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CFETP 35P  
Parts I and II  
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# **AFSC 35P PUBLIC AFFAIRS OFFICER / CIVILIAN**



## **CAREER FIELD EDUCATION AND TRAINING PLAN**

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### **Public Affairs Badge Heraldry**

The quill represents the free flow of information about the Air Force, and the lightning bolt symbolizes the speed of communication. The globe denotes our worldwide audience.

IAW AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*, the Public Affairs badge is awarded as follows:

Officers: Wear the basic badge after graduating from the Public Affairs Qualification Course. Wear the senior badge after 7 years in the specialty and the master badge after 15 years in the specialty.

**AIR FORCE SPECIALTY CODE 35P  
PUBLIC AFFAIRS OFFICER/CIVILIAN  
CAREER FIELD EDUCATION AND TRAINING PLAN**

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**AIR FORCE SPECIALTY CODE 35P  
PUBLIC AFFAIRS OFFICER / CIVILIAN  
CAREER FIELD EDUCATION AND TRAINING PLAN**

*Preface*

1. This Career Field Education and Training Plan outlines the requirements to become a qualified public affairs officer (attain the Air Force Specialty Code 35P3). CFETP completion is also required for outplacement from the civilian Air Force Public Affairs PALACE Acquire program.

2. The CFETP consists of two parts.

2.1. Part I provides information necessary for overall management of the specialty. Section A explains how to use the CFETP. Section B describes the specialty and career progression and development. Section C associates the entry (35P1) and qualified (35P3) levels with specific qualifications (knowledge, education, training, and experience). Section D addresses resource constraints.

2.2. Part II provides information on qualification training requirements. Section A identifies the basic skills requirements used to develop the Course Training Standard for the Public Affairs Qualification Course at the Defense Information School. A training reference bibliography is also provided. Section B highlights sources for additional training and development.

2.3. Submit comments or proposed changes to this document to Secretary of the Air Force Office of Public Affairs Requirements & Development Division at [usaf.pentagon.saf-pa.mbx.saf-par-workflow@mail.mil](mailto:usaf.pentagon.saf-pa.mbx.saf-par-workflow@mail.mil).

## **PART I**

### ***Abbreviations/Terms Explained***

**Air Force Career Field Manager (AFCFM).** A functional representative appointed to ensure assigned Air Force specialties are properly trained and used to support mission requirements.

**Air Force Specialty (AFS).** A basic grouping of positions with similar skills and qualifications.

**Career Field Education and Training Plan (CFETP).** A comprehensive core training document that identifies life cycle education and training requirements, training support resources and minimum core task requirements for a specialty.

**Core Task.** A task the Air Force Career Field Manager has identified as a minimum qualification requirement for all personnel within an Air Force specialty, regardless of duty position. Every person in upgrade training for a specialty will be trained and certified on all core tasks, regardless of their duty position.

**Course Training Standard (CTS).** Part of the Career Field Education and Training Plan that establishes the training requirement for initial skills training and serves as the career field's "contract" with the schoolhouse.

**Defense Information School (DINFOS).** The public affairs schoolhouse and a component of the Defense Media Activity, which is a field activity of the Assistant to the Secretary of Defense for Public Affairs. DINFOS course and student information is at <http://www.dinfos.dma.mil>.

**Education & Training Course Announcements.** A web-based information resource located at <https://etca.randolph.af.mil/> or accessed via the Air Force Portal. It contains a wide variety of information on courses conducted or administered by the Air Force and other agencies.

**Master Training Plan (MTP).** A guide used by supervisors and trainers when conducting on-the-job training. It ensures completion of all work center knowledge- and task-based requirements identified in the CFETP for qualification certification. It also provides references and links for further research.

**On-the-Job Training (OJT).** Hands-on, over-the-shoulder training conducted at the duty location.

**Training Business Area (TBA).** An automated training records and management application accessible through the Air Force Portal. Accounts are established through unit training managers.

**Unit Training Manager (UTM).** The individual responsible for overall management of the unit's training program. Unit training managers serve as consultants and review the on-the-job training process for individuals in qualification/upgrade training.

## ***Section A - General Information***

**1. Purpose.** This CFETP outlines the requirements to become a qualified public affairs officer (attain the Air Force Specialty Code 35P3). CFETP completion is also required for outplacement from the civilian Air Force Public Affairs PALACE Acquire program.

**2. Responsibilities.** Air Force career field manager, supervisor, trainer, task certifier, and trainee responsibilities are outlined in AFI 36-2201, *Air Force Training Program*.

2.1. The 35X career field manager ensures the CFETP establishes and standardizes initial qualification training and that training tasks listed in Part II, Section A, are loaded into the Training Business Area. A standardized master training plan supporting this CFETP is available on the Public Affairs SharePoint® site.

2.2. Supervisors have the single greatest impact on training their people and are responsible for ensuring successful training progression.

2.3. Trainers are responsible for planning and conducting training and then documenting it in Training Business Area. The trainer and the supervisor may be the same individual, or the supervisor may arrange for someone else to provide the training. Trainers are selected based on their experience and qualification to perform the task being trained. Certifiers (who certify task qualification, or “sign off” on the task) must be at least a SSgt (E-5) with a 5-skill level, or a PA civilian or officer proficient in the task.

2.4. Trainees are the focal point of the Air Force training program and are expected to actively participate in all opportunities for qualification training. To become qualified, they must at a minimum complete all core requirements in this CFETP as documented in Training Business Area.

2.5. Upon graduation from the Public Affairs Qualification Course, completion of all CFETP core tasks as documented in Training Business Area, and 18 months of commissioned experience in public affairs assignments, supervisors will ensure that unit training managers submit an AF Form 2096, *Classification/On-The-Job Training Action*, to upgrade the officer’s Air Force Specialty Code from 35P1 entry level to 35P3 qualified.

**3. Coordination and Approval.** The CFETP is approved and maintained by the 35X career field manager, who will initiate periodic reviews to ensure currency and accuracy. Major command representatives and Air Education and Training Command subject matter experts will identify and coordinate on career field training requirements.

## ***Section B - Air Force Specialty Progression and Information***

**1. Specialty Summary.** Provides public affairs advice, trusted counsel and support to commanders, senior leaders and unit personnel. Leverages communication capabilities through an integrated approach to advance commanders’ mission priorities by researching, planning, resourcing, executing and evaluating public affairs operations. Communicates timely, truthful, accurate and credible information about Air Force activities to internal and external military and civilian domestic and international audiences while maintaining due regard for security, accuracy, privacy and propriety. Builds, maintains and strengthens public trust and support for the Air Force. Provides leaders with communication tools to build, maintain and strengthen Airman morale and readiness. Contributes to U.S. global influence and deterrence through information engagement.

## **2. Skill and Career Progression**

2.1. Adequate training and timely progression from the entry level (35P1) to the qualified level (35P3) is critical to the Air Force's ability to accomplish its mission. It is essential that everyone involved in training do their part to plan, manage and conduct an effective training program in accordance with this CFETP.

2.2. Entry Air Force Specialty Code (35P1). Upon entry into the public affairs career field, officers hold the entry level AFSC of 35P1.

2.3. Qualified AFSC (35P3). Officers receive the qualified level 35P3 Air Force Specialty Code following completion of the DINFOS Public Affairs Qualification Course, completion of all core tasks in the CFETP as documented in Training Business Area, and 18 months of commissioned experience in a public affairs assignment. Active duty officers are not eligible for a permanent change of station until awarded the 35P3 Air Force Specialty Code.

2.4. PALACE Acquire interns. PALACE Acquire interns are not eligible for outplacement until they have completed the DINFOS Public Affairs Qualification Course, completed all core tasks in the CFETP as documented in Training Business Area, and fulfilled other mandatory training and experience requirements of the program.

## **3. Career Development**

3.1. Future Air Force leaders must fully understand Air Force operations, have breadth and depth of experience, and be able to lead and think as Airmen first, specialists second.

3.2. Deliberate professional development is essential to produce Air Force leaders with the needed technical expertise, diversity of experience, an ability to apply the tenets of air, space and cyber power, and a sustained superior record of performance. With respect to public affairs this means:

3.2.1. Diversity of assignments, which may include wing, combat camera, numbered Air Force, major command, Air Staff, field operating agency/direct reporting unit, or joint public affairs positions as well as career-broadening opportunities such as squadron commander, instructor or training flight commander, political-military affairs/foreign area officer, education with industry, etc.

3.2.1. Professional military education, a relevant advanced academic degree and supplemental DINFOS courses.

3.2.2. Deploying to combat/contingency operations and participating in military exercises. Deployments and exercises are essential components of professional development; many of these opportunities are available to civilian volunteers.

3.2.3. Mentorship by commanders, supervisors, and senior Air Force leaders inside and outside of the career field. Officers and civilians should review career goals with their commander, senior public affairs professionals, career field manager, and/or assignments officer or civilian career field team at least annually and discuss career progression using the 35P/civilian equivalent career planning diagrams shown in Figures 1 and 2.

**4. Career Field Path.** The career planning diagrams (Figures 1 and 2) graphically display the types of opportunities available at different times in an individual's career. The diagrams are only guides; they do not represent every career path or opportunity, and there is no specific career path that guarantees success. Early on, individuals should develop a solid technical and operational experience base and continually focus on gaining depth and breadth as their careers

progress. The diagrams should be used as planning guides in conjunction with other planning tools, to include AFI 36-2110, *Assignments*, and Public Affairs Development Team vectors. While an individual's career path may be influenced by personal aspirations, it is ultimately driven by needs of the Air Force.

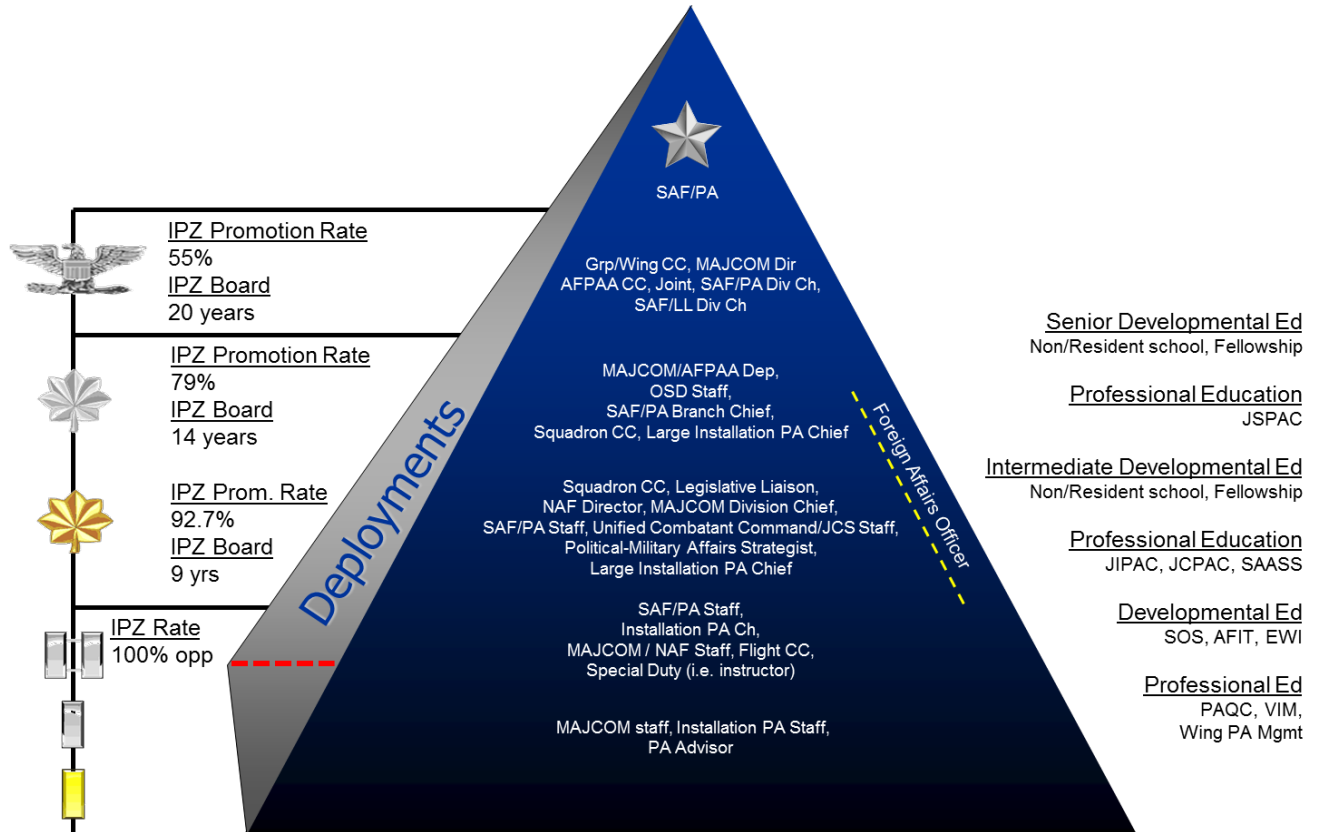
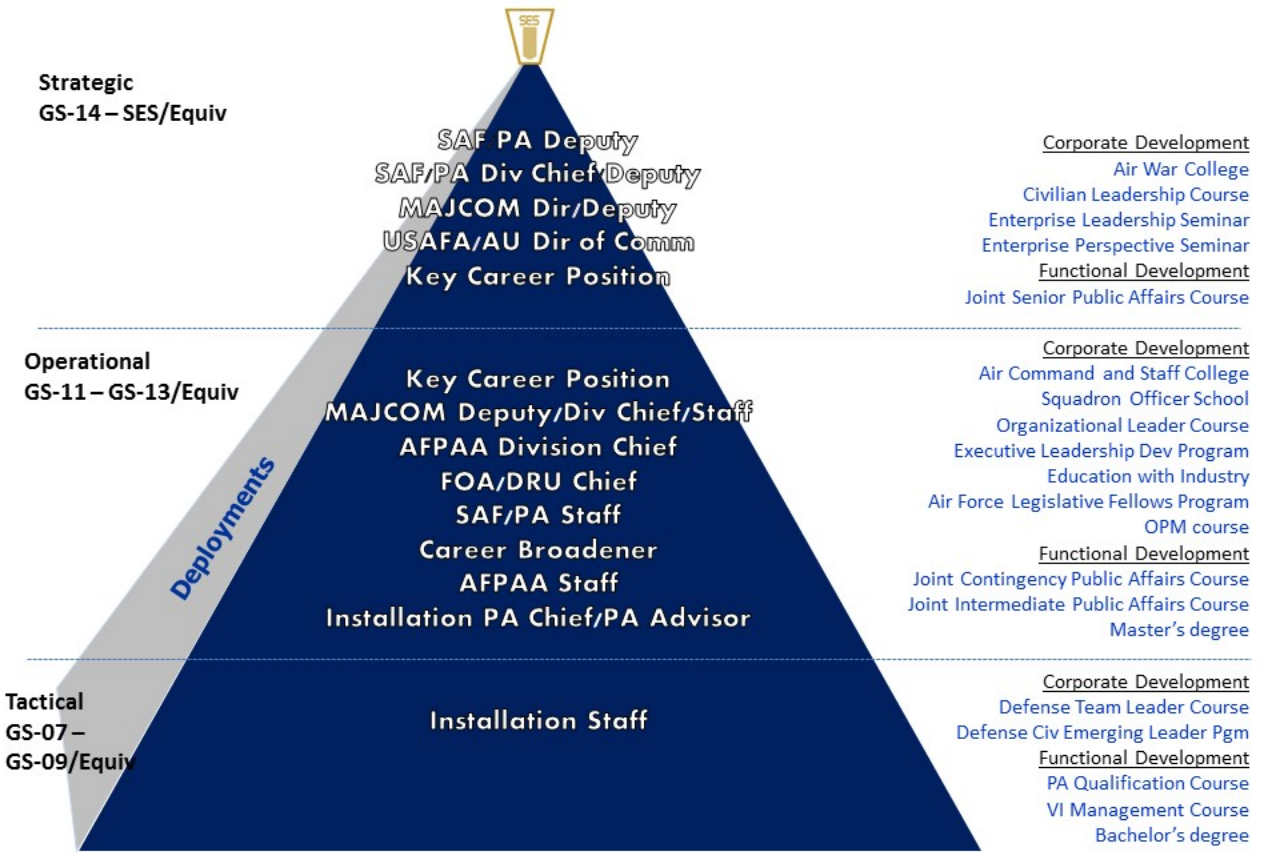


Figure 1. 35P Officer Career Planning Diagram





**Figure 2. Public Affairs Civilian Career Planning Diagram**

**Section C – Proficiency Training Requirements**

**1. Entry Level (35P1 and PALACE Acquire Program)**

KNOWLEDGE	Knowledge of the following is mandatory: missions, roles, functions, organizational structures, relationships, operational planning objectives, policies, customs and courtesies, and history of the Air Force; oral, written, and visual communication concepts and principles; traditional and emerging methods and techniques of disseminating information; basic communication theory; legal and ethical considerations surrounding the practice of communication; communication research, planning and analysis; and joint expeditionary operating environments.
EDUCATION	The desirable mix of undergraduate academic specialization can be found in the public affairs specialty description in the Air Force Officer Classification Directory available on myPers.

TRAINING	No mandatory Air Education Training Command training courses are required for assignment to this skill level.
EXPERIENCE	No previous experience required.

## 2. Qualified Level (35P3 and PALACE Acquire Program)

KNOWLEDGE	Knowledge of the following is mandatory: organization, mission, and operations of the Air Force; oral, written, and visual communication concepts and principles; traditional and emerging methods and techniques of disseminating information; basic communication theory; legal and ethical considerations; communication research, planning and analysis; and joint expeditionary operating environments.
EDUCATION	No additional education is required.
TRAINING	Completion of the DINFOS Public Affairs Qualification Course and the CFETP core tasks are mandatory for both active-duty and Reserve Component officers and for PALACE Acquire intern outplacement.
EXPERIENCE	A minimum of 18 months of commissioned experience in public affairs assignments is mandatory for award of Air Force Specialty Code 35P3.
OTHER	The 35P4 Air Force Specialty Code does not denote additional specialty qualifications or grade. It applies only to positions above wing level.

### *Section D - Resource Constraints*

- 1. Purpose.** This section identifies known resource constraints that preclude desired training from being developed or conducted.
- 2. Constraints.** Some tasks cannot be performed at every unit. In such cases, trainees must be able to describe procedures needed to complete the tasks and explain their underlying concepts and principles.

## **PART II**

### *Section A - Public Affairs Course Training Standard*

- 1. Implementation.** The Course Training Standard establishes training requirements using tasks, knowledge and proficiency levels for the Public Affairs Qualification Course.
- 2. Purpose.** Individuals will know the information in each reference to the level indicated by the Proficiency Code Key associated with the item. A Training Reference Bibliography is provided at the end to help locate reference materials. Additionally, a standardized master training plan supporting this CFETP is available on the Public Affairs SharePoint® site.
- 3. Documentation**
  - 3.1. Column 1 identifies the tasks that must be successfully performed or the knowledge that must be displayed.
  - 3.2. Column 2 items marked with an X are core tasks. All core tasks must be complete in Training Business Area for award of the 35P3 Air Force Specialty Code.

3.3. Column 3 indicates the proficiency level the trainee has upon completion of Public Affairs Qualification Course.

3.4. Column 4 indicates the proficiency level the trainee must attain to become qualified. If the Public Affairs Qualification Course level is sufficient (if what is in Columns 3 and 4 are the same), no further training is needed; however, if what is in Column 4 is at a higher proficiency level than what is in Column 3, additional training is required.

3.5. Column 5 indicates the method for obtaining a higher proficiency than what Public Affairs Qualification Course provides. Individuals accomplish training not acquired during PAQC through on-the-job training. Other avenues for obtaining higher levels of proficiency in these tasks are listed in Section B, Course Directory.

4. Supervisors will review the CFETP at an initial interview within 30 days of the trainee's assignment to the unit. During the interview, discuss core requirements listed in the Task & Knowledge List (identified by an X in the Core Task column) and explain that core tasks must be completed within 18 months for upgrade to 35P3. Supervisors will continue to review training progress to coincide with the normal feedback cycle, at a minimum.

5. TBA will be used to track task completion. Once an officer is awarded the 35P3 Air Force Specialty Code, no further Training Business Area updates are required. Once a civilian has completed all core tasks, no further Training Business Area actions are required.

<b>PROFICIENCY CODE KEY</b>		
	<b>SCALE VALUE</b>	DEFINITION: The trainee:
<b>Task Performance Levels</b>	1	Can do simple parts of the task; needs to be told or shown how to do most of the task. ( <b>EXTREMELY LIMITED</b> )
	2	Can do most parts of the task; needs help only on the hardest parts. ( <b>PARTIALLY PROFICIENT</b> )
	3	Can do all parts of the task; needs only spot check of completed work. ( <b>COMPETENT</b> )
	4	Can do the complete task quickly and accurately; can tell or show others how to do the task. ( <b>HIGHLY PROFICIENT</b> )
<b>Task Knowledge Levels</b>	a	Can name parts, tools, and simple facts about the task. (Nomenclature)
	b	Can determine step-by-step procedures for doing the task. (Procedures)
	c	Can identify why and when the task must be done and why each step is needed. (Operating Principles)
	d	Can predict, isolate, and resolve problems with the task. (Complete Theory)
<b>Subject Knowledge Levels</b>	A	Can identify basic facts and terms about the subject. (Facts)
	B	Can identify relationship of basic facts and state general principles about the subject. (Principles)
	C	Can analyze facts and principles and draw conclusions about the subject. (Analysis)
	D	Can evaluate conditions and make proper decisions about the subject. (Evaluation)
	X	Indicates Core Task

1. Task & Knowledge	2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
1	<b>Public Affairs Responsibilities &amp; Management</b>							
1.001	<b>Air Force PA</b>							
001.001.001	Air Force PA mission	X	B	C	OJT			
001.001.002	DoD Principles of Information	X	B	C	OJT			
001.001.003	Communication law (libel, slander, defamation, copyright, plagiarism, etc.)	X	B	B	-			
001.001.004	Restrictions on military PA conducting public relations & propaganda activities		B	B	-			
001.001.005	PA responsibilities at each organizational level		A	B	OJT			
001.001.006	PA core competencies	X	B	C	OJT			
001.001.007	Reserve & Guard PA organization & roles		B	B	-			
1.002	<b>Reputation management</b>							
001.002.001	Shaping of public opinion	X	B	C	OJT			
001.002.002	Evaluate public opinion	X	2c	3c	OJT			
001.002.003	Relationship between military activities/base personnel behavior & public opinion		C	C	-			
001.002.004	Establish relationships with key stakeholders/influencers	X	-	2c	OJT			
1.003	<b>Ethics</b>							
001.003.001	Communication ethics	X	C	C	-			
001.003.002	Joint Ethics Regulation (JER)	X	A	B	OJT			
001.003.003	Payment, honoraria, & gifts to units/commanders		B	C	OJT			
001.003.004	Evaluate an ethical dilemma in a PA scenario		2c	3c	OJT			
1.004	<b>Commander's role in the communication program</b>							
001.004.001	Commander's communication responsibility	X	C	C	-			

<b>1. Task &amp; Knowledge</b>		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
001.004.002	PA/commander relationship & direct access requirement	X	C	C	-				
001.004.003	Knowing your commander's priorities	X	B	C	OJT				
001.004.004	Use of PA to achieve commander's priorities	X	B	C	OJT				
001.004.005	Keeping commanders informed at levels appropriate for issues	X	B	C	OJT				
001.004.006	Brief the commander	X	2c	3c	OJT				
001.004.007	Draft correspondence for the commander's signature	X	-	3c	OJT				
1.005	<b>Communication planning</b>								
001.005.001	Crisis vs. deliberate planning	X	C	C	-				
001.005.002	Apply the RPIE (research, plan, implement, evaluate) process	X	2c	3c	OJT				
001.005.003	Communication research resources (e.g. PA SharePoint®)	X	B	C	OJT				
001.005.004	Elements of a communication plan	X	C	C	-				
001.005.005	Identify & analyze target audiences	X	2c	3c	OJT				
001.005.006	Develop & coordinate talking points & key messages	X	2c	3c	OJT				
001.005.007	Write & coordinate a communication plan	X	2c	3c	OJT				
001.005.008	Write commander's communication strategy	X	1c	2c	OJT				
001.005.009	Write & coordinate Proposed Public Affairs Guidance (PPAG)	X	2b	3c	OJT				
001.005.010	Evaluation methods & limitations	X	B	C	OJT				
001.005.011	Evaluate communication impact	X	2c	2c	-				
001.005.012	Provide communication counsel	X	2c	3c	-				
2	<b>Release of Information</b>								
2.001	Security, accuracy, policy, & propriety (SAPP)	X	B	C	OJT				
2.002	Ability, competency, & authority (ACA) to release information	X	B	C	OJT				
2.003	When security & policy review is required	X	B	C	OJT				

1. Task & Knowledge		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
2.004	Conduct security & policy review		-	2c	OJT				
2.005	Freedom of Information Act (FOIA)	X	B	B	-				
2.006	Privacy Act of 1974	X	C	C	-				
2.007	Health Insurance Portability & Accountability Act (HIPAA) (health data privacy & security)	X	C	C	-				
2.008	Military justice system		A	B	OJT				
2.009	Base website & social media SAPP & Section 508 compliance		-	C	OJT				
3	<b>Writing &amp; Editing</b>								
3.001	Write a news release		2b	3c	OJT				
3.002	Write an initial accident release	X	2b	3c	OJT				
3.003	Write an accident follow-up release		2b	3c	OJT				
3.004	Write a news story		2b	3c	OJT				
3.005	Write a feature story/narrative		2b	3c	OJT				
3.006	Write a media advisory	X	2b	3c	OJT				
3.007	Write an editorial that supports a command position		2b	3c	OJT				
3.008	Localization of Air Force or DoD news service story		-	C	OJT				
3.009	Write captions & cutlines		-	3c	OJT				
3.010	Evaluate headlines		2b	3c	OJT				
3.011	Review & edit senior leader biography		1c	2c	OJT				
3.012	Review & edit a fact sheet		1c	2c	OJT				
3.013	Write & edit a PA product IAW the AP Stylebook	X	2b	3c	OJT				
4	<b>Command Information</b>								
4.001	<b>Command information program</b>								
004.001.001	Supporting the commander's command information requirements	X	B	C	OJT				
004.001.002	Components of a command information program	X	B	C	OJT				

1. Task & Knowledge		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
004.001.003	Types of command information products		B	C	OJT				
004.001.004	Commander's call support		-	C	OJT				
004.001.005	Town hall meeting support		A	B	OJT				
004.001.006	Commander's feedback program		A	C	OJT				
004.001.007	PA's role in commercial enterprise (no cost) newspapers		A	C	OJT				
004.001.008	Hometown News Release Program		A	B	OJT				
004.001.009	Holiday Hometown Greetings (overseas)		-	B	OJT				
004.001.010	Products & services provided by DMA		B	B	-				
004.001.011	How AF PAs coordinate with DMA		A	B	OJT				
4.002	<b>Public web communications</b>								
004.002.001	DoD social media principles & policy	X	B	B	-				
004.002.002	AF social media policy	X	-	C	OJT				
004.002.003	Social media principles & program management	X	B	C	OJT				
004.002.004	Social media outlets		B	C	OJT				
004.002.005	Targeting audiences within social media		B	C	OJT				
004.002.006	Manage an official social media account		2b	3c	OJT				
004.002.007	Reporting false official social media		A	B	OJT				
004.002.008	Load & review content in AFPIMS		-	3c	OJT				
004.002.009	Website metrics & trends		-	C	OJT				
4.003	<b>Visual information (VI) policy</b>								
004.003.001	Roles of VI within DoD	X	B	B	-				
004.003.002	DoD policy on release of imagery	X	C	C	-				
004.003.003	DoD policy on alteration of imagery	X	B	C	OJT				
004.003.004	DoD policy on accessioning of imagery	X	B	B	-				
004.003.005	DoD policy on authorized/prohibited use of official VI resources	X	B	C	OJT				
004.003.006	Fair use doctrine & copyright law	X	A	B	OJT				
004.003.007	Role & mission of combat camera	X	A	B	OJT				



1. Task & Knowledge		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
4.004	<b>VI management</b>								
004.004.001	Use of VI support requests (AF Form 833)		-	C	OJT				
004.004.002	Records life cycle management program		A	B	OJT				
004.004.003	Visual information equipment plan (VIEP)		A	B	OJT				
004.004.004	Review & approve external VI equipment procurement requests		-	3c	OJT				
004.004.005	How AF PAs coordinate with AFPAA		-	B	OJT				
004.004.006	Products & services provided by AFPAA		-	B	OJT				
4.005	<b>VI operations</b>								
004.005.001	Fundamentals of effective photo/video products		-	C	OJT				
004.005.002	Demonstrate basic still photo techniques		-	2c	OJT				
004.005.003	Apply DoD VI records schedule to determine & prioritize visual documentation needs	X	1a	2c	OJT				
004.005.004	Alert photo & video support	X	A	C	OJT				
004.005.005	PA aerial photography policies/guidelines	X	-	B	OJT				
4.006	<b>Video productions</b>								
004.006.001	Air Force video productions	X	A	B	OJT				
004.006.002	Section 508 compliance		A	B	OJT				
004.006.003	Production Identification Numbers (PINs)		A	B	OJT				
004.006.004	DD Form 1995		-	B	OJT				
4.007	<b>VI record materials</b>								
004.007.001	Vision ID		A	B	OJT				
004.007.002	Defense Visual Information Activity Number (DVIAN)		A	B	OJT				
004.007.003	Accession imagery		-	2c	OJT				
5	<b>Media Operations</b>								
5.001	<b>Media operations program</b>								
005.001.001	Components of a media operations program	X	B	C	OJT				
005.001.002	Supporting the commander's media operations requirements	X	B	C	OJT				
005.001.003	News value	X	B	C	OJT				
005.001.004	Effects of news cycle deadlines		B	C	OJT				

<b>1. Task &amp; Knowledge</b>		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
005.001.005	Addressing media errors in fact		B	C	OJT				
005.001.006	Components of an effective response vs. a basic answer	X	B	C	OJT				
005.001.007	News media representative relationships	X	B	C	OJT				
005.001.008	Assemble media kit		2b	3c	OJT				
005.001.009	Supporting TV, movie, documentary, publications		A	B	OJT				
005.001.010	Conduct a media engagement from initial contact through follow-up	X	2c	3c	OJT				
5.002	<b>Media queries</b>								
005.002.001	Media query (AF Form 39)		C	C	-				
005.002.002	Commander & HHQ PA notification requirements	X	B	C	OJT				
005.002.003	Draft a statement, Q&A	X	2c	3c	OJT				
005.002.004	Staffing & coordination requirements	X	B	C	OJT				
5.003	<b>Interviews &amp; editorial boards</b>								
005.003.001	Determine appropriate interview setting		2c	3c	OJT				
005.003.002	Establish & explain ground rules	X	2c	3c	OJT				
005.003.003	Conduct media training for non-PA personnel		-	2c	OJT				
005.003.004	Prepare, facilitate & evaluate a SME for an interview	X	2c	3c	OJT				
005.003.005	Give a print interview	X	2c	3c	OJT				
005.003.006	Give an on-camera interview	X	2c	3c	OJT				
005.003.007	Give a telephone interview	X	2c	3c	OJT				
005.003.008	Give a live remote interview		2c	2c	-				
005.003.009	Editorial board		A	B	OJT				
5.004	<b>News conference/briefing</b>								
005.004.001	Situations warranting a news conference/briefing		B	C	OJT				
005.004.002	Prepare, facilitate & evaluate a news conference/briefing	X	2c	3c	OJT				
5.005	<b>PA role in crisis operations</b>								
005.005.001	Common crises faced by military		B	C	-				

1. Task & Knowledge		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
005.005.002	Effective crisis		B	B	-				
005.005.003	PA role in crisis response	X	B	C	OJT				
005.005.004	Develop/maintain comprehensive PA crisis plans & response kits	X	2c	3c	OJT				
005.005.005	Brief disaster response & support agencies on & off base		-	2c	OJT				
005.005.006	Serve as Emergency Operations Center/Crisis Action Team PA representative	X	-	3c	OJT				
005.005.007	Serve as on-scene PA representative	X	-	3c	OJT				
005.005.008	Serve as media operations center PA representative		2b	2b	-				
005.005.009	Straight talk line		-	B	OJT				
005.005.010	Communicating with various publics during a crisis		B	C	OJT				
005.005.011	Notify base population & community		2b	3c	OJT				
005.005.012	Accident investigation & safety investigation boards		A	B	OJT				
005.005.013	Role of PA in the National Incident Management System		A	B	OJT				
005.005.014	Nuclear policy ("Neither confirm nor deny")	X	B	B	-				
005.005.015	Legal considerations ( <i>posse comitatus</i> )		A	B	OJT				
005.005.016	Interagency coordination		A	B	OJT				
6	<b>Community Engagement</b>								
6.001	<b>Community engagement program</b>								
006.001.001	DoD participation & support criteria for community engagement activities	X	B	C	OJT				
006.001.002	Evaluate & coordinate requests for AF information, participation, attendance or support	X	-	3c	OJT				
006.001.003	Components of a community engagement program	X	B	C	OJT				
006.001.004	Coordinate off-base speaking engagement		1c	2c	OJT				
006.001.005	Types of AF tours		-	B	OJT				
006.001.006	Manage a base tour program		-	3c	OJT				
006.001.007	Requesting, arranging, & conducting civic leader tours		B	C	OJT				

<b>1. Task &amp; Knowledge</b>		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
006.001.008	Supporting the commander's community engagement requirements	X	B	C	OJT				
006.001.009	Honorary commanders program		-	C	OJT				
006.001.010	Requesting support via AF Aerial Events website		-	C	OJT				
006.001.011	Prepare event brief (5 W's, sequence of events, messaging, etc.)		2c	3c	OJT				
006.001.012	Role of a base community council/military affairs committee		A	B	OJT				
006.001.013	National Security Forum, Joint Civilian Orientation Conference & headquarters' civic leader groups		A	B	OJT				
006.001.014	Political & election year guidelines		A	C	OJT				
006.001.015	Legislative liaison role		A	C	OJT				
006.001.016	Community influencer impact		B	C	OJT				
006.001.017	Educating base about community issues/initiatives		B	C	OJT				
006.001.018	Base economic impact on the local community		A	C	OJT				
006.001.019	Local cultural, economic, & social considerations		A	C	OJT				
006.001.020	Identification/anticipation of potential conflict with the community		B	C	OJT				
6.002	<b>Speeches</b>								
006.002.001	Tailoring a speech to a specific audience		B	C	OJT				
006.002.002	Write a biographical introduction for a speaker		2b	3c	OJT				
006.002.003	Write a manuscript speech		2b	2b	-				
006.002.004	Deliver a briefing to a group	X	2c	3c	OJT				
6.003	<b>Environmental PA</b>								
006.003.001	PA role in the installation environmental program	X	B	B	-				
006.003.002	Respond to community complaints	X	2c	3c	OJT				
006.003.003	Reviewing environmental public announcements		1b	2c	OJT				
006.003.004	Key environmental laws		A	B	OJT				
006.003.005	PA role in the National Environmental Policy Act		A	B	OJT				

1. Task & Knowledge		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
006.003.006	Restoration Advisory Board (RAB)		-	A	OJT				
006.003.007	Air Installation Compatibility Use Zone (AICUZ)		-	B	OJT				
6.004	<b>Air Force Band program</b>								
006.004.001	AF bands as a communication tool	X	B	C	OJT				
006.004.002	Band request process		B	C	OJT				
006.004.003	AF band web resources (music, photos, news)		A	B	OJT				
6.005	<b>PA travel</b>								
006.005.001	Media & non-media travel		A	B	OJT				
006.005.002	Coordinate local civic leader/media flight		-	2b	OJT				
006.005.003	Coordinate non-local civic leader/media flight		-	B	OJT				
7	<b>PA Contingency Operations &amp; Wartime Readiness</b>								
7.001	<b>PA contingency support</b>								
007.001.001	Home station vs. deployed PA ops		B	C	OJT				
007.001.002	Unit type codes, logistics & manpower detail, & mission capability statements		A	B	OJT				
7.002	<b>PA aspects of national policy documents &amp; public diplomacy</b>								
007.002.001	National policy documents (i.e. National Security Strategy, National Defense Strategy, National Military Strategy)		A	B	OJT				
007.002.002	National instruments of power		B	B	-				
007.002.003	Military/State Department roles in public diplomacy		A	B	OJT				
007.002.004	Military support to other government agencies, nongovernmental organizations		A	A	-				
007.002.005	Humanitarian operations		A	B	OJT				
7.003	<b>PA support to civil authorities</b>								
007.003.001	Defense support of civil authorities (DSCA)		A	B	OJT				

1. Task & Knowledge		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
007.003.002	National Response Framework (NRF) Emergency Support Function (ESF) #15		A	A	-				
007.003.003	USNORTHCOM role		A	A	-				
7.004	<b>PA role in operational planning</b>								
007.004.001	Review an operations plan		B	B	-				
007.004.002	Review or write a PA annex		2b	2b	-				
007.004.003	Write appropriate appendices to PA annex		2b	2b	-				
007.004.004	Develop a joint manning document		2b	2b	-				
007.004.005	Planning for combat camera		A	A	-				
007.004.006	Planning processes at C-NAF & CCDR levels		A	A	-				
7.005	<b>PA &amp; Information Operations (IO)</b>								
007.005.001	Information operations	X	B	B	-				
007.005.002	PA roles & restrictions	X	B	B	-				
007.005.003	Differences between AF & joint IO doctrine		A	A	-				
007.005.004	Civil affairs mission		A	A	-				
007.005.005	PA integration into IO working group		A	A	-				
7.006	<b>Deployed operations</b>								
007.006.001	Develop a troop card		2c	2c	-				
007.006.002	Explain do's & don'ts of media interaction, social media & personal camera use to deployers	X	2c	2c	-				
007.006.003	Fundamentals of joint task force PA operations & structure		B	B	-				
007.006.004	Joint task force relationship with Air Expeditionary Wings (AEWs) & other AF units		-	A	OJT				
007.006.005	Policy on release of deployed locations		A	B	OJT				
007.006.006	DoD media pool employment		A	A	-				
007.006.007	PA & air operations center		A	A	-				
007.006.008	Planning for media embeds		A	A	-				

1. Task & Knowledge		2. Core Tasks	3. PAQC	4. 35P3	5. Method	6. Training Start	7. Training Complete	8. Trainee Initials	9. Trainer Initials
8	<b>Office Management</b>								
8.001	Task management, planning & prioritization		-	B	OJT				
8.002	Communicate duties, responsibilities, work methods, & performance standards		-	2c	OJT				
8.003	Unit Manpower Document (UMD)		A	B	OJT				
8.004	Officer & enlisted performance feedback, evaluation, awards, & assignments systems		-	B	OJT				
8.005	Civilian feedback, evaluation, & awards systems		-	B	OJT				
8.006	Acquiring training (DINFOS, local, PME, etc.)		-	B	OJT				
8.007	Write/update office operating instructions		-	2c	OJT				
8.008	Conduct a self-assessment & track corrective actions (MICT)	X	-	2c	OJT				
8.009	Prepare post-event after action/lessons learned report		1a	3c	OJT				
8.010	Prepare budget	X	-	2c	OJT				
8.011	Equipment inventory & life-cycle replacement		-	B	OJT				
8.012	Official Representation Funds (ORF)		A	A	-				
8.013	AF trademark & licensing policies		A	B	OJT				
8.014	DoD & AF PA e-mail & SharePoint® products		-	B	OJT				
8.015	Serve as on-call PA representative	X	-	3c	OJT				
8.016	Supporting tenant units/mission partners		B	C	OJT				
8.017	Supporting local recruiters		-	B	OJT				
8.018	PA awards programs		-	B	OJT				
8.019	Reports due to headquarters			B	OJT				
8.020	Review/update PA employment & prioritization plan	X	-	2c	OJT				

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## ***Section B - Course Directory***

1. **Purpose.** This section highlights additional sources for the development of public affairs professionals.

### **2. Training Sources.**

2.1. The Defense Information School offers several supplemental courses that are appropriate at various points in a career. Examples include the Visual Information Management Course, the Joint Intermediate Public Affairs Course, the Joint Senior Public Affairs Course and the Joint Contingency Public Affairs Course and, for members assigned to Combat Camera, the Combat Camera Leadership Course. Course descriptions and prerequisites are available on the DINFOS website at <http://www.dinfos.dma.mil>. DINFOS seat quotas are centrally managed; individuals are nominated through their major commands/higher headquarters. Additionally, a wide variety of resource and training material is available at the DINFOS website Training tab.

2.2. The Air Force Advanced Distributed Learning Service offers several short modules that cover fundamentals of community engagement, media operations, crisis communication, news writing and other topics. They are listed under Public Affairs at the Course List tab and is accessible via the Air Force Portal.

2.3. The Air Force Education and Training Course Announcements online catalog contains a variety of courses that may be relevant to specific assignments, such as the Contingency Wartime Planning Course, the Air Force Nuclear Fundamentals Course and the Air Force Space Fundamentals Course and is accessible via the Air Force Portal.

2.4. Air Force Public Affairs Workshops. The Secretary of the Air Force Office of Public Affairs and major command public affairs offices periodically offer professional development workshops that provide unique opportunities to network, share information, and learn best practices both from within the Air Force and from industry experts.