

TRAINING PROGRAM OF INSTRUCTION (TPI)
FOR
AFIS-PAOC
PUBLIC AFFAIRS OFFICER COURSE



Approved by:

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Director of Training
American Forces Information Service

Approval Date: _____

Supersedes POI Dated: November, 1992

Public Affairs Officer Course

TRAINING PROGRAM OF INSTRUCTION

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TRAINING PROGRAM OF INSTRUCTION

Preface

COURSE CONTROL NUMBER: AFIS-PAOC

TITLE: Public Affairs Officer Course

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

SPECIALTY AWARDED: N/A

PURPOSE: This course provides entry-level public affairs training for officers from all U.S. Military Services, selected foreign nations, and U.S. Government Agency civilians selected for public affairs assignments at all levels of command.

COURSE DESCRIPTION: This course provides entry-level public affairs training for officers from all U.S. Military Services, selected foreign nations, and U.S. Government Agency civilians selected for public affairs assignments at all levels of command. Course length is 43 training days.

PREREQUISITES:

SERVICE	Military	Civilian
USA	O1-O5	GS-7 or above OR GS-5 Intern in either Public Affairs Field (GS-1035 series) or Communications Media Field (GS-1082 series)
USN	O1-O4	GS-5 Intern & above
USAF	O1-O5	GS-7 & above
USMC	O1-O4	GS-7 & above
USCG	O1-O4 & CWO	
General	Required	Desired
	Basic word processing proficiency	Bachelors degree
		Lap-top or personal computer with word processing software installed

SECURITY CLEARANCE: None Required

CLASS SIZE:**MAXIMUM** 48**MINIMUM** 16**ANNUAL COURSE CAPACITY** 240**COURSE LENGTH:** 43 TRAINING DAYS**ACADEMIC HOURS:** 326**ADMINISTRATIVE HOURS:** 18**TOTAL COURSE HOURS:** 344**INSTRUCTOR CONTACT HOURS (ICH):** 1362**TYPE/METHOD OF INSTRUCTION: HOURS****ADMINISTRATIVE (AD)** 18. 0**CASE STUDY (CS)** 1. 0**CONFERENCE LECTURE (CL)** 144. 5**DEMONSTRATION (D)** 2. 0**EXAMINATION - PERFORMANCE (EP)** 49. 0**EXAMINATION - WRITTEN (EW)** 8. 0**FIELD TRIP (FT)** 8. 0**GUEST LECTURE (GL)** 4. 0**PRACTICAL EXERCISE (PE)** 101. 5**SEMINAR** 8. 0

TRAINING START DATE: July 1997

ENVIRONMENTAL IMPACT: None. DoD policy was followed to assess the environmental impact.

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

EQUIPMENT AND FACILITIES: The Course Design Resource Estimate (CDRE) contains this information.

TRAINING DEVELOPMENT PROPONENT: American Forces Information Service, Training Directorate, (AFIS/TD): (703) 428-0707; DSN 328-0707

FUNCTIONAL AREA 1
Public Affairs Policy and Procedure

TPFN: AFIS-PAOC-001-001-

UNIT TITLE: Introduction to Defense Public Affairs

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None

TASK(S):

- 001 Define overall mission of DoD public affairs.
- 002 Explain joint public affairs doctrinal mission.
- 003 Describe distinctions among public affairs, public diplomacy, propaganda, and psychological operations.
- 004 Identify the three functional areas of military public affairs.
- 005 Compare/Contrast military public affairs and civilian public relations practices.
- 006 Compare/contrast proactive and reactive public affairs.
- 007 Describe levels of responsibility for planning and conducting joint public affairs.

SUMMARY OF INSTRUCTION: Students learn the overall mission of DoD public affairs, including the joint public affairs doctrinal mission and the distinctions among public affairs, public diplomacy, propaganda, and psychological operations; they identify the three functional areas of military public affairs: media relations, community relations, and internal information; they compare and contrast military public affairs and civilian public relations practices; and they compare and contrast proactive and reactive public affairs. Comprehension is assessed on a written examination that requires a minimum score of 70 percent.

REFERENCES:

DoD Directive 5400.13, *Joint Public Affairs Operations*
DoD Directive 5400.14, *Procedures for Joint Public Affairs Operations*
Effective Public Relations, 7th Edition, Cutlip, Center, and Broom
Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*
Strategic Assessment 1996, Institute for National Strategic Studies

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 1
PUBLIC AFFAIRS POLICY AND PROCEDURES

TPFN: AFIS-PAOC-001-002-

UNIT TITLE: Public Affairs Process

TPFN HOURS AND TYPE: 2 CL, 2 PE

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-001-001-

TASK(S): 001 Apply public affairs 4-step problem-solving process.
002 Discuss benefits of conducting public affairs research.
003 Identify public affairs research methods and techniques.

SUMMARY OF INSTRUCTION: Students explain the 4-step problem-solving process, identify public affairs research methods and techniques, and discuss the benefits of conducting public affairs research. They apply the process during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

Effective Public Relations, 7th Edition, Cutlip, Center, and Broom
Public Relations Cases, Hendrix
The Four-Step Process in Public Relations Programming, Van Leuwan
This is PR: The Realities of Public Relations, Newsome and Scott

INSTRUCTOR/STUDENT RATIO: 1:16 (L, CS, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 1
PUBLIC AFFAIRS POLICY AND PROCEDURE

TPFN: AFIS-PAOC-001-003

UNIT TITLE: Communications Process

TPFN HOURS AND TYPE: 1.5 CL, .5 PE

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None

TASK(S): 001 Explain the communications process and public opinion and their relationship to public affairs.
002 Diagram communications elements in a human communication model.

SUMMARY OF INSTRUCTION: Students explain the communications process and public opinion and their relationship to public affairs, then diagram the communications elements in a human communication model. They are evaluated by written examination that requires a minimum score of **70 percent**.

REFERENCES:

Between People: A New Analysis of Interpersonal Communication, Miller and Steinber
Building Communication Theory, Infante, Rancer, and Womack
Communication – The Transfer of Meaning, Fabun
Effective Public Relations, 7th Edition, Cutlip, Center, and Broom
Public Opinion, Lippman
Public Relations Concepts and Practices, Simon
Public Relations Handbook, 3rd Edition, Lesly
The Process and Effect of Mass Communication, Schramm and Roberts

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 1
PUBLIC AFFAIRS POLICY AND PROCEDURE

TPFN: AFIS-PAOC-001-004-

UNIT TITLE: Public Affairs and the Law

TPFN HOURS AND TYPE: 4 CL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-001-001- through -003-

TASK(S):

- 001 Explain communication law (defamation, libel, privacy, copyright) and its relationship to public affairs.
- 002 Discuss the relationship between public affairs and the military justice system.

SUMMARY OF INSTRUCTION: Students explain the defamation, libel, privacy, copyright aspects of communication law as they relate to public affairs and discuss the relationship between public affairs and the military justice system. Task mastery is evaluated by a written examination requiring a minimum score of 70 percent.

REFERENCES:

Legal Issues for the Commander, Armed Forces Staff College
Manual for Courts-Martial, United States
Public Relations and the Law, Walsh
Synopsis of the Law of Libel and the Right of Privacy, Sanford
The Law of Public Communication, Middleton and Chamberlin
The Writer's Legal Companion, Bunnin and Beren

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 1
PUBLIC AFFAIRS POLICY AND PROCEDURE

TPFN: AFIS-PAOC-001-005-

UNIT TITLE: Ethics in Public Affairs.

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None

TASK(S): 001 Discuss ethics in public affairs.

SUMMARY OF INSTRUCTION: Students discuss ethics in public affairs and ethics as they apply to given situations. This unit is not tested.

REFERENCES:

DoD Directive 5500.7R, *Joint Ethic Regulation*
Lying: Moral Choice in Public and Private Life, Sissela
Media Ethics, 3rd Edition, Christians, Rotzoll, and Fackler

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 1
PUBLIC AFFAIRS POLICY AND PROCEDURE

TPFN: AFIS-PAOC-001-006-

UNIT TITLE: Strategic Public Affairs

TPFN HOURS AND TYPE: 5 CL, 2 PE

TPFN TOTAL HOURS: 7

PREREQUISITE TPFN: AFIS-PAOC-001-001- through -005-

TASK(S):

- 001 Describe public affairs aspects of national military strategy.
- 002 Discuss strategic planning in public affairs.
- 003 Differentiate among the four steps in strategic planning.
- 004 Explain how to develop strategic objectives.
- 005 Apply strategic planning.
- 006 Apply marketing concepts to developing effective communication programs and products.

SUMMARY OF INSTRUCTION: Students describe the public affairs aspects of national military strategy; discuss the elements of strategic planning in public affairs, explain the four steps in strategic planning and how to develop strategic objectives; and apply strategic planning during a practical exercise. They are evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

“Measuring the Impact of Public Relations”, *Public Relations Journal*, Hauss
“Strategic Planning: How Public Relations Professional Help CEOs Make the Right Moves”,
Public Relations Journal, Winokur and Kinkead
Annual Defense Report to Congress, US Secretary of Defense
Communicating for Results in Government: A Strategic Approach for Managers, Garnett
Effective Public Relations, 7th Edition, Cutlip, Center, and Broom
Joint Publication 3-0, *Doctrine for Joint Operations*
Managing Public Relations, Grunig and Hunt
Strategic Campaign Design and Public Relations by Objectives and Results, 3rd Edition,
Wakefield

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
Community Relations

TPFN: AFIS-PAOC-002-001-

UNIT TITLE: Introduction to Community Relations

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None

TASK(S):

- 001 Define Community Relations.
- 002 Identify formal/informal components of community power structure.
- 003 Explain Public Affairs Officer's role in implementing an effective community relations program.

SUMMARY OF INSTRUCTION: Students define Community Relations, discuss the components of a community's formal and informal power structures, and explain the Public Affairs Officer's roles in implementing an effective community relations program. Students' skills are evaluated by written examinations during Service-specific instruction and during the final performance examination, a Joint Information Bureau Exercise (JIBEX), all of which require a minimum score of **70 percent**.

REFERENCES:

Air Force Instruction 35-101, *Public Affairs Wartime Planning, Training and Equipment*
AR 360-61, *Community Relations*
DoD Directive 5410.18, *Community Relations*
Effective Public Relations, 7th Edition, Cutlip, Center, and Broom
SECNAVINST 5720.44, *Navy Public Affairs Regulations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
Community Relations

TPFN: AFIS-PAOC-002-002-

UNIT TITLE: Interagency Cooperation

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: AFIS-PAOC-002-001-

- TASK(S):**
- 001 Explain DoD policy restrictions in providing support to community groups.
 - 002 Discuss public affairs' relation to local, state, federal and international government organizations/offices to include the Posse Comitatus Act Status of Forces Agreement (SOFA), counterdrug operations, and Military Support to Civil Authorities (MSCA).

SUMMARY OF INSTRUCTION: Students discuss public affairs officers' interaction with various civil agencies, and the types of events in which a PAO might interact with them; they describe public affairs guidance for military assistance to civil agencies in different types of operations, including the limitations of the Posse Comitatus Act; and they apply community relations processes to practical situations. **Students' knowledge is evaluated by written examinations during Service-specific instruction and during the final performance examination, a Joint Information Bureau Exercise (JIBEX), all requiring a minimum score of 70 percent.**

REFERENCES:

Air Force Instruction 35-101, *Public Affairs Wartime Planning, Training and Equipment*
American Red Cross Fact Sheets
AR 360-61, *Community Relations*

REFERENCES (continued):

DoD Directive 3025.1, *Military Support to Civil Authorities*

DoD Directive 3025.12, *Military Assistance for Civil Disturbances*

DoD Directive 5410.18, *Community Relations*

DoD Directive 5525.5, *DoD Cooperation with Civilian Law Enforcement Officials*
Effective Public Relations, 7th Edition, Cutlip, Center, and Broom

FEMA PA Annex to the Federal Response Plan

SECNAVINST 5720.44, *Navy Public Affairs Regulations*

US Code 18, Section 1385, *Posse Comitatus Act*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 2
Community Relations

TPFN: AFIS-PAOC-002-003-

UNIT TITLE: Community Relations Exercise

TPFN HOURS AND TYPE: 3 PE

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: AFIS-PAOC-002-001- & -002

TASK(S): 001 Apply community relations processes to practical situations (tours, visits, open houses, political candidates, assistance requests, youth groups).

SUMMARY OF INSTRUCTION: Students, during an ungraded practical exercise, apply community relations processes to the types of situations (tours, visits, open houses, political candidates, assistance requests, youth groups) faced by PAOs. They are formally evaluated by written examinations during Service-specific instruction and during the final performance examination, a Joint Information Bureau Exercise (JIBEX), **all of which require a minimum score of 70 percent.**

REFERENCES:

Air Force Instruction 35-101, *Public Affairs Wartime Planning, Training and Equipment*
American Red Cross Fact Sheets
AR 360-61, *Community Relations*
DoD Directive 3025.1, *Military Support to Civil Authorities*
DoD Directive 3025.12, *Military Assistance for Civil Disturbances*
DoD Directive 5410.18, *Community Relations*
DoD Directive 5525.5, *DoD Cooperation with Civilian Law Enforcement Officials*
Effective Public Relations, 7th Edition, Cutlip, Center, and Broom
FEMA PA Annex to the Federal Response Plan
SECNAVINST 5720.44, *Navy Public Affairs Regulations*
US Code 18, Section 1385, *Posse Comitatus Act*

INSTRUCTOR/STUDENT RATIO: 1:16 (PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 3
Communication Skills

TPFN: AFIS-PAOC-003-001-

UNIT TITLE: Introduction to Public Speaking

TPFN HOURS AND TYPE: 3 CL

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None

TASK(S): 001 Discuss different types of presentations (impromptu, memorized, manuscript, extemporaneous, etc.).

SUMMARY OF INSTRUCTION: Students discuss different types of presentations; compare and contrast the advantages and disadvantages of different types of delivery methods; explain how the audience composition, speech occasion, and speech location influence topic choice and delivery method; and explain how to choose and narrow topics for presentations. Task mastery is evaluated during subsequent graded oral presentations which require a minimum score of 70 percent.

REFERENCES:

I'd Rather Die Than Give A Speech, Klepper and Gunther

Preparation and Presentation of Speeches for Special Occasions, FBI Academy

The Tongue and Quill, US Air Force

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 3
Communication Skills

TPFN: AFIS-PAOC-003-002-

UNIT TITLE: Speech Planning

TPFN HOURS AND TYPE: 4 CL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-003-001-

TASK(S): 001 Prepare and deliver a speech.
002 Write a speech for a senior official.

SUMMARY OF INSTRUCTION: Students learn to organize and outline a speech topic; to use an introduction, body, and conclusion to prepare a coherent classroom presentation; and to use voice and non-verbal communications skills in presentations. They discuss techniques in effective speech writing, then write one speech for their own delivery and another speech, to include biographical introduction (not delivered), for a senior official. **Speech delivery requires a minimum score of 70 percent as outlined in the grading guide in the DINFOS Public Affairs Handbook.**

REFERENCES:

I'd Rather Die Than Give A Speech, Klepper and Gunther
Preparation and Presentation of Speeches for Special Occasions, FBI Academy
Public Affairs Officer Course Handbook (Current Edition), DINFOS
The Tongue and Quill, US Air Force

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 3
Communication Skills

TPFN: AFIS-PAOC-003-003-

UNIT TITLE: Speech Delivery

TPFN HOURS AND TYPE: 2 CL, 6 EP, 4 PE

TPFN TOTAL HOURS: 12

PREREQUISITE TPFN: AFIS-PAOC-003-001-

TASK(S): 001 Deliver an information briefing given certain time constraints.
002 Deliver a COMREL speech given certain time constraints.

SUMMARY OF INSTRUCTION: Students review choosing and narrowing topics, organizational techniques, introductions, transitions, conclusions, nonverbals, and voice. They describe the similarities and differences between COMREL speeches and information briefings, conduct research on a speech topic, then write one speech for their own delivery and another speech (not delivered) for a senior official (to include biographical introduction). Following a discussion of the importance of speech delivery, students deliver a graded COMREL speech and an information briefing. Each speech delivery must include appropriate gestures, eye contact, movement, etc., and meet the specified time constraints outlined in the grading guide in the DINFOS Public Affairs Handbook. Graded speeches require a minimum score of 70 percent.

REFERENCES:

I'd Rather Die Than Give A Speech, Klepper and Gunther
Preparation and Presentation of Speeches for Special Occasions, FBI Academy
Public Affairs Officer Course Handbook (Current Edition), DINFOS
The Tongue and Quill, US Air Force

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, EP, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
Media Relations

TPFN: AFIS-PAOC-004-001-

UNIT TITLE: Nature of News

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None

TASK(S): 001 Define the concept of news and its use.
002 Explain the factors which determine news value and their impact on military public affairs.
003 Assess a situation to determine its news interest and marketability.

SUMMARY OF INSTRUCTION: Students define news, discuss standards of journalism for reporters, explain the factors which determine news value, and assess a situation to determine its news interest and marketability. Knowledge of the relationship between the nature of news and the role of the public affairs officer is applied during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

“Media Perspectives: Over the Line?”, *American Journalism Review*, September 1996
An Introductory Analysis of American Mass Communication, 3rd Edition, Sandman, Rubin, and Sachsman
Communicate with Power: Encountering the Media (Pocket Tips)
Crafting News for Electronic Media, Hausman
DoD Directive 5230.9, *Clearance of DoD Information for Public Release*
DoD Directive 5400.11, *DoD Privacy Program*
DoD Directive 5400.7, *DoD Freedom of Information Act Program*
DoD Instruction 5505.10, *Investigation of Noncombat Deaths of Active Duty Members of the Armed Forces*
DoD Principles of Information
Effective Public Relations, 7th Edition, Cutlip, Center and Broom
News Reporting and Writing, Mencher

REFERENCES (continued):

OASD (PA) Memo, Subject: Guidance of Release of Information Under the Privacy Act
On Deadline-Managing Media Relations, Howard and Matthews
Sound Reporting, Rosenbaum, Dinges, and Williams
The Fourth Estate, 2nd Edition, Hulteng and Nelson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
Media Relations

TPFN: AFIS-PAOC-004-002-

UNIT TITLE: Guidelines for Release of Information

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: AFIS-PAOC-004-001-

- TASK(S):**
- 001 Explain DoD principles of information.
 - 002 Explain the principle of the public's "right to know."
 - 003 Apply security, accuracy, policy and propriety (SAPP) rules to material with news value.
 - 004 Apply ability, competency, authority (ACA) rules to material with news value.
 - 005 Apply Freedom of Information Act (FOIA) rules to material with news value.
 - 006 Apply Privacy Act rules to material with news value.

SUMMARY OF INSTRUCTION: Students learn and discuss the DoD principles of information and the principle of the public's "right to know." Their understanding is evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX), when they have to apply to the material with news value the rules of: security, accuracy, policy and propriety (SAPP); ability, competency, and authority (ACA); Freedom of Information Act (FOIA); and the Privacy Act. JIBEX requires a minimum score of 70 percent.

REFERENCES:

"The Military-news Media Relationship: Thinking Forward", Ricks
Communicate with Power: Encountering the Media (Pocket Tips)
Effective Public Relations, 7th Edition, Cutlip, Center and Broom
How to Be Heard – Making the Media Work for You, Kleing and Danzig
On Deadline-Managing Media Relations, Howard and Matthews

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
Media Relations

TPFN: AFIS-PAOC-004-003-

UNIT TITLE: Media Relations

TPFN HOURS AND TYPE: 4 CL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-004-001- and -002

- TASK(S):**
- 001 Compare/contrast characteristics and goals of common types of news media operations.
 - 002 Identify sources of information on news media.
 - 003 Discuss how to establish and maintain news media contacts.
 - 004 Explain the operation cycle of media outlets, how the cycle influences news coverage, and the cycle's relationship to public affairs.
 - 005 Explain how to establish and maintain proactive news media relationships.
 - 006 Explain ground rules covering interaction with news media representatives.
 - 007 Recommend courses of action when dealing with media mistakes.

SUMMARY OF INSTRUCTION: Students compare/contrast characteristics and goals of common types of news media operations; identify sources of information on news media; discuss how to establish and maintain news media contacts; explain the operation cycle of media outlets, how the cycle influences news coverage, and the cycle's relationship to public affairs; explain how to establish and maintain proactive news media relationships; explain ground rules covering interaction with news media representatives; and learn how to formulate courses of action when dealing with media mistakes. Their comprehension is evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX), when they brief a (simulated) news media representative on interview/coverage ground rules. JIBEX requires a minimum score of 70 percent.

REFERENCES:

“Engaging the Media”, Office of the Assistant Secretary of the Air Force for Public Affairs
“The Military-news Media Relationship: Thinking Forward”, Ricks
Communicate with Power: Encountering the Media (Pocket Tips)
Crisis Communications, Fearn-Banks
Effective Public Relations, 7th Edition, Cutlip, Center and Broom
How to Be Heard – Making the Media Work for You, Kleing and Danzig

REFERENCES (continued):

On Deadline-Managing Media Relations, Howard and Matthews

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
Media Relations

TPFN: AFIS-PAOC-004-004-

UNIT TITLE: Media Facilitation

TPFN HOURS AND TYPE: 3 CL, 8 FT

TPFN TOTAL HOURS: 11

PREREQUISITE TPFN: AFIS-PAOC-004-001- through -003

TASK(S):

- 001 Explain the components of media facilitation (pooling, accreditation, life support/care and feeding, travel media escort).
- 002 Discuss how to arrange and conduct an editorial board.
- 003 Evaluate a media relations program.
- 004 Discuss policies, procedures, issues with working members of the media (e.g., field trip to Pentagon/media outlets).

SUMMARY OF INSTRUCTION: Students explain the components of media facilitation, discuss how to arrange and conduct an editorial board, and learn how to evaluate a media relations program. They discuss policies, procedures, and issues with working members of the media during a field trip to the Pentagon or a local media outlet. Their comprehension is evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

“Engaging the Media”, Office of the Assistant Secretary of the Air Force for Public Affairs
“The Military-news Media Relationship: Thinking Forward”, Ricks
Communicate with Power: Encountering the Media (Pocket Tips)
Crisis Communications, Fearn-Banks
Effective Public Relations, 7th Edition, Cutlip, Center and Broom
How to Be Heard – Making the Media Work for You, Kleing and Danzig
On Deadline-Managing Media Relations, Howard and Matthews

INSTRUCTOR/STUDENT RATIO: 1:16 (CL), 1:each Service (FT)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
Media Relations

TPFN: AFIS-PAOC-004-005-

UNIT TITLE: Crisis Communications

TPFN HOURS AND TYPE: 3 CL, 1 CS

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-004-001- through -004

TASK(S): 001 Define an issue, an emergency, a crisis and the differences among those concepts.
002 Manage emergency and crisis communications.

SUMMARY OF INSTRUCTION: Students define an issue, an emergency, a crisis and the differences among those concepts, to include the steps involved in managing emergencies and crisis communications, the public affairs objectives of emergency and crisis communications and the public affairs responsibilities concerning accidents and incident. They use a case study to learn how to manage emergency crisis communications. Their comprehension is evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

“Engaging the Media”, Office of the Assistant Secretary of the Air Force for Public Affairs
Crisis Communications, Fearn-Banks
Effective Public Relations, 7th Edition, Cutlip, Center and Broom
Public Relations Practices, Center, Allen, and Jackson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, CS)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
Media Relations

TPFN: AFIS-PAOC-004-006-

UNIT TITLE: Managing Media Requests

TPFN HOURS AND TYPE: 5 CL

TPFN TOTAL HOURS: 5

PREREQUISITE TPFN: AFIS-PAOC-004-001- through -005

TASK(S): 001 Respond to a media request or query.
002 Discuss current public affairs issues and policies (e.g., BRAC, women in combat, local impact of deployments urban/airspace encroachment, etc.).

SUMMARY OF INSTRUCTION: Students identify the basic steps for taking a routine news media query or request for information, identify the five steps for staffing the media request, and prepare a commander or subject matter expert for an interview. Students participate in a discussion of current public affairs issues and policies. They explain how a public affairs officer manages issues, his role in assisting the command, and the release authority and the role the public affairs guidance plays in addressing issues. Comprehension of this knowledge is evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

DoD Gulf War Illness Fact Sheet
DoD Policy on Homosexual Conduct in the Armed Forces
DoD Policy on Sexual Harassment
Excellence in Public Relations, Grunig
Issues Management, Heath

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 4
Media Relations

TPFN: AFIS-PAOC-004-007-

UNIT TITLE: Interviews

TPFN HOURS AND TYPE: 1 CL, 20 PE, 10 EP

TPFN TOTAL HOURS: 31

PREREQUISITE TPFN: AFIS-PAOC-004-001- through -006

TASK(S):

- 001 Explain the structure of media training.
- 002 Prepare an individual for and monitor/evaluate an interview.
- 003 Prepare for and participate in an interview.
- 004 Prepare for and conduct a news briefing.
- 005 Respond to a media request or query.

SUMMARY OF INSTRUCTION: After students learn the principles of media training, they learn how to prepare themselves and other individuals for an interview, then participate in an interview and a news briefing. They practice their skills in an ungraded practical exercise and are evaluated during a graded performance examination requiring a minimum score of 70 percent.

REFERENCES:

DoD Gulf War Illness Fact Sheet
DoD Policy on Homosexual Conduct in the Armed Forces
DoD Policy on Sexual Harassment
Excellence in Public Relations, Grunig
Issues Management, Heath

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE, EP)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 5
Environmental Public Affairs

TPFN: AFIS-PAOC-005-001-

UNIT TITLE: Introduction to Public Affairs and the Environment

TPFN HOURS AND TYPE: 3 CL

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None

TASK(S):

- 001 Discuss the evolution of public environmental concerns.
- 002 Identify key laws and pending environmental legislation that affect environmental planning.
- 003 Discuss the pillars of DoD's environmental program.
- 004 Discuss environmental risk communication and public dialogue.

SUMMARY OF INSTRUCTION: Students discuss the evolution of public environmental concerns and identify key laws and pending environmental legislation that affect environmental planning. They discuss the pillars of DoD's environmental program, explain the Public Affairs challenges and messages regarding environmental issues, and discuss environmental risk communication and public dialogue. Students' comprehension is tested on a written examination that requires a minimum score of 70 percent.

REFERENCES:

Commander's Guide to Environmental Management, Aberdeen Proving Ground
Community Relations in Superfund: A Handbook, Environmental Protection Agency
Crisis Communications, Fearn-Banks
DoD Instruction 4715.7, *Environmental Restoration Program*
Environmental Handbook, Air Force Materiel Command
Executive Overview of the NEPA Process, USMC
Public Relations Practices, Center and Jackson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 5
Environmental Public Affairs

TPFN: AFIS-PAOC-005-002-

UNIT TITLE: Environmental Responsibilities

TPFN HOURS AND TYPE: 2 CL, 2 GL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-005-001-

- TASK(S):**
- 001 Discuss the environmental coordination process (e.g., internal/external), including the Public Affairs responsibilities within the National Environmental Protection Act/Environmental Impact Statements (NEPA/EIS) process.
 - 002 Discuss DoD environmental policy.
 - 003 Discuss environmental remediation program and resulting mandates, including the Public Affairs responsibilities within the Installation Restoration Program.

SUMMARY OF INSTRUCTION: Students discuss the environmental coordination process and the agencies, groups, offices, and individuals, both internal and external, that a PAO will likely be required to coordinate with on environmental issues. They also discuss the **DoD environmental policy and Public Affairs responsibilities** associated with it. Student knowledge is evaluated on a written examination requiring a minimum score of **70 percent**.

REFERENCES:

Commander's Guide to Environmental Management, Aberdeen Proving Ground
Community Relations in Superfund: A Handbook, Environmental Protection Agency
Crisis Communications, Fearn-Banks
DoD Instruction 4715.7, *Environmental Restoration Program*
Environmental Handbook, Air Force Materiel Command
Executive Overview of the NEPA Process, USMC
Public Relations Practices, Center and Jackson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, GL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 6
Information Technology

TPFN: AFIS-PAOC-006-001-

UNIT TITLE: Introduction to Information Technology

TPFN HOURS AND TYPE: 3 CL, 2 D, 3 PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

- TASK(S):**
- 001 Recognize the origin, vocabulary, structure, and function of the Internet.
 - 002 Demonstrate capabilities of using the Internet.
 - 003 Explain DoD/Service policies regarding the Internet.
 - 004 Assess compliance with DoD/Service web policies and conduct security review of sample site.
 - 005 Develop a web site communication plan.
 - 006 Conduct security and policy review, proprietary/sensitive information review.
 - 007 Assess and explain web site hardware/infrastructure requirements.
 - 008 Demonstrate web site authoring and design concepts/standards.
 - 009 Execute a web site communication plan.

SUMMARY OF INSTRUCTION: Students explain DoD/Service policies and goals regarding use of the Internet, Internet demographics, to include use of the Internet by the media, and Internet communication philosophies and strategies. Students also discuss the responsibility, planning, design, and evaluation of military web sites and will create a web site communication plan. Following a demonstration/discussion of the responsibilities of managing a base/post web page, students demonstrate their ability to use the Internet and web page authoring software by creating a web site supporting their Service component's role in a fictional joint task force operation. This unit is not tested.

REFERENCES:

None

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, D, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 7
Internal Information Concepts

TPFN: AFIS-PAOC-007-001-

UNIT TITLE: Introduction to Internal Information

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None

TASK(S):

- 001 Explain how internal information is a critical part of the mission.
- 002 Identify audiences, goals, objectives and basic operational principles of internal information.
- 003 Target a message for the internal audience.
- 004 Apply marketing concepts to developing effective internal information programs and products.

SUMMARY OF INSTRUCTION: Students identify audiences, goals, objectives and basic operational principles of internal information and explain how internal information is a critical part of the mission. They discuss the concept of “targeting”, they identify types of internal media (print, broadcast, oral, and displays), and discuss advantages and disadvantages of each type of media. Students explain and discuss marketing concepts and their applications. They are evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

Air Force Program Directive 35-3, *Internal Communications Programs*
AR 360-81, *Command Information Program*
Effective Public Relations, 7th Edition, Cutlip, Center, and Broom

REFERENCES (continued):

SECNAVINST 5720.44, *Navy Public Affairs Regulations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 7
Internal Information Concepts

TPFN: AFIS-PAOC-007-002-

UNIT TITLE: Internal Information Programs and Products

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: AFIS-PAOC-007-001-

TASK(S): 001 Discuss the responsibilities of managing internal information programs via various products/channels

SUMMARY OF INSTRUCTION: Students identify governing regulations for various channels of internal information and discuss the responsibilities and resources required to manage them. Students also learn basic marketing concepts and how to target a message for the internal audience. They are evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

Consumer Behavior, 2nd Edition, Kanuk and Schiffman
Effective Public Relations, 7th Edition, Cutlip, Center, and Broom
Principles of Marketing, 2nd Edition, Kotler

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 7
Internal Information Concepts

TPFN: AFIS-PAOC-007-003-

UNIT TITLE: Managing Military Newspapers

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: AFIS-PAOC-007-001- and -002

TASK(S): 001 Discuss basic concepts and requirements of negotiating and managing civilian enterprise (CE) contracts and outsourcing.

SUMMARY OF INSTRUCTION: Students review DoD Instruction 5120.4; discuss CE contracting procedures, issues, and responsibilities; and discuss the PAO's role in the production and management of the military newspaper. This knowledge is evaluated by written examination during Service-specific instruction and requires a minimum score of 70 percent.

REFERENCES:

Consumer Behavior, 2nd Edition, Kanuk and Schiffman

DoD Instruction 5120.4, Department Of Defense Newspapers, Magazines And Civilian Enterprise Publications

Effective Public Relations, 7th Edition, Cutlip, Center, and Broom

Principles of Marketing, 2nd Edition, Kotler

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 8
Service Specific - ARMY

TPFN: AFIS-PAOC-008-001-

UNIT TITLE: US Army (USA) Public Affairs

TPFN HOURS AND TYPE: 10 CL, 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

- TASK(S):**
- 001 Explain Army Public Affairs mission and doctrine.
 - 002 Describe Army Public Affairs principles.
 - 003 Explain the Army public information principles.
 - 004 Explain the mission, concept and policies of Army command information.
 - 005 Discuss the principles of Information Warfare and its impact on public affairs.
 - 006 Facilitate Media Operations.
 - 007 Discuss and conduct Public Affairs planning (preparation of PA estimate and PA annex to OPLAN).
 - 008 Explain Army community relations (COMREL) policies.
 - 009 Discuss Public Affairs Officer's role and responsibilities in Service component and joint operations.
 - 010 Discuss career planning.
 - 011 Discuss public affairs proponent issues.

SUMMARY OF INSTRUCTION: Army students identify and discuss the principles, mission, and doctrine of Army Public Affairs and its three components: media relations, command information, and COMREL. They discuss Public Affairs proponent issues, release authority, career planning, training, and counseling. Comprehension of the information is assessed on take-home written examinations (in-box exercises) requiring a minimum score of 70 percent.

REFERENCES:

AR 360-5, *Public Information*

AR 360-7, *Army Broadcasting Service*

AR 360-61, *Community Relations*

AR 360-81, *Command Information Program*

DA Pam 360-3, *Army Hometown News Program*

DoD Instruction 5120.4, *Department Of Defense Newspapers, Magazines And Civilian*

REFERENCES (continued):

FM 46-1, *Public Affairs Operations*

FM 100-6, *Information Operations*

INSTRUCTOR/STUDENT RATIO: 1: Army students (CL, S)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 8
Service Specific – AIR FORCE

TPFN: AFIS-PAOC-008-002-

UNIT TITLE: US Air Force (USAF) Public Affairs

TPFN HOURS AND TYPE: 10 CL, 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

- TASK(S):**
- 001 Explain the organization of Air Force public affairs.
 - 002 Apply the core competencies in validating the PA function.
 - 003 Explain the AF Public Affairs Planning Template.
 - 004 Develop an AF Public Affairs strategic plan.
 - 005 Explain the role of the base/command spokesperson.
 - 006 Conduct on-camera interviews with news media representatives.
 - 007 Explain approaches to crisis communication.
 - 008 Prepare an immediate accident release.
 - 009 Explain Public Affairs Officer's involvement as part of a contingency or crisis action team.
 - 010 Discuss Public Affairs Officer's role and responsibilities in Service component and joint operations.
 - 011 Explain AF technology initiatives.
 - 012 Explain the effective approaches to managing field-level PA offices.
 - 013 Respond to a series of in-box public affairs issues (out of class written assignments).

SUMMARY OF INSTRUCTION: Air Force students learn the fundamentals of the Air Force Public Affairs program, including planning, staffing media requests, and crisis communications. They discuss administration in a PA office, management of resources, the role of Public Affairs in USAF plans, and PAO actions after an accident. Understanding of the information is assessed on take-home written examinations (in-box exercises) requiring a minimum score of 70 percent.

REFERENCES:

Air Force Public Affairs Strategic Plan

Air Force Program Directive 35-1, Public Affairs Management

Air Force Program Directive 35-2, Public Communications

Air Force Program Directive 35-3, Internal Communications Programs

Air Force Instruction 35-101, Public Affairs Wartime Planning, Training and Equipment

Air Force Instruction 35-102, *Crisis Planning, Management and Response*
Air Force Instruction 35-201, *Community Relations*

REFERENCES (continued):

Air Force Instruction 35-202, *Environmental Community Involvement*
Air Force Instruction 35-205, *Air Force Security and Policy Review Program*
Air Force Instruction 35-206, *Media Relations*

INSTRUCTOR/STUDENT RATIO: 1: Air Force students (CL, S)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 8
Service Specific – COAST GUARD

TPFN: AFIS-PAOC-008-003-

UNIT TITLE: US Coast Guard (USCG) Public Affairs

TPFN HOURS AND TYPE: 10 CL, 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

TASK(S):

- 001 Describe USCG Public Affairs policy and objectives.
- 002 Discuss USCG media relations.
- 003 Discuss USCG COMREL goals.
- 004 Discuss the objectives of USCG internal relations program.
- 005 Discuss USCG audiovisual policies and procedures.
- 006 Identify the responsibilities and support for USCG photography.
- 007 Describe USCG historical programs.
- 008 Discuss Public Affairs Officer's role and responsibilities in Service component and joint operations.
- 009 Discuss the requirements for various USCG Public Affairs awards.
- 010 Review and write a USCG Public Affairs Plan.
- 011 Prepare solutions to problems confronted by a Public Affairs staff officer.

SUMMARY OF INSTRUCTION: Coast Guard students describe Coast Guard Public Affairs policy and objectives, and discuss media relations, COMREL goals and USCG internal relations programs. They describe USCG historical programs and discuss USCG audiovisual policies and procedures, responsibilities and support for USCG photography, and the requirements for various CG PA awards. Understanding of the information is assessed on take-home written examinations (in-box exercises) and a USCG Public Affairs Plan, both of which require a minimum score of 70 percent.

REFERENCES:

M-5728, *Coast Guard Public Affairs Manual*

INSTRUCTOR/STUDENT RATIO: 1: Coast Guard students (CL, S)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 8
Service Specific – MARINE CORPS

TPFN: AFIS-PAOC-008-004-

UNIT TITLE: US Marine Corps (USMC) Public Affairs

TPFN HOURS AND TYPE: 10 CL, 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

- TASK(S):**
- 001 Define basic USMC Public Affairs principles and functional areas.
 - 002 Discuss Public Affairs Officer's role and responsibilities in Service component and joint operations.
 - 003 Discuss staffing of a media request.
 - 004 Discuss how to prepare Public Affairs annexes for combat operations orders.
 - 005 Respond to written problems (in-box exercises).
 - 006 Identify the responsibilities and support for USMC photography.
 - 007 Compose a memorandum in USMC format.
 - 008 Complete and revise a Public Affairs estimate, Public Affairs plan, and Public Affairs annex.
 - 009 Discuss how to manage available resources.

SUMMARY OF INSTRUCTION: Marine Corps students identify Marine Corps Public Affairs principles and functional areas and discuss staffing of a media request. They learn how to prepare a Public Affairs annex, a Public Affairs estimate, and a Public Affairs plan, and how to compose a memorandum in USMC format. They also discuss how to manage available resources. Student comprehension is measured by take-home written examinations (in-box exercises) which require a minimum score of 70 percent.

REFERENCES:

Marine Corps Public Affairs Handbook
OPNAVINST 5724.3, *Fleet Hometown News Program*
SECNAVINST 5720.44A, *Navy Public Affairs Regulations*

INSTRUCTOR/STUDENT RATIO: 1: Marine Corps students (CL, S)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 8
Service Specific - NAVY

TPFN: AFIS-PAOC-008-005-

UNIT TITLE: US Navy (USN) Public Affairs

TPFN HOURS AND TYPE: 10 CL, 8 S

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: None

- TASK(S):**
- 001 Participate in a “get-acquainted” session.
 - 002 Identify USN Public Affairs goals.
 - 003 Discuss Public Affairs Officer’s role and responsibilities in Service component and joint operations.
 - 004 Examine USN internal relations responsibilities.
 - 005 Discuss guidelines used in producing a USN Public Affairs plan.
 - 006 Write solutions to in-box exercises.
 - 007 Identify major issues confronting the USN during the next 12 months.
 - 008 Identify USN basic policies during mishaps.
 - 009 Discuss the mission and organization of the Fleet Hometown News Center.
 - 010 List recommended career paths for a restricted line officer serving as a Public Affairs Officer.
 - 011 Participate in a panel discussion with CPOs.
 - 012 Discuss the USN missions and the organization of CHINFO.

SUMMARY OF INSTRUCTION: Navy students participate in a “get-acquainted” session and a panel discussion with CPOs; identify Navy Public Affairs goals; examine USN internal relations responsibilities, including the mission and organization of the Fleet Hometown News Center; discuss guidelines used in producing a USN PA plan; and discuss the USN missions and the organization of CHINFO. They identify major issues confronting the Navy during the next 12 months, identify USN basic policies during mishaps, and discuss career paths for a restricted line officer serving as a PAO. Understanding of the information is assessed on take-home written examinations (in-box exercises) require a minimum score of 70 percent.

REFERENCES:

Navy Public Affairs Playbook

OPNAVINST 5724.3, *Fleet Hometown News Program*

SECNAVINST 5720.44, *Navy Public Affairs Regulations*

INSTRUCTOR/STUDENT RATIO: 1: Navy students (CL, S)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9
Broadcasting

TPFN: AFIS-PAOC-009-001-

UNIT TITLE: Introduction To Broadcasting

TPFN HOURS AND TYPE: 3 CL, 1 EW

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: None

- TASK(S):**
- 001 Explain the importance of broadcast media and the public affairs officer's role in using broadcasting as a communication tool and the DoD policy on base CATV systems.
 - 002 Describe the relationship among AFIS, the Armed Forces Radio and Television Service (AFRTS), the Military Broadcast Services and their relationship to the PAO.
 - 003 Describe the unique organizational structure of AFRTS.
 - 004 Define the relationship among AFRTS and the PAO.
 - 005 Identify broadcasting courses available to PAOs and enlisted PA personnel.

SUMMARY OF INSTRUCTION: Students explain the public affairs officer's relationship to AFRTS Broadcast Services and the importance of broadcasting as a communication tool. They describe the purpose and unique organizational structure of AFRTS and the services it provides overseas. Students also explain the organization and operations of a commercial broadcasting station. Students learn DoD policy on cable access TV systems and the services AFRTS provides overseas, and identify broadcasting courses available to public affairs professionals. Students are evaluated by a written examination requiring a minimum score of 70 percent.

REFERENCES:

Armed Forces Radio and Television Service (AFRTS) Contingency Plan 93-1
Broadcast News, 3rd Edition, Stephens
Broadcasting and Cable Yearbook
DoD Directive 5120.20-R, *Management & Operation of AFRTS*
DoD Directive 5122.10, *American Forces Information Service (AFIS)*

REFERENCES (continued):

Electronic Media Programming (Strategies & Decision Making), Carroll and Davis

ENG: Television News & the New Technology, 2nd Edition, Yoakam and Cremer

Television & News Research Report, Stone

Television Field Production and Reporting, 2nd Edition, Shook

Television Production, 3rd Edition, Wurtzel and Acker

Understanding Mass Communication, 4th Edition, DeFleur and Dennis

Writing Broadcast News, Block

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, EW)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9
Broadcasting

TPFN: AFIS-PAOC-009-002-

UNIT TITLE: Writing for Broadcast

TPFN HOURS AND TYPE: 2 CL, 3 PE, 1 EW

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: AFIS-PAOC-009-001-

TASK(S):

- 001 Rewrite a print product for broadcast release.
- 002 Write a script for a 30-second radio spot.
- 003 State the purpose and use of television and radio spots as command information tools.
- 004 Use broadcast style to develop a 30-second command information spot.

SUMMARY OF INSTRUCTION: Students state the purpose and use of broadcast spots, define broadcast style, standards, and format, and its unique requirements, then use broadcast style to develop a command information spot. They also rewrite a print product for broadcast release. Skill mastery is evaluated by a written examination requiring a minimum score of 70 percent.

REFERENCES:

Writing Broadcast News, Block

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, EW, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9
Broadcasting

TPFN: AFIS-PAOC-009-003-

UNIT TITLE: Broadcast Contingency Operations

TPFN HOURS AND TYPE: 1 CL

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: AFIS-PAOC-009-001- and -002

TASK(S): 001 Describe the mission and services of Armed Forces Radio and Television Service (AFRTS).

SUMMARY OF INSTRUCTION: Students learn AFRTS mission and services, the types of AFRTS support available for contingency operations, planning considerations and limitations of AFRTS support and learn to identify the types of AFRTS support available for contingency operations. Comprehension is evaluated by written examination requiring a minimum score of 70 percent.

REFERENCES:

DoD Directive 5122.10, *American Forces Information Service (AFIS)*

DoD Directive 5120.20-R, *Management & Operation of AFRTS*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9
Broadcasting

TPFN: AFIS-PAOC-009-004-

UNIT TITLE: Electronic News Gathering (ENG)

TPFN HOURS AND TYPE: 2 CL, 3 PE

TPFN TOTAL HOURS: 5

PREREQUISITE TPFN: None

TASK(S): 001 Identify concepts, principles and techniques of video storytelling to include lighting, shot selection/visualization and natural sound.

SUMMARY OF INSTRUCTION: Students identify concepts, principles and techniques of video storytelling, describe concepts and techniques of electronic journalism (EJ) acquisition and processes, and they explain the operation of ENG equipment. This unit is not tested.

REFERENCES:

Writing Broadcast News, Block

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9

Broadcasting

TPFN: AFIS-PAOC-009-005-

UNIT TITLE: Broadcast News Operations

TPFN HOURS AND TYPE: 2 CL, 3 PE

TPFN TOTAL HOURS: 5

PREREQUISITE TPFN: None

TASK(S):

- 001 Describe how a broadcast news department is organized.
- 002 Describe the key people to know in a news gathering operation.
- 003 Describe the factors affecting the airing of newscast stories
- 004 Describe items for planning for a broadcast media visit.
- 005 Relate this information in their Public Affairs jobs after graduation.

SUMMARY OF INSTRUCTION: Students learn the fundamentals of broadcast news operations: how to plan for a broadcast media visit, the factors affecting the airing of newscast stories, the key people to know in a news gathering operation, and the organization of a broadcast news department. They learn how this information will be used in their Public Affairs jobs after graduation. This unit is not tested.

REFERENCES:

Writing Broadcast News, Block

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 9
Broadcasting

TPFN: AFIS-PAOC-009-006-

UNIT TITLE: Broadcast Studio Operations

TPFN HOURS AND TYPE: 1 CL, 8 PE

TPFN TOTAL HOURS: 9

PREREQUISITE TPFN: None

TASK(S): 001 Critique video products submitted for release.

SUMMARY OF INSTRUCTION: After learning proper appearance standards for military personnel on commercial television and how to create a credible perception on television, student critique video products submitted for release. This unit is not tested.

REFERENCES:

Writing Broadcast News, Block

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 10
Print Journalism

TPFN: AFIS-PAOC-010-001-

UNIT TITLE: Introduction to Journalism

TPFN HOURS AND TYPE: 2 CL

TPFN TOTAL HOURS: 2

PREREQUISITE TPFN: None

TASK(S): 001 Compare/contrast commercial journalism and military public affairs (roles, products, staffs, philosophies).

SUMMARY OF INSTRUCTION: Students compare/contrast commercial journalism and military public affairs, describe the functions of a military newspaper, compare and contrast military and civilian newspapers and identify the composition of the military newspaper audience. Their knowledge is evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

AP Stylebook, 33rd Edition

Contemporary Newspaper Design, Garcia

Designing the Total Newspaper, Arnold

Headlines Booklet, DINFOS

Journalism Handbook, DINFOS

The Art of Editing, Baskette & Sissors

The Word, An Associated Press Guide to Good Newswriting, Cappon

Write to Be Read, Patterson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 10
Print Journalism

TPFN: AFIS-PAOC-010-002-

UNIT TITLE: Copyediting

TPFN HOURS AND TYPE: 1 CL, 4 PE, 1 EP

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: None

TASK(S): 001 Demonstrate copyediting skills on printed products.

SUMMARY OF INSTRUCTION: Students learn how to use the Associated Press Stylebook and copyediting symbols, and how to recognize grammar, spelling, and AP Stylebook mistakes, then demonstrate their copyediting skills on a performance examination requiring a minimum score of 70 percent.

REFERENCES:

AP Stylebook, 33rd Edition

DoD Directive 5230.9, Clearance of DoD Information for Public Release

DoD Directive 5400.7, DoD Freedom of Information Act Program

DoD Directive 5400.11, DoD Privacy Program

DoD Principles of Information

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE, EP)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 10
Print Journalism

TPFN: AFIS-PAOC-010-003-

UNIT TITLE: Newswriting

TPFN HOURS AND TYPE: 2 CL, 10 PE, 2 EW

TPFN TOTAL HOURS: 14

PREREQUISITE TPFN: AFIS-PAOC-010-001- through -002-

TASK(S): 001 Write a news story.

SUMMARY OF INSTRUCTION: Students learn the fundamentals of newswriting: the inverted pyramid structure, the news peg, leads and “lead emphasis,” “impersonal who,” news bridge, full identification, dateweek, and proper attribution. Students are subsequently tested by written examination requiring a minimum score of **70 percent**.

REFERENCES:

AP Stylebook, 33rd Edition

DoD Directive 5230.9, Clearance of DoD Information for Public Release

DoD Directive 5400.7, DoD Freedom of Information Act Program

DoD Directive 5400.11, DoD Privacy Program

DoD Principles of Information

Journalism Handbook, DINFOS

Write to Be Read, Patterson

The Word, An Associated Press Guide to Good Newswriting, Cappon

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, EW, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 10
Print Journalism

TPFN: AFIS-PAOC-010-004-

UNIT TITLE: News Releases

TPFN HOURS AND TYPE: 2 CL, 7 PE, 2 EW

TPFN TOTAL HOURS: 11

PREREQUISITE TPFN: AFIS-PAOC-010-001- through -003-

TASK(S): 001 Write an accident news release.

SUMMARY OF INSTRUCTION: Students build on the knowledge gained in the fundamentals of newswriting, by learning: the elements and format of initial follow-up accident release, local angles and military ties, internal versus external releases, “datelines,” external dateline, lead emphasis priority in accident stories, importance of the investigation statement, and what information can be released regarding accidents. Student comprehension is evaluated by written examination requiring a minimum score of 70 percent.

REFERENCES:

AP Stylebook, 33rd Edition

DoD Directive 5230.9, Clearance of DoD Information for Public Release

DoD Directive 5400.7, DoD Freedom of Information Act Program

DoD Directive 5400.11, DoD Privacy Program

DoD Principles of Information

Journalism Handbook, DINFOS

Write to Be Read, Patterson

The Word, An Associated Press Guide to Good Newswriting, Cappon

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE, EW)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 10
Print Journalism

TPFN: AFIS-PAOC-010-005-

UNIT TITLE: Features

TPFN HOURS AND TYPE: 2 CL, 4 PE, 2 EW

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: AFIS-PAOC-010-001- through -004-

TASK(S): 001 Recognize differences among news features, human interest features and editorials.

SUMMARY OF INSTRUCTION: Students learn the importance of observation, interviews, and research in descriptive writing; the difference between news peg and focus transitions; different types of feature leads; different types of feature conclusions; and the importance of interviewing and research. Their comprehension is evaluated by written examination, i.e., a feature, requiring a minimum score of **70 percent**.

REFERENCES:

AP Stylebook, 33rd Edition

DoD Directive 5230.9, Clearance of DoD Information for Public Release

DoD Directive 5400.11, DoD Privacy Program

DoD Directive 5400.7, DoD Freedom of Information Act Program

DoD Principles of Information

Journalism Handbook, DINFOS

The Word, An Associated Press Guide to Good Newswriting, Cappon

Write to Be Read, Patterson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, EW, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 10
Print Journalism

TPFN: AFIS-PAOC-010-006-

UNIT TITLE: Editorials

TPFN HOURS AND TYPE: 1 CL, 2 PE

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None

TASK(S): 001 Write an editorial that supports a command position.

SUMMARY OF INSTRUCTION: Students learn: the reason for an editorial page; the different kinds of editorial pages; the structure of editorials; the importance of research in an editorial; the purpose of an editorial; the “call to action.” Their comprehension is evaluated by an overnight written examination, i.e., by writing an editorial that supports a command position, which requires a minimum score of **70 percent**.

REFERENCES:

AP Stylebook, 33rd Edition

DoD Directive 5230.9, Clearance of DoD Information for Public Release

DoD Directive 5400.11, DoD Privacy Program

DoD Directive 5400.7, DoD Freedom of Information Act Program

DoD Principles of Information

Journalism Handbook, DINFOS

The Word, An Associated Press Guide to Good Newswriting, Cappon

Write to Be Read, Patterson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 10
Print Journalism

TPFN: AFIS-PAOC-010-007-

UNIT TITLE: Headlines

TPFN HOURS AND TYPE: 2 CL, 2 PE

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: None

TASK(S): 001 Evaluate headlines.

SUMMARY OF INSTRUCTION: Students learn the fundamentals of headlines, including their importance, styles and varieties, and learn how to evaluate headlines and improve them. This unit is not tested.

REFERENCES:

AP Stylebook, 33rd Edition

DoD Directive 5230.9, Clearance of DoD Information for Public Release

DoD Directive 5400.11, DoD Privacy Program

DoD Directive 5400.7, DoD Freedom of Information Act Program

DoD Principles of Information

Journalism Handbook, DINFOS

The Word, An Associated Press Guide to Good Newswriting, Cappon

Write to Be Read, Patterson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 10
Print Journalism

TPFN: AFIS-PAOC-010-008-

UNIT TITLE: Newspaper Design

TPFN HOURS AND TYPE: 3 CL, 16 PE

TPFN TOTAL HOURS: 19

PREREQUISITE TPFN: None

TASK(S): 001 Apply newspaper design principles by publishing a two-page field newspaper using desktop publishing.

SUMMARY OF INSTRUCTION: Students learn the basics of modular design, including folio-lines, flags, and column width, and the operation of “Pagemaker” software. They apply their knowledge by publishing a two-page field newspaper during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

AP Stylebook, 33rd Edition

DoD Directive 5230.9, Clearance of DoD Information for Public Release

DoD Directive 5400.11, DoD Privacy Program

DoD Directive 5400.7, DoD Freedom of Information Act Program

DoD Principles of Information

Journalism Handbook, DINFOS

The Word, An Associated Press Guide to Good Newswriting, Cappon

Write to Be Read, Patterson

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 11
Photojournalism

TPFN: AFIS-PAOC-011-001-

UNIT TITLE: Introduction to Photojournalism

TPFN HOURS AND TYPE: 2L, 2 PE

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: None

TASK(S):

- 001 Explain roles, capabilities, impact, and value of imagery in military public affairs.
- 002 Discuss DoD guidelines on production and use of imagery.
- 003 Explain components of effective imagery.
- 004 Discuss photographic protocol for ceremonies/events.
- 005 Discuss electronic imagery and transmission.

SUMMARY OF INSTRUCTION: Students explain the components of effective imagery and the roles/capabilities of imagery in military public affairs. They discuss DoD guidelines on production and use of imagery and photographic protocol for ceremonies/events. Students explain desktop publishing techniques and list techniques for electronically transmitting electronic imagery. They also learn the pros and cons of the digital camera. This knowledge is evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent, when they have to make judgments about the use of photographic images.

REFERENCES:

Basic Digital Photography, Breslow
DoD Directive 5040.5, Alteration of Official DoD Imagery
Photography, 3rd Edition, Upton and Upton
Photojournalism, 2nd Edition, Kobre

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-001-

UNIT TITLE: Introduction to Joint Service Operations

TPFN HOURS AND TYPE: 4 CL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: None

TASK(S):

- 001 Describe basic operational capabilities of each military Service, active/reserve, and how capabilities are employed in joint operations.
- 002 Discuss basic public affairs organization and procedures of each of the military Services.

SUMMARY OF INSTRUCTION: Students describe the missions, areas of responsibility, and basic operational capabilities of each military Service and the employment of those capabilities in joint operations. They discuss the basic public affairs organization and procedures of each of the military Services. Students are evaluated on a subsequent written examination **and** during the final performance examination, a Joint Information Bureau Exercise (JIBEX), both **requiring a minimum score of 70 percent.**

REFERENCES:

Air Force Program Directive 35-1, Public Affairs Management
Army FM 46-1, Public Affairs Operations
Coast Guard M-5728, Coast Guard Public Affairs Manual
Joint Pub 1, Joint Warfare of the US Armed Forces
Joint Pub 1.02, Dictionary of Military and Associated Terms
Joint Pub 5-02.2, Joint Operations Planning and Execution System (JOPES)
Joint Staff Officer's Guide, Armed Forces Staff College
Marine Corps Public Affairs Handbook
SECNAVINST 5720.44, Navy Public Affairs Regulations

INSTRUCTOR/STUDENT RATIO: 1:16 (L, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-002-

UNIT TITLE: Public Affairs Continuum

TPFN HOURS AND TYPE: 3 CL

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: AFIS-PAOC-012-001

- TASK(S):**
- 001 Discuss the history/evolution of public affairs.
 - 002 Discuss major policy and procedure developments in military-news media relations resulting from recent operations.
 - 003 List nine principles of combat coverage.
 - 004 Explain seven principles of joint public affairs operations.
 - 005 Discuss public affairs implications of Information Operations and Information Warfare.

SUMMARY OF INSTRUCTION: Students discuss the history/evolution of public affairs and military-news media relations as they are affected by recent operations. They explain public affairs implications of Information Operations and Information Warfare. Comprehension is evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

“A Battle Behind the Scenes: The Gulf War Reheats Military-Media Controversy”, Military Review, September 1991
Air Force Program Directive 35-1, *Public Affairs Management*
Army FM 46-1, *Public Affairs Operations*
Coast Guard M-5728, *Coast Guard Public Affairs Manual*
DoD Briefing Material on the National Media Pool
Marine Corps Public Affairs Handbook
SECNAVINST 5720.44, *Navy Public Affairs Regulations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-003-

UNIT TITLE: Public Affairs Overseas

TPFN HOURS AND TYPE: 4 CL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-012-001 and -002

TASK(S): 001 Compare/contrast public affairs operations in the Continental United States (CONUS) and overseas.

SUMMARY OF INSTRUCTION: Students compare/contrast public affairs operations in CONUS and overseas, discuss host nation sensitivities, and learn the organization and functions of a typical embassy including the United States Information Agency (USIA). They discuss the conduct of overseas internal information, external information, and community relations and are tested during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

FM 101-5, *Staff Organization & Operations*

FM 46-1, *Army Public Affairs Operations*

JCS Pub 3-61, *Doctrine for Public Affairs in Joint Operations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-004-

UNIT TITLE: Military Operations Other Than War (MOOTW)

TPFN HOURS AND TYPE: 2 CL, 2 GL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-012-001 and -002

TASK(S): 001 Explain public affairs involvement in operations other than war and domestic support, e.g., counter-drug, anti-terrorism, and disaster assistance to civil authority.

SUMMARY OF INSTRUCTION: Students explain public affairs involvement in operations other than war, including the types of missions categorized as operations other than war. They discuss and explain the military challenges associated with these MOOTW, the public affairs involvement in operations other than war, and the keys to successful public affairs in MOOTW. Students are evaluated during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

FM 101-5, *Staff Organization & Operations*

FM 46-1, *Army Public Affairs Operations*

JCS Pub 3-61, *Doctrine for Public Affairs in Joint Operations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, GL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-005-

UNIT TITLE: PA & Operational Logistics

TPFN HOURS AND TYPE: 4 CL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-012-001 and -002

TASK(S): 001 Explain the integration of public affairs into all phases of operational planning to include the Joint Operational Planning and Execution System (JOPES) and Time-Phased Force and Deployment Data (TPFDD).

SUMMARY OF INSTRUCTION: Students learn the importance of JOPES and TPFDD, the integration of public affairs into all phases of operational planning, including the logistical elements to consider when planning for deployment, and logistical planning to support visiting media. Students identify key personnel with whom the PAO coordinates when planning the deployment of PA assets. The information is tested during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

FM 101-5, *Staff Organization & Operations*

FM 46-1, *Army Public Affairs Operations*

JCS Pub 3-61, *Doctrine for Public Affairs in Joint Operations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-006-

UNIT TITLE: Public Affairs Guidance

TPFN HOURS AND TYPE: 4 CL, 2 PE

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: AFIS-PAOC-012-001 and -002

TASK(S): 001 Write Annex F to an Operations Order or Plan.
002 Write Proposed Public Affairs Guidance (PPAG).

SUMMARY OF INSTRUCTION: Students review JCS Pub 5-02.2 and DoD Instruction 5405.3 and learn the format and contents of Annex F and Proposed Public Affairs Guidance (PPAG). They practice writing and reviewing PPAG in an ungraded practical exercise, then apply their knowledge during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

DoD Instruction 5405.3, *Staff Organization & Operations*
FM 101-5, *Staff Organization & Operations*
FM 46-1, *Army Public Affairs Operations*
JCS Pub 3-61, *Doctrine for Public Affairs in Joint Operations*
JCS Pub 5-02.2, *Doctrine for Public Affairs in Joint Operations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-007-

UNIT TITLE: PA Assessments & Lessons Learned

TPFN HOURS AND TYPE: 6 CL

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: AFIS-PAOC-012-001 and -002

TASK(S): 001 Conduct PA assessments (evaluate lessons learned).

SUMMARY OF INSTRUCTION: Students discuss the Joint Uniform Lessons Learned System (JULLS), including how to use JULLS as a PA planning tool. They learn what items to include in After Action Reports (AAR) and procedures for submitting AARs into JULLS. Student ability to conduct PA assessments (evaluate lessons learned) is tested during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

FM 101-5, *Staff Organization & Operations*

FM 46-1, *Army Public Affairs Operations*

JCS Pub 3-61, *Doctrine for Public Affairs in Joint Operations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-008-

UNIT TITLE: Media Pools

TPFN HOURS AND TYPE: 6 CL

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: AFIS-PAOC-012-001 and -002

TASK(S): 001 Discuss functions, organization, and support requirements for a DoD national media pool.
002 Discuss composition, function, and support requirements for media pools.

SUMMARY OF INSTRUCTION: Students discuss functions, organization, and support requirements for a DoD National Media Pool and the composition, function, and support requirements for media pools. They apply their knowledge during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

FM 101-5, *Staff Organization & Operations*

FM 46-1, *Army Public Affairs Operations*

JCS Pub 3-61, *Doctrine for Public Affairs in Joint Operations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-009-

UNIT TITLE: Rear Echelon Operations

TPFN HOURS AND TYPE: 4 CL

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: AFIS-PAOC-012-001 and -002

- TASK(S):**
- 001 Discuss sustaining base public affairs during deployment operations.
 - 002 Identify audience needs (family, hometown media, reserve component, employers, etc.).
 - 003 Discuss re-deployment operations.
 - 004 Explain public affairs implications of casualty operations.

SUMMARY OF INSTRUCTION: Students discuss sustaining base public affairs during deployment operations and the goals of rear echelon public affairs operations, including the challenges facing rear echelon PAOs. They explain the public affairs activities during pre-deployment, deployment, and re-deployment operations and implications of casualty operations. Students apply their knowledge during the final performance examination, a Joint Information Bureau Exercise (JIBEX) requiring a minimum score of 70 percent.

REFERENCES:

FM 101-5, *Staff Organization & Operations*

FM 46-1, *Army Public Affairs Operations*

JCS Pub 3-61, *Doctrine for Public Affairs in Joint Operations*

INSTRUCTOR/STUDENT RATIO: 1:16 (CL)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-010-

UNIT TITLE: Joint Information Bureaus (JIB)

TPFN HOURS AND TYPE: 4 CL, 1 PE

TPFN TOTAL HOURS: 5

PREREQUISITE TPFN: AFIS-PAOC-012-001 through -009

- TASK(S):**
- 001 Discuss mission, organization and employment of Joint Information Bureaus.
 - 002 Identify support and operational considerations for establishing Joint Information Bureaus.
 - 003 Explain JIB command and control, coordination, and reporting responsibilities.
 - 004 Discuss public affairs coordination with civil affairs, psychological operations, and combat camera units.
 - 005 Discuss public affairs architecture supporting military operations (JTF public affairs organizations).

SUMMARY OF INSTRUCTION: Students identify and discuss the mission, organization, function, and employment of Joint Information Bureaus (JIB), analyze conditions to determine when JIBs should be established and identify support and operational considerations for establishing a JIB. They explain JIB command and control coordination and reporting responsibilities and discuss **coordination with civil affairs, psychological operations, and combat camera units**. Students are evaluated during a final performance examination, a Joint Information Bureau Exercise (JIBEX), which incorporates all information presented during the course. JIBEX requires a minimum score of 70 percent.

REFERENCES:

DoD Directive 5400.13, *Joint Public Affairs Operations*
Humanitarian Crises: Meeting the Challenges, McCormick
Joint Pub 3-61, *Doctrine for Public Affairs in Joint Operations*
Reporting War When There is No War, McCormick

INSTRUCTOR/STUDENT RATIO: 1:16 (CL, PE)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 12
Public Affairs Operations

TPFN: AFIS-PAOC-012-011-

UNIT TITLE: Joint Information Bureau Exercise (JIBEX)

TPFN HOURS AND TYPE: 2 CL, 32 EP

TPFN TOTAL HOURS: 34

PREREQUISITE TPFN: All previous TPFN

TASK(S): 001 Participate in a final performance examination.

SUMMARY OF INSTRUCTION: Students participate in a graded, four-day performance examination, a Joint Information Bureau Exercise (JIBEX) that serves as a cumulative final examination, testing all information presented during the course. Students are assigned to teams, each representing a notional JIB in the JIBEX scenario, a simulated military operation involving deployments. All members of a team receive the same grade; 70 percent is the minimum passing score.

REFERENCES:

All previous references apply

INSTRUCTOR/STUDENT RATIO: 1:16 (CL); 1:8 (EP)

SAFETY FACTORS: Normal

FUNCTIONAL AREA 13
Administration

TPFN: AFIS-PAOC-013-001-

UNIT TITLE: Administration

TPFN HOURS AND TYPE: 18 AD

TPFN TOTAL HOURS: 18

PREREQUISITE TPFN: All Previous TPFN

TASK(S):

- 001 Inprocess.
- 002 Course Overview.
- 003 English Diagnostic Test.
- 004 Evaluate Course.
- 005 Graduate.
- 006 Outprocess.

SUMMARY OF INSTRUCTION: Self Explanatory

REFERENCES: DINFOS Policy and Operating Procedures Manual (POPMAN)

INSTRUCTOR/STUDENT RATIO: 1:48 (AD)

SAFETY FACTORS: Normal

	AD	CL	CS	D	EP	EW	FT	GL	IR	PE	S	Total
FA-1 /1 Intro: Def PA	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-1 /2 PA Process	.0	2	.0	.0	.0	.0	.0	.0	.0	2	.0	4
FA-1 /3 Com Process	.0	1.5	.0	.0	.0	.0	.0	.0	.0	.5	.0	2
FA-1 /4 PA & Law	.0	4	.0	.0	.0	.0	.0	.0	.0	.0	.0	4
FA-1 /5 Ethics in PA	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-1 /6 Strategic PA	.0	5	.0	.0	.0	.0	.0	.0	.0	2	.0	7
FA-2 /1 Intro ComRel	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-2 /2 interag co-op	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-2 /3 comrel ex	.0	.0	.0	.0	.0	.0	.0	.0	.0	3	.0	3
FA-3 /1 Intro	.0	3	.0	.0	.0	.0	.0	.0	.0	.0	.0	3
FA-3 /2 Spch plan	.0	4	.0	.0	.0	.0	.0	.0	.0	.0	.0	4
FA-3 /3 Spch delivery	.0	2	.0	.0	6	.0	.0	.0	.0	4	.0	12
FA-4 /1 Nature news	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-4 /2 guidelines	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-4 /3 media relation	.0	4	.0	.0	.0	.0	.0	.0	.0	.0	.0	4
FA-4 /4 Media Facil	.0	3	.0	.0	.0	.0	8	.0	.0	.0	.0	11
FA-4 /5 Crisis Comm	.0	3	1	.0	.0	.0	.0	.0	.0	.0	.0	4
FA-4 /6 mnging rqsts	.0	5	.0	.0	.0	.0	.0	.0	.0	.0	.0	5
FA-4 /7 Interviews	.0	1	.0	.0	10	.0	.0	.0	.0	20	.0	31
FA-5 /1 Intro Environ	.0	3	.0	.0	.0	.0	.0	.0	.0	.0	.0	3
FA-5 /2 Envir respons	.0	2	.0	.0	.0	.0	.0	2	.0	.0	.0	4
FA-6 /1 intro Inf Tech	.0	2	.0	2	.0	.0	.0	.0	.0	2	.0	6
FA-7 /1 Intro Intern	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-7 /2 Intern Prog	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-7 /3 mil papers	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-8 /1-5 Svc Unique	.0	10	.0	.0	.0	.0	.0	.0	.0	.0	8	18
FA-9 /1 Intro to B'cast	.0	3	.0	.0	.0	1	.0	.0	.0	.0	.0	4
FA-9 /2 Writing BC	.0	2	.0	.0	.0	1	.0	.0	.0	3	.0	6
FA-9 /3 BC contng op	.0	1	.0	.0	.0	.0	.0	.0	.0	.0	.0	1
FA-9 /4 ENG	.0	2	.0	.0	.0	.0	.0	.0	.0	3	.0	5
FA-9 /5 BC News Ops	.0	2	.0	.0	.0	.0	.0	.0	.0	3	.0	5
FA-9 /6 Studio Ops	.0	1	.0	.0	.0	.0	.0	.0	.0	8	.0	9
FA-10 /1 Intro to J	.0	2	.0	.0	.0	.0	.0	.0	.0	.0	.0	2
FA-10 /2 Copyediting	.0	1	.0	.0	1	.0	.0	.0	.0	4	.0	6
FA-10 /3 News Stories	.0	2	.0	.0	.0	2	.0	.0	.0	10	.0	14
FA-10 /4 newswriting	.0	2	.0	.0	.0	2	.0	.0	.0	7	.0	11
FA-10 /5 Features	.0	2	.0	.0	.0	2	.0	.0	.0	4	.0	8
FA-10 /6 Editorials	.0	1	.0	.0	.0	.0	.0	.0	.0	2	.0	3
FA-10 /7 headlines	.0	2	.0	.0	.0	.0	.0	.0	.0	2	.0	4
FA-10 /8 paper design	.0	3	.0	.0	.0	.0	.0	.0	.0	16	.0	19
FA-11 /1 Intro to PJ	.0	4	.0	.0	.0	.0	.0	.0	.0	2	.0	6
FA-12 /1 Intro joint op	.0	4	.0	.0	.0	.0	.0	.0	.0	.0	.0	4
FA-12 /2 continuum	.0	3	.0	.0	.0	.0	.0	.0	.0	.0	.0	3
FA-12 /3 overseas	.0	4	.0	.0	.0	.0	.0	.0	.0	.0	.0	4
FA-12 /4 MOOTW	.0	2	.0	.0	.0	.0	.0	2	.0	.0	.0	4
FA-12 /5 Op Log	.0	4	.0	.0	.0	.0	.0	.0	.0	.0	.0	4
FA-12 /6 PPAG	.0	4	.0	.0	.0	.0	.0	.0	.0	2	.0	6
FA-12 /7 Lessons	.0	6	.0	.0	.0	.0	.0	.0	.0	.0	.0	6
FA-12 /8 Media pools	.0	6	.0	.0	.0	.0	.0	.0	.0	.0	.0	6
FA-12 /9 rear echelon	.0	4	.0	.0	.0	.0	.0	.0	.0	.0	.0	4

FA-12 /10 JIB	.0	4	.0	.0	.0	.0	.0	.0	.0	1	.0	5
FA-12 /11 JIBEX	.0	2	.0	.0	32	.0	.0	.0	.0	.0	.0	34
FA-13 /1 Admin	18.0	.0	.0	.0	.0	.0	.0	.0	.0	.0	.0	18
GRAND TOTAL	18	145.5	1	2	49	8	8	4	0.0	100.5	8	344
	AD	CL	CS	D	EP	EW	FT	GL	IR	PE	S	Total

“A Battle Behind the Scenes: The Gulf War Reheats Military-Media Controversy”, *Military Review*, September 1991
 “Engaging the Media”, Office of the Assistant Secretary of the Air Force for Public Affairs
 “Measuring the Impact of Public Relations”, *Public Relations Journal*, Hauss
 “Media Perspectives: Over the Line?”, *American Journalism Review*, September 1996
 “Strategic Planning: How Public Relations Professional Help CEOs Make the Right Moves”, *Public Relations Journal*, Winokur and Kinhead
 “The Military-news Media Relationship: Thinking Forward”, Ricks
 Air Force Instruction 35-101, *Public Affairs Wartime Planning, Training and Equipment*
 Air Force Instruction 35-102, *Crisis Planning, Management and Response*
 Air Force Instruction 35-201, *Community Relations*
 Air Force Instruction 35-202, *Environmental Community Involvement*
 Air Force Instruction 35-205, *Air Force Security and Policy Review Program*
 Air Force Instruction 35-206, *Media Relations*
 Air Force Program Directive 35-1, *Public Affairs Management*
 Air Force Program Directive 35-2, *Public Communications*
 Air Force Program Directive 35-3, *Internal Communications Programs*
Air Force Public Affairs Strategic Plan
 American Red Cross Fact Sheets
An Introductory Analysis of American Mass Communication, 3rd Edition, Sandman, Rubin, and Sachsman
Annual Defense Report to Congress, US Secretary of Defense
AP Stylebook, 33rd Edition
 AR 360-5, *Public Information*
 AR 360-61, *Community Relations*
 AR 360-7, *Army Broadcasting Service*
 AR 360-81, *Command Information Program*
Armed Forces Radio and Television Service (AFRTS) Contingency Plan 93-1
Basic Digital Photography, Breslow
Between People: A New Analysis of Interpersonal Communication, Miller and Steinber
Broadcast News, 3rd Edition, Stephens
Broadcasting and Cable Yearbook
Building Communication Theory, Infante, Rancer, and Womack
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