

Additional Competencies/KSAs Tested in the APR+M Process



Researching, Planning, Implementing & Evaluating Programs

1. **Military Options:** Understand the range of military assistance, outreach, and other programs that can be used to develop positive relationships with other countries (such as noncombatant evacuations, humanitarian assistance, stability operations, reconstruction)
2. **Campaign Planning:** Understand the difference between campaign planning in a military operation and planning an information campaign.
3. **Line of Operations:** Demonstrate knowledge of the commander's line of operations and how they interact and coordinate with one another in Service and/or Joint environment.
4. **Joint Planning:** Understand planning for the mobilization, deployment, employment, sustainment, redeployment, and demobilization of joint forces.
5. **Public Affairs Assessment:** Understand how to evaluate the public affairs impact of pending decisions and recommendations about the structure of public affairs support for military and joint operations.
6. **Public Affairs Guidance:** Demonstrate knowledge of when and why public affairs guidance is needed and how to address the different sections, such as details governing the release of information to the public.
7. **Annex F:** Understand the elements of the Public Affairs planning annex to an operations order.
8. **Annex Y:** Demonstrate knowledge of the Strategic Communication annex to an operations order.
9. **COMCAM Appendix 9 to Annex C:** Demonstrate knowledge of the procedures and planning for the Combat Camera Appendix to Annex C to an operations order.

Ethics and Law

10. **Article 19, United Nations Charter:** Demonstrate knowledge of international laws, treaties, status of forces agreements, host nation agreements and charters that can impact public affairs operations.
11. **Law of Armed Conflict:** Understand how relevant international law plays a role in military operations and how Public Affairs planning is impacted. Also Rules of Engagement and Rules for the Use of Force.
12. **1913 Gillett Amendment:** Understand the impact of this amendment and other acts and laws that govern military public affairs operations – such as the Uniform Code of Military Justice (UCMJ), Goldwater Nichols, Smith-Mundt, etc.

Communication Models and Theories

- 13. Cultural Implications:** Demonstrate an understanding of intercultural communication theory and how misunderstanding culture(s) in which the military is operating can impact public perception and views of US government interests.

Business Literacy

- 14. Resource, Planning, Program, Budget Execution (PPBE) Process:** Understand the stages of DOD financial planning and how it's important to Public Affairs.
- 15. Open Source Intelligence:** Demonstrate knowledge of open source information publicly available, its potential intelligence value and impact on military operations, and how public affairs operations contribute to open sources at home and abroad.
- 16. Defense Support of Civil Authorities:** Demonstrate knowledge of the civil support mission within the U.S. for natural or man-made disasters, chemical, biological, radiological, nuclear, or high-yield explosive consequence management, and other support as required.
- 17. Defense Support to Public Diplomacy:** Knowledge of activities and measures taken by the DOD components to support and facilitate US government public diplomacy efforts.
- 18. Joint Professional Military Education:** Relate career field-specific requirements and expectations of JPME and the history behind development of joint education institutions.

Management Skills & Issues

- 19. Communication Integration:** Demonstrate knowledge of how to achieve coordination and alignment between intra- and inter-organizational communicators, to include messages and integration/involvement of communicators throughout all major lines of operation.
- 20. Information Operations:** Demonstrate knowledge of IO doctrine (such as Joint Pub 3-13), IO principles and the relationship between IO and Public Affairs.

Crisis Communication Management

- 21. Crisis Action Planning:** Demonstrate knowledge of Phases 1, 2, and 3 of crisis action planning and when it is used.
- 22. Lead Federal Agency:** Understand the different agencies in charge and involved, in addition to the military, during crises and contingencies.
- 23. Disaster Assistance Response Team:** Understand the role of other U.S. government agencies and missions in contingency operations.

Media Relations

- 24. Free Press:** Demonstrate knowledge of how free press issues and DoD policy (such as the Principles of Information) impact joint, combined and interagency public affairs operations overseas.
- 25. Media Assessment:** Demonstrate knowledge of media assessment and how to measure its impact. Understand the significance of media assessment overseas during reconstruction and stabilization operations.
- 26. Media Operations Center:** Demonstrate knowledge of purpose, scope and elements of a MOC or Joint Information Center (JIC)

Using Information Technology Efficiently

- 27. Cyberspace:** Understand how the global domain benefits and hinders the information environment.
- 28. Social Media/Web 2.0:** Demonstrate knowledge of DOD social media and web policies, including operational security concerns.

History of and Current Issues in Public Relations

- 29. Public information:** Demonstrate knowledge of military information and how public affairs offices are usually the release authority for that information, consistent with operational security (OPSEC). Understand and explain the differences and similarities between public information, public affairs, public relations, and public diplomacy.
- 30. Community Relations:** Relate the difference between community relations overseas and within the United States.
- 31. Current military structure:** Demonstrate knowledge of the structure and role of Combatant Commands and supporting unified commands, as well as concepts of supporting and supported commands.
- 32. Related career fields:** Understand the roles and relationships with Public Affairs (e.g. Information Operations, Civil Affairs, Combat Camera, Visual Information, and Intelligence)

Advanced Communication Skills

- 33. Communication Synchronization:** Understand the principles and process of communication synchronization and how this relates to strategic communication and its processes.
- 34. National Military Strategy:** Understand the purpose of the national military strategy and how it relates to Public Affairs.
- 35. DIME/PMESII:** Understand how the National Elements of Power: Diplomacy, Information, Military, and Economic (DIME) and how Political, Military, Economic, Social Infrastructure and Information (PMESII) help shape U.S. policy and planning.
- 36. National Response Framework:** Demonstrate knowledge of how the National Response Framework defines the principles, roles, and structures that organize how we respond as a nation.
- 37. Interagency Coordination:** Understand the interagency process and how military public affairs operations are impacted by the interagency, as well as nongovernmental organizations (NGOs), independent government organizations (IGOs), host nation organizations and others.
- 38. Joint Intelligence Preparation Of The Operational Environment:** Understand the importance of public affairs collaboration with other information-related activities.