

TIER II STANDARD FOR PUBLIC INFORMATION SPECIALISTS

INTRODUCTION

1. This grade level standard illustrates the application of the ICSC Master Standard (Tier I) to a specific field of work of the United Nations common system: **Public information specialists**. It is divided into three sections:

- Definition of coverage;
- Summary factor rating chart;
- Grade level descriptions of typical duties and factor-by-factor evaluation rationales.

2. The Tier II standard for Public information specialists was developed in consultation with the representatives of the organizations and the staff taking into account existing organizational structures and job descriptions submitted by the organizations. Two consultation groups were convened to review a preliminary draft, one in Europe - Geneva (June 1984) and one in North America - New York (September 1984). The European group which was led by the ICSC secretariat included one job classification adviser from WHO representing the Geneva-based organizations and substantive specialists from WHO, UNHCR, and ITU as well as a representative of FICSA. Data collection meetings were subsequently held in Rome. The North-American group was composed of a job classification adviser from the United Nations Secretariat and substantive specialists from the United Nations, UNDP and UNICEF, as well as a representative of CCISUA. The CCAQ Sub-Committee on Job Classification reviewed the draft standard at its twelfth session (Rome, December 1984).

3. The standard was established and promulgated, with immediate effect, by the International Civil Service Commission at its twenty-first session in March 1985.

I - DEFINITION OF COVERAGE

4. This section serves to confirm the appropriateness of the job to the occupational category and field of work. The coverage of the standard is defined by reference to (a) the Common Classification of Occupational Groups (CCOG) narrative description of the field of work; and (b) a listing or description of occupations specifically excluded from the standard.

A. Inclusions - CCOG definitions

5. Professional posts within this field are engaged in providing advice and counsel to management on public information and public affairs; conceiving, planning, managing and/or implementing information programmes or parts thereof. Informing public of the Organization's activities, and encouraging response and answering enquiries; evaluating the potential and effectiveness of information programmes. These areas of engagement are classified in the CCOG under specific subgroups of the public information category. The CCOG definitions for these groups are as follows:

1.A.08. Public information specialists

To plan and conduct programmes designed to provide information about the Organization and to promote better understanding of its aims and activities through media such as newspapers, periodicals, radio and television, and through groups such as non-governmental organizations; select and assemble information material consistent with organizational policy; arrange for, appraise and revise submissions by writers, photographers, illustrators, radio, film and video producers, for publication or broadcasting; organize exhibitions and displays; represent organization in dealings with press, radio, television and other media and attend official, business, social and other functions in order to provide or obtain information about organization; advise organization on potential reaction of public to material intended for dissemination.

1.A.08.a. Press officers

To provide information about the Organization and to promote better understanding of its aims and activities by preparing press reports and news releases and background material for public media about the Organization based on programmes and projects, events, meetings, conferences or other matters concerning work of the Organization; cover conferences and meetings held by the Organization or its officials, or at which the Organization is represented, and provide briefings or materials about statements made and decisions taken; collect and analyse information from other sources and prepare press releases of newsworthy items; check press releases with a view to ensuring objective and unbiased reporting, a use of terms understandable to the public and conformity of contents to the Organization's policies; consult members of operating units and others to keep abreast of developments of public interest; provide briefings and explanatory statements to representatives of the press.

1.A.08.b. Printed media specialists

To provide information about the Organization and to promote better understanding of its aims and activities by developing printed information and disseminating it through headquarters, regional and field staff to governments, educational institutions, the media and groups such as

non-governmental organizations; maintain liaison with headquarters, regional and field staff, and representatives of government information services, and monitor national press reports to identify opportunities for publicizing aspects of Organization's work; plan and develop programmes to produce printed information to meet identified needs; assess potential value of Organization's documents, publications and other written material for public dissemination, and edit material, e.g., modifying technical terms and focus to be more understandable and interesting to the intended audience; prepare feature articles for public dissemination on aspects of the Organization's work; prepare or oversee preparation of information brochures and kits outlining the Organization's work and activities; advise the Organization on potential reactions of the public to material intended for dissemination; prepare draft speeches or notes for public addresses by Organization's staff.

1.A.08.c. Radio media specialists

To provide information about the Organization and to promote better understanding of its aims and activities by developing and disseminating programme material for broadcasting by radio; maintain liaison with headquarters, regional and field staff as well as representatives of governmental and non-governmental information services and broadcasting companies; identify opportunities for publicizing aspects of the Organization's work through radio broadcasts; plan, select and develop type and content of programmes suitable for target audience; prepare scripts for programmes and direct productions; oversee technical production of programmes, whether directly broadcast or taped for dissemination to local radio broadcasters; advise Organization on potential reactions of the public to material intended for dissemination; plan and arrange production and broadcast facilities to provide on-the-spot coverage of current events relating to Organization.

1.A.08.d. Visual media specialists

To provide information about the Organization and to promote better understanding of its aims and activities by developing and disseminating television broadcasts, films and other visual media; maintain liaison with headquarters, regional and field staff, as well as representatives of governmental and non-governmental information services and broadcasting companies to identify those aspects of the Organization's work suitable for publicizing through the visual media; plan, select and develop type and content of visual materials and programmes suitable for the intended audience; prepare scripts and direct productions; oversee technical aspects of production of visual media materials and programmes; deal with both live broadcasts or tapes or films for later dissemination; advise the Organization on potential reactions of the public to material intended for dissemination. May plan and arrange on-the-spot coverage or electronic video recording of current events relating to Organization; may produce, co-produce, or direct production of features or documentary films on the Organization and its work or contract with private film-makers for production of television or motion-picture features and films.

B. Exclusions

6. This standard does not cover posts in which the following types of activities are paramount:
- (a) Writing, rewriting, editing and researching when such positions require specialized, comprehensive subject matter knowledge and creativity in order to contribute to scientific or technical knowledge (such positions are generally coded according to the field associated with the specialized subject matter);
 - (b) Assessing or evaluating the scientific or technical content of manuscripts for publication (such positions are generally coded according to the field associated with the scientific or technical specialization);
 - (c) Engaging in, carrying out or supervising the technical aspects of photography, filming, illustration, or the use of electronic media e.g., photographers (1.D.04.), or camera operators (1.D.03.);
 - (d) Writing or editing speeches, reports or technical and other articles for publication, applying specialized knowledge of writing but not maintaining a continuing relationship with representatives of the media, or a specialized ability to identify aspects of the Organization's activities most suitable for publicizing through the media writers (1.O.07.), or editors (1.O.02.).

II - GRADE LEVEL DESCRIPTIONS AND EVALUATION RATIONALES

P-2 GRADE LEVEL

A. Description of typical duties

Research and develop materials for specific information topics or outputs and analyse the public information potential of specifically defined aspects of programmes, projects and activities of the Organization, in close collaboration with more experienced public information specialists, regional directors or heads of information centres; provide information services directed to the public at large or to a local community. The responsibilities of the job require that its incumbent:

- Draft news releases and announcements, contribute to the production of other written public information materials, e.g., features, pamphlets, booklets and bulletins, items for inclusion in information kits, speeches and periodicals; draft correspondence on newsworthy points.
- Organize, plan and execute the distribution of information material such as booklets, pamphlets, research notes, wall charts, photographs and folders produced by the Organization about its activities and achievements.
- Prepare briefing materials for senior officials and specialists prior to their appearance at media conferences, briefings and interviews. Organize news conferences, briefings and interviews.
- Maintain lines of communication and working relationships with representatives of the media, non-governmental organizations (NGOs) and other groups, to facilitate the dissemination of information to the general public, and to develop an understanding of information requirements.
- Monitor media reporting of concern to the Organization in order to identify points needing correction and rectification and in order to apply an awareness of current thinking and public debate about issues to their work.
- Edit, write or rewrite articles, summaries of weekly briefings, information newsletters or other information materials as required.

- Provide senior officials with information on promotion procedures and techniques, on media requirements, and on the information needs of the general public.
- Propose suitable projects covering specific aspects of the Organization's activities, in consultation with the relevant substantive office, for field reportage missions to be carried out by media, NGOs and other groups.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

First level university degree in a relevant discipline, (e.g., international relations, communications, political science, journalism or liberal arts) or its equivalent.

V. Practical experience

At least two years of professional experience at the national level in public information or related fields of work.

D. Language knowledge

Proficiency in one language.

II. DIFFICULTY OF WORK

H. Individual contribution

Analyses and prepares for dissemination basic information about the Organization's programmes, decisions of governing bodies. Edits, rewrites and revises materials from departments covering a specific field of the Organization's activities.

V. Complexity of assigned work

Prepares portions of reports on special agency conferences covering a broad scope of subject matter characterized by complex interrelationships. Identifies projects and activities most likely to be of interest to the public.

III. INDEPENDENCE OF WORK

H. Guidelines

The Organization's resolutions and decisions, policy manuals, directives, etc., are referred to in the course of developing information about assigned aspects of the Organization and its work. Guidelines and precedents, while available, are not always specifically applicable to all public relations and information situations.

V. Supervisory controls

Instructions are discussed beforehand concerning each assignment. Guidance is normally provided for problems which arise; completed work is reviewed for quality, accuracy and soundness of judgement.

IV. WORK RELATIONSHIPS

Internal

H. Skill

In relation to limited assignments, elicits and receives guidance in regard to substance of policies and operational activities; obtains and clarifies necessary information. Gathers and assembles data or information relating to specific events.

V. Importance

Contacts officials of other departments throughout the Organization, but typically within the duty station.

External

H. Skill

Provides, obtains and clarifies information; disseminates information about the Organization.

V. Importance

Contacts officials of governments and representatives of the media, non-governmental organizations, and the public in general.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Typically does not supervise staff.

V. Responsibility for Professional staff

Does not supervise the work of Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Decisions concern the presentation of information for dissemination to the general public, and assessments of the effectiveness of information materials. Recommend changes needed to make information material understandable to various publics and to improve approaches to dissemination of information.

V. Consequences of errors

As work is reviewed, errors would be detected although they would result in loss of time and would cause the public information unit to miss deadlines.

P-3 GRADE LEVEL

A. Description of typical duties

Initiate ideas and perform creative tasks for specific areas of assignment within the framework of the Organization's information programme. Areas of assignment vary: at headquarters assignments focus on a specific activity, medium, topic, language grouping, or geographical area; in regional or field offices the focus is broader. Work is primarily concerned with one or more of the public information media, such as the press, radio or television, or with organized groups that are particularly interested in or affected by the functional programme. The public information and relations programmes carried out are of broad interest to the general public and groups to which the Organization's activities are directed. The responsibilities of the job require that its incumbent:

- Provide information to the general public or other specified groups through such means as press releases, spot radio and television announcements, interviews, features, booklets, speeches and human interest stories and, on occasion, briefings for correspondents and visitors on issues pertinent to the Organization.
- Originate, write, re-write and edit information material for dissemination, e.g., as a radio spot programme. Draft documents, leaflets and pamphlets on questions relating to the actions of the Organization.
- Maintain contacts with media representatives and others to direct their attention to those activities and achievements of the Organization which will be of interest to the public or concerned groups.
- Ensure that responses to direct or indirect requests for information about the work of the Organization promote better understanding of its objectives and activities.
- Analyse and report on meetings and activities of the Organization, and cooperate with organized groups in arranging for and planning participation by representatives of substantive units in meetings and study groups.
- Assess the general reaction of the public to the work of the Organization on the basis of information gathered from media, organized groups and correspondence.

- Evaluate the relative effectiveness of approaches chosen to reach the public and advise senior officials of the need for further coverage of specific programmes and topics.
- Organize seminars, encounters and round tables with media representatives, opinion makers, non-governmental organizations and other concerned parties and reply to specific enquiries.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

First level university degree in a relevant discipline (e.g., international relations, communications, political science, journalism or liberal arts) or its equivalent.

V. Practical experience required

Over five years of relevant professional experience at the national level, or over two years at the international level. Relevant experience is characterized by application of knowledge of commonly used information dissemination practices, policies and procedures in a range of public information activities.

D. Language knowledge

Proficiency in two languages.

II. DIFFICULTY OF WORK

H. Individual contribution

Analyses and prepares for dissemination basic information about the Organization's programmes; organizes seminars and round tables, confers with media representatives, produces radio programmes and visual materials.

V. Complexity of work assigned

Researches and writes, conducts interviews, and edits briefing summaries covering a broad scope of subject matter characterized by complex interrelationships; determines context of broadcasts.

III. INDEPENDENCE OF WORK

H. Application of guidelines

The Organization's resolutions and decisions, policy manuals, directives, etc. are referred to in the course of developing information about assigned aspects of the Organization and its

work. Guidelines and precedents, while available, are not always specifically applicable to all public relations and information situations.

V. Supervisory control

Supervisor assigns work indicating desired objectives and information plan strategies within which approach should be developed, how product should be disseminated, and how priorities or deadlines should be set. Anticipated problems and methods of analysis of the operational activities are discussed at the outset. Incumbent develops approach in consultation with supervisor. Work is carried out independently and reviewed for soundness of judgement.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Requests assistance of various specialists throughout the Organization. Organizes and coordinates participation of colleagues in special conferences. Provides guidance with regard to information aspects of technical effort.

V. Importance

Contacts are throughout the Organization and both inside and outside the duty station.

External

H. Skill

Provides, obtains and clarifies information; disseminates information about the Organization; consults and coordinates activities; exchanges information and conducts interviews with media representatives, and persuades them to participate in programmes or to publicize information about the Organization.

V. Importance

Contacts are with media representatives, government officials, community leaders, representatives of business of international or national organizations with common interests.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Positions at this level normally entail supervisory responsibility for a small (from two to four) number of support staff.

V. Responsibility for Professional staff

Normally, does not supervise work of Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Decisions concern the presentation of information for dissemination to the general public, and assessments of the effectiveness of the information materials. Recommends changes needed in information material to make it understandable to various publics and approval of the approaches to dissemination of information.

V. Consequence of error

Disseminating or transmitting inappropriate information would adversely affect the image of the Organization and could have some political consequences. Errors regarding the content or the factual accuracy of material may negatively affect public response and may reduce the willingness of media to continue to carry programmes about the Organization. Work is sensitive in that the news media, political groups, the general public and special interest groups are all affected by public information produced at this level.

P-4 GRADE LEVEL

A. Description of typical duties

Plan and lead operations to carry out a public information programme for a region or a programme area directed toward stimulating targeted groups (e.g., the media, educational institutions, NGOs, and members of the public at large) to support the Organization's programme; supervise other public information staff. The responsibilities of the job require that its incumbent:

- Identify the need for, prepare and produce information (including brochures, posters, feature articles, fact sheets, press releases, contributions to television, radio and film programmes) for the media, non-governmental organizations and other public groups with the objective of promoting greater public understanding and support for the Organization.
- Write, edit and revise material for distribution in major publications of the Organization to ensure that these conform to the Organization's information policy and standards for editorial and professional journalistic style, accuracy and objectivity as well as political balance.
- Develop and implement an information plan for a region or a programme area based upon a careful assessment of information needs and opportunities; organize dissemination of basic and current information about the Organization so as to achieve better public understanding of and support for the Organization's aims and objectives.
- Carry out an intensive information dissemination programme that uses one or more of the information media such as the daily press, journals, radio, television, films or exhibits, designed to gain the cooperation of special groups.
- Provide advice and expertise to senior officers or public information staff in regional and field offices on the most effective public information methods and approaches.
- Establish and maintain effective working relationships and communication channels with representatives of all types of media, national news services and agencies to ensure best possible cooperation with the Organization.
- Speak for the department or the Organization in public information meetings and

conferences; brief visitors, make presentations to groups on the activities of the Organization, and advocate for issues of concern.

- Organize media coverage and arrange for media contacts, briefings and interviews; organize seminars, lectures and film screenings on major global issues and events of concern to the Organization.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

An advanced university degree in a relevant discipline (e.g., international relations, communications, political science or journalism) or its equivalent.

V. Practical experience required

Over five years of relevant professional experience at the national level along with over three years at the international level. Relevant experience would include, e.g., identifying and selecting newsworthy programme materials, writing journalistically and conducting or giving radio and television interviews or hosting panels and narrating films.

D. Language knowledge

Proficiency in two languages.

II. DIFFICULTY OF WORK

H. Individual contribution

Identifies information materials and determines needs. Reviews, revises, edits and rewrites work produced by other public information officers; disseminates information on organization's activities, and introduces and encourages the use of more effective techniques.

V. Complexity of work assigned

Assignments require intricate analyses (e.g., to determine interrelationship of audience profiles, organization's identity and image, fundraising, information resources, the organization's political position, etc.). Problems analysed are complex and broad in scope; a wide range of media mechanisms are involved in the dissemination of information so as to promote understanding of the Organization's achievements and objectives. Problems are difficult to solve.

III. INDEPENDENCE OF WORK

H. Guidelines

Guidelines are generally applicable and available in policies, governing body resolutions, directives, procedures and legislation. Assignments occasionally require the interpretation and adaptation of these guidelines and procedures and the exercise of some functional flexibility within the context of the prescribed policies and procedures.

V. Supervisory controls

Purpose and desired results within a specified time-frame are indicated. Anticipated problems are normally discussed jointly at the outset (technical supervision is usually available). Work (e.g., completed engineering designs and specification analyses of project proposals and regulatory, amendments) is reviewed for soundness of conclusions. Work in progress is submitted for review at the discretion of the incumbent.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Obtains assistance of various specialists throughout the Organization. Persuades colleagues to organize and coordinate special conferences. Provides guidance with regard to information aspects of technical effort. Responsibility for cooperating with public information efforts typically is not an explicit part of technical jobs, and public information efforts are not seen as directly related to production by technical staff. At this level persuasion is required to gain cooperation.

V. Importance

Contacts are throughout the Organization and both inside and outside the duty station.

External

H. Skill

Acts as an advisor concerning public information media activities and projects and in the development of public information plans and programmes in an organization where the role of the information programme is limited by the size and nature of the Organization. Provide expert advice to senior administrative and programme officials and legislative bodies and

recommend solutions within framework of decisions taken by the executive head or governing body.

V. Importance

Contacts are primarily with top-level heads of government offices and with other senior officials of international organizations and other established institutions and organizations on matters of importance to the Organization's public information programme.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Positions at this level normally entail supervisory responsibility over a small number (from two to four) support staff.

V. Responsibility for Professional staff

Supervisory responsibility is normally from one to three Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Decisions at this level involve identifying the need for, preparing and producing public information material (e.g., brochures, radio spots, features), and within the framework of an approved general information plan, making and implementing a plan for a region or a programme area; proposals affect portions of, or changes to the general information plan, standards or policies.

V. Consequences of errors

Disseminating or transmitting inappropriate information would adversely affect the image of the Organization and could have some political consequences. Errors regarding the content or the factual accuracy of material may negatively affect public response and may reduce the willingness of media to continue to carry programmes about the Organization. Work is sensitive in that the news media, political groups, the general public and special interest groups are all affected by the information produced and disseminated at this level.

P-5 GRADE LEVEL

A. Description of typical duties

Manage, formulate and coordinate a sizeable* information programme to sensitize the general public and related target groups to the objectives and functions of the Organization. Organize and supervise the work of a group of Professional and support staff whose tasks are to develop and administer the work programme concerned with information activities. The responsibilities of the job require that its incumbent:

- Plan, direct and coordinate the information work programme. Analyse issues for their information potential and propose plans, budget, and methods for handling the information dimension of the Organization's activities.
- Set quality and production standards for the Organization's information programme including the information dimension of all publications, and oversee their implementation; supervise public information specialists and other support staff engaged in writing, producing, revising and distributing information through the press, radio, and television in the form of periodicals, leaflets, booklets, press releases, radio programmes, films, photographs, information sheets, etc.
- Advise managers and departmental heads on the information activities and projects in which media relations can play an important role.
- Establish and maintain lines of communication both in-house with division or department heads and outside with senior representatives of the media, the business community, government officials, national and international institutions, NGOs, and special interest groups, in order to identify and coordinate action on opportunities to foster support for the objectives and activities of the Organization.
- Monitor information and services provided to media representatives so as to obtain their cooperation in promoting an accurate image of the Organization and its programmes with the general and special publics.

* "Sizeable" refers to an important segment (i.e., branch or service) of the information function of a large Organization, or to an entire information service of a quasi-autonomous regional organization or small specialized organization.

- Assess the effectiveness of the Organization's media relations activity in terms of the public response to the Organization's work programme, activities and projects, and ascertain the need for change in the information techniques used.
- Provide briefing materials, such as background papers, speeches and replies to expected questions, for use by the Executive Head and senior staff. Organize and direct press conferences called by the Executive Head to announce special programmes or events of interest to the general public.
- Plan and conduct the promotion of special events, anticipate publicity and promotional needs and devise ways of meeting them through coordinating media coverage.
- Represent the Organization in relevant meetings and conferences to enlist aid and support.
- Plan and oversee editorial production, review manuscripts for the Organization's public information adherence to objectives and standards.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

An advanced university degree in a relevant discipline (e.g., international relations, communications, political science or journalism) or its equivalent.

V. Practical experience required

Over five years of professional experience at the national level, and over eight years of relevant professional experience at the international level. Relevant experience would include managerial and coordination activities to control varied public information coverage.

Work at this level requires a demonstrated ability to develop world-wide media relations and mastery of promotion and publicity techniques.

D. Language knowledge

Proficiency in two languages.

II. DIFFICULTY OF WORK

V. Individual contributions

Plans, directs, develops and integrates concurrently several public information media activities carried out by specialists who themselves supervise or revise public information work.

H. Complexity of assigned work

Work involves intricate analyses (e.g., to determine interrelationship of audience profiles, Organization's identity and image, fund-raising, information resources, the Organization's political position, etc.). Problems analysed are complex and broad in scope; a wide range of media mechanisms are involved in the dissemination of information so as to promote understanding of the Organization's achievements and objectives. Problems are difficult to solve.

III. INDEPENDENCE OF WORK

H. Guidelines

Adapts established standards and practices which usually are not specifically applicable to various local conditions or unexpected situations. Develops internal guidelines and instructions for staff direction and for problem solving.

V. Supervisory controls

General information objectives are indicated and guidance regarding the overall approach to work is given. Completed work is reviewed for attainment of objectives.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Acts as an advisor concerning public information media activities and projects and in the development of public information plans and programmes in an Organization where the role of the information programme is limited by the size and nature of the Organization. Provides expert advice to senior administrative and programme officials and legislative bodies, and recommends solutions within framework of decisions taken by the Organization's head or governing body.

V. Importance

Contacts extend throughout the Organization, and are both inside and outside the duty station.

External

H. Skill

Acts as a representative of the Organization, makes contacts with persons of importance to the Organization. Develops concepts and coordinates joint activities and gains support for the Organization's programmes. Within approach developed in consultation with senior officials, works out common problems, e.g., criteria for improving press releases or their timing in order to get more coverage, or actions needed to correct erroneous or misleading information published.

V. Importance

Contacts are primarily with media representatives and counterpart officials in government, community, business, etc., on matters of importance to the Organization's programmes.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Positions at this level normally entail supervisory responsibility for between five and ten support staff.

V. Responsibility for Professional Staff

Normally supervises four to eight Professional staff (in addition to temporary staff associated with particular projects).

VI. IMPACT OF WORK

H. Effect on work

Decisions at this level affect the scope and operations of Organization's public information media activities which are significantly complex and important. Decides the extent of media coverage required to achieve organizational objectives and the cooperation needed from the news media to foster an accurate image of the Organization in the eyes of the general public and audiences with special interests. Advises management and devises solutions which have major impact on the Organization's information priorities and public information activities. Proposals, if accepted, would affect policy, priorities, procedures, systems and operations in the management of the public information media coverage and relations activity and other related programmes of the Organization.

V. Consequence of errors

Disseminating or transmitting inappropriate information would adversely affect the public image of the Organization and could have some political consequences. Errors regarding the content or the factual accuracy of material may negatively affect public response and may reduce the willingness of media to continue to carry programmes about the Organization. Work is sensitive in that the news media, political groups, the general public and special interest groups are all affected by information produced and disseminated at this level.

D-1 GRADE LEVEL

A. Description of typical duties

Plan, direct, and coordinate the complete information programme of an Organization employing public information Professional staff at headquarters as well as in regional and field offices; the information programme is formulated so as maintain good relations with the public and to improve public understanding of the Organization's programme activities, projects and objectives. Evaluate all information activities relating to the Organization and encourage to the maximum degree the inclusion of an information (and, if appropriate, education) component in all substantial programmes at the planning, research and evaluation stages. The responsibilities of the job require that its incumbent:

- Propose the public information programme, priorities, and budget, establish performance objectives, work guidelines, quality standards and procedures; supervise public information Professionals who in turn supervise others.
- Establish and maintain lines of communication with senior managers within the Organization; coordinate the information requirements of each major area and activity of the Organization; maintain contacts with senior representatives of the media, senior business or government officials and senior officials of other groups important to the Organization to increase awareness of different points of view and positions, in order to ensure the effectiveness of the Organization's information programme.
- Provide expert advice and analysis to the Executive Head and senior managers, regional and field officials on all matters relating to the Organization's public relations and information programmes, activities and projects, particularly in respect to forecasting public relations impact of substantive programmes.
- Direct development and operation of a system for the monitoring, analysing, evaluating and forecasting of data reflecting information programme productivity and effectiveness, also data used for support programme planning by analysing and forecasting public opinion, attitudes and preferences and analysing the relationship between different aspects of the Organization's public image and its overall objectives.

- Direct the gathering and analysis of information about groups affecting Organizational objectives and determination of the methods and techniques of public relations and information best suited to deal with such groups.
- Represent the Organization at international, regional and national meetings as well as at meetings of non-governmental organizations.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

An advanced university degree in a relevant discipline (e.g., international relations, communications, political science or journalism) or its equivalent.

V. Practical experience

Over ten years of professional experience at the national level and over eight years at the international level. Relevant experience would include providing expertise and advice to senior management in a large international organization on all matters relating to public relations and information dissemination programmes, and managing or directing a public information programme.

D. Language knowledge

Proficiency in two languages.

II. DIFFICULTY OF WORK

H. Individual contribution

Plans, directs, develops and integrates concurrently several public information media activities carried out by specialists who themselves supervise or revise public information work.

V. Complexity of assigned work

Work involves in-depth and comprehensive analysis of the impact of the public information plan for the purpose of including balancing and coordinating major information programmes designed to attain complex and controversial policy objectives to achieve cooperation and involvement while creating an informed and sympathetic public. Problems dealt with are difficult to identify and diagnose and many interrelated factors are involved; some significant factors involved can be influenced only indirectly.

III. INDEPENDENCE OF WORK

H. Guidelines

Adapts established standards and practices which usually are not specifically applicable to various local conditions or unexpected situations. Develops public information and instructions for staff direction and for problem solution.

V. Supervisory controls

General information objectives are indicated and general guidance regarding the overall approach to work is given. The information programme is reviewed for attainment of objectives.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Provides authoritative advice on public information activities to senior management of a sizeable Organization. Represents the public information services programme in the management meetings at the highest levels of the Organization.

V. Importance

Contacts extend throughout the Organization, and are both inside and outside the duty station.

External

H. Skill

Represents the Organization. Negotiates with media representatives, common system agencies and other international organizations to promote a more effective global communication dissemination network. Acts as Organization spokesperson and provides authoritative advice in international conferences and meetings on questions of public information dissemination and image building. Exercises the authority to commit the Organization to non-controversial public information policy positions.

V. Importance

Contacts are primarily with top-level heads of government offices and with other senior officials of international organizations and with other established institutions on matters of great importance to the Organization's public information programme.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Positions at this level normally entail supervisory responsibility for 11 to 25 support staff and 10 to 20 Professional staff.

V. Responsibility for Professional staff

Normally supervising 10 to 20 Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Decides priority to be given to the implementation and approval of projects, financial controls and completion of information programme. Decisions directly affect the organizational image and identity projected to the public. Proposals affect a wide range of the Organization's activities, i.e., handling sensitive situations, issuing news releases, giving speeches, making public appearances and avoiding public relations pitfalls when faced with problems of implementing organizational programmes.

V. Consequence of errors

Errors in the management of programme resources, operational policies or in judgement when giving advice on politically sensitive issues could cause serious embarrassment to the Organization and damage its image and programme. The results would be financial loss and the perception of the Organization by its constituents as failing to meet its commitments.

D-2 GRADE LEVEL

A. Description of typical duties

Plan, direct and coordinate the complete public information programme, services and policies of a resources-oriented* Organization; the public information programme includes major programme segments designed to directly assist the Organization in attaining objectives which are both complex and controversial and which are dependent on the cooperation and involvement of an informed public that is well-disposed to the work of the Organization. The responsibilities of the job require that its incumbent:

- Provide expert advice and expertise to the executive head of the Organization and senior departmental managers on all matters related to public information which are conducive to the attainment of the aims and purposes of the Organization.
- Propose the public information programme, priorities, and budget, establish performance objectives, work guidelines, quality standards and procedures; supervise public information Professionals who in turn supervise others.
- Establish and maintain lines of communication with senior managers within the Organization; coordinate the information requirements of each major area and activity of the Organization; maintain contacts with senior representatives of the media, senior business or government officials and senior officials of other groups important to the Organization to increase awareness of different points of view and positions in order to ensure the effectiveness of the Organization's information programme.
- Direct development and operation of a system for the monitoring, analysing, evaluating and forecasting of data reflecting information programme productivity and effectiveness, also data used for support programme planning by analysing and forecasting public opinion, attitudes and preferences and analysing the relationship between different aspects of the Organization's public image and its overall objectives, with particular emphasis on fundraising.

* "Resources-oriented" refers to the situation of Organizations which rely on voluntary contributions for the principal part of their budgets and thus depend immediately and directly on public perceptions for their continued existence, and have worldwide programmes which address a broad range of objectives.

- Direct the gathering and analysis of information about groups affecting Organizational objectives and determination of the methods and techniques of public relations and information best suited to deal with such groups.
- Represent the Organization at international, regional and national meetings as well as at meetings of non-governmental organizations.
- Coordinate liaison work with representatives of other organizations, as well as international and national NGOs, to engage in and encourage the development of programmes that widely disseminate information and build public support for major goals, themes and positions on issues before the Organization.
- Establish programmes to enhance international understanding and promote educational activities related to the work of the Organization through contacts with institutions worldwide.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

An advanced university degree in a relevant discipline (i.e., international relations, communications, political science or journalism, or its equivalent).

V. Practical experience

Ten years of professional experience at the national level and over ten years of relevant professional experience at the international level. Relevant experience would include providing expertise and advice to senior management in a large international Organization on all matters worldwide relating to public relations and information dissemination programmes, and managing or directing a public information programme.

D. Language knowledge

Proficiency in two languages.

II. DIFFICULTY OF WORK

H. Individual contribution

Plans, directs, develops and integrates concurrently several public information media activities carried out by specialists who themselves supervise or revise public information work.

V. Complexity of assigned work

Work requires in-depth and comprehensive analysis of the impact of the public information plan for the purpose of balancing and coordinating major information programmes designed to attain complex and controversial policy objectives to achieve cooperation and involvement while creating an informed and sympathetic public. Problems dealt with are difficult to identify and diagnose and many interrelated factors are involved; some significant factors involved can be influenced only indirectly.

III. INDEPENDENCE OF WORK

H. Guidelines

Work requires interpretation and implementation of resolutions of the Organization's governing body and the design of public information programmes that will play a central part in delivery of the programme in a resources-oriented Organization. The work also requires drafting important guidelines and approving departures from and revisions to them.

V. Supervisory controls

Policy objectives and desired results are discussed at the outset. Incumbent initiates and directs the information programme and gives guidance on the methods and approaches used in implementing sensitive information segments. Results of information programmes and operational policies are evaluated in terms of attainment of objectives.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Provides authoritative advice to substantive and administrative areas of a resources-oriented Organization; continually advises department programme managers, executive head and management committees on the concepts and implementation of information planning. Acts as representative of the executive head and exercises that authority to make or obtain commitments from senior managers in relation to activities or policies which have substantial public information implications.

V. Importance

Contacts extend throughout the Organization, and are both inside and outside the duty station.

External

H. Skill

Represents the Organization. Negotiates with top governmental officials, high-level representatives of international and non-governmental organizations on broad policy issues. Assures careful balance of content and coverage by the various information media in order to achieve effective communication with all segments of the public about the objectives,

operations, and achievements of the Organization's programme.

V. Importance

Contacts are primarily with top-level heads of government offices and with senior officials of international organizations and with senior representatives of other established institutions, including major media on matters of great importance to the Organization's public information programme.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Positions at this level normally entail supervisory responsibility for 11 to 25 support staff.

V. Responsibility for Professional staff

Normally supervising 10 to 20 Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Decisions determine the design and implementation of the information programme of an Organization in which the information programme plays a central role in accomplishing and in financing the Organization's mission. Directs the information programme and determines priority to be given to the implementation and approval of projects, financial controls and completion of information programmes. Decisions made directly affect the Organization's image and identity as perceived by the public. Proposals affect a wide range of the Organization's activities (i.e., handling sensitive situations, issuing news releases giving speeches, making public appearances and avoiding public relations pitfalls when faced with problems of implementing Organizational programmes).

V. Consequence of errors

Errors in design and direction of information programme would have a significant impact on the central mission of the Organization and finances available to support it. Programme is so broad in scope that advance reaction of all significant publics is not possible to test, and errors can only be discovered through an accumulation of negative feedback from target publics - after the damage has been done.

Annex

DETAILED RATIONALE FOR FACTOR-POINT RATING OF TYPICAL DUTIES

Factor I - Professional knowledge required

(a) Theoretical knowledge

Level 1. (Applies to typical duties at the P-2 and P-3 levels.) At these grade levels, knowledge at the first university degree level is required in a discipline (such as international relations, communications, political science, journalism, liberal arts or some other speciality relevant to information services) which provides the necessary analytical skill and the conceptual and theoretical background required to perform the substantive work of the occupation.

Level 2. (Applies to typical duties at the P-4, P-5, D-1 and D-2 levels.) At these grade levels, knowledge at an advanced university degree level in a relevant discipline is required to design a public information programme which anticipates opportunities to promote the Organization and its objectives. Work at these levels further requires knowledge of administrative and management principles relevant to the direction of an information plan designed to assist the Organization in attaining its mission.

(b) Practical experience

Level B. (Applies to typical duties at the P-2 level.) Work requires at least two years of professional experience at the national level. This experience is usually gained through professional public information or public relations work in a large national information establishment or government organization or private media enterprise which utilizes some or all of the available public information media to disseminate information to the general public or identified groups.

Level C. (Applies to typical duties of the P-3 level.) Work requires over five years of relevant professional experience at the national level, or over two years at the international level. To be relevant, experience would demonstrate ability to apply knowledge of commonly used information dissemination practices and procedures sufficient to undertake a range of public information activities which address various but fairly receptive publics. Relevant professional public information or public relations experience may be gained through performing broad and varied assignments in a small organization or specialized creative public information work in a large organization.

Level D. (Applies to typical duties of the P-4 level.) Work requires over five years of relevant professional experience at the national level along with over three years at the international level. Relevant professional experience may be gained in large information organizations, media enterprises or with organized groups coming to develop information material for particular audiences which are not yet receptive. Material developed may include press releases, spot radio or television announcements or leaflets. Alternatively, experience may be gained in the identification and selection of newsworthy programme materials and in journalistic writing intended to inform, interest and address specific audiences which are not yet receptive.

Level E. (Applies to typical duties at the P-5 level.) Work requires five years of relevant professional experience at the national level along with eight to ten years of relevant professional experience at the international level. To be relevant, experience would demonstrate skill in managerial and coordination activities sufficient to orchestrate varied public information media coverage, and mastery of the techniques of presenting information to achieve the desired effect on a particular public through style of communication and use of promotion and publicity techniques.

Level F. (Applies to typical duties at the D-1 level.) Work requires over 10 years of relevant professional experience at the national level along with over eight years at the international level. To be relevant, experience would demonstrate ability to provide expertise and advice to senior management in a large international organization on all matters relating to worldwide public relations and information dissemination programmes and to plan and direct a programme for assessing public relations value of departmental decisions and for acting with speed and precision to exploit opportunities thus discovered. Work at this level requires experience in the planning and administration of a departmental information programme as well as mature judgment and the ability to make a considerable number of sensitive decisions under pressure.

Level G. (Applies to typical duties at the D-2 level.) Work requires 10 years of relevant professional experience at the national level along with over 10 years of relevant professional experience at the international level. To be relevant, experience would demonstrate the ability to provide expertise and advice to senior management in a large, resources-oriented organization on worldwide public relations and information programmes, and to plan and direct the implementation of such programmes. Such experience may have been gained either in a similar position or through carrying out liaison effectively with both senior departmental management and the opinion leaders of the Organization's special publics in order to plan, implement and follow-up information programmes. The work requires the ability to develop a comprehensive annual public relations programme that assists the department directly in its development, utilization and protection of human and material resources.

(c) Language knowledge

Level 1. (Applies to typical duties at the P-2 level.) Proficiency in only one language, the main working language of the Organization in the duty station, is required.

Level 2. (Applies to typical duties at the P-3, P-4, P-5, D-1 and D-2 levels.) In addition to requirements for proficiency in the working language of the Organization in a particular duty station, frequent and continuing contacts with media representatives, the business community, government officials, national and international institutions, NGOs and other special interest groups usually require proficiency in at least one additional language in order to communicate effectively.

Factor II - Difficulty of work

(a) Individual contribution

Level 5. (Applies to typical duties at the P-2 and P-3 levels.) Work at these levels involves the analysis of defined aspects of technical and public information policy areas, and of materials covering specific aspects of the public information organization's work such as the press, radio or television, or activities with organized groups, language groups or geographical areas that are particularly affected by the functional programme.

Level 6. (Applies to typical duties at the P-4 level.) Work at this level involves the review and approval of the analytical work produced by other public information officers, identification, preparation and production of information material and the determination of information needs. Incumbents must organize media coverage and media contacts, briefings and interviews and carry out public information operations that meet the objectives of the work programme by effectively stimulating targeted groups; usually one or more information media are involved. Through contacts with media enterprises, organized groups, correspondence received from members of the public, and other contacts the incumbent must assess and forecast the general reaction of the public to the work of the Organization.

Level 7. (Applies to typical duties at the P-5, D-1 and D-2 levels.) Work at these levels involves the direction, planning and development of a worldwide information programme of an international Organization, or in the larger Organizations, equivalent responsibility for a section or region. Work requires the exercise of managerial responsibility for the public information programme, and furnishing authoritative advice, assistance and direction to executive, regional or office management and public information staff on the most effective methods possible. Work requires supervision and coordination of public information professionals who themselves supervise Professional staff. The incumbent must use effective and innovative approaches to create the most accurate departmental image.

(b) Complexity of assigned work

Level I. (Applies to typical duties at the P-2 and P-3 levels.) Work at this level includes analysis and development of a variety of specific activities requiring the application of public information methods and techniques, e.g., contributing to the production of written public information materials, identifying projects and activities most likely to be of interest to the public. Work at this level is broad in scope, involving a wide range of subject matters to which various types of information dissemination techniques are applied.

Level J. (Applies to typical duties at the P-4 and P-5 levels.) Work assignments at this level are intricate, requiring planning of interrelated public information and programme activities in consideration of several complex and related factors, such as audience profiles, fund raising, promotion of the Organization's identity and image. Problems are difficult to solve. A wide variety of media mechanisms and public relations techniques are required in order to disseminate information and promote understanding of the Organization's achievements and objectives.

Level K. (Applies to typical duties at the D-1 and D-2 levels.) Work at this level is substantially intricate in that it requires extensive analysis which is continuously affected by the complex and multidimensional public information policy concerns of the Organization which the incumbent must integrate with its substantive activities. The programme is carried out through managing subordinate public information units and staff. Work is broad in respect to range of subjects covered, and requires an in-depth understanding of the programmes of the Organization and of the profiles of its significant publics. Many public relations and information problems are difficult to anticipate, and complex strategies are required to diagnose and resolve them.

Factor III - Independence of work

(a) Guidelines

Level 11. (Applies to typical duties at the P-2 and P-3 levels.) At this level, general guidelines are available in the form of the Organization's resolutions and decisions, policy manuals, directives and precedents applicable to one or more of the public information activities. The work involves analysis and assessment of the completeness of the information material, and the appropriateness of the established information procedures and methods. Applicable precedents are not always available and, within the established framework, the incumbent is expected to be creative.

Level 12. (Applies to typical duties at the P-4 level.) Guidelines include governing body resolutions, directives and procedures. Policy and procedural manuals cover most aspects of the public information operation. Assignments require the interpretation of the guidelines and adaptation of the procedures in devising and selecting techniques to inform the public about the objectives and activities of the Organization. Research and analysis is needed to ascertain the type

of information required by various publics, and the most acceptable method of meeting this need through the use of the written and electronic media.

Level 13. (Applies to typical duties at the P-5 and D-1 levels.) Guidelines include governing body resolutions and Organization policies and directives. The incumbent must exercise considerable judgement and ingenuity in interpreting and adapting the guidelines to establish programme plans and goals and to deal with various unusual local conditions or unexpected situations. Imagination is required in devising ways in which information programme resources can best be applied to meet the Organization's requirements. The work also requires interpreting departmental objectives, regulations, programmes, activities and projects and directives to public information staff members and originating standards and internal directives and instructions.

Level 14. (Applies to typical duties at the D-2 level.) Guidelines include governing body resolutions and Organization policies and objectives; however, in a resources-oriented Organization these guidelines are more affected by immediately current situations than elsewhere and must be interpreted broadly. The work requires the establishment of information programme plans and goals, and their frequent revision. Results of information policies established by the incumbent directly influence the continued existence of the Organization and guidelines established by the incumbent are considered to be of considerable importance.

(b) Supervisory controls

Level N. (Applies to typical duties at the P-2 level.) The supervisor assigns work, with general instruction on the method to use and time-frame for completing the work. Technical guidance is usually available on unusual features of the work, and completed work is reviewed for appropriateness of information dissemination and public information approaches and techniques.

Level O. (Applies to typical duties at the P-3 and P-4 levels.) Assignments are usually given, with an explanation indicating any special considerations, desired objectives and information plan strategies, as well as priorities, deadlines, unusual requirements or unprecedented situations. Supervisor provides direction through advance discussions of the work to be performed. Completed work is reviewed for soundness of judgement. Methods used are usually chosen by the incumbent.

Level P. (Applies to typical duties at P-5 and D-1 level.) Incumbent develops information approach appropriate to general objectives and boundaries indicated. Responsibilities at this level require that several public information programme segments be coordinated simultaneously. The public information strategies to be used, as well as priorities or deadlines are usually established in consultation with the supervisor. Work is reviewed primarily for attainment of established objectives.

Level Q. (Applies to typical duties at the D-2 level.) Desired results and general objectives are

developed at management meetings where the incumbent is the expert adviser in public information matters. Attainment of information objectives is critical to achievement of the Organization's mission. The incumbent operates with broad management authority, receiving virtually no technical direction and limited only by general objectives and policies of the Organization. The information programme is evaluated on the basis of its attainment of objectives.

Factor IV - Work relationships

(a) Contacts INSIDE the Organization - skills

Level 16. (Applies to typical duties at the P-2 and P-3 level.) Contacts are made to obtain and clarify information related to information assignments or to coordinate participation of colleagues in information activities, including special events.

Level 17. (Applies to typical duties at the P-4 level.) Contacts are made to obtain assistance through persuasion to provide guidance, and to coordinate various areas of the public information activities within the Organization, such as contacts with various specialists throughout the Organization to solve complex problems. Responsibility for cooperation with public information efforts typically is not an explicit part of technical jobs and public information efforts are not seen as directly related to production. In fact they may be seen as detracting from production. Persuasion is required to gain cooperation and support for public information activities.

Level 18. (Applies to typical duties at the P-5 level.) The purpose of contacts at this level is to enable the incumbent to act as an adviser to the Organization on issues concerning public information media activities and projects and in the development of public information plans and programmes. An incumbent at this level is the Organization's technical expert in an area of specialization, and exercises a wide latitude in contacts. Incumbent provides professional leadership and guidance to senior administrative and programme officials and legislative bodies, who, due to the size and nature of the Organization, themselves decide major public information policies and issues.

Level 19. (Applies to typical duties at the D-1 level.) Contacts at this level are to provide authoritative advice or to determine the information requirements of an Organization with public information activities at regional and field offices. Negotiations at this level involve major information activities of considerable consequence and importance to the Organization.

Level 20. (Applies to typical duties at the D-2 level.) Contacts at this level are to provide authoritative advice concerning all matters relating to public relations and information aspects of programmes, plans and activities. Advises substantive and administrative department heads on the information dimension of their operations in an Organization where public information is critical to successful achievement of its mission (i.e., a resources-oriented Organization). Acts as representative of the executive head and exercises that authority to make or obtain commitments from senior managers in relation to activities or policies which have substantial public information implications. Incumbent has the authority to commit the Organization in aspects of a public information policy.

(b) Contacts INSIDE the Organization - importance

Level 2. (Applies to typical duties at the P-2 and P-3 levels.) Contacts are predominately with staff at the duty station and throughout the Organization. The contacts generally occur routinely, and extend to officials of other departments who represent the various disciplines involved in the public information assignments.

Level 3. (Applies to typical duties at the P-4, P-5, D-1 and D-2 levels.) Contacts are both inside and outside the duty station and include staff located throughout the Organization.

(c) Contacts OUTSIDE the Organization - skills

Level 16. (Applies to typical duties at the P-2 level.) Contacts are for the purpose of obtaining and clarification of information and for dissemination of information about the Organization's activities.

Level 17. (Applies to typical duties at the P-3 and P-4 levels.) Contacts at this level are either in response to questions, queries and problems raised by media correspondents and publishers or other officials influencing dissemination of information, or intended to maintain cooperative working relationships. Through contacts incumbent seeks to obtain support for and cooperation with information activities.

Level 18. (Applies to typical duties at the P-4 and P-5 levels.) Contacts at this level include representing the Organization in relevant meetings and conferences to enlist aid and support for the Organization's information activities. The incumbent collaborates with representatives of the media, government officials, NGOs and special interest groups to develop special programmes or events of interest to the general public. Within approach developed in consultation with senior officials, works out common problems, e.g., criteria for improving press releases or their timing in order to get more coverage, or actions needed to correct erroneous or misleading information published.

Level 19. (Applies to typical duties at the D-1 level.) Incumbents at this level represent the Organization in negotiations with media representatives, officials of other organizations and executives of other international organizations concerning the promotion of an effective global communication dissemination network. Incumbent provides authoritative advice and acts as a spokesperson in international conferences and meetings concerning the Organization's participation in joint programmes and on questions of public information dissemination and image building. Incumbent commits the Organization to non-controversial public information policy positions.

Level 20. (Applies to typical duties at the D-2 level.) The incumbent at this level represents the Organization in negotiations with media representatives, officials of other organizations and executives of other international organizations concerning the promotion of an effective global communication dissemination network. Incumbent provides authoritative advice and acts as a spokesperson in international conferences and meetings concerning the Organization's participation in joint programmes and on questions of public information dissemination and image building. Incumbent commits the Organization to public information policy issues and positions which are of considerable significance, as public information is central to achievement of the Organization's missions.

(d) Contacts OUTSIDE the Organization - importance

Level 2. (Applies to typical duties at the P-2 level.) Contacts are limited to counterpart media representatives, NGO officials, and to the public in general and involve routine discussions and clarification concerning information dissemination.

Level 3. (Applies to typical duties at the P-3, P-4 and P-5 levels.) The incumbent maintains contacts with counterpart officials of the media, community leaders, government officials, national news agencies and interest groups in order to establish and develop an effective and active working relationship to ensure widest possible dissemination of information about the Organization. The purpose and extent of each contact varies, and these contacts are predominately with counterparts, i.e., officials who are involved with information dissemination, or with media representatives at the working level, and typically involve common interests.

Level 4. (Applies to typical duties at the D-1 and D-2 levels.) Contacts at this level are primarily with high-ranking officials of media agencies, national government, international organizations, senior corporate executives or key spokesmen for interest groups who determine policy for these groups. Exchanges at this level focus on information programme development and cooperation and coordination, responding to crises or critical situations not previously anticipated, etc. The incumbent negotiates agreements which lead to establishment of cooperation, and promote activities and developments which significantly shape the results of the Organization's information programme.

Factor V - Supervisory responsibility

Level 22-U. (Applies to typical duties at the P-2 level.) Supervision of staff is not typically required.

Level 23-U. (Applies to typical duties at the P-3 level.) Work typically requires the supervision of from two to four support staff engaged in secretarial and clerical support.

Level 23-V. (Applies to typical duties at the P-4 level.) In addition to supervision of from two to four support staff, the incumbent at the P-4 level is responsible for the supervision of one to three lower-grade Professional staff involved in public information activity.

Level 23-W. (Applies to typical duties at the P-5 level.) Work typically requires the supervision of from five to ten support staff and the supervision typically of four to eight Professional staff.

Level 24-X. (Applies to typical duties at the D-1 and D-2 levels.) Work typically requires the supervision of from 11 to 25 support staff and the supervision typically of from 10 to 20 Professional staff. In addition, supervisory responsibility will normally encompass the work of consultants temporarily assigned to special projects.

Factor VI - Impact

(a) Effect on work

Level 31. (Applies to typical duties at P-2 and P-3 levels.) Decisions taken concern the presentation of information for dissemination to the general public, media representatives, etc., and the analysis and research of specific information topics, outputs or audiences. Proposals concern changes to information materials or approaches to dissemination of information which if implemented would improve the acceptability of materials or the reliability of dissemination of information.

Level 32. (Applies to typical duties at the P-4 level.) Decisions at this level involve identifying the need for, preparing and producing public information (e.g., brochures, radio spots, features), and within the framework of an approved general information plan, making and implementing a plan for an organization, a region or a programme area; proposals affect portions of or changes to the general information plan, standards or policies.

Level 33. (Applies to typical duties at the P-5 and D-1 levels.) Decisions taken at this level directly affect the design and operation of public information media activities that are significantly complex and important. The work requires decisions to be taken when negotiating with media representatives and in assessing the effectiveness of the information programme. Proposals, if accepted, would affect policy, priorities and operations in the management of the Organization's public relations and its public information.

Level 34. (Applies to typical duties at the D-2 level.) Decisions taken at this level concern the establishment of programme priorities and guidelines, assessing public information capabilities, negotiating with media representatives on issues of coverage. The work requires making decisions about the effectiveness of the regional and field information activities and structuring them to achieve departmental objectives. Decisions are also taken as to when new approaches must be devised in reaction to public opinion. The effect on the public and on the departmental image is a result of the decisions made. The incumbent proposes resources commitments, programme priorities and policy objectives which have long-range effects on the Organization's activities and other organizations, including national governments.

(b) Consequences of error

Level D. (Applies to typical duties at the P-2 level.) Public information material produced at this level is generally reviewed for soundness of conclusions, however, dissemination activities are less supervised. Errors made as a result of releasing information would require that information be recalled or rectified and would damage the objectives of the unit, e.g., to meet deadlines.

Level E. (Applies to typical duties at the P-3, P-4 and P-5 levels.) Errors at this level concerning the dissemination of information and relations with the media would not be discovered until after the damage was done. As a result, the image of the department would be damaged. Relationships are critical to success of work at this level, and any errors due to a lack of tact or discretion will negatively affect cooperation, e.g., of the media, with the public information programme.

Level F. (Applies to typical duties at the D-1 level.) Errors at this level cause significant damage to the Organization's information programme commitments and its credibility to its constituents. Errors in decisions concerning programme resource management and operational policies, or in judgement when giving advice treating politically sensitive issues, would cause serious embarrassment to the Organization and result in some loss of financial support for the Organization and failure of its public information initiative.

Level G. (Applies to typical duties at the D-2 level.) Errors at this level cause significant damage to the Organization's programme as the information programme is integral to accomplishment of its mission. Errors in structuring the information programme, or handling politically sensitive situations or in interagency negotiations on such matters as treatment of a political grouping or a region of a politically sensitive nature would cause significant damage to the Organization's major objectives and commitments to constituents, and would result in loss of funding and failure of mission accomplishment.
