

Schedule 5 - Public Affairs Officers

STREAM DESCRIPTIONS

PUBLIC AFFAIRS OFFICER

**PUBLIC AFFAIRS OFFICER (PAO) GRADES 1 - 3
SENIOR PUBLIC AFFAIRS OFFICER (SPAO) GRADES 1 AND 2**

Introduction

The Stream Description includes a definition of the stream, features of the stream, eligibility requirements, three role descriptions, explanation of terms used, guidelines for using the structure at managerial levels, classifications included in the structure and a reference to benchmark descriptions.

The Work Level Description for the five levels in the structure comprise definitions, features and typical duties at each level and refer to some benchmark descriptions which are grouped at the end of the Work Level Description.

It is important to carefully assess the descriptions represented by the generality of positions at the PAO or SPAO classification(s) proposed. This is evidenced by position classifications above and below the particular classification(s) under review.

Definition

PAOs are responsible for the initiation, development, production and implementation of public relations and public communications strategies. This includes the dissemination and/or marketing of information on government programs and policies by the creation and/or editing, using VDT equipment as appropriate, of written, spoken or electronically communicated material used in the media and for publication. At PAO 3 and above, it includes the direction and management of this work or specialisation, involving participation in public affairs tasks which are consonant with the contribution of other senior officers in the management of the agency.

Features

- o Dissemination and/or marketing of public information includes the following activities associated with promoting the corporate image of the agency:
 - Public Relations or Public Communications - media liaison, information and education campaigns targeted towards specific audiences or for the population at large within Australia and/or abroad; it may include the assessment of audience responses to campaigns along with other market and opinion research;
 - Publicity - the promotion of government and agency programs, policy initiatives and other activities of public interest through the media, publications and static displays within Australia and/or abroad.
 - Publication - the creation, editing (including layout and design), production and distribution of editorial matter intended for public relations, public

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information and publicity purposes within Australian and/or abroad eg media releases, brochures, forms, pamphlets, annual reports and booklets, audio visual material, television and radio material.

- Liaison within Australia and/or abroad with representatives of the print and electronic media, members of the Government and their officials and the general public is found at all levels to varying degrees.
- PAOs may supervise supporting PAO and non PAO staff.
- PAOs as well as officers of other classification structures, may be involved in functions such as:
 - formulating advertising strategies;
 - organising static displays and exhibitions;
 - planning film/video/radio productions; and
 - drafting official reports, instruction manuals and similar documents.

Eligibility Requirements

1. Completion of a media cadetship leading to employment as a graded journalist, public relations or marketing officer, press photographer, film/video director or producer, or creative/graphic art designer;

OR

2. A degree or diploma or postgraduate diploma with a major in journalism, editing, communications, public relations, marketing, press photography, television/radio production, film/video production, creative/graphic art design, of an Australian tertiary institution, or a comparable overseas qualification which, in the opinion of the Secretary, is appropriate to the duties of the office;

OR

3. Possession of recognised skills or relevant experience in the fields referred to in clauses 1 or 2, which, in the opinion of the Secretary, are appropriate to the duties of the office.

Roles

Public Affairs Practitioner at PAO 1-3. Is an individual, team member or team leader. PAOs 1 and 2 apply public affairs judgement across a limited range of activities. PAOs 1 and 2 may perform normal public affairs work under different types of supervision and guidance. Public affairs supervision is required, but it need not be continuous. PAOs 3 carry out a broad range of activities or functions using relevant practices or procedures. In this role they can provide advice to others on aspects of public affairs and can be expected to contribute in an original and creative manner to the activities of the work area. This role may include the supervision of subordinate PAOs and other staff.

Public Affairs Director at PAO 3 and SPAO 1 and 2. A person in this capacity is required to have wide or considerable or extensive knowledge of the principles, practices and procedures applicable to public affairs. The Director will be responsible

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for the achievement of particular objectives or completion of a project within an agency or its regional or overseas office. This responsibility includes accountability for material, human and financial resources allocated to that objective or project.

Public Affairs Specialist at PAO 3 and SPAO 1 and 2. A person in this capacity has substantial in-depth and/or extensive public affairs knowledge. They would be engaged on public affairs work which is complex; complex and novel; or complex, novel and critical related to some or all of the agency's operations. An original and continuing contribution to the field of public affairs is an essential element of this role.

Terms Used

Complex public affairs work - means work which includes various tasks involving different approaches. Depending on the subject or issues involved in each assignment and the appropriate course of action that may have to be selected from various alternatives, the degree of complexity ranges from less complex to highly complex.

Corporate impact - is a measure of the effect of public affairs decisions made or advice given on agency policies and operations and the achievement of program objectives. Corporate impact is direct in the case of decisions taken, eg in determining policy or committing resources, or indirect where advice or recommendations are involved. Particular advice or recommendations in relation to public relations/communications strategies may, for example, influence the work of a major function or area of an agency's operations or have an effect beyond that agency.

Critical public affairs work - refers to a critical issue or critical decision requiring the exercise of sound public affairs judgement which affects the effectiveness, standing and credibility of the agency's operations.

General public affairs guidance - refers to guidance given by a PAO 3 or SPAO 1 or 2 on a range of public affairs assignments. There is discretion in selecting the most appropriate method of completing these and conformity with directions in measured by satisfactory completion of allocated public affairs assignments.

General supervision - refers to the supervision given by a PAO to non PAO staff. It consists of the allocation, direction, oversight and co-ordination of the work of such staff. PAOs may receive direction on non public affairs matters from non public affairs staff.

Marketing - means devising and executing strategies to promote and explain government and/or agency policies and programs. It is not intended to be that function which is directly related to the sale of materials, products or services.

Normal public affairs work - includes ongoing public affairs duties performed in accordance with conventional or established public affairs practices and procedures, but involving some degree of creativity even where straightforward tasks are involved.

Novel public affairs work - encompasses work requiring a significant degree of creativity, originality and initiative.

Public affairs judgement - involves the application of public affairs knowledge and experience in defining public affairs objectives, devising approaches to be taken,

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reviewing the work of others, interpreting results of public affairs campaigns and providing and assessing advice or recommendations.

Public affairs knowledge - includes knowledge of principles and procedures applicable to public affairs matters. It is obtained in the course of acquiring entry requirements to the PAO structure and subsequently through experience as a PAO.

Public affairs management - involves the application and development of public affairs plans and strategies, including related financial and human resource management plans and strategies, formulated or devised by those in the PAO structure.

Public affairs supervision - refers to supervision given to PAOs which requires the exercise of public affairs judgement and consists of:

- setting guidelines for the work of PAOs;
- suggesting approaches for the conduct of public affairs work;
- solving problems raised by subordinate PAOs;
- giving decisions on solutions proposed by subordinate PAOs; and
- reviewing and sometimes checking the work of other PAOs.

Publication(s) - are brochures, pamphlets, annual reports, booklets, press photographs and photographic collations, creative art and other printed material; and film, television, video and other audio visual products and presentations for public relations, public information, marketing or publicity purposes.

Guidelines

Managerial positions in Public Relations/Public Information Sections should be classified in the PAO structure when the following conditions apply:

- (a) the major part of the occupant's time is spent in the supervision of PAOs and/or in making decisions or giving advice on the style and form of material used for public relations, public information, public education or publicity purposes; and
- (b) the position involves planning or implementing agency marketing or public affairs programs; and
- (c) PAO eligibility requirements as prescribed are seen to apply.

Any persons from outside the PAO structure may be engaged in formulating and planning agency marketing or public affairs programs from time to time as their specialised knowledge/expertise is required, eg in formulating strategies for gaining support, understanding and acceptance of agency initiatives and achievements and in measuring public responses to such initiatives and achievements.

Officers other than PAOs may prepare information and data from official records which may subsequently be used for public affairs purposes.

Classifications

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STRUCTURES AND CLASSIFICATION STANDARDS**

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Classifications superseded or subsumed into the PAO structure are listed in Appendix 1.

Benchmark Descriptions

Benchmark Descriptions for the subsumed journalist structure are incorporated in these Descriptions at Appendix 2. Although the positions may no longer exist or may have changed responsibilities, the Descriptions may still be used pending their review.

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WORK LEVEL DESCRIPTION

PUBLIC AFFAIRS OFFICER GRADE 1

Definition

Is a Public Affairs Practitioner who performs normal public affairs work and exercises individual public affairs knowledge, skills, public affairs judgement and initiative in the application of public affairs principles and procedures under the routine public affairs supervision of a higher level PAO.

Features

- This level is the formation phase of a PAO. It includes new graduates, trainees, those who have completed a cadetship or graded practitioners who may lack practical experience in the application of their public affairs knowledge in the public sector.
- The work requires initiative and public affairs judgement. Since experience may be limited, this level is normally expected to apply established principles and procedures in preparing material of a standard suitable to the particular needs of the agency.
- Initially, work is subject to routine public affairs supervision. As experience is gained, the contribution and the level of public affairs judgement expected at this level increases and public affairs supervision decreases until a wide range of public affair tasks can be performed with little supervision.
- After gaining considerable experience, persons at this level may advise and guide less experienced PAOs. They may be required to provide general supervision to and/or train administrative and other non public affairs staff involved in public affairs matters.
- Staff may be required to develop and apply new procedures learnt during their undergraduate course, cadetship, traineeship or later; however, decisions to incorporate such new procedures into normal public affairs work would be taken at a higher level.
- At this level persons are required to use VDTs in the creation and/or editing of editorial matter, including VDT applications, as appropriate, to design of art and copy layouts of material for visual communications such as books, pamphlets, brochures, film, video, photographic and audio visual presentations.

Typical Duties

The duties listed below are typical of this work level:

- Prepare material for publications including:
 - liaising with persons both inside and outside the agency on inputs to publications;
 - carrying out research into material for publication such as collecting and verifying material; taking photographs and filming or videoing events as appropriate; and
 - designing and laying out.

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- as directed, operate independently on lengthy assignments away from headquarters; and
- assist with liaison, for purposes of writing, photographic and film/video assignments, with overseas or Australian VIPs travelling within Australia.

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WORK LEVEL DESCRIPTION

PUBLIC AFFAIRS OFFICER GRADE 2

Definition

Is a Public Affairs Practitioner who performs a range of normal public affairs work under general public affairs guidance and may perform novel, complex or critical public affairs work under public affairs supervision or directs public affairs activities in a small regional office of an agency.

Features

- Staff at this level may be required to perform normal public affairs work where they are isolated from general public affairs guidance eg because of remoteness of the functional work area.
- Staff at this level are expected to exercise a degree of independent public affairs judgement, particularly in recognising and solving problems where principles and procedures need to be adapted or modified.
- This level includes experienced PAOs who have a good understanding of the information programs of the agency and can work on a range of promotional and information dissemination matters. They would contribute to the preparation of individual public affairs items and within established guidelines, would plan their schedule of work. At this level information prepared is required to be of a standard appropriate for wide dissemination within Australia and/or abroad with a minimum of editing.
- Persons at this level may work individually on projects, but some may head small public information teams in Central Office or in a regional office. Most are members of a team.
- Editing the work of subordinates outside contributors, including contractors, may be undertaken at this level.
- Work at this level may include supervision of PAOs Grade 1 together with general supervision of non PAO staff.
- At this level persons are required to use VDTs in the creation and/or editing of editorial matter, including VDT applications, as appropriate, to design of art and copy layouts of material for visual communications such as books, pamphlets, brochures, film, video, photographic and audio visual presentations.
- Staff at this level may also provide an advisory role up to the level of their expertise.

Typical Duties

The duties listed below are typical of this work level:

- prepare and edit press releases, photographs with captions, creative artwork, film, radio and video programs for publication or presentation;
- write and edit feature articles and other feature material eg video/film commentaries and radio scripts;

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- prepare the first draft of speeches and other statements for Ministers and senior agency executives;
- organise and arrange the production and marketing of a widely distributed publication(s), ie those that describe and promote the agency's goals and achievements;
- direct information activities in a small regional office of an agency including:
 - co-ordinating the information and publication activities within the region;
 - advising Central Office on information and publication activities throughout the region;
 - evaluating and developing information and publication activities; and
 - supervising staff;
- head a small information team responsible for a specific agency program;
- o liaise with all types of communication media, Government agencies, community groups and other relevant authorities on the contents of publications, agency participation in conferences and special events and on developments in areas of agency interest; and
- o assist with public affairs coverage of visits to and within Australia by various VIPs (eg Royal Family, Heads of State, senior Ministers) including recording of events in writing, photographs and on film/video as appropriate. Travel abroad with VIPs as directed and record events in writing, photographs and on film/video as appropriate or as directed.

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WORK LEVEL DESCRIPTION

PUBLIC AFFAIRS OFFICER GRADE 3

Definition

Is a senior Public Affairs Practitioner who under limited direction, is in charge of a specific public affairs program(s) in an agency;

OR

Is a Public Affairs Director who under limited direction, direct public information activities in a large regional office of an agency with limited public information programs or in a regional office of an agency where the public information program(s) are particularly complex;

OR

Is a Public Affairs Director who under limited direction, directs the public information activities at an overseas post where those activities are well developed;

OR

Is a Public Affairs Specialist who under limited direction, undertakes particularly complex public affairs work in an agency.

Features

- Persons at this level are expected to have wide experience in public affairs, exercise considerable public affairs judgement, have a comprehensive knowledge of the relevant program(s) of the agency and possess the full range of PAO skills appropriate to the work being performed.
- They perform a variety of novel, complex or critical public affairs work, either individually or as a leader or member of a team. Direction is provided in terms of a clear statement of overall objectives with limited direction as to work priorities.
- Editing and supervising the work of subordinate PAOs are normally features of positions at this level.
- The work includes the formulation of public affairs policy advice and execution of public information programs in relation to one or more areas of an agency's operations for more senior PAO levels and may involve provision of such advice to senior executive in other agencies, the private sector and the wider community. Normally there is limited corporate impact at this level as advice is often reviewed.
- In some circumstances, persons perform the role of team/project leader requiring the co-ordination of the work of a number of PAOs and/or other staff. The staff who are co-ordinated need not necessarily be in the same work stream as the leader. Persons at this level may assist with overseeing the operations of a section comprising PAO and/or other staff engaged in public affairs work.

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- At this level the PAO may have supervisory or public affairs management responsibilities in an outposted or regional office position.
- Where a person works as a member of a team, they would be expected to have skills and the experience necessary to perform or understand all the tasks undertaken by the Team or to have public affairs knowledge and public affairs judgement to seek out and utilise specialist advice when it is required.
- The duties of a PAO at this work level may cover all aspects of public relations, public communications, publicity and publications activities.
- Staff at this level may provide an advisory role up to the level of their expertise.
- A Public Affairs Specialist at this level would require substantial or higher knowledge in public affairs work and exercise independent public affairs judgement to undertake particularly complex public affairs work ranging across several significant areas of an agency's operations as well as being in charge of, or undertaking a specific program (eg marketing).
- At this level persons are required to use VDTs in the creation and/or editing of editorial matter, including VDT applications, as appropriate, to design of art and copy layouts of material for visual communications such as books, pamphlets, brochures, film, video, photographic and audio visual presentations.

Typical Duties

The duties listed below are typical of this work level:

- plan and supervise specific public affairs activities, including publications, presentations and public relations aspects of a major area of an agency's activities including:
 - supervising and/or overseeing staff and/or contractors engaged in preparing and producing public information packages;
 - assessing the impact of the program(s);
 - preparing the more important publicity and public information material associated with the program(s);
 - providing technical advice on public relations aspects of the program(s);
 - maintaining liaison with media representatives, government and private sector organisations on highly sensitive or important issues; and
 - preparing the final drafts or speeches, media releases and promotional material for clearance;
- with limited Central Office direction, direct information activities in a large regional office of an agency with limited public information programs including:
 - co-ordinating the public information activities within the region;
 - advising Central Office on public information activities throughout the region;

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- evaluating and developing public information activities; and
- supervising staff;
- direct public affairs activities in a regional office of an agency where the public information programs are particularly complex including:
 - co-ordinating the public information activities within the region;
 - advising Central Office on public information activities throughout the region;
 - evaluating and developing public information activities; and
 - supervising staff;
- direct the public information activities at an overseas post where those activities are well developed, including:
 - co-ordinating information activities in the resident and, as appropriate, any neighbouring country;
 - advising Central Office on information activities throughout the resident and, as appropriate, any neighbouring country;
 - evaluating and developing public information activities; and
 - managing or assisting in the management of public affairs activities at an overseas office;
- as a Public Affairs Specialist, advise management on policy aspects of a particular public information program(s), including preparation of plans for implementing/developing the program(s) and implementation of those plans; and
- liaise with VIPs in Australia and abroad and facilitate and/or record events in writing and/or photographs, or video and/or film as appropriate.

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WORK LEVEL DESCRIPTION

SENIOR PUBLIC AFFAIRS OFFICER GRADE 1

Definition

Is a Public Affairs Director who under broad policy control and direction, directs the information activities of an agency with limited public information programs.

OR

Is an assistant Public Affairs Director who under limited direction undertakes comparable responsibilities in assisting a Public Affairs Director at SPAO Grade 2 in the direction of information activities for an agency.

OR

Is a Public Affairs Director who under broad policy control and direction, directs the information activities for a significant geographical area at an overseas post of an agency with extensive public information programs where those activities are well developed.

OR

Is a Public Affairs Director who under broad policy control and direction, directs information activities in a large regional office of an agency with extensive public information programs.

OR

Is a Public Affairs Specialist who under broad policy control and direction, undertakes particular complex and novel public affairs work in an agency.

Features

- Persons at this level are expected to have considerable experience in public affairs and to initiate and perform a wide range of tasks.
- They work under broad or limited direction in terms of objectives, policies and priorities. The work has moderate corporate impact. Programs, projects, assignments or other work to be performed are generally decided by higher level management, but they have authority to decide on how to achieve end results within the limits of available resources. Decisions at this level may have direct consequences on the achievement of results for the function or group of activities for which the person is responsible.
- Persons at this level contribute to the formulation of agency strategies and policies for the work area and require an understanding of the wider policy and strategic context.
- The Public Affairs Director is expected to apply considerable public affairs knowledge and public affairs judgement in one or more public affairs work streams. The Director need not necessarily be supported by higher level PAOs. Those directing the information activities of an agency with limited public information programs may provide advice to management and/or Government committees on media liaison activities and/or the

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policy, planning and implementation of information activities. This may involve high level liaison with a range of Service personnel and other organisations.

- o A person at this level who assists the Public Affairs Director may lead and direct an organisational element or team of PAOs and other staff requiring co-ordination, and may be responsible for human, physical and financial resources under the control of the position. This may involve setting standards for and evaluating performance, interpreting policy relevant to the work area and may involve resolving problems that arise.
- A Public Affairs Specialist at his level exercises a high degree of independent public affairs judgement in the performance of particularly complex and novel public affairs work. They are required to exercise in depth public affairs knowledge in providing authoritative technical or policy advice ranging across key areas of an agency's operations.
- At this level persons are required to use VDTs in the creation and/or editing of editorial matter, including VDT applications, as appropriate, to design of art and copy layouts of material for visual communications such as books, pamphlets, brochures, film, video, photographic and audio visual presentations.

Typical Duties

The duties listed below are typical of this work level:

- direct the information activities of an agency with limited public information programs including:
 - planning and co-ordinating public relations and publications programs;
 - providing high level public relations advice to the Minister and senior management on issues of major policy including advice on information needs, strategies and target groups;
 - developing, implementing and reviewing major information policies, objectives and strategies of national significance involving high level liaison/consultation with client areas and with external organisations;
 - planning and directing the activities of subordinate staff, controlling finances and ensuring correct procedures and practices are followed; and
 - clearing the final drafts or speeches, media releases and promotional material;
- as an assistant Public Affairs Director, assist a SPAO 2 in the direction of information activities in an agency including:
 - directing a large and important component of the public affairs work;
 - providing public relations plans for major agency activities and exercises; and
 - maintaining close liaison with the Minister's Office and other high level areas of the agency portfolio;

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- direct the information activities for a significant geographical area at an overseas post of an agency with extensive public information programs where those activities are well developed including:
 - co-ordinating the information activities within the geographical area;
 - advising Central Office on information activities throughout the geographical area;
 - evaluating and developing information activities; and
 - managing the public affairs activities of an overseas office;
- direct information activities in a large regional office of an agency with extensive public information programs including:
 - co-ordinating the information activities within the region for dissemination;
 - advising Central Office on information activities throughout the region;
 - evaluating and developing information activities for dissemination abroad; and
 - supervising staff;
- as a Public Affairs Specialist, undertake particularly complex and novel public affairs work.

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WORK LEVEL DESCRIPTION

SENIOR PUBLIC AFFAIRS OFFICER GRADE 2

Definition

Is a Public Affairs Director who under broad policy control and direction, directs the information activities of an agency with large public information programs or public information programs of extensive scope and complexity.

OR

Is a Public Affairs Specialist who under broad policy control and direction, undertakes particular complex, novel and critical public affairs work in an agency.

Features

- At this level a person is required to provide advice to agency management and/or Government committees on media liaison activities. This may involve high level liaison with a range of Service personnel and other organisations.
- Responsibility at this level is exercised for:
 - a considerable number and/or a broad range of PAOs as well as other non PAO staff; and/or
 - a range of novel, complex and critical information activities eg media liaison, publications, promotional activities, internal liaison, electronic media, specific public awareness projects and identification of specific target groups.
- Persons are expected to have extensive experience in public affairs and to perform a diverse range of tasks.
- Persons work under broad direction in terms of objectives, policies and priorities. Their work has high corporate impact. Programs, projects, assignments or other work to be performed are generally decided by higher level management, but they have authority to decide on how to achieve end results within the limits of available resources. Decisions at this level have direct consequences on the achievement of results for the function or group of activities for which the person is responsible.
- Persons at this level require a sound understanding of the wider policy and strategic context of the agency's operations to assess the effectiveness of public affairs activities undertaken.
- The management role requires public affairs leadership and direction over subordinate staff, which may include supervisors, requiring considerable co-ordination and responsibility for human, physical and financial resources under the control of the position. This involves setting standards for and evaluating

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performance, interpreting policy relevant to the work area and may involve resolving more complex or critical public affairs problems.

- A Public Affairs Specialist at this level exercises the highest degree of independent public affairs judgement in the performance of the particularly complex, novel and critical public affairs work. They are expected to provide definitive technical or policy advice which draws on extensive and in depth public affairs knowledge and comprehensive knowledge of an agency's operations.
- At this level persons are required to use VDTs in the creation and/or editing of editorial matter, including VDT applications, as appropriate, to design of art and copy layouts of material for visual communications such as books, pamphlets, brochures, film, video, photographic and audio visual presentations.

Typical Duties

The duties listed below are typical of this work level:

- direct the information activities of an agency which has public information programs of extensive scope and complexity, including:
 - planning and co-ordinating public relations and publications programs;
 - providing high level public relations advice to the Minister and senior management on issues of major policy, including advice on information needs, strategies and target groups;
 - developing, implementing and reviewing major information policies, objectives and strategies of national significance involving high level liaison and consultation with client areas of the agency and with external organisations; and
 - planning and directing the activities of subordinate staff, controlling finances and ensuring correct procedures and practices are followed;
- as a Public Affairs Specialist undertake particularly complex, novel and critical public affairs work.

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APPENDIX 1

CLASSIFICATIONS

The superseded classifications included in the PAO structure are as follows:

PAO Grade 1	Journalist Grade B Film Director Grade 1 Press Photographer Grade 2 Creative Artist Grade 1 Press Photographer Grade 1 (classification is no longer in use)
PAO Grade 2	Journalist Grade A Film Director Grade 2 Senior Press Photographer Creative Artist Grade 3 Press Photographer Grade 3 Creative Artist Grade 2
PAO Grade 3	Journalist Grade A1 Producer Grade 1 Chief Press Photographer Chief Artist
SPAO Grade 1	Journalist Grade A2
SPAO Grade 2	Journalist Grade A4 Journalist Grade A3

Other classifications which may be subsumed into the PAO structure at a later date are as follows:

Cameraman Grade 2 *
Film Editor *
Camera Operator **
Cutter (Films) **
Film Editing Assistant - Department of Defence **
Senior Negative Film Cutter **
Sound Recordist **

Classifications marked * are confined to two positions in total in the Department of Defence and are being reviewed by that Department to determine whether they should be reclassified into the new PAO structure or left in place and subjected to normal review on vacancy procedures.

Classifications marked ** are no longer in use.

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APPENDIX 2

PUBLIC AFFAIRS OFFICER

NOTE: Benchmark Descriptions for the subsumed Journalist structure are incorporated in these Descriptions here. Although the positions may no longer exist or may have changed responsibilities, the Descriptions may still be used pending any review.

PUBLIC AFFAIRS OFFICER BENCHMARK

PUBLIC AFFAIRS OFFICER GRADE 3

An example of a position which undertakes particularly complex public affairs work as a Public Affairs Specialist is the position carrying out a range of activities associated with the public awareness program(s) of the Aboriginal and Torres Strait Islander Commission. The Public Affairs Office Grade 3 is a lone position located in the Commission's Central Office Public Relations Section and is required to exercise highly developed PAO skills.

The occupant develops and implements information projects with the objective of advancing the Commission's sensitive and complex program(s) to foster harmonious race relations. Specific tasks include:

- preparing a marketing plan for publications and other means of dissemination;
- devising, and advising on, means of achieving on the ground, and in remote/difficult to access areas, acceptance of the Commission's programs;
- preparing correspondence and speeches for the Minister and Chairperson;
- liaising with other authorities relevant to the implementation of the program(s); and
- assisting in the evaluation of the effectiveness of the public awareness program(s).

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PUBLIC AFFAIRS OFFICER BENCHMARK

SENIOR PUBLIC AFFAIRS OFFICER GRADE 1

An example of a position which, as a Public Affairs Director, directs the information activities of an agency with limited public information programs is the SPAO Grade 1 which heads the Media and Public Relations Section of the Australian Capital Territory Community and Health Service.

The Service has some 1250 staff and limited regional or outposted establishment. Features of the Section are:

- Establishment of 7 positions:
 - 1 x Senior Public Affairs Officer Grade 1
 - 2 x Public Affairs Officer Grade 3
 - 1 x Public Affairs Officer Grade 2
 - 2 x Administrative Service Officer Class 3
 - 1 x Administrative Service Officer Class 1
- Functions:
 - liaise with media and prepare written media releases;
 - develop the agency's program of public relations activities, including major exhibitions and display activities, as well as assist with public functions; and
 - co-ordinate and supervise the preparation of publications or promotional material relating to agency's activities.
- General direction only is given to two outposted Public Affairs Officers (Grade 2 in hospitals functional area; Grade 2 in community services functional area) who work closely with the line management of the relevant areas.
- The work of the Section is both reactive and proactive; the agency has a major commitment to public relations activities which involves the Section in public relations campaigns within the limited area of the Australian Capital Territory and immediate environs.

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PUBLIC AFFAIRS OFFICER BENCHMARK

SENIOR PUBLIC AFFAIRS OFFICER GRADE 1

An example of a position which, as a Public Affairs Director, directs the information activities for a significant geographic area at an overseas post of an agency with extensive public information programs where those activities are well developed is the SPAO Grade 1, Australian Overseas Information Service, Department of Foreign Affairs and Trade, London. The position has responsibility for managing the Information Branch in the Australian High Commission including supervising 11 locally engaged staff. The position services the geographical area comprising the United Kingdom and Ireland, an area of traditional and continuing significance to Australia.

The SPAO Grade 1 maintains liaison at a high level with international and Australian specialist media representatives who are concentrated in London. The position also provides a wide range of media liaison support and advice on public affairs for visiting Ministers, and Head of Mission in London and Dublin, as well as senior Australian Government staff.

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PUBLIC AFFAIRS OFFICER BENCHMARK

SENIOR PUBLIC AFFAIRS OFFICER GRADE 1

Examples of positions which assist a SPAO Grade 2 in the direction of information activities in an agency are the three SPAO Grade 1 which are in the Public Information Section of the Department of Transport and Communications. In May 1988 this agency had some 10,000 staff, and dealt with the following principal matters - land transport (including road safety), shipping and marine navigation, civil aviation, air navigation, and postal, telegraphic, telephonic and other like services, including television and radio.

Significant features of this Department with a major public relations role affecting the workload of the Public Information Section are the three Ministers associated with the portfolio, three Associate Secretaries in addition to the Secretary and the Department's association with a number of Government business enterprises.

The Section has 25 positions:

- 2 x Senior Public Affairs Officer Grade 2
- 3 x Senior Public Affairs Officer Grade 1
- 4 x Public Affairs Officer Grade 3
- 3 x Public Affairs Officer Grade 2
- 1 x Public Affairs Officer Grade 1
- 2 x Senior Officer Grade C
- 2 x Administrative Service Officer Class 6
- 1 x Administrative Service Officer Class 5
- 1 x Administrative Service Officer Class 4
- 2 x Administrative Service Officer Class 2
- 2 x Administrative Service Officer Class 1
- 2 x Technical Officer Level 3

There are public information units in the States.

The functions of the Public Information Section are to conduct public information campaigns, to project the Department's corporate image, to promote the favourable reception of the Department's programs, and to provide advice to the Ministers, Secretary and senior departmental staff on information requirements, activities and strategies.

Each of the three SPAO Grade 1 has responsibility for public information activities for a major 'stream' of the Department's functions, ie surface transport, aviation and communications. They draw their subordinate Public Affairs Officers from a pool of positions. A typical establishment for effecting the programs of a 'stream' is:

- 1 x Senior Public Affairs Officer Grade 1
- 1 x Public Affairs Officer Grade 3
- 1 x Public Affairs Officer Grade 2

<p>PART D: SCHEDULES AND APPENDICES STRUCTURES AND CLASSIFICATION STANDARDS</p>

Schedule 5 - Public Affairs Officers

- 1 x Public Affairs Officer Grade 1
- 1 x Administrative Service Officer Class 1

Typical duties of these SPAO Grade 1 are:

- directing the preparation and presentation of public relations projects for his/her agency 'stream' including brochures, media releases, feature articles for the print media, audio-visual scripts and conferences and program launches involving the Minister and others;
- developing draft strategies and plans to raise the agency's public profile within the community by means of public awareness and education campaigns; and
- maintaining close liaison with line divisions in the agency, and with specialised and general media organisations, as appropriate to the 'stream'.

Schedule 5 - Public Affairs Officers

PUBLIC AFFAIRS OFFICER

PUBLIC AFFAIRS OFFICER BENCHMARK

SENIOR PUBLIC AFFAIRS OFFICER GRADE 2

An example of a position which, as a Public Affairs Director, directs the information activities of an agency with large public information programs is the SPAO Grade 2 which heads the Public Relations Section of the Aboriginal and Torres Strait Islander Commission. This Commission, which has a particularly complex and sensitive program of public relations with the Aboriginal people and other Australians, has some 700 staff and extensive regional operations. Features of the Section are:

- Establishment of 16 positions located in Central Office (Canberra)
 - 1 x Senior Public Affairs Officer Grade 2
 - 1 x Senior Public Affairs Officer Grade 1
 - 3 x Public Affairs Officer Grade 3
 - 1 x Public Affairs Officer Grade 1
 - 1 x Senior Officer Grade C
 - 1 x Administrative Service Officer Class 6
 - 2 x Administrative Service Officer Class 5
 - 1 x Administrative Service Officer Class 4
 - 1 x Administrative Service Officer Class 3
 - 4 x Administrative Service Officer Class 1

- Establishment of 22 positions in regions for which the SPAO Grade 2 has functional responsibility:
 - New South Wales
 - 1 x Public Affairs Officer Grade 3
 - 3 x Administrative Service Officer

 - Victoria/Tasmania
 - 1 x Public Affairs Officer Grade 3
 - 3 x Administrative Service Officer

 - Queensland
 - 1 x Public Affairs Officer Grade 3
 - 3 x Administrative Service Officer

 - South Australia
 - 1 x Public Affairs Officer Grade 3
 - 3 x Administrative Service Officer

 - Western Australia
 - 1 x Public Affairs Officer Grade 3
 - 2 x Administrative Service Officer

 - Northern Territory

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Schedule 5 - Public Affairs Officers

2 x Public Affairs Officer Grade 3
3 x Administrative Service Officer

Schedule 5 - Public Affairs Officers

- Functions:
 - provide Commission information and public relations strategies to meet national initiatives for the Aboriginal people;
 - maintain and facilitate communication between the Commission, the Minister, the media and the Aboriginal people;
 - provide high level public relations advice to the Minister and senior management on issues of major policy; and
 - advise staff of State Offices on the implementation of public relations and public information strategies.
- Has a high profile in that operational and policy areas involve it frequently in promoting and developing their activities.
- Is active in public awareness activities including specific target groups.
- Is important in educating both the Aboriginal people and other Australians on matters affecting Aboriginals - including improving their self esteem, informing them of the Commission's work and achieving recognition of Aboriginal needs and aspirations.

Although a relatively small commission, the Aboriginal and Torres Strait Islander Commission has its regional Public Affairs Officers in all States classified as Public Affairs Officer Grade 3 because this is a particularly complex and sensitive portfolio. The Public Affairs officers are required to be prominent in fostering harmonious race relations, to show considerable initiative in promoting media contracts (eg devising means of disseminating, and maximising the impact of information to a variety of Aboriginal groups), and to maintain close liaison with Aboriginals and other Australians.

Schedule 5 - Public Affairs Officers

PUBLIC AFFAIRS OFFICER

PUBLIC AFFAIRS OFFICER BENCHMARK

SENIOR PUBLIC AFFAIRS OFFICER GRADE 2

An example of a position which, as a Public Affairs Director, directs the information activities of an agency with large public information programs of extensive scope and complexity is the SPAO Grade 2 which heads the Public Relations Directorate of the Department of Defence. This Department has some 30,000 civilian and some 40,000 Service personnel and extensive regional operations. Features of the Directorate are:

- Establishment of 47 positions in Central Office (including 14 Services positions)
 - 1 x Senior Public Affairs Officer Grade 2
 - 3 x Journalist, Grade A3 (1 Service)
 - 5 x Senior Public Affairs Officer Grade 1 (1 Service)
 - 10 x Public Affairs Officer Grade 3 (3 Service)
 - 8 x Public Affairs Officer Grade 2 (4 Service)
 - 2 x Public Affairs Officer Grade 1
 - 2 x Technical Officer Level 3
 - 1 x Technical officer Level 2
 - 1 x Administrative Service Officer Class 6
 - 3 x Administrative Service Officer Class 5 (2 Service)
 - 1 x Administrative Service Officer Class 4
 - 7 x Administrative Service Officer Class 2 (3 Service)
 - 3 x Administrative Service Officer Class 1
- Establishment of 33 positions in Regional/Military Districts:
 - NSW - 4 APS, 7 Service
 - Vic - 4 APS, 2 Service
 - Qld - 3 APS, 5 Service
 - SA - 2 Service
 - WA - 1 APS, 3 Service
 - Tas - 1 Service
 - NT - 1 APS
- Plans and implements the public relations programs for the Department, including an official news service, media liaison service and publications programs for the Department, the RAAF, the Army, the RAN, the Defence Science and Technology Organisation and the Office of Defence Production.
- Public relations is both proactive and reactive; there is a detailed strategy for each year's activities; frequent advice is given on relevant Defence initiatives, including the mounting of public awareness projects to combat volatile public opinion mounted against Defence initiatives.
- Frequent liaison with the staff of the Minister for Defence and the Minister for Defence Science and Personnel.

Schedule 5 - Public Affairs Officers

- Detailed briefings for media writers specialising in the reporting of Defence topics.
- Is largely self sufficient through its in house capability for film, video and publications production (some technical staff are hired as required).
- Staff in the Directorate provide an extensive network throughout Australia which is available to the two Ministers, the Department and the Defence Forces.

PART D: SCHEDULES AND APPENDICES
STRUCTURES AND CLASSIFICATION STANDARDS

Schedule 5 - Public Affairs Officers