

RELEASE IN
FULL**Macro Design Worksheet**

Course Title: PAO Tradecraft

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*The macro design should document the general outline of a multi-session/module or multi-day course.***1. Course Purpose/Goal***Why offer this course? What need does it meet? What priority does it address?*

The purpose/goal of this course is to...

Enable PAOs to successfully carry out their responsibilities at post.

2. Course Overview*Brief overview of overall themes of the course. What is this course about?***Course Description:**

Public Affairs Officers must be able to manage their people, resources (financial and material), and platforms; plan strategically and communicate effectively within and outside the Mission, in order to accomplish U.S. public diplomacy objectives; and take an appropriate role within the Mission country team or equivalent body. This course covers these topics as well as examining leadership qualities and tenets, and looking at the working relationships among the public affairs section, other sections and agencies within an overseas mission, and Washington offices. Content will cover the primary financial responsibilities of serving as a PAO (such as the State Department budget cycle, representational funding and grants management), as well as examine key methods of strategic planning. Course content includes panel discussions, student-led activities, policy discussions with leadership in R (the Office of the Under Secretary for Public Diplomacy and Public Affairs) and other key Washington-based offices are included, as well as a final student project that synthesizes the material presented.

3. Intended Audience*Who is the audience? FS, CS, or LE Staff? Entry-level or mid-career? Skill level?*

FSOs who are going out to the field as PAO, generally for the first time. In some cases, it may be appropriate for APAOs or others likely to serve as Acting PAO.

4. End-of-course objectives

Upon completion of this course, participants will be able to:

- Develop a strategic plan to achieve Mission public diplomacy goals.
- Design and manage annual public affairs section budget.
- Effectively lead a team of American and locally employed staff.
- Communicate and network effectively within the Mission and with Washington offices.

5. Evaluation Levels

*At what levels (per Kirkpatrick's New World Model of Evaluation) will you evaluate this course?
How and when will these occur (i.e., end of class/next week/three months out)?*

<input checked="" type="checkbox"/>	Level	How	When
	1 – Reaction	PD Training Level 1 Survey	End of Course
	2 – Learning	Student presentations	End of Course
	3 – Behavior change on job	TBD	
	4 – Organizational Results	TBD	

6. Staff Roles and Responsibilities

FSI/SPAS/PD Instructors are responsible with the majority of the teaching through the 2 weeks. They are also responsible for identification of outside speakers where applicable.

PD Director's OMS is responsible for all admin-related duties in ensuring that the course takes place.

7. Methodologies

What do you anticipate using as a methodology for the course?

Lecture, Case Studies, Panel Discussions, Interviews, Site Visits

8. Materials

- *What materials will you need for your methodologies or activities?*
- *Anything specialized that needs to be ordered, requested, purchased?*

Budget workbook, Reading Assignments		
9. Course Topics		
SESSION TITLE	PURPOSE	SPEAKERS AND RESOURCES
The PAO as Leader	Launch the discussion about the role of a PAO. Students hear qualities of management, leadership, knowledge from an expert.	Senior leader who has been PAO more than once.
PAO Roundtable	Expose students to recent experience of first-time PAOs. Students get real-life examples of what was surprising, what was difficult, etc.	Two or more officers who have been PAO recently.
Leadership Module – Building Your Team	Session by FSI Leadership School leads students through a self assessment. Students identify their own strengths and deficits as leaders.	Designated trainer from FSI/LMS/LTD such as Susan Luck
You and Your Post Series	Four sessions, each requiring students to research issues - ranging from basic facts and figures to issues such as the media climate), resources and policies at their upcoming posts to prepare an “entry strategy.” Each student presents his/her findings to the class at the end of the course.	PD Trainers Handouts
Front Office Expectations	One or two former ambassadors or DCMs discuss their standards for a high-performing Public Affairs Section.	
Your DC PD Team	Members of a Geographic Bureau PD office describe office-to-field	Director, Deputy, and a desk officer or coordinator or policy officer

	communications and process.	
What Your FSNs Think of You	LES Training Coordinator presents survey of LES employees. Students review common errors in motivating and managing LES staff.	Survey results on 3x5 cards LES Training Coordinator
PAO and MGT.	Management Training team shares tips and best practices for relationships with post management. Students learn priorities, constraints and pain points of GSO, FMO and other management section personnel.	FSI/SPAS/MTT
Personnel Management	Personnel Management Trainer reviews job descriptions, promotion cycles, discipline and other personnel issues.	FSI/SPAS/MTT Jill Perry, if possible
Managing Visits	PD Trainer leads a discussion of issues that arise during VIP visits and how to manage them.	PD Trainer Lesson plan available
Working with Grants	PD Trainer leads a discussion of accountability requirements, best practices and potential advantages of small grants programs, as well as developing approaches that ensure appropriate and mandated training for all team members.	PD Trainer Lesson plan available
Budget Module 1.5 days	Budget professional presents the documents and legal background of PD Point 7 budgets. Students gain the ability to engage with their FMO to track their core budget.	Valerie Reynolds Workbook
Special Funding Opportunities	An R/PPR representative presents the Innovation Fund and other sources of extra funds. Students learn the timing and priorities of each special offering.	R/PPR Rodney Reynolds if possible

The PAO and POL	A Political Tradecraft training officer reviews their relationship between POL and PAS. Students identify possible opportunities and situations to avoid or manage.	FSI/SPAS/POL
The PAO and the OIG	PD Trainer presents basic facts about inspections and helps students access their future post's records. Students learn how inspectors work, how to integrate OIG reports in enhancing their section's work, and where their post is in the cycle.	PowerPoint available
The PAO and Consular Issues	Consular Training officer leads a discussion of common problems, issues and opportunities: visa referrals, public affairs guidelines, and crisis management. This can be delivered as an "interview" with the PD Trainer asking basic questions about the above.	FSI/SPAS/CONS Possibly PD Trainer (list of questions available)
The Shared Prosperity Agenda	ECON Tradecraft officer delivers standard talk about the Administration's economic policy emphasizing how it relates to public opinion.	FSI/SPAS/ECON PowerPoint
The Strategic Cycle	PD Trainer delivers lecture/discussion about the Strategic Cycle and the tools to compose and track the annual PD Implementation Plan.	PowerPoint available
The View from R: Bureau Leaders	Deputy Assistant Secretaries from the R bureaus present their priorities and issues from the point of view of the field. These are scheduled back to back on a single day in Foggy Bottom, when students can also schedule	PA IIP ECA

	other consultations around the classes.	
Countering Violent Extremism	An expert discusses the issue. Not necessarily a briefing by CSCC, but could be.	TBD
Climate Change	An expert in environmental policy reviews the top current issues and how the Department is addressing them.	TBD
The Country Team	A former ambassador talks about how the PAO fits into the Country Team.	TBD
Development and Public Diplomacy	The USAID Representative at FSI presents basic facts about American economic assistance and talks about trends in USAID operations at embassies.	FSI USAID Rep
The State-Defense Relationship at Post	The PD Trainer leads a discussion about Defense Department units at post, drawing on students' experiences..	PowerPoint available