to complete writing assignments throughout the course. Students learn how to copy-edit text in accordance with the Associated Press Stylebook. Students write news releases and create media kits. Students evaluate visual information products for release and learn to communicate a command message supported by visual imagery.

**UNIT 005 Conduct Public Affairs Engagements:** Students develop social media strategies and tactics. Students discuss the significance of social media in today's information environment. They discuss various social media platforms: Twitter, Facebook, Instagram, YouTube, and Flickr. They explore best practices (tactics, techniques, and procedures) for each platform. Students engage in social media operations. Students conduct: media engagements; print interviews; on-camera interviews; remote interviews; facilitate subject matter expert interviews; conduct a press conference; and respond to a media query. Students conduct public engagements, write and deliver a speech, and create and deliver a presentation to an audience.

**UNIT 006 Functional Area Written Exams:** The knowledge- based content in these units is measured through two criterion-referenced written exams.



**FUNCTIONAL AREA 002**  
**OPERATIONAL PUBLIC AFFAIRS**

**TRAINING OUTCOMES:**

**UNIT 001 Provide Advice and Counsel:** Students discuss their roles and expectations as communication counselors. They identify the PA role in synchronizing communication strategies that support national and military objectives. Students discuss the Combatant Command and Joint Task Force structure, and discuss PA considerations related to a theater strategy. Students conduct staff briefing on public affairs implications of issues and are assessed on their performance briefing the staff. They discuss the media's relationship with PA and the PA's role in interagency coordination.

**UNIT 002 Conduct Communication Planning:** Students examine communication problems, and develop communication goals, objectives, strategies, and tactics. They develop the implementation portion for a communication plan and evaluation portions for a communication plan. For this unit, products and exercises include: PPAG; News Release; Media Kit; Instagram; You Tube; Flickr; Radio Interview; and On-Camera Interview.

**UNIT 003 Conduct Public Affairs Operations:** Students develop themes, messages, and talking points and create public affairs guidance. They explain PA role during defense support to civil authorities. They describe the integration of PA into the Joint Operation Process and create a PA Staff Estimate as part of the Joint Operation Planning Process. They discuss PA input to operations order, create a PA Annex, and identify PA responsibilities for facilitating media coverage of military operations. Students explain the structure, mission and operation of a Media Operation Center. Students discuss PA synchronization with information operations and PA/VI Resource Management. They conduct PA training and discuss the capabilities, processes and requirements of Visual Information acquisition and distribution.

**UNIT 004 Develop Public Affairs Products:** Students develop written communication products: news releases; media kits; features; editorials; and letters to editors. Students are asked to edit various products in accordance with AP Style. Students evaluate visual communication products and evaluate captions for visual products.

**UNIT 005 Conduct Public Affairs Engagements:** Students develop social media strategies and tactics. They conduct media engagements. Students participate in Subject Matter Expert (SME) preparation and conduct public engagements.

**UNIT 006 Functional Area Written Exam 3:** The knowledge-based content in these units is measured through one criterion-referenced written exam.

**FUNCTIONAL AREA 003**  
**OPERATIONAL SUPPORT EXERCISE**

**TRAINING OUTCOMES:**

**UNIT 001 Provide Advice and Counsel:** In this functional area, students perform skills they would apply as public affairs practitioners during an operational support exercise. Students brief the staff on implications and issues, and discuss emerging issues within the DoD in a panel event.

**UNIT 002 Conduct Communication Planning:** Students examine communication problems and finalize their capstone project. They create a communication plan in support of operational objectives.

**UNIT 003 Conduct Public Affairs Operations:** Students draft PPAG, create a PA Annex, and conduct PA training in support of joint operations.

**UNIT 004 Develop Public Affairs Products:** Students develop written communication products: News Release and Media Kit.

**UNIT 005 Conduct Public Affairs Engagements:** Students develop social media strategies and tactics. Students conduct the following media engagements: On-Camera Interview; Print Interview; SME Prep; Press Conference; Live Remote; Radio Interview; and Respond to a Query.

**FUNCTIONAL AREA 004**  
**SERVICE SPECIFIC TRAINING**

**TRAINING OUTCOMES:**

**UNIT 001 SERVICE SPECIFIC TRAINING:** Students participate in discussions with Service representatives on current issues related to public affairs communities within their specific Service. Students gain an understanding of each Service's specific operating strategies, operational support, and the way ahead for these communities. Students produce effective public affairs responses to various real time scenarios, and demonstrate public affairs and spokesperson skills used to manage issues and communicate more effectively with the media.

**FUNCTIONAL AREA 005**  
**COURSE ADMINISTRATION**

**TRAINING OUTCOMES:**

**UNIT 001 In-Processing:** Students complete certain administrative tasks necessary for effective course management. These administrative tasks include in-processing and orientation.

**UNIT 002 Out-Processing:** Students complete certain administrative tasks necessary for completion of effective course management. These administrative tasks include out-processing, providing feedback for course critiques, and participation in graduation activities.

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