

POSITION CLASSIFICATION STANDARD FOR PUBLIC AFFAIRS SERIES, GS-1035

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SERIES DEFINITION

This series includes positions responsible for administering, supervising, or performing work involved in establishing and maintaining mutual communication between Federal agencies and the general public and various other pertinent publics including internal or external, foreign or domestic audiences. Positions in this series advise agency management on policy formulation and the potential public reaction to proposed policy, and identify and carry out the public communication requirements inherent in disseminating policy decisions. The work involves identifying communication needs and developing informational materials that inform appropriate publics of the agency's policies, programs, services and activities, and plan, execute, and evaluate the effectiveness of information and communication programs in furthering agency goals. Work in the series requires skills in written and oral communication, analysis, and interpersonal relations.

This standard supersedes and is to be substituted for the Public Information Series, GS-1081, issued in April 1961.

SERIES COVERAGE

Positions in the Public Affairs Series are primarily concerned with advising management on the formulation and articulation of agency policy and designing, executing, and evaluating the information programs that communicate agency policies, programs, and actions to various pertinent publics.

Public affairs positions work in and contribute to a variety of functional programs. The term functional program refers to the basic objectives of a Federal agency and its operations and activities in achieving them. A functional program may include the entire mission of an agency or any one of many programs administered by the department or agency. Positions in this series require a practical understanding and knowledge of functional programs to facilitate communication between an agency and its publics on program-related problems, activities, or issues. Much of this program knowledge is obtained from specialists in the functional program areas or through review of agency developed material, interviewing program specialists, or reading professional and trade publications. This series covers positions involving one or more of the following functions:

1. design, plan, and direct or advise on the public affairs program in an agency, or organization within an agency;
2. develop and disseminate informational materials to the general public or specialized target groups within a domestic or foreign setting;
3. provide information of particular value and interest to agency employees;

4. establish and maintain effective working relationships with all media, both foreign and domestic, and develop and disseminate informational materials to pertinent publics through the media.

Many positions in the series involve duties in all of these areas, especially in those organizations where the public affairs staff is small and everyone functions as a generalist. Some positions combine several functions, while others are assigned duties restricted to only one specific area. In addition to the kinds of duties encompassed by the four categories above, some agencies assign other types of duties to public affairs positions. Administration of Freedom of Information Act and Privacy Act concerns, while not requiring communication or information skills, are found in some public affairs positions. Other agencies have placed this function elsewhere.

EXCLUSIONS

The occupational series listed below contain positions that perform many of the same duties found in most public affairs positions. However, when positions in these series do *not* require a broad and in-depth knowledge of communication methods and techniques or employ a wide variety of informational media, they are excluded from the Public Affairs Series.

Excluded from this series are positions that primarily:

1. Write, rewrite, or edit reports, and articles, for a variety of media. See the [Writing and Editing Series, GS-1082](#).
2. Write or edit material requiring substantial subject-matter knowledge and the ability to determine the best form of presentation for the intended audience. See the [Technical Writing and Editing Series, GS-1083](#).
3. Design and plan the use of photographs, slides, posters, television advertisements, and similar visual materials in communicating information to intended audiences. See the [Visual Information Series, GS-1084](#).
4. Perform work in producing audio-visual materials including motion pictures, film-strips, recorded slide-lecture presentations, and radio and television productions. See the [Audio-Visual Production Series, GS-1071](#).
5. Advise writers, editors, and others on agency publication requirements, edit manuscripts by reorganizing them entirely or reorganizing sections of long manuscripts, and prepare specifications and procedures for preparing manuscripts. See the [Editorial Assistance Series, GS-1087](#).
6. Plan, install, and operate informational exhibits and models for public events such as cultural, educational, informational, scientific, or technical displays. See the [Exhibits Specialist Series, GS-1010](#).

7. Perform still, motion picture, television, aerial, or other similar camera work, and photographic processing work. See the [Photography Series, GS-1060](#).
8. Perform work essential to an agency's functional programs which involves contacts with the public, trade, and professional groups. Such positions require an in-depth knowledge of the program and processes, methods, and principles necessary for the successful performance of the work and are appropriately assigned to series where such work is characteristic and program knowledge are necessary qualifications. See, for example, the [Home Economics Series, GS-0493](#), [Pharmacology Series, GS-0405](#), [Environmental Engineering Series, GS-0819](#), etc.
9. Design, develop, evaluate, or conduct educational or training programs, workshops, seminars, or similar activities designed to convey knowledge of agency functional programs or activities to the general public or specialized audiences. Depending on the nature of the work, and the qualifications required, such positions may be classified in a subject-matter or education and training series. See, for example, the [Food Technology Series, GS-1382](#) or the [Education Group, GS-1700](#).
10. Analyze current or projected operating programs to evaluate their actual or potential effectiveness in achieving their objectives. Such positions secure and provide operating or management officials with the evaluation material they need for effective direction of programs for agency operations. See the [Management and Program Analysis Series, GS-0343](#).

OCCUPATIONAL INFORMATION

One of the important functions of the Federal Government is to communicate with the public concerning the programs administered and activities engaged in by various Federal agencies. This communication serves the dual purpose of: 1) informing the broad spectrum of individuals and groups affected by agency programs of the benefits, services, or requirements of such programs; and 2) assessing the degree of understanding or interest the public has in these programs and activities. In addition to the general public, Federal agencies communicate with many specialized segments of the population, e.g., farmers, taxpayers, military personnel, educators, State and local government officials, manufacturers, and so on. Federal agencies communicate with the general public and these other pertinent publics in a variety of ways, for many different purposes, and in countless organizational settings across the country, and around the world.

While many positions within Federal agencies are responsible for some aspects of communicating with specialized groups, to facilitate dealings with these publics, Federal agencies establish positions primarily concerned with advising, planning, managing, implementing, and evaluating the meaningful interchange of communication between Federal agencies and the various publics served or affected by these agencies. Incumbents of these

positions use a variety of communication media, methods, and techniques in making known the programs, policies, services, and responsibilities of the agencies and obtaining feedback to agency programs from various groups and individuals. This feedback and advice to top management serve in guiding agency management in developing programs that are more responsive and appropriate in meeting the needs of the pertinent publics they serve while still conforming to the legislative and executive mandates establishing the programs.

Structure of Public Affairs Positions

The public affairs function exists throughout the Federal Government at all major organizational levels including headquarters, agency, region, command, district, and local installation in both domestic and foreign locations and is staffed by public affairs specialists who support a variety of agency program functions. While public affairs specialists deal with varied fields, they are not necessarily experts in them. However, through on the job experience they develop a knowledge of the concepts and issues of the subject of agency programs. Although public affairs specialists do acquire a substantial degree of program knowledge, it is their knowledge of the full framework of communication that enables them to facilitate the effective communication between management and various publics.

The diversity of program areas in which public affairs specialists are found and the variety of organizational alignments and structures of the public affairs function among the agencies, produces a wide variability among positions in this series. When viewed from the broader perspective of the primary purpose of the job, positions in this series may include one or more of the following categories:

1. Positions that conduct the public affairs program of an agency or an organization within an agency. Such positions participate with management in policy formulation, advise on the potential public reaction to proposed policies, and plan, organize, and evaluate communication strategies, programs, and materials. Representative duties may include:
 - . Formulate and recommend policies, programs, and procedures governing information functions related to the work of the agency.
 - . Plan, initiate, and implement comprehensive public affairs campaigns to enhance the understanding of the agency's programs among the general public and specialized groups and organizations.
 - . Evaluate the effectiveness and efficiency of the internal information program, media relations, and community relations programs in achieving greater understanding of the facility's mission and programs.
 - . Advise agency's top management officials on the possible public and media reactions to proposed policy statements or agency actions.

- . Identify to the regional director and other program officials the information needs of the general public and various specialized groups within the region.
2. Positions that inform, familiarize, or obtain feedback from an agency's various publics concerning programs, policies, services, and regulations. Such positions develop and disseminate informational material to the general public or specialized target groups and use the full range of communication methods and techniques in analyzing input from the publics for feedback to the agency's decision makers. These functions are referred to as public information or education. Representative duties may include:
- . Develop and disseminate a wide range of information and data concerning the nature and objectives of agency programs, employing all types of media, including radio, television, newspapers, magazines, professional and scientific journals, still and motion pictures, posters, exhibits, and advertisements.
 - . Arrange and conduct workshops, seminars, and other meetings with various organizations in stimulating participation in agency activities, identifying their concerns, and motivating these groups to conduct similar programs for their membership.
 - . Advise and assist personnel at subordinate echelons on carrying out community relations activities, furnishing policy guidance, developing directives for policy procedures, and evaluating program effectiveness.
 - . Collect and summarize input from specialized groups or individuals through surveys, public opinion studies, or group meetings, and prepare reports to management on the public's perception of agency programs.
 - . Arrange and conduct tours of facility, briefing local, national, and international visitors and officials on the function and operation of the organization.
3. Positions that provide informational material to agency employees concerning programs, staff achievements, awards, and news of personal benefit to employees such as pay, benefits, retirement, charity appeals, blood drives, etc. Such positions are found in activities known as internal information, internal relations, employee communication or information, command information, etc. Representative duties include:
- . Prepare newsletters or other communications for distribution to field offices to keep them acquainted with programs at agency headquarters.

- . Conduct a facility's internal information program designed for the benefit of all employees including foreign nationals employed by the organization.
 - . Maintain liaison with subordinate organizations' public affairs personnel to produce ideas or communication materials for use in a headquarters magazine, or develop recommendations on ways the magazine can better serve the total mission.
 - . Plan, design, and conduct information programs for awards and special recognition designed to improve employee morale.
 - . Plan and conduct attitude and opinion surveys among employees in developing recommendations to improve communication.
4. Positions that establish and maintain relationships with representatives of the news media in providing information about agency programs, policies, and services. Such operations are referred to as media relations, press relations, etc. Representative duties may include:
- . Organize and coordinate news media interviews with staff, and oversee arrangements with media representatives involving organization activities; provide supporting materials as required.
 - . Establish and maintain relations with the news media in enlisting their cooperation in providing the public with information about benefit programs.
 - . Gather information, and produce informational materials concerning departmental policies, programs, and activities for dissemination to the news media, and obtain feedback on the effectiveness of these materials.
 - . Survey mass and specialized media coverage of agency activities and recommend methods and techniques for disseminating information that will increase public awareness of programs and benefits to the public.
 - . Develop and maintain cooperative working relationships with representatives of foreign news media in facilitating communication between facility and its foreign national neighbors.

Communication Methods

Public affairs specialists use a variety of communication methods in carrying out their mission to inform agency publics about the programs, policies, and services that are of interest to or affect various groups or individuals. Included are:

Method	Vehicle
Written	News release, fact sheet, speeches, written response to media or public inquiry, feature articles, pamphlets, newsletters, magazines.
Oral	Television, radio, audio tapes.
Visual	Photographs, films, slides, video tapes.
Personal	Interviews, briefings, seminars, hearings, tours, awards ceremonies, speeches, workshops, news conferences, discussions.

TITLES

Public Affairs Specialist is the basic title authorized for all positions in this series. Positions which meet or exceed the criteria in the [General Schedule Supervisory Guide](#) for evaluation as a supervisor are titled *Supervisory Public Affairs Specialist*.

GRADING OF POSITIONS

The grade level criteria contained in this standard are applicable to all nonsupervisory positions at grades GS-5 through GS-15 in the Public Affairs Series. Supervisory positions should be evaluated by reference to the [General Schedule Supervisory Guide](#).

Positions should be evaluated on a factor-by-factor basis, using one or more of the comparable Office of Personnel Management benchmarks or factor level descriptions, or both, for the Public Affairs Series. Only the designated point values may be used. More complete instructions for evaluating positions are contained in the [Introduction to the Position Classification Standards](#).

This standard includes benchmarks illustrative of nonsupervisory positions GS-9 through GS-14. The absence of a benchmark for positions at any grade from GS-5 to GS-15 does not preclude evaluation of positions at that grade.

GRADE CONVERSION TABLE

Total points on all evaluation factors are converted to GS grades as follows:

GS Grade	Point Range
5	855-1100
6	1105-1350
7	1355-1600
8	1605-1850
9	1855-2100
10	2105-2350
11	2355-2750
12	2755-3150
13	3155-3600
14	3605-4050
15	4055-up

QUALIFICATIONS REQUIRED

Although there is a wide variability among positions in the Public Affairs Series, there are certain basic qualification requirements applicable to these types of positions. The requirements described below are found at various grade levels throughout the series.

- Written communication skill
 - . Skill in producing written information so that an intended audience understands the material.
 - . Skill in producing written information for audiences with different levels of understanding.
 - . Skill in producing written material in achieving understanding of various points of view by others.

- . Skill in producing written material in achieving understanding among audiences with varying comprehension levels or indifference to material presented.
- Oral communication skill
 - . Skill in transmitting information by spoken word so that the intended audience comprehends the presentation.
 - . Skill in transmitting information by spoken word to audiences with differing levels of comprehension.
 - . Skill in presenting concepts orally in achieving understanding of a point of view in a structured setting.
 - . Skill in explaining points of view in an unstructured setting.
- Interpersonal relations skill
 - . Skill in interacting with others and avoiding offense in dealing with people.
 - . Skill in working with people having similar interests in attaining mutually positive ends.
 - . Skill in establishing and maintaining effective working relationships with people having different interests.
 - . Skill in establishing and maintaining effective working relationships with others representing opposing points of view or conflicting interests.
- Analytical skill
 - . Skill in interpreting data to arrive at valid conclusions.
 - . Skill in gathering, evaluating, and interpreting complex data.
 - . Skill in drawing appropriate conclusions from varied and complex data including identifying sources of information.
 - . Skill in drawing appropriate conclusions from conflicting data including determining what kinds of information are needed and ways of collecting data.

Since the Public Affairs Series covers a broad and varied spectrum of positions some may require specialized knowledge and skills not identified in these qualifications. In appropriate cases, selective factors may be constructed by agencies to indicate those knowledge and skills considered essential in producing a list of eligibles qualified to perform the duties of the position satisfactorily. The selective factors for a position should represent the basic qualifications for the job and must be demonstrably job-related and reflected in the duties and responsibilities assigned to the position. Selective factors must represent knowledge or skills required of a candidate at the time of entry into a position or those which could not be learned without a significant amount of training.

For additional information concerning selective factors and a discussion of quality ranking factors, see the qualification standard for the Public Affairs Series in Handbook X-118.

FACTOR LEVEL DESCRIPTIONS

FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION

This factor measures the nature and extent of information or facts which the public affairs specialist must understand in doing acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of skills necessary in applying these knowledge. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

Level 1-5 -- 750 points

A basic knowledge of written and oral communication principles, methods and techniques; analytical methods; and interpersonal relations practices. Skill in applying and adapting such knowledge in strictly controlled situations for developing, within the employee, broader knowledge and skills required for higher levels of performance and greater degrees of responsibility. This knowledge and skill may be acquired through the successful completion of a baccalaureate program or its equivalent in experience, training or independent study.

Illustrative of this level are:

- . Knowledge and skill sufficient for writing news releases on routine events of non-controversial subjects;
- . Knowledge and skill sufficient for conducting tours of Federal installations and briefing visitors on agency activities;
- . Knowledge and skill sufficient for participating in meetings with specialized groups to listen to and understand feedback on agency programs;
- . Knowledge and skill sufficient for responding timely and appropriately to requests for information concerning agency programs, services or responsibilities.

OR

Equivalent knowledge and skill.

Level 1-6 -- 950 points

Knowledge of written and oral communication principles, techniques and methods; analytical methods; and interpersonal relations practices. Skill in applying and adapting such knowledge to recurring, precedented assignments. Such positions convey detailed program information, both orally and in writing, using a variety of formats; gather and report public reaction to information programs; draw appropriate conclusions and offer meaningful recommendations in improving aspects of information materials; and deal with others in achieving mutually beneficial objectives. This knowledge level is equivalent to that gained by closely related work experience or directly related graduate education. Illustrative of this level are:

- Knowledge and skill sufficient for planning, writing and editing news, feature and quasi-technical articles for an installation's weekly newspaper;
- Knowledge and skill sufficient for speaking to groups in explaining the organization's programs, objectives and policies and obtaining the group's reaction to information presented;
- Knowledge and skill sufficient for establishing and maintaining effective working relationships with groups interested in or affected by agency programs or policies;
- Knowledge and skill sufficient for analyzing agency information program materials and offering recommendations for improving the delivery of program information to affected individuals and groups.

OR

Equivalent knowledge and skill.

Level 1-7 -- 1250 points

Knowledge applicable to a wide range of duties involving oral and written communication principles, practices, techniques and methods; analytical methods; and interpersonal relations practices. Skill in applying such knowledge in the modification of standard methods and adaptation of approaches in developing new information materials aimed at enhancing the understanding of groups or individuals of the significant issues of an agency's program. Knowledge applicable to and skill in assessing public reaction and identifying extent of understanding achieved to evaluate effectiveness of information programs. Knowledge and skill to explain significant issues to generally responsive groups or individuals interested in the agency's programs. Illustrative of this level are:

- Knowledge and skill sufficient for developing new information materials including news releases, fact sheets, brochures, booklets, broadcast spots, etc., that increase communication with the agency's various publics;
- Knowledge and skill sufficient for conducting workshops, seminars and other meetings with non-profit organizations, schools, State and local government agencies and cooperating industries to stimulate interest in such efforts with constituents of their groups;
- Knowledge and skill sufficient for providing representatives of the print and broadcast media, trade associations, and industrial representatives with timely and accurate explanations of agency policies and regulations;
- Knowledge and skill sufficient for determining the appropriateness of elements of an internal information program recommended by higher headquarters and

suggesting ways for improving future materials or adapting current materials to meet current needs more effectively.

OR

Equivalent knowledge and skill.

Level 1-8 -- 1550 points

Mastery of communication principles, methods, practices and techniques; analytical methods; and interpersonal relations practices. Skill in applying such mastery in developing and applying new approaches to the most difficult and complex public affairs problems of an agency by developing or evaluating information programs enhancing understanding among publics opposed or indifferent to agency programs. Knowledge and skill to analyze public reaction to agency programs and policies in developing recommendations that significantly modify an agency's major programs or policies; and integrating diverse points of view in a communication plan in establishing and maintaining mutual understanding with various agency publics. Illustrative of this level are:

- Knowledge and skill sufficient for presenting ideas in written materials in new ways that will increase understanding among publics with varying levels of comprehension of agency programs and policies, or opposition or indifference to the agency's program objectives;
- Knowledge and skill sufficient for making on-the-spot presentations to audiences with opposing points of view or erroneous understanding of agency positions to achieve a more balanced perspective among these publics;
- Knowledge and skill sufficient for establishing and maintaining effective working relationships with individuals having opposing points of view and conflicting interests and explaining a position while not criticizing other views or arousing damaging hostility;
- Knowledge and skill sufficient for analyzing conflicting data and summarizing recommendations or program changes giving consideration to various points of view and specifying the reasons for acceptance or rejection of the input.

OR

Equivalent knowledge and skill.

Level 1-9 -- 1850 points

Mastery of communication principles, methods, practices and techniques; analytical methods; and interpersonal relations practices. Skill to apply this mastery in developing new methods and approaches in planning, integrating and evaluating the overall public affairs program for an agency's functional program. Knowledge and skill to:

Advise other public affairs specialists in the agency on issues involving the application of communication practices in developing or enhancing public affairs matters involving interaction with all of the agency's publics.

AND/OR

Serves as the internal expert to the agency's top management officials participating in the formulation and articulation of an overall plan integrating the public affairs issues of an agency. Illustrative of this level is:

- Knowledge and skill sufficient for advising top management officials on aspects of the public affairs program, recommending strategies for all aspects of the agency's public affairs program; and establishing standards for the development and evaluation of public affairs activities throughout the agency.

OR

Equivalent knowledge and skill.

FACTOR 2, SUPERVISORY CONTROLS

This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the public affairs specialist's responsibility, and the review of completed work.

- Controls are exercised by the supervisor in the way assignments are made, instructions are given to the specialist, priorities and deadlines are set, and objectives and boundaries are defined.
- The degree of responsibility exercised by the public affairs specialist depends upon the extent to which the specialist develops the sequence and timing of various aspects of the work, modifies or recommends modification of instructions, and participates in establishing priorities and defining objectives.
- The degree of review of completed work depends upon the nature and extent of the review, e.g., close and detailed review of each phase of the assignment; detailed review of the finished assignment; spot-check of finished work for accuracy; or review only for adherence to policy.

Level 2-1 -- 25 points

The supervisor makes specific assignments with clear, detailed instructions for both routine and one-of-a-kind tasks.

The public affairs specialist works as instructed and consults with the supervisor as required on all matters not specifically covered in the original instructions.

The supervisor closely controls all work by checking work progress and reviewing completed assignments for accuracy, adequacy, and adherence to instructions and established procedures.

Level 2-2 -- 125 points

The supervisor makes continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity of work expected, deadlines for completion, and priority of various assignments. The supervisor provides additional, specific instructions for new, difficult, or unusual assignments including suggested work methods or techniques or advice on locating source material.

The public affairs specialist carries out recurring assignments independently without specific instruction, but seeks assistance from the supervisor on problems or unfamiliar situations not covered by instructions.

The supervisor assures that completed work, methods and techniques are accurate, appropriate and comply with instructions or established procedures. Review of the work increases with more difficult assignments if the specialist has not previously performed similar duties.

Level 2-3 -- 275 points

The supervisor defines objectives, priorities and deadlines; and assists the specialist with unusual situations which do not have clear precedents.

The public affairs specialist plans and carries out assignments or projects and resolves problems or deviations in the work according to instructions, policies, previous training or accepted communication practices.

The supervisor evaluates completed work primarily for technical soundness, responsiveness, appropriateness, and conformance to policy and program requirements, and secondarily for methods or techniques used.

Level 2-4 -- 450 points

The supervisor determines the overall objectives and resources available for the specialist's assignment. However, specific activities may stem from specialist's contacts with program managers, although final clearance of such requests are approved by the supervisor. The specialist and supervisor jointly develop deadlines, projects and nature of the planned assignments.

The public affairs specialist is responsible for planning and carrying out the project or assignment including resolving most problems, coordinating the work with others, interpreting policy in terms of established objectives, determining approach to be taken, and the methods and

techniques to be employed. The specialist keeps the supervisor informed of progress, potential controversies, or wide-ranging implications.

Completed work is reviewed in terms of satisfying expected results of projects or assignments, responsiveness, and conformance with agency policy. Completed work may also be subject to clearance procedures from higher levels in the agency.

Level 2-5 -- 650 points

The supervisor provides administrative direction to the public affairs specialist by making assignments in terms of the broadly defined mission or function of the organization's public affairs program.

The public affairs specialist is responsible for independently planning, designing, and carrying out public affairs programs, campaigns, projects, studies or other major program functions, informing supervisor of progress as appropriate.

Results achieved are considered technically authoritative and are normally accepted without significant change. Work involving particularly sensitive or controversial issues may be reviewed by public affairs officials at headquarters levels. If the work is reviewed, the review concerns such matters as fulfillment of program objectives or the effect of the specialist's advice in facilitating achievement of the functional program's objectives. Recommendations for new projects and shifts in public affairs program objectives are evaluated in terms of resources available, program goals, or agency-wide priorities.

FACTOR 3, GUIDELINES

This factor covers the nature of guidelines and the judgment needed to apply them. Guides used in the Public Affairs Series include, for example: standard communication methods, practices and techniques, established agency policies and procedures, previously completed work and reference materials such as style manuals, publications or public affairs handbooks, standard texts on communication, and directories of print and broadcast media outlets.

Individual jobs in the Public Affairs Series vary in the specificity, applicability and availability of the guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed upon specialists vary. For example, the existence of specific procedures and policies may limit the opportunity of the public affairs specialist in making or recommending decisions or actions. However, in the absence of procedures or precedents or under broadly stated objectives, public affairs specialists may use considerable judgment developing new approaches in communicating agency programs to various public groups.

Guidelines should not be confused with the knowledge described under Factor 1, Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on the use of knowledge.

Level 3-1 -- 25 points

The public affairs specialist receives specific and detailed guidelines such as examples, drawn from an operating manual, directly applicable to the assignment.

Little interpretation is required in using the guidelines. When instructions or examples do not apply, the specialist refers the problem to the supervisor.

Level 3-2 -- 125 points

The public affairs specialist is provided with specific guidelines directly applicable to the assignment such as examples of previously written articles, briefing packages or kits, and analyses of public reaction to information programs.

The specialist uses established procedures, techniques and formats in carrying out the assignment but exercises judgment in selecting which of the various guidelines is most appropriate for each assignment. The specialist may make minor deviations from existing guidelines but refers any proposed, significant deviations from the guidelines to the supervisor.

Level 3-3 -- 275 points

Guidelines including operating instructions, public affairs manuals, agency or local policies and regulations, and standard agency public affairs practices and precedents are readily available and generally applicable to situations encountered, although some gaps exist in specific areas.

For routine work situations, the public affairs specialist independently selects, interprets and applies the guides, modifying and adapting them to suit specific situations not directly covered by the guidelines. In addition, the specialist is beginning to interpret and apply guidelines and precedents in some unusual situations without assistance from others.

Level 3-4 -- 450 points

Guidelines are agency policy statements or broad precedents and are applicable in establishing a general program direction or setting a tone but not totally sufficient for dealing specifically with the more complex, intricate or unusual situations, issues or problems encountered on a recurring basis.

The public affairs specialist is required to deviate from standard approaches in developing new ways to communicate the agency's message on controversial and sensitive issues where public reaction has been negative or indifferent and understanding by agency publics of information programs is essential to success of agency mission.

Level 3-5 -- 650 points

The public affairs specialist is guided by general policy statements and statutory mandates, but there are no precedents applicable to unusual or sensitive public affairs issues or problems encountered in the specialist's typical assignments.

The specialist must exercise considerable judgment in interpreting and adapting existing precedents and using them as a foundation for developing new approaches that coordinate and integrate various aspects of the agency's mission in creating a unified public affairs strategy or plan. Frequently, the public affairs specialist is recognized as the agency authority in the development and interpretation of guidelines in the public affairs area.

FACTOR 4, COMPLEXITY

This factor covers the nature, number, variety and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

In the Public Affairs Series, complexity involves the application of communication, interpersonal relations, and analytical skills to the solution of problems encountered by program specialists in developing a meaningful communication with the various publics served or affected by agency programs.

The evaluation of positions in the Public Affairs Series involves determining the extent and degree of problem solving activity required in the following four areas:

- a) Developing written materials. This involves conveying information in writing and ranges from imparting factual information in a clear, understandable manner to creating written materials in a wide variety of formats designed to achieve understanding of a point of view or concept.
- b) Making oral presentations. This involves transmitting or gathering oral information and ranges from listening or speaking to an audience in achieving comprehension of simple, factual material to explaining or understanding points of view or concepts in an unstructured setting.
- c) Practicing interpersonal relations. This involves dealing effectively with people and ranges from a basic working with others to interacting with people having conflicting interests and divergent points of view.
- d) Using analytical methods. This involves drawing appropriate conclusions from information and ranges from gathering and analyzing simple, factual data to collecting data from a variety of sources, and synthesizing facts to summarize, evaluate, and develop program recommendations.

Level 4-2 -- 75 points

The work consists of specific tasks requiring the use of basic communication and analytical methods in drafting routine news releases, describing organizational programs to visitors, participating in meetings with specialized groups, or gathering information on agency operations by interviewing program specialists.

Decisions regarding what needs to be done involve choosing from among a few easily distinguishable situations such as identifying sources of information needed, selecting appropriate kinds of information and determining the manner and order of presentation.

Actions to be taken involve clear-cut factual situations guided by clear instructions to follow or a few precedent situations to apply.

Level 4-3 -- 150 points

The work includes varied duties requiring the application of standard communication and analytical methods and techniques in conveying information, orally and in writing, using a variety of presentation methods or formats; gathering, analyzing, and presenting information for use by higher level specialists in developing communication plans; or explaining programs and policies to individuals and groups having similar interests in enhancing understanding of agency objectives.

Public affairs specialists decide what needs to be done based upon an analysis of the issues in each individual assignment with the chosen course selected from among a variety of alternatives such as ascertaining the most effective means of presenting written or oral information to audiences with varying levels of understanding; or assessing effectiveness of information developed by analyzing the various media and trade publications in determining the extent of public understanding of agency programs, and identifying areas requiring greater emphasis.

The work requires identifying the public's information needs and developing materials that will communicate agency programs to publics whose goals and interests are in accord with those of the agency but who have varying levels of understanding of programs, policies, and activities.

Level 4-4 -- 225 points

The work requires the application of advanced communication and analytical practices, methods and techniques to the solution of complex public affairs problems such as developing and presenting informational material to achieve understanding of various points of view or concepts from publics with varying levels of understanding and different interests and perspectives on the subjects; employing a number of information gathering techniques in collecting and analyzing public reaction to information programs; and developing recommendations for management in improving the agency's communication with the general public and specialized groups.

Decisions regarding what needs to be done are based upon an analysis of the need for modifying standard communication practices and approaches such as analyzing reaction to information

programs from a variety of groups having different interests and goals from the agency; determining the feasibility of using various information gathering techniques in obtaining reaction from agency publics and evaluating the effect of various information program approaches to the development of communication interchanges with agency publics.

The work requires making decisions on which of a variety of oral and written communication methods and approaches to employ in presenting and explaining programs and policies in a logical and clarifying manner, in a structured setting, in achieving understanding from the agency's publics, some with differing interests, on the programs or policies advocated by the agency.

Level 4-5 -- 325 points

The work includes the development of new methods, strategies and communication plans covering the complete spectrum of the organization's programs. This involves: presenting information on a wide variety of subjects using the full array of written and oral presentation formats and techniques; establishing and maintaining effective working relationships in achieving understanding with groups indifferent to or having opposing points of view to programs and policies; and developing, from an analysis of varied and conflicting reaction from the agency's publics, recommendations on the formulation and articulation of agency policy in communicating agency programs more effectively.

Decisions regarding what needs to be done include evaluating the appropriateness of existing strategies and plans in the light of changes in program emphasis or content, including statutory or technological changes, and shifts in public reaction to or understanding of the programs.

The work requires developing new ways of gathering input from a variety of individuals and groups with conflicting views and interests, and developing and initiating varied approaches and strategies in communicating the agency's objectives to groups opposed or indifferent to agency programs.

Level 4-6 -- 450 points

The work consists of developing new methods and approaches in planning, integrating, and evaluating the overall public affairs program for an agency's functional program and advising other public affairs specialists in the agency on the application of communication practices; or counseling agency management on the formulation and articulation of an overall approach to public affairs issues in the agency. This requires the application of communication principles, methods and practices to the development, improvement, or evaluation of programs through written or oral presentations, personal interaction with all agency publics and levels of management and evaluation of recommendations affecting the public affairs impact of agency policy.

Decisions regarding what needs to be done require the analysis of the agency's most difficult and complex public affairs problems and issues and determining new approaches for informing various individuals and key groups about the agency's program; obtaining public reaction

through an analysis of written and oral presentation or interpersonal involvement; and developing new communication strategies in presenting information programs that successfully fulfill the needs of agency publics in understanding programs and policies.

The work requires continuing efforts in developing, evaluating and integrating various public affairs activities into a unified communication plan that facilitates the agency's achievement of program objectives requiring the establishment of effective communication interchanges with its various publics.

FACTOR 5, SCOPE AND EFFECT

This factor covers the relationship between the nature of the work, i.e., the purpose, breadth, and depth of the assignment, and the effect of work products or services both within and outside the organization.

In the Public Affairs Series, effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the achievement of program objectives. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture, allowing consistent evaluations. Only the effect of properly performed work is to be considered.

Level 5-1 -- 25 points

The work consists of specific, limited operations involving the application of a few basic procedures and techniques in the performance of trainee level duties and tasks.

The work facilitates the efforts of higher-level public affairs specialists in the immediate organization, and also orients the trainee to the work and activity of the public affairs function.

Level 5-2 -- 75 points

The work involves performing specific and clearly defined tasks and operations representing a part of a complete public affairs assignment and may include writing news releases on routine matters, providing information to the public on agency programs, or writing assigned articles or stories for an installation newspaper.

The work provides assistance to higher-level specialists by relieving them of the more routine aspects of the function and affects the accuracy and timeliness of projects or assignments conducted by higher-level specialists.

Level 5-3 -- 150 points

The work involves performing duties of a recurring nature in dealing with precedented public affairs matters such as responding to media questions on standard agency policies, explaining the

benefits of program-developed research to interested groups, or developing parts of a communication plan for an organization.

The work affects the development or operation of the organization's communication plan or impacts the social or economic well-being of individuals served or affected by agency programs or policies.

Level 5-4 -- 225 points

The purpose of the work is the development of complete communication plans for an organization and provision to program officials of advisory, planning, and technical services in designing approaches resolving public affairs problems in various program areas.

The work contributes to the achievement of program objectives by clarifying the issues and alternatives facing agency managers in achieving a meaningful communication between the agency and the various publics affected by its programs or policies.

Level 5-5 -- 325 points

The purpose of the work is the identification of the causes or reasons for public misunderstanding or indifference to agency programs and policies and development of alternative communication strategies that enable the agency to establish and maintain mutual understanding with the general public or other specialized publics.

The work affects the successful achievement of major programs conducted by the agency and the social and economic well-being of substantial numbers of people included in the groups affected by the continued efficient operation of these programs.

Level 5-6 -- 450 points

The purpose of the work is the planning, design, conduct, and evaluation of a public affairs program which includes responsibility for the information and communication efforts of an agency's functional program. The specialist's recommendations to top management involving highly significant policy matters lead to the development of an agency position, establish precedents or provide guidance for field activities on public affairs issues.

The public affairs program is a vital and essential part of the agency's mission, aiding in fulfilling legal and executive mandates of informing, educating and orienting the general public and specialized groups concerning the work of the agency; the work also affects large numbers of people on an on-going basis directly related to the continuance of agency programs.

FACTOR 6, PERSONAL CONTACTS

This factor includes face-to-face contacts and telephone and radio dialogue with persons not in the supervisory chain. (NOTE: Personal contacts with supervisors are covered under Factor 2,

Supervisory Controls.) Levels described under this factor are based on what is required in making the initial contact, the difficulty of communicating with those contacted, and the setting in which the contact takes place (e.g., the degree to which the employee and those contacted recognize their relative roles and authorities).

Above the lowest level, points should be credited under this factor only for contacts which are essential for successful performance of the work and which have a demonstrable impact on the difficulty and responsibility of the work performed.

The relationship of Factors 6 and 7 presumes that the same contacts will be evaluated under both factors.

Level 6-1 -- 10 points

Personal contacts are with employees within the agency's public affairs function or related and support units including contractors providing assistance to the function; or with members of the general public or groups in very highly structured situations where the purpose and roles in the contact are clear such as providing simple factual information.

Level 6-2 -- 25 points

Personal contacts are with employees in the same agency but outside of the public affairs function. People contacted are generally in program areas at various levels of the organization including headquarters, regional, command, district or local field offices or installations; or contacts are with specialized groups or individual members of the general public where the contacts are generally established on a routine basis and the nature of the contact may at first be unclear. Typical of such contacts may be requests from organizations or individuals for information about an agency program or service.

Level 6-3 -- 60 points

Personal contacts are with specialized groups or individuals from outside the employing agency where the contact is not routinely established, the purpose of each contact is different and the roles of the public affairs specialist and the other person are established during the contact. Typical of such contacts are with representatives of the news media, organized groups desiring to provide input to agency decisions, or professional or trade organizations affected by agency programs.

OR

The personal contacts are with employees or management officials in the same agency, but outside the immediate organization. Such contacts are moderately unstructured in that they are not established on a routine basis, the purpose and extent of each contact is different, and the role and authority of each party is identified and developed during the course of the contact. Typical contacts at this level involve situations in which the public affairs specialist advises program managers or management officials. These consulting relationships constitute moderately

unstructured situations when the issues are sensitive or controversial, the meetings are not routine, and the parties hold opposing points-of-view on a given course of action. This level typically occurs where the specialist is an in-house consultant and experiences the same difficulty in encouraging agency managers to adopt recommendations as would be found in relationships with persons outside the agency.

Level 6-4 -- 110 points

Personal contacts are with nationally or internationally known groups or individuals from outside the employing agency where the contact is not routinely or easily established and each contact is conducted for different reasons and under different circumstances. Typical of these contacts are meetings with nationally known members of the news media, national leaders of civic or trade organizations having an interest in or affected by agency policies or programs, State governors, mayors of large cities or high-level county or regional governmental officials.

FACTOR 7, PURPOSE OF CONTACTS

This factor covers the purpose of personal contacts which range from factual exchange of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives. The personal contacts evaluated under this factor must be the same as the contacts evaluated under Factor 6.

Level 7-1 -- 20 points

The purpose of contacts is to obtain, clarify, or give factual information. The nature of the information ranges from simple, routine facts to complex procedures in the public affairs area or technical program information.

Level 7-2 -- 50 points

The purpose of contacts is to coordinate activities or plans with management officials, other public affairs specialists, contractors, groups or individuals sharing the same goals and interests as the public affairs specialist; or advise program managers on techniques to use in disseminating or collecting information; or present analyses of factual information used in developing strategies for communicating agency policies and programs.

Level 7-3 -- 120 points

The purpose of contacts is to analyze, develop and present alternative approaches in developing communication strategies for misunderstood agency policies or programs; or present clarifications of agency activities or policies to specialized groups, the general population, industrial organizations, representatives of the news media, or individuals.

Level 7-4 -- 220 points

The purpose of contacts is to explain, relate and defend significant or controversial agency actions or decisions affecting the basic principles of the agency's program; or to negotiate or mediate among groups or individuals, with divergent viewpoints, concerning recommendations to alter programs in reaching a consensus; or convince agency program managers to change or modify decisions involving significant or controversial issues to avoid public misunderstanding of agency programs or policies.

FACTOR 8, PHYSICAL DEMANDS

This factor covers the requirements and physical demands placed upon the public affairs specialist by the work assignment. This includes physical characteristics and abilities e.g., specific agility and dexterity requirements and the physical exertion involved in the work (e.g., climbing, lifting, pushing, balancing, stooping, kneeling, crouching, crawling, or reaching). To some extent the frequency or intensity of physical exertion must also be considered, e.g., a job requiring prolonged standing involves more physical exertion than a job requiring intermittent standing.

Level 8-1 -- 5 points

Work is usually performed sitting at a desk, in news conferences, briefings, meetings, etc.; or riding in an automobile or public transportation. There may be occasional brief visits to industrial or construction sites, national parks or forests, military equipment test sites, etc; however, no special physical demands are involved in performing the work.

Level 8-2 -- 20 points

The work requires regular and recurring physical exertion such as long visits to outdoor sites in parks or forests which expose the public affairs specialist to inclement weather or require movement over rough or uneven surfaces in natural or industrial settings. Work requires specific, but common physical characteristics such as above average resistance to fatigue.

FACTOR 9, WORK ENVIRONMENT

This factor considers the risks and discomforts that may be imposed upon public affairs specialists by various physical surroundings or job situations. Although the use of safety precautions can practically eliminate a certain danger or discomfort, such situations typically place additional demands upon the specialist in observing and carrying out safety regulations and techniques.

Level 9-1 -- 5 points

The work environment involves everyday risks or discomforts requiring normal safety precautions typical of office settings or commercial vehicles such as planes, trains, buses or automobiles. The work area is adequately lighted, heated and ventilated.

Level 9-2 -- 20 points

The work involves regular and recurring exposure to moderate risks, discomforts or unpleasant surroundings. This includes duties performed in areas having high levels of noise and vibrations such as airfields; debris and wreckage such as accident sites; or areas where machinery or irritant chemicals are present such as industrial or construction sites or experimental areas with such dangers.

OPM BENCHMARK DESCRIPTIONS

PUBLIC AFFAIRS SPECIALIST, GS-1035-09, BMK # 1

Duties

Conducts the installation's internal information program with responsibility for informing all employees about departmental, facility and community activities and news.

- Makes news and feature article assignments to writers and reviews and edits copy upon completion;
- Reviews photographs and artwork for quality and composition and selects the most newsworthy for inclusion in the installation's newspaper;
- Reviews page layouts for weekly editions of the paper assuring that copy is prepared properly for type of composition required by the printer;
- Works cooperatively with contracted printer, overseeing layout and approving final copy prior to printing;
- Directs and instructs personnel assigned to the newspaper as reporters, writers, editors, photographers and illustrators.

Factor 1, Knowledge Required by the Position -- Level 1-6 -- 950 points

Knowledge of the principles and methods of mass communication media and skill in applying principles and using methods in conducting an internal information program providing all employees with relevant news and necessary information. This includes:

- Knowledge of the practices and techniques in planning and developing news stories and feature articles in laying out a newspaper;
- Skill in evaluating the news value or communication potential of visual material including photographs and illustrations;
- Skill in writing and editing news and feature articles;
- Skill in interviewing a variety of people and gathering information from many different sources.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

The supervisor establishes objectives and priorities of the internal information program. Deadlines are imposed by the nature of the newspaper printing schedule. The supervisor assists the public affairs specialist in dealing with sensitive or controversial stories or events.

The public affairs specialist independently plans and develops the stories and features for the edition as well as the layout of the paper. Problems in these activities are resolved according to established policies, previous instructions or standard print media practices.

Prior to publication, the supervisor reviews the newspaper to assure that it conforms to the objectives of the internal information program.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines consist of departmental publications manual; departmental recommendations on features to be covered, topics to be avoided, or points to be emphasized in certain news stories; and installation director's policy statements or interests. While these guidelines are generally applicable, they often are modified to satisfy local or other special considerations. The public affairs specialist exercises judgment in interpreting and adapting guidelines to the specific local or installation and activity conditions.

Factor 4, Complexity -- Level 4-3 -- 150 points

Assignments involve use of a variety of standard print media communication techniques in developing and conducting an internal information program conveying news and information to keep employees informed concerning departmental programs or installation activities and events.

The public affairs specialist determines which news stories or feature articles are to be covered, the visual materials to be used and the information of benefit to employees to incorporate in the program in achieving objectives. In addition, the specialist also assures that material developed is factually and technically accurate.

Analyzes feedback from readers, either through unsolicited comments or conduct of formal readership surveys, and recommends or initiates changes in the internal information program's

direction or emphasis by, for example, eliminating or adding certain types of reporting or feature articles.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The purpose of the work is to develop, within all the employees of the facility, a sense of participation in and identification with the agency's and installation's programs and activities; in addition, work efforts provide employees with information beneficial to them personally.

The internal information program contributes to the employees' understanding of their work thereby furthering the accomplishment of organizational objectives and attainment of employees' career goals.

Factor 6, Personal Contacts -- Level 6-2 -- 25 points

Contacts are primarily with installation employees involved in a variety of activities on which the specialist reports news stories or plans feature articles. The public affairs specialist also works closely with a contract printer as well as groups and individuals within the community whose activities are reported in the installation's newspaper.

Factor 7, Purpose of Contacts -- Level 7-2 -- 50 points

Contacts are to interview and gather information from installation employees who are generally cooperative and share the public affairs specialist's goals and objectives. Other contacts with community groups and individuals are to gather information on community events or explain installation activities.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

Work is primarily sedentary with some minor physical activity during information gathering visits.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is performed in an office setting except for occasional visits to protected areas on the installation involving ordinary risks and discomforts requiring normal safety precautions.

TOTAL POINTS -- 1885

PUBLIC AFFAIRS SPECIALIST, GS-1035-09, BMK # 2*Duties*

Develops, for dissemination through the print and broadcast media, information concerning the mission, programs and accomplishments of a headquarters organization within a Federal department.

- Plans, develops, and executes a variety of radio and television programs for use on national, regional or local basis;
- Prepares and disseminates news releases and feature articles to the print media; also selects photographs to accompany releases;
- Briefs news media representatives on organization's programs and activities and their impact on various public and private activities;
- Interviews and confers with program specialists to obtain latest information for use in news releases, films and radio programs, articles, and meetings with media representatives;
- Assists field personnel in preparing for media coverage of a special event in local area by arranging for advance preparation and direct contact with media representatives.

Factor 1, Knowledge Required by the Position -- Level 1-6 -- 950 points

Knowledge of the principles and methods of written and oral communication and skill in applying principles and using methods in developing and disseminating information about the organization's programs and activities to the general public through the print and broadcast media. This includes:

- Knowledge of the practices and techniques of oral communication in developing and presenting briefings to print and broadcast media representatives;
- Knowledge of broadcast media production;
- Skill in writing news releases and feature articles for dissemination through print media;
- Skill in effectively interacting with news media representatives;
- Skill in gathering and evaluating the appropriateness of information communicated through media.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

The supervisor determines the objectives, priorities and deadlines of assignments and assists the public affairs specialist with unusual or controversial problems or issues.

The public affairs specialist independently carries out the development and dissemination of information materials. Problems arising in these areas are resolved according to established policies and procedures, previous instructions or standard communication techniques and practices.

Assignments, including feature articles, news releases, and radio and television presentations are reviewed for technical accuracy, appropriateness, and conformance to program objectives.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines consist of the organization's policies, directives and procedures, previously developed materials, and answers to inquiries, public affairs and publications manuals.

The public affairs specialist exercises judgment in interpreting and adapting guidelines in developing materials to meet individual situations.

Factor 4, Complexity -- Level 4-3 -- 150 points

Assignments involve developing information materials and disseminating them using standard written and interpersonal communication practices and techniques, analyzing needs and determining most appropriate approach to use and advising program specialists on media relations issues.

The public affairs specialist determines the most appropriate communication methods and techniques to employ in achieving maximum effectiveness in written and oral presentations by determining the information needs of the public.

Based on analysis of information needs, determined through an analysis of public and media feedback, recommends that changes be made in the design or dissemination of informational materials.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The purpose of the work is to inform the public on a variety of services and programs offered by the organization and obtain public support of agency programs.

The organization's program contributes to the social and recreational needs of a large number of people in the general population.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with representatives of the print and broadcast media, program managers within the organization, and State, local and private agencies in related fields.

Factor 7, Purpose of Contacts -- Level 7-2 -- 50 points

Contacts with media representatives are for the purpose of answering questions, providing information, and arranging filming and recording sessions. Contacts with program officials, Federal agency and other private and governmental organizations are for exchanging information or arranging interviews, obtaining, and verifying facts and arranging for review of press releases and schedules for releases.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

Work is primarily sedentary with minor physical activity while traveling to on-site locations to arrange for special event media coverage.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is performed in an office setting or studio setting, although field trips sometimes expose employee to inclement weather.

TOTAL POINTS -- 1920

PUBLIC AFFAIRS SPECIALIST, GS-1035-09, BMK # 3

Duties

Serves as a public affairs specialist in a headquarters organization responsible for administering a functional program within a Federal department, with primary responsibility for collecting, assembling, preparing and disseminating information concerning the various programs of the organization.

- Responds, in oral and written form, to requests for information by determining the nature of the data required and collecting and assembling the material using the appropriate format and style based on needs and organization practices;
- Plans and executes information campaigns that disseminate results of successful projects in stimulating adoption of their results by State and local governments as well as private and special interest groups;
- Develops written materials which transmit information concerning the nature and purpose of the organization's programs, projects, items of concern to the general public or more specialized publics;

- Identifies areas to be addressed in the campaign, characteristics and needs of the target audience, and communication techniques most appropriate; develops recommended approaches and drafts of material for supervisor's approval;
- Advises program officials regarding the content and presentation of information materials submitted for dissemination or other information purposes.

Factor 1, Knowledge Required by the Position -- Level 1-6 -- 950 points

Knowledge of communication principles, methods and techniques and skill in applying this knowledge to the development of public affairs campaigns conveying information to selected audiences interested in or affected by the organization's programs. This includes:

- Skill in developing written communication materials that convey information concerning a range of subjects related to the organization's programs;
- Skill in effectively interacting and dealing with a variety of publics including news media representatives, State and local government officials and the organization's program officials;
- Skill in analyzing programs and identifying the characteristics of target audiences and determining the most effective communication techniques to use in reaching these publics;
- Skill in presenting information orally in a logical and clear manner to explain programs, projects or activities to both internal and external audiences.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

Recurring assignments are carried out independently in accordance with established procedures, policies and previous experience. New or special projects are discussed in terms of objectives to be reached, resources available and anticipated problems.

The public affairs specialist plans and carries out the various stages of a project selecting and using methods and techniques as appropriate. Problems encountered with members of the news media or government officials or requests for questionable information are discussed with the supervisor.

Final drafts of most assignments are reviewed for quality and compliance with established policies and procedures. Liaison activities are evaluated for effectiveness and initiative in promoting program objectives and cooperation with target audiences.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines are general in nature and include Federal, departmental and organizational policies and regulations concerning the publication and dissemination of material. Such guidelines are not always applicable to the various projects undertaken.

The public affairs specialist operates generally within the boundaries of the guidelines but must use judgment in making interpretations of organizational regulations in specific cases. Major substantive deviations are referred to the supervisor for approval.

Factor 4, Complexity -- Level 4-3 -- 150 points

Assignments involve producing written materials that effectively communicate programs, policies and results of projects to a variety of specialized publics served or affected by the organization. Duties performed include defining the target groups, analyzing the kinds of information required and the most appropriate format and means of dissemination.

Decisions regarding what needs to be done depend upon an analysis of the project, its purpose, the most appropriate groups to communicate with, the characteristics of such audiences, the most effective communication methods and techniques to use in reaching these publics, and ways of evaluating the impact of the information disseminated.

Projects require the application of standard communication techniques requiring the solution of problems or resolution of issues similar to ones encountered previously with some slight modification of techniques or strategies to accommodate new aspects of an issue.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The purpose of the work is to transmit information concerning programs to encourage adoption of innovations realized in organization-sponsored projects and inform the general public of organization's contributions to their safety.

The work affects the operation of the criminal justice system by encouraging the use of innovative techniques by State and local governments.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with program officials, news media representatives, criminal justice community, State/local government officials, private organizations and citizens' groups.

Factor 7, Purpose of Contacts -- Level 7-2 -- 50 points

Contacts are for collecting and disseminating information, advising target groups of organization's programs, objectives and project accomplishments, determining information interests of target publics and maintaining effective work relationships with affected or interested groups.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

No unusual physical demands are required.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is performed in a typical office setting.

TOTAL POINTS -- 1920

PUBLIC AFFAIRS SPECIALIST, GS-1035-11, BMK # 1

Duties

Conducts the public affairs program for a field installation based in a foreign country.

- Establishes and maintains relations with foreign communication media providing them with a variety of information on issues related to the installation's operation in the community; arranges tours for media representatives; and responds to media inquiries;
- Establishes an interchange of ideas and issues among installation personnel, local community leaders, civic groups, etc., concerning problems that might negatively impact the installation's activities;
- Evaluates the local media to identify potential problems or areas of friction and advises management officials concerning the causes of the problems and suggested methods for resolving them;
- Establishes and coordinates a program of cultural exchanges consisting of arranging special exhibits, programs of music, arts, entertainment, lectures, etc., in providing a greater understanding between Japanese and United States cultures;
- Translates and interprets written and spoken material from Japanese to English and vice versa;
- Advises management on appropriate solution and approaches to problems requiring knowledge of Japanese history, culture, language or customs, as well as the local political situation;
- Briefs foreign government and military officials on installation and departmental operations;
- Conducts the internal information program for foreign national employees.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge of the principles and methods of the print and broadcast media and skill in applying principles and using methods in conducting a public affairs program providing foreign media representatives and the installation's foreign nationals with information concerning the operations and activities of the facility and identifying potential problems and offering recommended solutions to problems arising between the installation and its external and internal audiences. This includes:

- Skill in producing written materials conveying complex information to a foreign audience through the media and internally for employees;
- Skill in establishing and maintaining effective working relationships with foreign media representatives and individuals and groups in the local community;
- Skill in conducting community meetings, news briefings, and internal lectures and orientations in developing intercommunication between the installation and its various publics;
- Skill in analyzing and evaluating comments, proposals or suggestions in the local community, among employees and in the media outlets in developing recommendations for management concerning the installation's impact on its publics;
- Skill in speaking and writing Japanese.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor determines objectives of the installation's public affairs program and establishes the resources for the function. The public affairs specialist, together with the supervisor, develops projects and assignments.

The public affairs specialist plans and carries out the work independently through development of written materials on own initiative, developing working relationships with media representatives and community leaders and analyzing public feedback about the installation and its activities in the development of recommended program changes or modifications to management.

Completed work is reviewed for achievement of stated objectives and compliance with installation and departmental policies. The public affairs specialist's recommendations concerning communication matters or issues are generally accepted as technically correct.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines, which include departmental and installation policies and directives, public affairs manuals, and precedent situations, apply directly to some aspects of the problems encountered,

but most assignments involve unique facts or aspects for which no clear-cut precedents are appropriate or guidelines are so broad that various interpretations are possible.

The public affairs specialist uses seasoned judgment in applying guidelines and making interpretations regarding the handling of local issues with the community and employees, developing information materials to reach significant members of the community, and responding quickly to media inquiries concerning installation activities or programs.

Factor 4, Complexity -- Level 4-4 -- 225 points

Assignments involve developing written materials conveying complex information for dissemination through the media; presenting information orally in news briefings and meetings with community groups; presenting lectures to employees; establishing and maintaining effective working relationships with media representatives and individuals and groups from the community; and developing program recommendations from an analysis of public feedback through media or directly from the publics affected, both external and internal.

Decisions regarding what needs to be done require an analysis of public reaction to the installation's programs and activities. The incumbent uses a variety of techniques in defining the nature and interests of groups affected by the installation's programs, and gathering and analyzing feedback in evaluating the effectiveness of the public affairs program.

The work requires using a variety of oral and written communication methods and techniques in presenting information about the installation and its activities to groups and individuals with varying levels of understanding and acceptance of the installation's programs.

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of the work is to facilitate and encourage the interchange of communication between a field installation in a foreign country and the various external and internal publics affected by the installation's mission and activities.

The work affects the moral of employees, and the accomplishment of the installation's program objectives.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Personal contacts are with local community leaders, civic groups, representatives of the foreign government and members of the print and broadcast media. The public affairs specialist's involvement with these groups is fairly unstructured especially with local groups and media representatives in that contacts vary in purpose, are not routinely established, and the extent of the issue or problem is unspecified.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The purpose of the contacts is to increase the understanding and encourage the cooperation of community groups and employees in working toward achievement of the installation's mission. The public affairs specialist must also explain and clarify policies and activities to media representatives who may be critical or skeptical of such information.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

Duties are normally performed sitting at a desk but may require occasional movement to various locations on and off base.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is generally performed in an office setting and involves normal, everyday risks and discomforts.

TOTAL POINTS -- 2615

PUBLIC AFFAIRS SPECIALIST, GS-1035-11, BMK # 2*Duties*

Conducts the public affairs program for an agency with particular emphasis on maintaining effective relationships with the media and planning and organizing special events sponsored by the organization.

- Writes and disseminates, to local and national print broadcast media representatives, news releases and feature articles describing exhibitions, acquisitions, lectures, presentation ceremonies and related staff activities;
- Organizes and coordinates print and broadcast media interviews with staff members, and oversees all arrangements with the media involving agency activities; provides photographs and other material as required;
- Establishes and maintains working relationships with local groups and representatives of national organizations concerned with history, the arts, science and technology, the humanities and education;
- Coordinates agency information programs with academic and professional organizations concerned with art, history, and education and with programs of other national and local organizations;

- Arranges for speakers in agency's lecture series and recommends to director series themes and potential speakers; also develops arrangements with lecture series' sponsor and guest speakers;
- Serves as liaison with speakers and arranges for preparation and editing of lecture manuscripts with publisher so that each season's lecture series may be printed as a volume.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge of written and oral communication methods and techniques and skill in applying this knowledge in directing a public affairs function for an organization and applying analytical techniques and interpersonal relations skills in determining the needs and desires of the agency's publics and in dealing effectively with those audiences. This includes:

- Skill in producing innovative written materials and in stimulating interest on the part of the organization's various publics concerning activities; programs and events conducted or co-sponsored by the agency;
- Skill in editing manuscripts of collected presentations delivered by guest speakers in the agency sponsored lecture series;
- Skill in making oral presentations to national organizations involved in same general areas as agency and in relating such activities to those of other organizations and gaining cooperation in joint ventures;
- Skill in establishing and maintaining effective and cooperative work relationships with representatives of the local and national media and officials of national cultural organizations in obtaining cooperation in agency activities;
- Skill in collecting and analyzing the views and opinions of various agency publics in developing recommendations for stimulating interest in the agency's activities and structuring some of its programs.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor determines the objectives of the organization's public affairs program and establishes the resources available for the function. The specialist, in conjunction with the supervisor, determines which events will be emphasized, organizations contacted, and projects initiated.

The public affairs specialist develops, plans, and carries out the program independently through creation of innovative written materials in maintaining and stimulating public interest in agency program; establishes cooperative working relationships with national media and cultural groups; provides explanations of change in program emphasis and develops recommendations in strengthening agency public affairs efforts.

Completed work is reviewed in terms of achievement of program objectives and compliance with agency and parent organization's policies. Recommendations concerning communication matters are generally accepted as technically correct by management.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines, in the form of policies and directives from the agency's parent organization, agency procedures, and precedent situations and information campaigns, apply directly to some aspects of the issues or projects undertaken, but most assignments involve new aspects for which no clearly applicable precedents exist, or guidelines are too broad for specific application.

The public affairs specialist uses seasoned judgment in applying guidelines and developing interpretations regarding approaches to be taken in stimulating greater interest in agency activities or enlisting closer cooperation from similar organizations.

Factor 4, Complexity -- Level 4-3 -- 150 points

Assignments involve employing a variety of standard print and broadcast media communication methods and techniques in developing and disseminating news releases and feature articles concerning agency activities and events, working cooperatively with national media representatives and cultural organizations and evaluating the needs and interests of the organization's publics.

Decisions regarding what needs to be done require the analysis of events, shows, and program activities in identifying the most appropriate audiences, understanding the characteristics of these groups, and designing information programs to assure effective communication with such publics.

Assignments require the modification of previously developed informational campaigns or standard communication practices in meeting the unique requirements of the agency's programs or cooperative effort with other organizations.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The purpose of the work is informing the agency's specialized publics of the programs, activities and responsibilities of the organization and encouraging more cooperative efforts with private cultural organizations.

The work contributes to the cultural and educational development of citizens and to the expansion of the agency's role in the cultural activities of the general public.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Personal contacts are with agency program officials, representatives of the print and broadcast news media, local community and cultural groups and representatives of national organizations

concerned with the work and programs of the agency. Many of these contacts are not of a routine or casual nature but involve meaningful interaction between the specialist and the persons contacted.

Factor 7, Purpose of Contacts -- Level 7-2 -- 50 points

The purpose of the personal contacts include gathering information from program officials or consulting with them on types of approaches to use in promoting a given exhibit, explaining agency programs, shows or objectives to news media representatives, and seeking the cooperation of individuals in private cultural organizations in enhancing or furthering the activities or work of the agency.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

No unusual physical demands are required in the assignments.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is generally performed in an office setting or in other similar surroundings.

TOTAL POINTS -- 2395

PUBLIC AFFAIRS SPECIALIST, GS-1035-11, BMK # 3

Duties

Serves as a specialist in the public participation program of an agency's headquarters staff within a Federal department providing assistance in the national direction and coordination of the organization's efforts to solicit public input in its decision making process.

- Identifies, summarizes and analyzes public comments submitted on national issues; also advises and assists program headquarters and field personnel implementing analysis systems on national and regional issues;
- Reviews all proposed Federal Register entries for the organization concerning national issues in the public participation program including those announcements printed in compliance with department's consumer representation plan; also prepares draft reports on public involvement efforts and reviews environmental impact statements for thoroughness and adequacy of public involvement process;
- Writes public involvement plans for informing and involving the public on issues of national significance;

- Initiates and prepares responses to inquiries from interested groups, the general public, and field personnel concerning policies and activities of the public involvement program;
- Assists field personnel with development of public involvement training components on identification of concerned publics, preparation of informing materials, and design of informing process such as meetings, workshops, etc; and use of systems to collect, analyze and evaluate public input.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge of written and oral communication principles, methods and techniques and skill in applying this knowledge in providing assistance to the development of public involvement programs and applying analytical techniques in the analysis of public input on program issues and skill in working effectively with various types of groups. This includes:

- Skill in writing public involvement plans that identify the concerned publics, establish methods for reaching these publics and elicit input from the groups and demonstrate analytical techniques for evaluating public comments;
- Skill in oral presentation techniques in training organization representatives in conducting public involvement meetings, workshops, etc. designed to elicit public input on program issues through stimulation of interest among various concerned publics;
- Skill in establishing effective interpersonal relationships in training organization employees in using skills in the conduct of public involvement programs in consolidating the divergent views of a group to arrive at a consensus public input position;
- Skill in applying analytical techniques in the collection, summary, and analysis of public comments on program issues in developing recommendations from such input for management evaluation.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

The supervisor makes assignments by establishing program objectives, priorities, and time-frames for completion of projects; and assists public affairs specialist in interpreting and adapting policies to assignments.

The public affairs specialist plans and carries out the complete cycle of the analysis process or drafts public involvement plans or trains other employees in conducting public involvement efforts and resolves problems or deviations encountered in the assignment in accordance with instructions, policies or previous work.

Completed work is reviewed for accuracy, completeness, compliance with established policies, and the appropriateness of the recommendations developed by the public affairs specialist.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines are in the form of departmental and organizational policies and directives, public information and involvement manuals, directives and guides, and precedent situations in analyzing public input and developing public involvement plans. The guidelines are applicable to some aspects of the work, but most assignments involve new problems or issues for which no clearly established precedents are appropriate or where guidelines lack specificity and many interpretations are possible.

The public affairs specialist uses experienced judgment in applying guidelines and interpreting public involvement issues or strategies, developing recommendations as a result of public input analyses, and developing solutions to problems encountered by organization's personnel conducting public involvement programs.

Factor 4, Complexity -- Level 4-4 -- 225 points

Assignments involve: developing public participation plans to standardize the process of involving the public in the organization's decision making process; training and advising internal personnel responsible for conducting public involvement programs in the techniques and methods of such programs; collecting, summarizing, and analyzing public comments on program issues; and presenting recommendations to management concerning such issues based on public input.

Decisions regarding what needs to be done require an analysis of the issues on which public comment is sought in defining the appropriate publics to involve, establishing characteristics of target groups, and determining most effective methods and techniques to use in stimulating and obtaining the input from these groups.

Assignments require the modification and adaptation of a variety of communication and analytical techniques and methods in securing and analyzing input from the agency's various publics on a large number of issues and developing from this feedback appropriate recommendations on program changes.

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of the work is to stimulate public input on agency issues through the methods described in public participation plans developed by the incumbent and consultation provided to organization personnel on resolving participation problems.

The work contributes to the improvement of the organization's programs by increasing their responsiveness to public needs and the interests of citizens in the general population affected by these programs.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with organization and departmental program officials, news media representatives, and members of the various publics. Nature of contacts is non-routine involving significant interchanges of data, information, and views.

Factor 7, Purpose of Contacts -- Level 7-2 -- 50 points

Purpose of contacts is to advise organization's personnel on development of public participation plans and training components for such plans, and to inform news media representatives and publics on issues and programs. Contacts are basically with individuals having same objectives as the specialist.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

No unusual physical demands are required in the job.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is generally performed in typical office setting.

TOTAL POINTS -- 2370

PUBLIC AFFAIRS SPECIALIST, GS-1035-12, BMK # 1

Duties

Conducts the public affairs program for an organization with responsibility for developing and providing staff direction involving all public information, internal information, and community relations activities.

- Establishes and maintains effective working relationship with print and broadcast media representatives in disseminating information or answering inquiries about the organizations' operations or activities;
- Advises field office directors and others directly involved with activity operations on handling problems and incidents related to the organization's programs;
- Writes articles and speeches for organization director; prepares and publishes organization publications in keeping all internal personnel informed of programs, activities and career information; writes articles for director to specialized trade publics;
- Arranges for organization representatives to speak to local civic or service groups; informs local community of activities through various media available;

- Writes articles for director dealing with organization operations, programs and activities for publication in national trade outlets.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge of the principles and methods of written and oral communication and skill in applying principles and using methods in conducting a public affairs program involving public information, internal information and community relations activities for internal and external audiences. This includes:

- Skill in writing a variety of articles, news releases and speeches in conveying information and clarifying organization's operations, programs and activities to specialized audiences and general public;
- Skill in establishing and maintaining effective working relationships with local and national media representatives and community groups;
- Skill in making oral presentations to various internal and external groups informing them of programs, objectives and activities;
- Skill in applying a variety of analytical techniques in gathering, analyzing and evaluating complex data and developing appropriate recommendations for director's consideration.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor sets the overall objectives, policies and programs for the public affairs activities performed by employee. The specialist and supervisor determine, through consultation, the various projects to be pursued in the broad areas of the program and the time-frames for meeting objectives.

The specialist carries out the program according to established plans and policies, resolving most issues on own initiative and interpreting policy based on broad framework provided by supervisor. The employee notifies supervisor of any potential problems that may reduce program effectiveness and offers corrective recommendations.

Completed work is reviewed through analysis of results achieved, objectives met or program enhanced.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines include departmental and agency policies and directives, public affairs manual and previously encountered issues and situations. These guidelines have limited application to many of the problems or situations experienced by the specialist or encountered in consulting with field staff or headquarters officials.

The specialist exercises resourcefulness and initiative in using different approaches or strategies in handling, both directly and consultatively, new or unique issues or situations requiring variations of standard communication methods or new policies to deal with changing situations or emphasis.

Factor 4, Complexity -- Level 4-5 -- 325 points

The public affairs specialist plans and directs all aspects of the organization's public affairs program. This includes: establishing and maintaining effective relationships with both external and internal publics; developing written and oral presentations transmitting information concerning programs and activities; developing recommendation for improvement of public affairs program based on analysis of feedback from affected or interested audiences; and advising field office program directors on handling adverse developments which can negatively impact the agency.

Decisions regarding what needs to be done include determining which methods or techniques are most effective with a given audience on a particular issue, identifying the issues or problems affecting various publics, developing communication strategies or campaigns that will effectively transmit the information necessary for the publics' understanding of issues and establishing ways of obtaining feedback on effectiveness of program efforts.

The work requires planning and coordinating a public affairs program among five field installations and analyzing a variety of feedback from external and internal audiences in developing recommendations for management on the overall improvement of the public affairs program.

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of the work is to plan and conduct a public affairs program requiring the development of communication campaigns to convey information concerning programs, objectives and activities to both external and internal audiences and the evaluation of the effectiveness of the program.

The work contributes to the efficient accomplishment of organization objectives by promoting greater involvement by employees in improving the operation and work of the organization which facilitates the total mission of the agency and the department.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Personal contacts include top organization officials, representatives of the news media from both the local and national levels, community and civic group representatives and private, industrial concerns providing goods to the organization and its installations.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The purpose of the contacts is to inform internal and external publics of the programs, objectives and activities of the organization, develop an increased sense of dedication by employees to the improvement of operations, encourage a greater intercommunication between field installations

and local communities, and advise field office directors on responding to local group or media misunderstanding of agency programs.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is generally sedentary and does not require unusual physical effort.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Most of the work is performed in an office setting, although there may be occasional travel to field installations to conduct on-site inspections.

TOTAL POINTS -- 2890

PUBLIC AFFAIRS SPECIALIST, GS-1035-12, BMK # 2

Duties

Functions as a specialist in the news media section of the public affairs department, of an agency in a Federal department, planning and coordinating the dissemination of information relating to the organization's programs, objectives and functions through the news media.

- Develops and writes information materials designed to reach national audiences through the news media such as wire services, radio, television, newspaper, etc. Written materials include: news releases; spot radio and television announcements; fact sheets; feature stories; background statements; etc.;
- Determines the need for information materials to support programs at agency level and provides news releases, feature stories, speeches, etc. To regional information offices which adapt this material to reach specialized audiences in their geographical areas;
- Establishes and develops effective relationships with media representatives and public affairs personnel of specialized groups, which currently give little or no coverage to organization programs. Determines in what ways the organization can work more closely with media and groups in communicating with audiences interested in or affected by programs;
- Develops communication plans by considering such items as specific topics or aspects to emphasize, the most effective media to use in communicating with intended audiences, the kind of information various groups want or need, etc.;
- Evaluates the impact and effectiveness of communication plans and advises management if efforts should be discontinued, emphasis changed or coverage

expanded in improving intercommunication between organization and various audiences through media utilization.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge of the principles, methods, practices and techniques of communication. Skill in applying such knowledge to: develop written information materials for dissemination through a variety of media; determine and effectively use the most appropriate means for transmitting information; and evaluate the effectiveness of the plans developed to communicate with targeted audiences. This includes:

- Skill in written communication in developing news releases, feature stories, background statements, fact sheets, radio and television spots and scripts that effectively transmit information about complex programs, activities and functions;
- Skill in developing and maintaining effective relationships with media representatives and public affairs personnel of organized groups in establishing and enhancing intercommunication between the organization and its audiences using the media and groups;
- Skill in making oral presentations designed to seek cooperation of specialized groups and media in providing fuller coverage to programs and encourage open communication between the organization and its audiences;
- Skill in analyzing the effectiveness of communication plans implemented, and developing recommendations to change the nature of the organization's public affairs program.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor sets the overall goals of the various plans or projects assigned to the specialist. The employee, with the supervisor, establishes the nature of the communication plans, deadline for implementation and the various phases to be achieved. The public affairs specialist independently plans and executes the various phases or stages of the plans, coordinating efforts with program specialists, regional public affairs offices, and makes contacts with media and specialized group representatives. The employee resolves most of the problems or conflicts that arise, consulting with the supervisor where policy has not been established.

Completed work is reviewed by the supervisor for adherence to established policy and meeting the expected goals of the project.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines in performing the work are primarily in the form of organizational and departmental policy and plans previously conducted. Such guidelines are generally of limited use in

developing communication plans for new or significantly different problems or issues encountered by the organization.

The public affairs specialist uses seasoned judgment in altering or modifying standard communication practices and techniques in dealing with unique situations that arise from an evaluation of the effectiveness of plans implemented in support of programs.

Factor 4, Complexity -- Level 4-5 -- 325 points

The work involves planning and developing communication plans in conveying information about programs to various publics. This includes: identifying audiences; determining the most effective media to use in reaching them; developing written materials; securing the assistance of media representatives and organized groups, indifferent to agency programs, through whom the communication is facilitated.

The specialist must choose from a variety of alternatives at each phase during the project. This includes: which public is appropriate for a particular program or issue; the kind of information required; which media or organized group can be used to provide greater access to the organization's publics; and how these sources can be encouraged to exercise greater involvement in emphasizing organization programs.

Assignments require the modification of standard communication practices to achieve a greater degree of intercommunication between the organization and its publics using the communication facilities of organized groups, some of whom are reluctant to increase coverage of the organization's programs.

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of the work is to convey the programs, policies and functions of the organization to the various publics affected by or interested in such activities. This is accomplished by using the media and the media outlets of organized groups having communication links with the organization's publics.

The work facilitates dissemination of information about the organization's programs, functions and activities to those publics, on a national basis, who can most benefit from such programs.

Factor 6, Personal Contacts -- Level 6-4 -- 110 points

Contacts include representatives of the national media, public affairs personnel of national organized groups having communication links with the organization's publics, and program officials and regional public affairs specialists.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The purpose of contacts with media representatives and public affairs personnel of organized groups, indifferent to agency programs, is to encourage them to serve as a link between the

organization and its various publics which will benefit from information on programs and services.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

No unusual physical effort is involved in the work.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is generally performed in an office setting.

TOTAL POINTS -- 2940

PUBLIC AFFAIRS SPECIALIST, GS-1035-12, BMK # 3

Duties

Serves as a public affairs specialist in an agency headquarters developing, promoting, and implementing consumer safety information and education programs through trade associations and professional and civic organizations.

- Establishes and maintains effective working relationships with national organizations interested in consumer safety programs with particular emphasis on those organizations not previously active in participating in such efforts;
- Plans, implements, and evaluates information programs in specifically assigned product categories;
- Develops campaign or program guidelines for headquarters and field offices use, defining the scope and parameters for implementing campaigns and providing suggested activities, materials to be used, deadlines and reporting requirements;
- Develops appropriate communication channels, techniques and strategies for use by others in disseminating information to hard-to-reach audiences such as industrial concerns, low income and minority groups;
- Reviews area office plans for consistency with overall objectives of national program and recommends follow-up procedures; monitors activity reports to determine program progress and provides advice and assistance to resolve problems;
- Speaks to a variety of groups and participates in meetings to promote the dissemination of information concerning consumer safety programs. Also attends agency management meetings to provide input on policy and program development.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge of the principles, methods, practices, and techniques of communication and skill in applying this knowledge in the development of strategies to disseminate complex information to consumers through the communication channels of organizations having an interest in such programs. This includes:

- Skill in writing to develop information programs conveying complex information to consumers having limited understanding of the subject;
- Skill in making oral presentations to encourage organizations to take an active role in assisting in disseminating information to consumers;
- Skill in establishing and maintaining effective working relationships with national organizations, industrial firms, and headquarters and field management and public affairs personnel;
- Skill in analyzing effectiveness of national and field office programs of consumer education and developing recommendations to improve the programs at both levels.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor assigns work in terms of priorities and objectives and is available for consultation in resolving controversial issues.

The public affairs specialist independently plans and carries out the projects, selecting the approaches and methods to be used in completing assignments.

Projects are reviewed to determine that objectives are met, for compliance with agency policies and conformance with broad program goals and other national priorities.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines, including agency policies and regulations and previously completed projects and plans, are of limited value in addressing new issues or, more typically, in encouraging organizations to participate more actively in agency efforts to communicate with hard-to-reach consumers.

The public affairs specialist uses ingenuity in developing new methods to solve problems not previously encountered.

Factor 4, Complexity -- Level 4-5 -- 325 points

Assignments include planning, implementing and evaluating assigned information programs. This involves dealing with various national, civic and industrial groups who often have differing goals. Incumbent analyzes ethnic data, population size, geographic and other demographic data

in developing campaign guidelines for headquarters and field office use. Also reviews field office activity to monitor progress with program goals and offer assistance in problem areas.

Decisions regarding what needs to be done include considering such factors as: changing emphasis on program direction; the complexity in developing strategies to reach low income and minority groups; devising approaches to obtain assistance and cooperation of national consumer information groups in aiding in communicating with various publics.

The work requires that the public affairs specialist establishes criteria for the development, implementation, and evaluation of agency programs and develops new methods and techniques in communicating with the agency's various publics.

Factor 5, Scope and Effect -- Level 5-5 -- 325 points

The purpose of the work is to develop strategies to involve difficult to reach but key national organizations in the agency's decision making process and to assist in communicating with various agency publics.

The impact of the work is to reduce the number of injuries experienced by the public as a result of consumer products by providing to consumers, on a national basis, information to evaluate the relative safety of products and in affecting consumer attitudes, knowledge and behavior toward product safety.

Factor 6, Personal Contacts -- Level 6-4 -- 110 points

The employee works with various program officials at all levels within headquarters and field offices of the agency as well as dealing with representatives of national professional and civic organizations. The public affairs specialist initiates all contacts with these individuals to present agency policy clearly and effectively in promoting product safety to their national membership.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The purpose of the contacts is to encourage national organizations to use their communication channels with consumers to convey information beneficial to their membership. In addition, the employee must use tact in reaching a consensus on technical points and methods which are in conflict between program officials and other technical groups.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is primarily sedentary.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work includes the everyday risks and discomforts typical of offices and meeting rooms.

TOTAL POINTS -- 3040

PUBLIC AFFAIRS SPECIALIST, GS-1035-13, BMK # 1

Duties

Conducts the public affairs program for a region of an agency within a Federal department, with responsibility for planning, developing, and communicating the organization's programs, policies, and activities to the regional publics.

- Develops and transmits informational materials to a variety of publics to enhance the understanding of certain attitudes and practices advocated by the organization for the planned and efficient use of natural resources;
- Analyzes and evaluates regional program needs to advise regional director and other management officials of the information that should be made available to the public or approaches to take to attain program goals;
- Provides consultation to installation directors within the region in developing direction in public affairs activities to support the total management effort;
- Establishes and maintains effective working relationships with representatives of the print and broadcast media and national organizations interested in the environmental, recreational, and conservation aspects of the organization's programs;
- Uses a variety of methods and techniques in achieving communication goals such as news releases, radio and television scripts, feature articles, personal appearances, new conferences, exhibits, brochures, pamphlets, etc.

Factor 1, Knowledge Required by the Position -- Level 1-8 -- 1550 points

Mastery of the principles, methods, practices and techniques of communication that enables the public affairs specialist to function as the technical authority within the region with responsibility for the development and execution of plans for dissemination of written and oral information to encourage groups and individuals within the region to adopt program results developed from public input. This includes:

- Skill in developing written materials designed to encourage affected publics to adopt positions on a variety of issues when such policies have been determined as a result of a broad involvement of interested or concerned individuals or groups in the decision making process;
- Skill in making oral presentations or training others to conduct meetings designed to obtain public input on program issues and develop a consensus position from among divergent viewpoints;

- Skill in establishing and maintaining working relationships with a variety of publics some of whom have opposing points of view from the organization and where the specialist must defend the developed policy or point of view in the face of heavy criticism in unstructured settings;
- Skill in analyzing and developing recommendations, or training others to do so, from a wide array of conflicting and divergent input from many publics and arriving at a position acceptable to most of the participants.

Factor 2, Supervisory Controls -- Level 2-5 -- 650 points

The supervisor provides administrative direction in terms of broad policy statements and general objectives to be achieved through the regional public affairs program.

The public affairs specialist is responsible for developing and preparing plans and programs for carrying out responsibilities on a regional level, determining methods to be used, approaches to be taken, resolving conflicts that arise and coordinating work with program officials and external groups.

Results of work, in terms of decisions made and recommendations developed, are accepted as technically sound and authoritative. A general review of the work is made in terms of attainment of program objectives.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines, in the form of administrative policies issued by the organization's director or the agency's public affairs director and precedent situations or issues, are available but of limited value in specific situations because of definition in general terms.

The public affairs specialist uses seasoned judgment in modifying standard communication methods in developing approaches or strategies that more appropriately match the requirements of unique situations encountered.

Factor 4, Complexity -- Level 4-5 -- 325 points

Assignments include planning, implementing and evaluating the regional public affairs program involving development of written information materials to encourage adoption of organization programs; making oral presentations to encourage organizations (national, State and local) to convey support of policies to their members; and developing recommendations from an analysis of public input on a wide variety of program and policy issues.

Decisions regarding what needs to be done include determining the type of approach to use in gaining understanding from various publics of programs, development of modified methods in achieving communication goals and evaluating public input while considering the conflicting and divergent views on many programs and policies held by the various publics.

The work requires developing new methods to obtain a broad range of public input from among opposing viewpoints and synthesizing the data to develop consensus program recommendations.

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of the position is to provide direction and expert technical advice in communicating the organization's programs and policies within the region that will assure that natural resources are properly utilized and preserved.

The work results in assuring that those individuals and groups impacted by programs have the opportunity to provide input on the policies developed. The efforts of the work affect the recreational, social, and economic aspects of the lives of a large number of people.

Factor 6, Personal Contacts -- Level 6-4 -- 110 points

Personal contacts are with representatives of national, State and local organizations interested in the region's programs, members of the news media, and program officials within the headquarters and regional structures. Contacts occur on a non-routine basis and involve meaningful exchanges of views and information.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Purpose of contacts with representatives of the news media is to obtain cooperation in disseminating information concerning the organization's programs. Contacts with national, State and local organizations are to: obtain their input on issues; encourage these groups to communicate such issues to their members to develop widespread understanding of the work of the organization; and clarify new or revised programs.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

Although some trips to outdoor areas in natural settings occur, most work is sedentary.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Some exposure to inclement weather or movement over uneven terrain occurs, but most work is performed in an office setting.

TOTAL POINTS -- 3440

PUBLIC AFFAIRS SPECIALIST, GS-1035-13, BMK # 2

Duties

Serves as the public affairs specialist in an agency concerned with domestic animal health, with responsibility for planning, designing and executing comprehensive, nationwide campaigns to convey information concerning the organization's programs to publics served or affected by such programs.

- Evaluates information problems encountered in communicating the organization's programs. Advises on and recommends specific information activities designed to meet these problems. Analyzes information needs in terms of the public needs to be met and provides advice on program information problems to program staff;
- Develops plans for campaigns to disseminate information about organization's programs. Organizes campaigns to bring about timely and coordinated use of all facilities and skills available in the organization, within the agency, and with cooperating State and other Federal agencies;
- Develops basic campaign materials including fact sheets, news releases, feature articles for magazines and trade papers, radio and television scripts, motion pictures and other materials;
- Establishes and maintains effective working relationships with information and public affairs officials of State governments, extension services and other cooperating agencies as well as with general readership newspapers, trade papers, radio and television stations and citizen organizations.

Factor 1, Knowledge Required by the Position -- Level 1-8 -- 1550 points

Mastery of the principles, methods, practices and techniques of communication that enables the public affairs specialist to function as the technical authority for the organization and responsible for designing, planning and executing a public affairs program of major national scope and significance involving the conveying of information about complex programs affecting a large and diverse number of people throughout the population. This includes:

- Skill in developing written materials designed to encourage specialized publics to adopt organization's health recommendations where such policies have a beneficial economic impact on the affected audiences;
- Skill in establishing and maintaining effective working relationships with a variety of publics some of whom are indifferent to the organization's points of view;

- Skill in analyzing programs and developing recommendations to assist program officials in achieving the information objectives of these programs.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor establishes, in consultation with the employee, the overall objectives of the work assigned.

The public affairs specialist carries out assignments independently, resolving most conflicts which arise, coordinating the work with others as required. Interprets policy and regulations independently, guided by the established objectives of the assignment. Methods to be used and approaches to be taken are normally determined by the employee.

The employee's work is considered technically sound. Program effectiveness is assessed in terms of results achieved in gaining understanding of the organization's programs.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines consist of organizational and departmental policy statements which are general in nature and of limited use in specific situations.

The public affairs specialist uses initiative and resourcefulness in establishing new communication approaches within the context of established policy.

Factor 4, Complexity -- Level 4-5 -- 325 points

Assignments involve designing, planning and executing a public affairs program to inform and educate the general public and special interest groups about agency health programs. Much of the audience is indifferent to agency programs or reluctant to adopt recommended procedures.

Decisions regarding what needs to be done involve assessing the information needs of the general public and specialized publics and designing information campaigns to present complex information effectively and gain understanding of such material.

Projects typically involve departures from traditional approaches in addressing new problem areas such as emergency outbreaks, the appearance of a disease in new areas, etc.

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of the work is to gain understanding of the organization's health programs by the general public and affected specialized groups and their cooperation in adopting the organization's recommended practices.

Work efforts help to prevent the spread of disease -- a major objective of the organization's programs.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with Federal, State and county personnel, members of the private sector having an interest in the dairy industry and members of the news media.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Contacts are made with private interest groups to educate them to the importance of the organization's programs, media representatives to present information and other public affairs personnel to coordinate work efforts and solve mutual problems.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is primarily sedentary.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is performed in an office setting.

TOTAL POINTS -- 3190

PUBLIC AFFAIRS SPECIALIST, GS-1035-14, BMK # 1*Duties*

Conducts the public affairs program within an agency of a Federal department, with responsibility for planning, designing, and executing a program to inform and educate the general and specialized publics about the organization's programs, activities and services.

- Plans, directs and executes national campaigns to convey complex information concerning programs, research on program-related areas, responsibilities, and activities;
- Establishes and maintains effective working relationships with members of the news media, specialized groups interested in the organization's programs and field offices;
- Responds to information requests from the news media and specialized and general publics on the organization's program in written and oral form, often requiring detailed explanations of negative comments made on the organization's activities or performance in a particular situation;
- Provides assistance and consultation to field offices in initiating and maintaining direct contacts with the general public, specialized groups and community and governmental entities using organization's services;

- Advises agency management of attitudes of commercial users of agency's services in field areas as well as field office reactions, achievements and criticisms; evaluates programs in the field and recommends modification when appropriate;
- Prepares magazine articles for publication in the internal headquarters journal reporting on technical progress and agency and employees' achievements;
- Directs special events, ceremonies, tours and other activities intended to develop interest in agency programs.

Factor 1, Knowledge Required by the Position -- Level 1-8 -- 1550 points

Mastery of the principles, methods, practices and techniques of communication that enable the employee to function as the organization's technical authority on all public affairs and community problems and issues. Directs a national program conveying complex information on the organization's activities that affect the total population. Gains acceptance of the organization's proposals providing benefit to general public and specialized groups. This includes:

- Skill in developing written materials to convey information concerning complex programs and functions to publics having diverse levels of understanding of the organization's programs and activities;
- Skill in responding orally to criticism of the organization's functions or performance, to logically and effectively explain programs, functions and activities and gain understanding of the organization's efforts by concerned publics;
- Skill in establishing and maintaining effective working relationships with individuals and groups interested in or affected by programs, creating meaningful communication interchanges between them and the organization;
- Skill in evaluating the effectiveness of the public affairs program as operated in the field offices, analyzing feedback from the media and public, and developing recommendations to improve the internal operation and enhance the overall public affairs program.

Factor 2, Supervisory Controls -- Level 2-5 -- 650 points

The supervisor provides general administrative and policy direction defining the employee's assignment in terms of broad mission statements.

The public affairs specialist plans, designs, executes and evaluates the overall program, independently determining the methods and approaches to be used.

The program is evaluated in terms of results achieved and objectives met. Decisions and plans are accepted as technically authoritative.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines, in the form of departmental policies and precedents contained in directives, are broadly stated and of limited use in applying them to specific situations encountered by the specialist.

The public affairs specialist uses seasoned judgment in deviating from acceptable communication practices or strategies to develop methods appropriate to specific issues or problems.

Factor 4, Complexity -- Level 4-5 -- 325 points

Assignments include planning, designing, executing, and evaluating a public affairs program involving the development of written materials conveying complex information about the organization's programs, the maintenance of effective working relationships with specialized groups and the development of recommendations to improve program effectiveness.

Decisions regarding what needs to be done involve analyzing the information needs of various segments of the organization's publics; determining the most effective approaches to employ in reaching the specialized publics, modifying strategies or plans to more effectively communicate programs and functions, and providing information to refute undue criticism.

The work involves obtaining feedback from publics in developing new approaches to use in meeting communication needs of the public and the goals of the programs.

Factor 5, Scope and Effect -- Level 5-5 -- 325 points

The purpose of the work is to determine reasons for publics' negative view of the agency's work and develop new or alternative means of providing information that will enhance publics' understanding of and support for agency programs and efforts.

The work affects the organization's attainment of program goals, understanding of functions and activities by groups and individuals dependent upon such services and efforts.

Factor 6, Personal Contacts -- Level 6-4 -- 110 points

Personal contacts are with program officials, representatives of the news media, national organizations and State and Federal Government officials as well as technical research authorities. Contacts are characterized as involving meaningful interchanges of views on matters of critical importance to the organization.

Factor 7, Purpose of Contacts -- Level 7-4 -- 220 points

Contacts are to advise program officials on problems involved in communicating information to affected publics; with news media and national organizations interested in the organization's

programs to explain and defend the programs, functions and performance in these varied areas against undue criticism.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work requires a minimum of physical exertion.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Work is performed in an office setting.

TOTAL POINTS -- 3640

EXPLANATORY MEMORANDUM

I. Introduction

The tentative classification and qualification standards for the Public Affairs Series, GS-1035, were distributed for comment to all Federal departments and agencies, several employee organizations, and a number of professional societies as well as other interested groups and individuals. In addition, two OPM regional offices were requested to comment in detail. The draft standards were issued in August 1980, with comments due November 19, 1980. Several extensions were granted under unusual circumstances, but all comments were received by January 5, 1981. A total of separate comments were received including: 65 from Federal departments and agencies; 24 from professional societies and organizations; and 3 from individuals not connected with any group.

The proposed standards are applicable to a potential population of 2,696 employees in GS-5 through GS-15 (data as of 10-31-79):

Grade	Positions
GS-5	43
GS-7	172
GS-9	408
GS-11	516
GS-12	515
GS-13	505
GS-14	345
GS-15	192

II. *Comments on the Classification Standard*

A. *Series Definition*

1. *Comment* -- Many reviewers felt that the definition should be expanded to include involvement and participation with agency management in policy development and decision making. The definition should also emphasize the public affairs role in planning, designing, executing, and evaluating communication programs. Several commentors proposed specific sections for inclusion in the definition.

Response -- The public affairs role in counseling management in the development and articulation of agency policy as well as their role in planning and evaluating communication programs are both validly covered by this series. The definition in the draft did not adequately portray this involvement with management. The final version of the series definition expands the one proposed in the draft and emphasizes public affairs' participation in the management process.

2. *Comment* -- Other reviewers expressed the view that while the definition was generally adequate, certain kinds of work should be specifically mentioned in the series definition. Suggested inclusions to the series definition were: recruiting promotion; responsibility for motivating publics to comply with laws, regulations, or programs; knowledge of survey/research methodology and techniques; writing, audiovisual, and exhibits production, describing methods of information dissemination; and internal information.

Response -- The purpose of the series definition is to summarize the general features of an occupation which serve as a basis for the further elaboration of the work in the Series Coverage and Occupational Information sections. While the definition provides a framework for the specific duties or qualifications identified by the commentors, it does not attempt to list all specific characteristics of an occupation. In the case of the Public Affairs Series, the nature of the work and the qualifications outlined in the definition are sufficiently broad to cover the specific instances of communication functions described by the reviewers.

3. *Comment* -- One reviewer felt that emphasis on feedback of information was too passive and suggested that the definition should address the acquisition of information, attitudes, etc.

Response -- The proposed definition, while referring to such activities, did not fully convey the active role of creating and evaluating information programs that is characteristic of the public affairs involvement in the communication process. The definition in the final standard does correct this shortcoming of the draft and more accurately reflects the public affairs role in planning, developing, and evaluating the total information program and using its results to provide guidance to agency management.

4. *Comment* -- Another reviewer felt that analyzing feedback should not be covered in the definition because it is not a characteristic of all positions in the series.

Response -- As indicated above, evaluating communication programs or the informational materials developed for them is an inherent step in the communication process. The effectiveness of each element in a total information program must be evaluated to determine whether it contributes to the overall program goal of enhancing understanding of the agency's mission.

5. *Comment* -- One reviewer suggested that the definition is inconsistent with the type of positions providing information to agency employees.

Response -- The final definition has been revised to show more clearly that internal audiences are appropriately served by public affairs positions.

6. *Comment* -- Another commentator suggested that the series should include staff positions functioning as advisors to top management in planning communication programs.

Response -- The expanded definition does include such positions which are more specifically referred to in other parts of the standard.

7. *Comment* -- Several reviewers pointed out that if the Public Affairs Series is to incorporate the work now classified in the Foreign Information Series, GS-1085, then, the new series should reflect this type of work in the definition.

Response -- This change to the definition was intended in the final standard if supported and substantiated by the nature of the comments. The final definition provides for this type of work. (See comment under Exclusions dealing with Foreign Information Series.)

8. *Comment* -- Some reviewers offered specific wording changes on what the definition should or should not contain, e.g., substituting "other pertinent publics" for "various publics" or omitting reference to "educational materials" to avoid confusion with GS-1700 Group.

Response -- Where the suggested language changes were considered clarifying, either by inclusion or exclusion, the recommended wording was used. In the two examples above, both suggestions were incorporated in the final definition.

9. *Comment* -- Several commentators felt that references to "feedback" or implications that public affairs personnel could be involved in public participation functions should be removed from the definition and, in fact, all parts of the standard. They saw these activities as the exclusive responsibilities of the consumer affairs function.

Response -- A previous response pointed out that evaluation of the effectiveness of informational materials, including the public's reaction to them, is validly included within the public affairs function. Use of a technique or approach such as public participation is not limited to one occupation but is used by such diverse specializations as engineers reviewing plans for municipal water treatment plants; community organizers establishing neighborhood social service programs; or planners designing the physical and social components of a redevelopment project. (For further discussion of related issues see comment under Exclusions dealing with consumer affairs.)

10. *Comment* -- Many suggestions were received that a separate series defining consumer affairs work should be established since this function is fundamentally different from public affairs in mission, philosophy, and activities.

Response -- The issue of consumer affairs is discussed under Exclusions below.

B. *Series Coverage*

1. *Comment* -- Many commentors suggested that this section be expanded to cover the broader definition including involvement in policy development and communication planning.

Response -- This section has been expanded to reflect the revised definition which describes public affairs' involvement in policy development and agency decision making.

2. *Comment* -- In response to a question posed in the transmittal letter concerning the involvement of public affairs with agency publics, many commentors noted that the public affairs function is extensively and intimately involved with groups served or affected by agency programs.

Response -- The factfinding that was conducted in developing the draft standard found that public affairs personnel were directly involved in working with agency publics. Staff of the Consumer Affairs Council's Working Group, with whom we consulted under the requirements of Executive Order 12160, expressed serious reservations about such a finding. They contended that if such involvement did exist in the past it would be modified with the issuance of the Executive Order. The nature of the comments indicates that such involvement continues to exist in the public affairs function, and the standard reflects this fact.

3. *Comment* -- Several reviewers felt that the section was comprehensive or at least adequate. They welcomed the definition of a functional program and the flexibility provided by the description of specialist and generalist positions. However, they did suggest that certain specific duties should be included, such as: developing advertising and sales promotion for

recruiting programs; providing information to the public concerning the organization; dealing with sensitive and conflict situations; and dealing with internal audiences.

Response -- It is impractical to list, in this section, every type of duty performed by employees covered by the occupation. The Series Coverage section provides guidance on the major types of work found in the series and serves as an aid in determining whether specific positions should be included within the occupation. The four types of positions described in general terms provide a basis on which specific decisions regarding inclusions can be made.

4. *Comment*-- Several commentors, addressing the position types, noted that the order of the categories should be reversed, while other suggested that positions responsible for designing programs should also be shown as involved in policy formulation as well as planning and evaluating information programs.

Response-- The order of the position types has been altered to reflect the most typical assignments occurring in the occupation. In addition, the wording has been modified to allow for staff-advisor positions and to reflect the public affairs role in policy formulation and planning and evaluating communication programs.

5. *Comment*--one reviewer noted that this section, when combined with the Occupational Information section, represents too much information and should be reduced.

Response-- This section, along with several others, appeared too wordy and redundant on several points and was pared down to present the same information more concisely.

6. *Comment*--Another reviewer suggested that if the Foreign Information Series is to be combined in the Public Affairs Series the Series Coverage section should reflect involvement of public affairs with foreign audiences.

Response-- The position type providing for dissemination of information has been modified to reflect involvement with foreign audiences.

7. *Comment*-- One commentor understood that the position category covering the development and dissemination of information to the public would allow, inappropriately, for the classification of Federal Information Center positions in the Public Affairs Series.

Response-- As we understood these FIC positions, they are not involved in the development of the materials that are disseminated by the Federal Information Centers. When positions are involved in the creative development of informational materials, classification to this series may be appropriate. However, if the positions are strictly concerned with dissemination of already published material, they would not be allocated to the Public Affairs Series.

8. *Comment--* One reviewer suggested that the position type providing informational materials to internal audiences should be given more emphasis in the benchmarks and factor level descriptions.

Response-- The draft combined two benchmarks dealing with internal information programs. The factor level descriptions are necessarily more general since they must apply to a variety of different positions. However, as the benchmarks demonstrated, the factor level descriptions can be used in evaluating internal information positions.

9. *Comment--* Another commentor requested that the need for program knowledge by public affairs personnel be clarified.

Response-- The language dealing with this issue has been revised to clarify the need for program knowledge by public affairs specialists. This occurs at several points in the standard and the revised wording should clear up and misunderstanding created by the draft.

10. *Comment--* Several reviewers addressed the issue of the relationship between public affairs and consumer affairs. One suggested that consumer affairs is a subset of public affairs. Another felt that the differences between the functions was so great as represent separate series or lines of work.

Response-- The issue concerning the relationship of consumer affairs to public affairs is dealt with under the comment addressing these two functions in the section on Exclusions.

- 11 *Comment --* One reviewer asked whether speechwriter positions would be covered by the Public Affairs Series.

Response -- Speechwriter positions can be found, depending upon a critical analysis of functions performed, in the Writing and Editing Series, Public Affairs Series, or subject matter series. Those in the Writing and Editing Series, GS-1082, are basically writers who do not formulate the basic philosophy or significantly interpret facts to be presented in a speech. The speeches written are intended to be definitive expressions or explanations of the organization's policies, programs, or procedural

requirements. The speeches are written for officials of the organization who command public and press attention by virtue of their official position. The speechwriter uses modes of expression, words, or speech habits and other touches of the official involved. The content material is determined by the official or a member of the staff, but the speechwriter is expected to offer suggestions on emphasis in presentation that are based upon knowledge of the subject to be covered and the audience addressed.

There are other positions titled speechwriters that formulate program philosophy and significantly interpret facts. These positions develop speeches wherein agency policy is created and enunciated as well as agency head presentations to Congress concerning the initiation of innovative programs. Some of these positions requires such a thorough knowledge and understanding of certain functional areas within the agency that they are classified to subject-matter or program series. Other positions that involve these higher level analytical duties and policy determination functions may be classified to the Public Affairs Series particularly where these positions serve as advisors to management officials for the formulation and dissemination of agency policy. Thus, grade level will depend upon whether the position involves, for example, expository writing, applying subject-matter expertise, formulating an information program, or performing policy specialist functions.

C. Exclusions

1. *Comment* -- Many reviewers, outside of the personnel function pointed out that most positions in public affairs performed some of the duties covered by the excluded series. Several personnel specialists (recognizing this as a probable misunderstanding) suggested that a special introductory paragraph be added to explain the purpose of exclusions.

Response -- It appears that many users of this standard will be outside of the personnel function and are unfamiliar with the various parts of a classification standard. As a result, we decided that an explanatory paragraph covering the nature of exclusions, though a departure from standard practice, would provide for greater understanding of this section. The paragraph is brief, but explains the essential meaning of the Exclusions section.

2. *Comment* -- Several commentators suggested that the wording of the excluded series be made more specific and show a clearer relationship to public affairs.

Response -- The paragraphs containing the excluded series were all rewritten to show their similarity to public affairs and clarify the reason for listing them as exclusions.

3. *Comment* -- Most commentators on the issue agreed that the Foreign Information Series was a special instance of the Public Affairs Series and should be included within the latter.

Response -- This has been accomplished and the Foreign Information Series is abolished. Positions now classified in GS-1085 will be appropriately contained in the Public Affairs Series.

4. *Comment* -- One reviewer felt that the Writing and Editing Series, GS-1082, was not clearly differentiated from the Public Affairs Series.

Response -- As mentioned earlier, the exclusions paragraphs were rewritten to clarify their relationship to Public Affairs and show more clearly why they were identified as exclusions. Such was the case with the GS-1082 series. In addition, the introductory paragraph should clarify the intent of the section.

5. *Comment* -- Several commentators felt that exclusions 2, 4, 5, 6, 7, and 8 were all part of the Public Affairs Series and should not be excluded.

Response -- The addition of the introductory paragraph should clarify these exclusions.

6. *Comment* -- One reviewer suggested that the Technical Information Services Series, GS-1412, should be identified as an exclusion since it deals with information work.

Response -- This series is part of a larger project involving the revision of several 1400 Group series. That study will probably result in several definition changes. More importantly, however, neither the current structure of GS-1412 nor the revised version is sufficiently similar to the Public Affairs Series to warrant listing the Technical Information Services Series as an exclusion. Public Affairs Series deals with the communication process and involves the development of information materials, while the Technical Information Services Series is primarily involved in the analysis, storage, and retrieval of technical information for individual users.

7. *Comment* -- Another reviewer suggested that exclusion 9, the Education and Vocational Training Series, GS-1710, be expanded to include the entire Education Group, GS-1700, since series other than the 1710 could be confused with certain public affairs positions.

Response -- The rewritten exclusion takes this possibility into account by listing the entire GS-1700 as the exclusion.

8. *Comment* -- Several commentors offered suggestions on language changes to exclusion 10, dealing with research in fields affecting the consumer.

Response -- This exclusion was reconsidered because its relationship to Public Affairs is more clearly reflected in exclusion 1 of the draft. That exclusion deals with positions that are involved in performing work in an agency's functional program. The final version of this exclusion combines numbers 1 and 10 of the draft to form number 8 in the final standard.

9. *Comment* -- Many commentors addressed exclusion 11 which dealt with positions representing and advocating a consumer perspective within an agency. Some reviewers thought that this exclusion should be expanded by including the five functions identified in Executive Order 12160 (consumer affairs perspective; consumer participation; informational materials; education and training; and complaint handling) to form the basis of a possible future series for consumer affairs. Others felt that the exclusion showed no clear difference between public affairs and consumer affairs and should be rewritten to more clearly differentiate the two or include many consumer affairs jobs within the Public Affairs Series. A few felt that the General Business and Industry Series, GS-1101, should be referenced as the series where consumer affairs should be classified rather than the General Clerical and Administrative Series, GS-301. Other reviewers recommended that positions advocating consumer concerns should form the central focus of a possible future consumer affairs series.

Response -- The consumer affairs function is still in a developmental phase with Government wide, formal positions having been established only in 1980. These positions, as with the organizations in which they are found, have yet to crystallize in a standardized way into separate, identifiable entities. Most emerging occupations require a period of several years during which they coalesce to form the characteristic duties and establish the necessary qualification pattern to distinguish them from related fields of work. Thus, the identification of consumer affairs as a solid exclusion now appears to have been premature.

The suggestion to form a new series around the duties included under the five functions listed in E.O. 12160, while a possibility, is not adoptable at this time because the work does not yet appear to be performed in that manner. Key to series definition is whether an analysis of the facts reveals that positions are performing similar duties requiring similar qualifications. For example, positions developing informational materials could be classified in the GS-1082 or GS-1035 series. Those developing training programs could be classified in the GS-235, or GS-1700 Group. Similarly the other three functions may be classified appropriately to other existing series. As consumer affairs develops, other series may be

possible, or the Public Affairs Series may be appropriate for some positions, or a separate consumer affairs series might be a possibility.

10. *Comment* -- Many reviewers commented on exclusion 12, dealing with Freedom of Information and Privacy Act matters. While several commentators noted that public affairs personnel are involved in FOIA and Privacy Act work in their agencies, and that these activities should not be excluded from the series, others felt such activity should properly be excluded from coverage in this series since the work does not require significant communication knowledge or skill. Still others agreed that the exclusion was proper, but questioned use of the Administrative Officer Series, GS-0341, for classifying such work. These reviewers recommended use of the General Clerical and Administrative Series, GS-0301.

Response -- The exclusion of FOIA administrative duties has been dropped from the standard because of the involvement of a large number of public affairs personnel in this function. The addition of these administrative duties is expected to have no impact on grade levels of public affairs positions. If the position is involved in substantive decision making regarding such requests, consideration should be given to the appropriate subject-matter series requiring the qualifications necessary to make such decisions or the construction of a distinct title using GS-301.

The exclusion in the draft attempted to determine an appropriate series for those positions principally involved in the administration of FOIA and Privacy Act work. Such activities as the receipt, control, assignment, and final disposition of FOIA requests, constitute the administration aspects of the function. Review, analysis, and the disclosure of requested information are often referred to persons working in the functional program area concerned with the issue. Thus, where the administrative function is paramount, the use of the GS-341 seems appropriate. Where substantive decisions are made regarding FOIA requests, the decision maker's current series could well be the appropriate series. In those rare situations where there is no appropriate series, then use of the GS-301 would be appropriate for those positions.

D. Titles

1. *Comment* -- There was a great deal of disagreement among the reviewers over the Officer title. Many felt that this designation should be retained for those positions that were managerial or were responsible for a complete public affairs program. Others considered that the two titles suggested by the draft were adequate and Officer should be eliminated from the series.

Response -- The title Officer lacks a consistent classification meaning as reflected by the comments received on this issue. Most commentors believe it is synonymous with manager and cite reference to it in the section on Titling Practices in the Introductory Material to Position-Classification Standards. This section states that such positions are inherently supervisory. The usage recommended, however, is not for supervisory positions, but for those that are managerial. Since there is a Supervisory Grade Evaluation Guide for evaluating such positions, we feel the title Supervisory is more appropriate than Officer for such positions.

If a Manager Guide were to be developed for evaluating those positions that are not supervisory but which are responsible for directing a public affairs program, we would recommend the title, Manager. As several of the reviewers pointed out in their comments, agencies are free to use whatever organizational titles are appropriate.

2. *Comment* -- Most reviewers agreed that specializations are not necessary for this series. One commentor, however, felt that a special title was necessary for the internal information function.

Response -- Factfinding during the study of this occupation revealed that few positions are as specialized as reflected in the original 1961 standard. Accordingly, all specializations have been eliminated.

3. *Comment* -- One commentor suggested that the original title and code, Public Information Series, GS-1081, be retained.

Response -- Our review of positions in this series revealed that the term Public Affairs, already used in a number of agencies, represents a better description of an occupation that has broadened its scope of activity since its original establishment in 1961. The revised code emphasizes that this series is concerned with broader responsibilities than the other series having codes in the 1080's.

E. Occupational Information

1. *Comment* -- While most reviewers expressed the view that this section was complete and helpful, several commentors noted that activities in policy development and communication planning should also be included here as in the Definition and Series Coverage sections.

Response -- In keeping with the revisions to the Definition and Series Coverage, this section has been revised to reflect public affairs involvement in the management process and in the planning and evaluation of information programs.

2. *Comment* -- One commentator noted that while the Series Coverage section identifies four categories of positions, only three are elaborated on in the Occupational Information Section.

Response -- A fuller description of that category has been added to this section. In addition, the identification of that category has been expanded to provide for activities involved in providing consultation to management.

3. *Comment* -- Several reviewers felt that the paragraph on the Communication Process was too theoretical and should be dropped because it did not relate to other parts of the standard.

Response -- The section has been eliminated since most commentators did not find the material useful.

4. *Comment* -- Several commentators felt that the internal information position described in this section overlaps with the positions covered in the Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200.

Response -- The description of this position has been revised to emphasize its involvement in developing information programs to communicate news of programs affecting agency employees and not to counsel individual employees about benefits or services provided to them by the agency. It should be noted that most of these agency employees are military personnel whose pay and benefit provisions are completely different from civilian employees.

5. *Comment* -- A variety of suggested language changes were submitted to show more clearly the scope of some positions particularly in the Qualifications Required section.

Response -- Where these suggestions helped clarify the intended meaning of the paragraphs involved, the changes were adopted. Some suggestions were not acted on because they were already covered adequately, implicitly if not explicitly.

F. *Factor Level Descriptions (FLDs)*

1. *Comment* -- While several reviewers expressed the view that the FLDs were well stated, one felt there was too much emphasis on national or headquarters work, noting that regional jobs are more important because of decentralization.

Response -- The intention in describing FLDs in the draft was to construct criteria that were free from inappropriate implications of organizational echelons. We have expanded this effort for the final and revised the language in many of the FLDs to remove references to organizational placement within an agency.

2. *Comment* -- Some commentors recommended that phrases such as "gain acceptance", "persuading others", sounded too much like lobbying which is expressly prohibited for public affairs personnel in the competitive service.

Response -- We agree that such words may be misinterpreted by some users of the standard and have replaced language as that cited above.

3. *Comment* -- A few reviewers suggested changes in the FLDs to show positions advocating an organization's program or use of grade level criteria contained in the Public Information Series.

Response -- The FLDs are sufficiently flexible to evaluate positions that serve as spokespersons for agencies or organizations. Where appropriate, certain elements of the grade level criteria identified in the Public Information Series have been incorporated into the FLDs. Elements of the Classification Criteria section on pages 14-20 in the GS-1081 standard were used in constructing parts of Factors 4 and 5.

4. *Comment* -- A couple of commentors suggested that terms such as agency and organization should be defined.

Response -- As was discussed above, we have attempted to minimize the effect of organizational location on the evaluation of positions. The criteria contained in the various FLDs should be adequate in determining the grade level of a position without reference to its place in an organization.

5. *Comment* -- Several general comments were received concerning Factor 1, including the addition of counseling and policy development activities; showing program knowledge in greater detail, dropping "assignments" and using "illustrative" in referring to examples; and deleting "equivalent knowledge and skills."

Response -- Factor 1, particularly at the higher levels, has been rewritten incorporating many of these suggestions. Reference to equivalent knowledge is retained because of the diversity of position structures and the need for flexibility in properly evaluating them.

6. *Comment* -- One commentator observed that of the four types of assignments described at FLD 1-5, the first and third examples are more appropriate under Factor 2.

Response -- This FLD has been rewritten to clarify the intent of these illustrations and delete references to supervision.

7. *Comment* -- Two reviewers suggested changes to FLD 1-6 to clarify "complexity" and to add "independently planning."

Response -- The FLD has been revised to show more clearly the intent of this knowledge level. Use of the phrase "independently planning" is appropriate to Factor 2 not 1 because it refers to supervision.

8. *Comment* -- Several reviewers felt that FLDs 1-7, 1-8 and 1-9 were not clearly worded. A few felt that 1-8 exceeded both 1-9 and the Primary Standard. One commentator believed that Level 1-8 implied mastery of program knowledge in all areas of the agency.

Response -- These higher levels of Factor 1 have been rewritten completely to clarify the nature of the knowledge and skill of the occupation necessary to perform at these levels. References to organizational placement have been deleted, as has any implication of expertise in functional program areas.

9. *Comment* -- One commentator suggested that Factor 2 should reflect the existence of clearance procedures for public affairs positions.

Response -- This suggestion has been incorporated into the FLDs.

10. *Comment* -- A few commentators observed that the distinctions between Levels 3-4 and 3-5 were not distinguishable.

Response -- Both Levels 3-4 and 3-5 were rewritten particularly in the paragraph describing how public affairs specialists apply guidelines or develop new guides.

11. *Comment* -- One reviewer felt that the transition from Level 4-2 to 4-3 was too abrupt.

Response -- Level 4-3 was reworded to show more clearly the nature of the work at this level, and reduce overlap with Level 4-4.

12. *Comment* -- Several commentators felt that Level 6-3 should be expanded to include contacts with high level management personnel within the agency.

Response -- An additional paragraph has been added to the level describing high level management contacts where a public affairs specialist provides counseling to agency managers in moderately unstructured situations.

G. Benchmarks (BMKs)

1. *Comment* -- One commentator suggested that more BMKs be added while another recommended that all BMKs should be eliminated. A few reviewers requested specific BMKs for GS-14 and GS-15 positions.

Response -- Managers and classifiers held similar views that BMKs at the 14/15 levels could aid in classifying these positions as well as hinder the proper classification of these levels. Managers and classifiers agreed that such high level BMKs necessarily describe unique positions that might provide misleading guidance when viewed as targets for agency jobs.

While BMKs may seem redundant to some officials (since the FLD's contain the necessary and sufficient criteria to evaluate positions in the occupation) others felt that BMKs provide an extra dimension to grading positions. Many standards users feel that they obtain a better view of the occupation if they can see the application of FLDs to actual positions.

There was good agreement that FLDs could well be used to classify these high level positions. Further, should an agency see a need for a BMK, the system allows for the proposal and inclusion of additional BMKs.

2. *Comment* -- Several commentators felt that BMKs at the GS-5 and 7 levels are not necessary while one reviewer observed that managers found such benchmarks useful.

Response -- BMKs at the GS-5/7 levels were not included because few classifiers have difficulty in grading positions at this level. Also, because they are trainee positions they are much more varied than higher levels, particularly in a series that already has a great deal of variety among its positions. Using such benchmarks as models for jobs in different settings and with employees with varying backgrounds would not be very useful to agency managers.

3. *Comment* -- Several commentators believed that the BMKs developed but not included in the draft would be useful, particularly if the differences between consumer and public affairs were clarified.

Response -- The confusion between consumer and public affairs reflected in the draft has been eliminated. We have added the two previously

developed BMKs for additional guidance to users. The new benchmarks are BMK 11-03 and 12-03.

4. *Comment* -- One reviewer suggested that references to specific agencies and organizations be eliminated.

Response -- The BMKs were edited to minimize such references. While no specific agency names or organizational titles are used, it was necessary to refer to program areas in some cases to describe FLDs.

5. *Comments* -- Another commentor noted that positions depicted in BMKs 9-1, 11-1, 11-2, 12-1, and 13-1 imply supervision because of the word "directs".

Response -- As is true of all FES standards, this standard is used only in grading nonsupervisory positions. The Supervisory Grade Evaluation Guide is used in evaluating supervisory positions. To avoid misunderstanding, since these are not supervisory positions, the word "conducts" has been substituted.

6. *Comment* -- Several commentors raised points concerning BMK 13-1. They suggested elimination of the reference to a 20 state region; questioned if the incumbent reported to another public affairs specialist in the region; and suggested that factor 6 should be Level 3 rather than 4.

Response -- Reference to size of region dropped. BMK reworded to indicate that public affairs direction received from headquarters and not region. Level 4 is appropriate since contacts are with national representatives of major organizations active in that region.