

TRAINING PROGRAM OF INSTRUCTION (TPI)

FOR

DINFOS - JSPAC

Joint Senior Public Affairs Course



Approved by:

**Commandant Defense Information School
Supersedes TPI Dated: 20080118**



JOINT SENIOR PUBLIC AFFAIRS COURSE
TRAINING PROGRAM OF INSTRUCTION (TPI)

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TRAINING PROGRAM OF INSTRUCTION

Preface

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

TITLE: JOINT SENIOR PUBLIC AFFAIRS COURSE

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

SPECIALTY AWARDED: None

PURPOSE: The purpose of this course is to prepare senior public affairs practitioners to assert their roles as leaders within the strategic communication process. This course provides high-level professional education to prepare experienced military and civilian public affairs officers to operate in a joint environment at a combatant/component command. Students will receive training in developing a strategic vision, communication strategy and communication plans in support of a commander's objectives through all phases of operations. Such plans will synchronize with national geopolitical and military strategy, and will frequently require interagency and multinational coordination.

COURSE DESCRIPTION: The Joint Senior Public Affairs Course provides a capstone experience for senior public affairs leaders within the Department of Defense and U.S. government agencies. Students will explore and refine their role as senior communication counselors and strategic planners through panel and guided discussions with senior leader mentors, distinguished guest speakers, staff rides, and a series of case studies and group/individual exercises.

PREREQUISITES: Students attending this course must be nominated by their service PA Chief or designate. Completion of one or more of the following courses is highly recommended for students attending the Joint Senior Public Affairs Course: DINFOS- PAQC; DINFOS-PAOQC; AFIS-PAOQC; DINFOS-PAQC-ADL-R; 7G-46A (after 1981); DINFOS-JIPAC; DINFOS-JEPAC.

Validation of student authentication is through the Army Training Requirements and Resources System (ATRRS). Requests for waiver of prerequisites must be routed through the appropriate career field manager to the DINFOS Commandant and must be approved prior to student's acceptance into training.

SERVICE	OFFICER	CIVILIAN	ENLISTED
USA	O-5 / O-6	GS-13 - GS-15	N/A
USN	O-5 / O-6	GS-14 - GS-15	N/A
USAF	O-5 / O-6	GS-13 - GS-15	N/A
USMC	O-5 / O-6	GS-13 - GS-15	N/A
USCG	O-5 / O-6	GS-13 - GS-15	N/A
International	International students attending this course must have an English Comprehension Level (ECL) of 85, obtain a 2+/2+ on the Oral Proficiency Interview (OPI), and possess basic typing skills. Students requesting enrollment must be O-4s or senior O-3s and graduates of the DINFOS PAQC/DINFOS PAOQC or AFIS PAOQC, with a minimum of one year experience as a PAO. Students must have a solid understanding of English language usage, grammar and syntax.		
Interagency	Must be in a GS 1035 position at a grade of GS 13-15 with a minimum of five years' experience as a public affairs officer.		

SECURITY CLEARANCE: None

CLASS SIZE: MAXIMUM: 16 MINIMUM: 12 ANNUAL CAP: 16

COURSE LENGTH: 10 Training Days

ACADEMIC HOURS: 76 Hrs

ADMINISTRATIVE HOURS: 4 Hrs

TOTAL COURSE HOURS: 80 Hrs

INSTRUCTOR CONTACT HOURS: 205 Hrs

TYPE/METHOD OF INSTRUCTION:

Administrative (AD): 4 Hrs

Lecture (L): 51.5 Hrs

Field Trip (FT): 13.5 Hrs

Performance Exercises (PE): 11 Hrs

TRAINING START DATE: March 25, 2013

ENVIRONMENTAL IMPACT: None (followed DOD policy to assess the environmental impact)

MANPOWER: Instructors required: 4 (See attached ITRO)

EQUIPMENT AND FACILITIES: Refer to the Course Design Resource Estimate

**TRAINING DEVELOPMENT PROPONENT: Defense Information School, Public Affairs Leadership
Department: Ms. Ingrid Aybar Jackson, Course Developer: (301) 677-5733; DSN 622-5733**

REFERENCES: Are found in the last page of this TPI

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

SAFETY FACTORS: ROUTINE

FUNCTIONAL AREA 1

Leadership and Organizational Ethics

TPFN: DINFOS-JSPAC-001

TERMINAL TRAINING OUTCOME: This unit examines the cultural and ethical considerations unique to various organizations and reviews lessons-learned from case studies where leaders and PAOs both succeeded and failed in applying ethical decision-making in an operational environment.

TPFN UNIT HOURS AND TYPE: 3L

TPFN TOTAL UNIT HOURS: 3

Unit 001 Leadership and Organizational Ethics (Total Unit Hours = 3)

001 Examine ethical considerations of organizational communication

INSTRUCTOR/STUDENT RATIO: 2:16L

SAFETY FACTORS: ROUTINE

FUNCTIONAL AREA 2

National Policy and DOD Joint PA Doctrine

TPFN: DINFOS-JSPAC-002

TERMINAL TRAINING OUTCOME: This unit examines the most critical policy, doctrine, and guidance that link U.S. values and security objectives with national instruments of power employed across the whole of government. Students will review the military chain of command and the combatant command structure as well as discuss processes for DOD policy-making and communication planning in the joint/interagency environment. Students also review the public affairs role in the National Response Framework.

TPFN UNIT HOURS AND TYPE: 2L, 5FT

TPFN TOTAL UNIT HOURS: 7

Unit 001 National Policy and DOD Joint PA Doctrine (Total Unit Hours = 7)

- 001 Examine the national policy documents that link U.S. values and security objectives with national instruments of power employed across the whole of government
- 002 Examine the roles of DOD policy-making and communication planning in the joint/interagency environment
- 003 Discuss the National Response Framework (NRF) and incidents of national significance

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

SAFETY FACTORS: ROUTINE

FUNCTIONAL AREA 3

Strategic Communication and the Global Information Environment (GIE)

TPFN: DINFOS-JSPAC-003

TERMINAL TRAINING OUTCOME: This unit reviews the interplay among U. S. Government (USG), Non-Governmental (NGOs), and Inter-Governmental (IGOs) agencies in the Global Information Environment. Students will discuss the relationship between Strategic Communication (SC) participants—Public Affairs (PA); Information Operations (IO), principally Military Information Support Operations (MISO), Defense Support to Public Diplomacy; Theater Security Cooperation; Visual Information; and Operations. They will assess instances where the United States has succeeded or failed to build or to maintain credibility; and offers fundamental solutions for helping our frontline communicators formulate and deliver synchronized strategic messages.

TPFN UNIT HOURS AND TYPE: 27L, 4FT

TPFN TOTAL UNIT HOURS: 31

- Unit 001 Strategic Communication and the Global Information Environment (Total Unit Hours = 31)**
- 001 Review applicable doctrine and best practices impacting strategic communication
 - 002 Examine the interaction among the primary military capabilities that contribute to strategic communication
 - 003 Analyze emerging factors in the Global Information Environment (GIE) that impact joint operations and national strategy
 - 004 Analyze principles and concepts related to intercultural communication
 - 005 Examine emerging communication strategies, tactics and innovations employed in the Global Information Environment (GIE)
 - 006 Examine Defense Support to Public Diplomacy in the Global Information Environment (GIE)
 - 007 Explain the interaction among Department of Defense PA, State Department PA, Embassy PA and Other Governmental Agencies (OGAs)
 - 008 Examine U.S. interaction with Inter-governmental Organizations (IGOs) and Non-governmental Organizations (NGOs) in meeting national security objectives
 - 009 Examine how DOD achieves its communication goals through public engagement

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

SAFETY FACTORS: ROUTINE

FUNCTIONAL AREA 4
Communication Research, Planning,
Implementation & Assessment in an Operational Environment

TPFN: DINFOS-JSPAC-004

TERMINAL TRAINING OUTCOME: Students will review the fundamentals of good communication planning, focusing on research, planning, implementation, and evaluation (RPIE) tools as well as qualitative and quantitative assessment processes. Students examine polling resources and strengths, weaknesses, opportunity, and threat (SWOT) analyses. This unit also will require students to examine case studies/best practices and to work in teams to identify planning objectives/end states and to develop research and assessment frameworks to measure communication effectiveness for operational scenarios. Students will apply critical thinking skills in practical applications as a measure of functional area comprehension.

TPFN UNIT HOURS AND TYPE: 4L, 4PE

TPFN TOTAL UNIT HOURS: 8

Unit 001 Communication in an Operational Environment (Total Unit Hours = 8)

- 001 Develop a research framework in support of communication planning
- 002 Develop an assessment framework to measure communication effectiveness

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

SAFETY FACTORS: ROUTINE

FUNCTIONAL AREA 5

Senior Command Relationships and Communication Strategy Development

TPFN: DINFOS-JSPAC-005

TERMINAL TRAINING OUTCOME: This unit reviews the new Adaptive Planning and Execution System and other PA training processes and doctrine to help frontline communicators formulate and deliver synchronized strategic messages. Students will incorporate lessons from earlier JSPAC instruction and principles of operational design to develop a communication plan supporting national strategic objectives. In preparation for their role as senior PA leaders, the students will also complete a capstone project in which they will translate commander's intent into a communication strategy to achieve operational goals and effects for a regional/functional Unified Combatant Command. Students will apply critical thinking skills in practical applications as a measure of functional area comprehension.

TPFN UNIT HOURS AND TYPE: 15.5L, 4.5FT 7PE

TPFN TOTAL UNIT HOURS: 27

Unit 001 Capstone Exercise (Total Unit Hours = 27)

- 001 Review the Adaptive Planning and Execution (APEX) System
- 002 Review sources of and processes for managing PA capability for operations
- 003 Assess how communication goals and objectives are integrated into security cooperation activities in Theater Campaign Plans
- 004 Discuss PA integration in training the Joint Force
- 005 Assess senior commander's perspective on the operational impact of communication
- 006 Translate commander's intent into a communication strategy to achieve operational goals and effects
- 007 Develop a communication strategy for a regional/functional Unified Combatant Command

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

SAFETY FACTORS: ROUTINE

FUNCTIONAL AREA 6

Course Administration

TPFN: DINFOS-JSPAC-006

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

TPFN UNIT HOURS AND TYPE: 4AD

TPFN TOTAL UNIT HOURS: 4

Unit 001 Course Administration (Total Unit Hours = 4)

- 001 In-Processing (RQM)
- 002 In-processing (Department)
- 003 End-of-Course Survey
- 004 Out-processing (RQM)

INSTRUCTOR/STUDENT RATIO: 1:16AD

SAFETY FACTORS: ROUTINE

REFERENCES

MILITARY DOCTRINE

Assessing U.S. Public Diplomacy: A National Model, 2010 (DOS U.S. Advisory Commission on PD)

Coast Guard Public Affairs Social Media Strategy (COMDTINST M5728.2D)

Commander's Handbook for Strategic Communication and Communication Strategy, Version 3.0, June 2010 (USJFCOM, Joint Warfighting Center)

CJCSI 1301.01C Individual Augmentation Procedures, January 2004

Comprehensive Interagency Strategy for Public Diplomacy and Strategic Communication of the Federal Government, 17 March 2010 (The White House)

Department of Defense Strategy for Operating in Cyberspace (DOD)

DOD Defense Support to Civil Authorities (DSCA) Handbook, GTA 90-01-020 (OSD)

DOD Principles of Strategic Communication," August 2008 (DASD-PA)

DOD Strategic Communication Joint Integrating Concept, Version 1.0, October 2009 (Vice Chairman, Joint Chiefs of Staff)

DOD Strategy for Operating in Cyberspace (Cyber Command)Emergency Support Function 15 Standard Operating Procedures (DHS)

Global Governance 2025 (European Union ISS)

Global Trends (ODNI)

JP 5-0 Joint Operation Planning, August 2011

JP 3-13 Information Operations

JP 3-61 Public Affairs, August 2010

National Defense Strategy (NDS)

National Military Strategy (NMS)

National Response Framework (DHS)

National Strategy for Homeland Security (Homeland Security Council, White House)

Quadrennial Defense Review (QDR)

Quadrennial homeland Security Review Report: A Strategic framework for a Secure Homeland (DHS)

Strategic Communication Capabilities-based Assessment: Joint DOTMLPF-P Change Recommendation for Strategic Communication, June 2010 (USSTRATCOM) The Joint Operating Environment (JOE)

The State Department's Quadrennial Diplomacy and Development Review (QDDR)

The U.S. National Security Strategy (NSS)

U.S. National Strategy for Public Diplomacy and Strategic Communication, June 2007 (The White House)

U.S. National Strategy for Public Diplomacy and Strategic Communications (DOS) 2007

USAID Strategic Plan (DOS)

BOOKS & MISC.

Army Social Media: Optimizing Online Engagement (2011), Office of the Chief of Public Affairs, Room 1D445, Pentagon, Washington, DC.

Diplomacy: The U.S. Department of State at Work, June 2008 (DOS)

World on Fire: How Exporting Free Market Democracy Breeds Ethnic Hatred and Global Instability (Amy Chua, Anchor Books, Random House, NY, 2004)

The U.S. Army Social Media Handbook (January 2011), Online and Social Media Division, 1500 Pentagon, Washington, DC

Militant Islamist Ideology: Understanding the Global Threat (CDR Youssef Aboul-Enein, USN, Naval Institute Press, 2010)

“Strategic Communication: Getting Back to Basics,” Joint Forces Quarterly, Issue 55, 4th Quarter, August 2009, Chairman of the Joint Chiefs ADM Mike Mullen, USN

Report on Progress Toward Security & Stability in Afghanistan (Multi-agency biannual report to Congress)

Guide for Participants in Peace, Stability, and Relief Operations (Robert M. Perito, Editor, U.S. Institute of Peace Press, Washington, DC, 2007)

Memorandum for Secretaries of the Military Departments, et. al., “Strategic Communication and Information Operations in the DOD,” 25 January 2011 (Former SecDef Robert M. Gates)

Public Diplomacy: Strengthening U.S. Engagement with the World: A Strategic Approach for the 21st Century, Feb 2010 (Office of the Undersecretary of State for PD and PA)

UCC Posture Statements (COCOMs deliver to Congress every Spring)

Department of Defense Report on Strategic Communication, December 2009 (Former SecDef Robert M. Gates)

WEB

Army Social Media Slideshare: <http://www.slideshare.net/USArmySocialMedia/>

Country Reports on Terrorism (DOS): <http://www.state.gov/s/ct/rls/crt/2010/index.htm>

DOD Social Media Hub: <http://www.defense.gov/socialmedia/>

How to Conduct Social Media Training at your Command:

<http://www.slideshare.net/USNavySocialMedia/navy-social-media-training-materials>

Internet World Stats (Usage and Population Statistics): <http://www.internetworldstats.com/stats.htm>

JP 3-08: Interagency, Intergovernmental Organization, and Nongovernmental Organization

Coordination During

Joint Operations Vol I www.dtic.mil/doctrine/new_pubs/jp3_08v1.pdf; Interagency Coordination

During Joint Operations Vol II www.dtic.mil/doctrine/new_pubs/jp3_08.pdf

JP 3-57: Civil-Military Operations www.fas.org/irp/doddir/dod/jp3_57.pdf

Navy Command Social Media Handbook (Fall 2010), RDML D. J. Moynihan, USN, Chief of Information,

https://www.chinfo.navy.mil/socialmedia/Navy_Command_Social_Media_Handbook-Fall2010_print.pdf;

https://www.chinfo.navy.mil/socialmedia/Navy_Command_Social_Media_Handbook-Fall2010_web.pdf

Navy Social Media Content Guide: <http://www.slideshare.net/USNavySocialMedia/navy-social-media-content-guide>

Navy Ombudsman Social Media Handbook, Summer 2010:

https://www.chinfo.navy.mil/socialmedia/Navy_Ombudsman_Social_Media_Handbook-Summer2010_web.pdf

Navy Social Media Slideshare Site: <http://www.slideshare.net/USNavySocialMedia>

Under Secretary for Political Affairs Web Site (see respective DOS Bureaus): <http://www.state.gov/p/>

Under Secretary for Public Diplomacy and Public Affairs Web Site (DOS): <http://www.state.gov/r/>

Web and Internet-based Capabilities (IbC) Policies: <http://www.defense.gov/webmasters/>