

# **Implementing Progress:**

## **Clarity, Order and Structure in the President's Press Office**

- DRAFT -

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The information contained in this report is for internal use only, and is presented to  
The Head of Administration of the President of Georgia.

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**Analysis of media training seminars** *Ms. Snizhana Kolomiets, UNDP communications specialist*

### **ANNEX 2**

#### **Specific Terms of Reference**

Job descriptions for Press Office staff (presented in external advertisement format)

## 1. INTRODUCTION

### Terms of Reference and Scope of Report

The information contained within this report is for internal use only.

The author of this report was contracted by the United Nations Development Program in Tblisi, Georgia, to implement several recommendations made in an earlier mission concerning an assessment and evaluation of the Press Office within the Administration of the President of Georgia.

A three-week consultancy mission was undertaken, between July 12 and August 7, 2007.

This report is submitted directly to Ms. Ekatrina Sharashidze, Head of the President's Administration (Chief of Staff to the President). Ms. Sharashidze was the author's main contact within the Administration of the President. There also existed close co-operation with the Deputy Head of the Press Office and the Special Advisor to the Head of the Administration.

The overall purpose of the mission was to advise the Head of Administration of the President and to share first-hand knowledge, best practices and insights into the management of an effective, modern political press service. The end goal is to apply the principles of modern media relations to the President's Press Office, while developing a more strategic and meaningful function in conducting media relations and overall communications. Specific job descriptions (Terms of Reference) were developed for Press Office staff members, and a workable office 'organigram' was developed.

A full assessment of the current management and organization of the Press Office was recently conducted (see "*Reporting Progress: Maximizing Opportunities in the President's Press Office*", June 30, 2007). The Press Office's public information products and services were analyzed. This initial assessment resulted in the development of a prioritization of the major issues and opportunities within the Press Office. The overall goals and mission of the Press Office were determined, with the roles and functions of each individual team member now more clearly defined.

The purpose of this report is to clearly delineate the structural functioning of the Press Office, as well as to assign specific roles and responsibilities to Press Office staff. In anticipation of this, a series of communications training seminars and workshops were recently conducted (July 31 – August 3, 2007) involving selected Press Office staff.

## 2. AUTHOR'S NOTE

The recently-held workshops and media training seminars were designed to sharpen existing communications skills among Press Office staff, as well as to introduce new concepts and media techniques involved in news gathering, reporting and recording.

A brief analysis of these media training and seminars can be found as an addendum to this report.

These seminars were also designed to assist the author to more completely understand and gauge the relevant skills and abilities of staff members, so that clear and easy-to-understand job descriptions could be created for them. As well, it was projected that position requirements would best fit the candidates already within the ranks of the Press Office. During the training seminars, Press Office staffers were expected to demonstrate expertise and ability in certain areas, in order that:

1) custom-fit job descriptions could be tailored around existing and demonstrated abilities, and, 2) certain staff members would essentially be slotted into pre-established positions and job descriptions, in relation to and in complement of, these demonstrated abilities.

Either (or both) of these approaches would have depended on full participation (attendance and overall involvement in the training), as well as the specific proficiencies and skills exhibited by staff during crisis communications, media-gathering, monitoring and reporting exercises. With much regret, a major problem ensued with the planning and execution of these seminars: the Head of the Press Office, (whose attendance and full participation was vital to the relevance of the meetings), was unwilling to take part. It was assumed that the Head of the Press Office would assume a leadership role during these workshops, and in effect, preside over a wholly new tone and direction for the staff under his charge.

Much of the initial findings and results of the training sessions, (though still to be fully analyzed), have indicated an unfortunate disconnect between the urgent need for leadership within the office, and the lack of commitment exhibited by the Head of the Press Office.

In spite of this absence, however, it was noted that the Deputy Head of the Press Office, and the Special Advisor to the Head of Administration took on many key leadership responsibilities, and helped to lead staff in these important exercises.

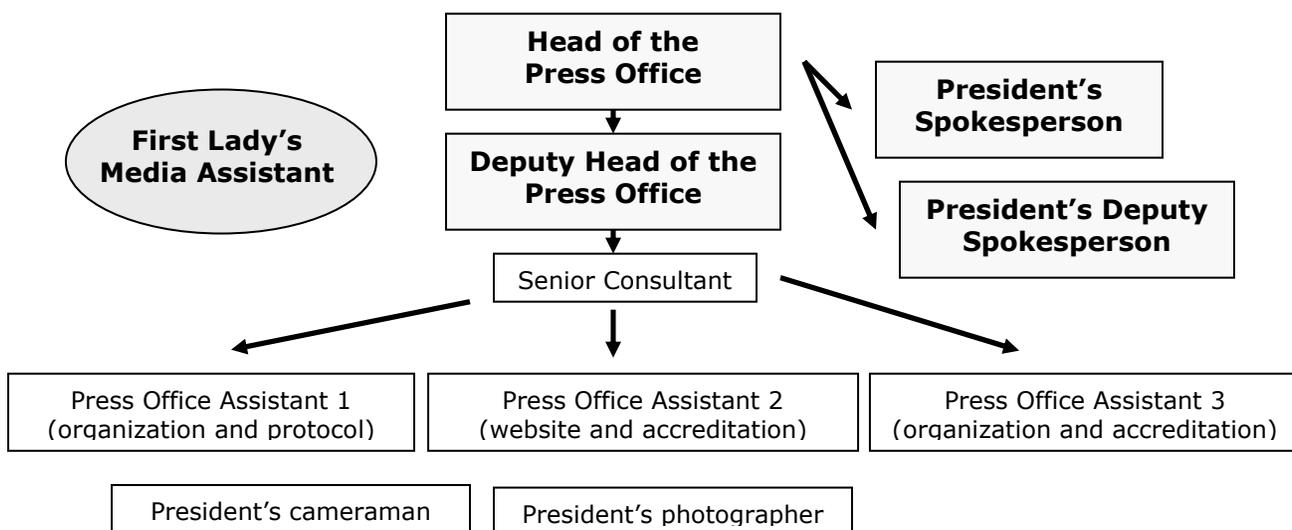
It will be repeated here that strong leadership and initiative is needed within the Press Office, in order to enact the changes and new direction needed. The specific Terms of Reference for staff members and the office structure 'organigram' as outlined within this report will do little to strengthen and modernize the Press Office unless there exists true leadership among the personnel.

Naturally, and ideally, this leadership should come, as indicated by the job title, from the Head of the Press Office.

### 3. OVERVIEW: OFFICE STRUCTURE ORGANIGRAM

The office structure (organigram) as illustrated below could be the ideal model for the President's Press Office.

Using this model, every team member would be well aware of who is in the position of being a direct superior. (In this scenario, the Head of the Press Office is just that: the Head, the Boss).



This model provides for a very clear and easy-to-understand hierarchical office work structure, which delineates an obvious and transparent separation of roles and responsibilities, and it also eliminates confusion as to who is actually in charge, who answers to who, and in the case of the Senior Consultant, what is expected of the other consultants under her charge.

The work of the First Lady's Communications and Media Assistant run quite independently from those of the President. This arrangement seems to run smoothly, and therefore no changes to this present structure were recommended. No problems were recorded or observed concerning the First Lady's communications and media relations functions. There is a link to the First Lady's work directly on the Presidential website, and all seems to run seamlessly.

Therefore, for the purposes of the office structure and organigram as outlined in this report, the position of First Lady's Media Assistant (who is a full-fledged and integral part of the Press Office), will remain unchanged, as will the job description (Terms of Reference) associated with it.

Similarly, the work, structure and job descriptions of the President's cameraman and photographer, (also members of the Press Office), will not be elaborated on or further discussed in this report.

The Special Advisor to the Head of Administration has a more obvious mandate and job description, though because she is not considered as being an official member of the Press Office, her position will not be analyzed within this report.

Only the senior ranks of the Press Office (Head, Deputy Head and Special Advisor), and the four consultants charged with executing the various details and logistics of the President's media work, will be given specific job descriptions and will be placed within the overall office structure organigram.

As well for consideration in this report is the all-important position of the President's Spokesperson(s).

At present, there exists a huge potential to work constructively with the Georgian media, in terms of shaping and delivering the President's political message, as well as informing the public about the President's work on behalf of the Georgian people. Much of this work can easily be accomplished with the help of an official spokesperson.

As outlined in a previous report, this function is, at present, not being fulfilled to its maximum potential. It is the mandate of this report, nonetheless, to outline this job description (Terms of Reference), and to place this position within the Press Office structure organigram.

**Note:**

Traditionally, the role of a Parliamentary Secretary encompasses several things. Chiefly, this function is to help navigate and shepherd a specific legislative agenda through Parliament. This involves overseeing legislative drafting, ensuring proposed Bills meet the 'constitutionality test', and meeting with Opposition members, as well as with the governing caucus, to ensure safe passage of Bills on the way to becoming law (always in accordance with the President's legislative agenda).

As well, the Parliamentary Secretary can act as a spokesperson, making public statements on the President's behalf concerning a wide range of issues.

In the truth of reality and political expediency, a Parliamentary Secretary may often be relegated to only making the 'bad' or unhappy statements or announcements, thereby deflecting negative publicity away from the President, and freeing the President to preside only over the 'good' and positive announcements.

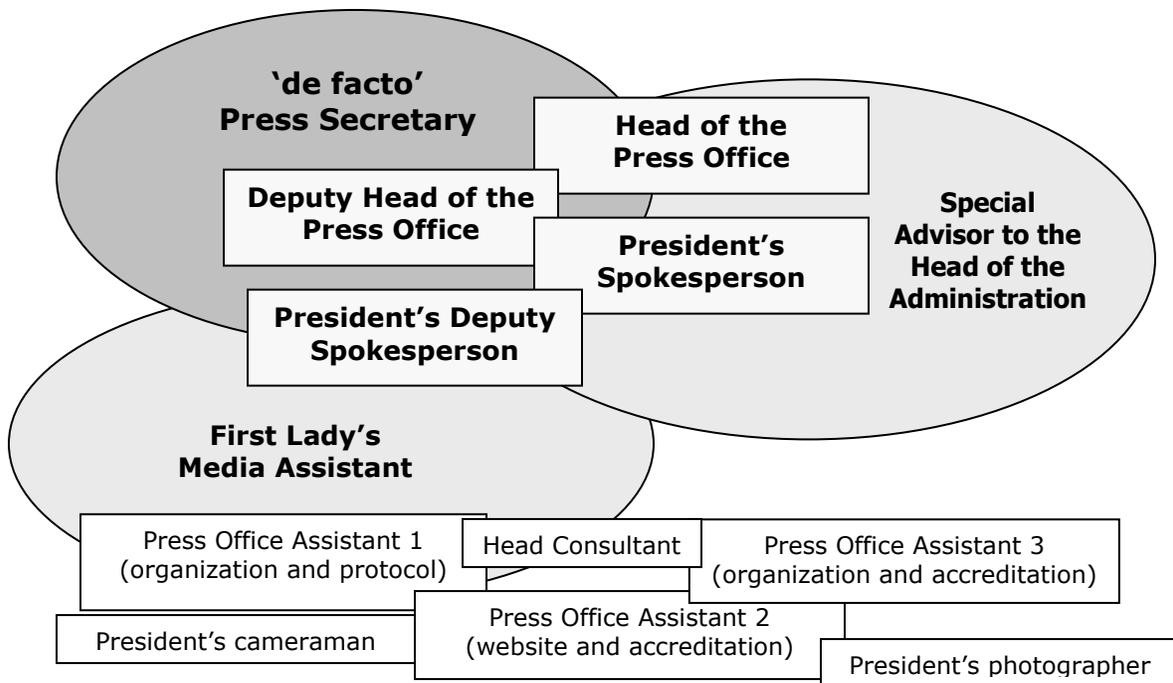
Although Georgia is a small country, it is an important and vibrant one, and certainly the President cannot be everywhere at one time. Considering the quick pace of reform and modernization recently seen in the country, several good news stories and positive announcements happen every day. Therefore it is simply not possible for the President to preside over each and every issue, *while acting as his own spokesperson by delivering key political messaging*, at every event.

As will be described later in this report, the function of 'Spokesperson' will be incorporated and divided into the Terms of Reference of three (3) staff individuals. (In short, the President's Spokesperson and Deputy Spokesperson should make political and legislative announcements and proclamations on behalf of the President, while the Head of the Press Office should be authorized to speak directly to reporters, on the record, during regularly-scheduled and formal press briefings).

## Organizational Structure

### Present (Reality) vs. Future (Ideal)

Although the present organizations structure (organigram) was outlined earlier in a previous report, (see "*Reporting Progress: Maximizing Opportunities Within the President's Press Office*", June 30, 2007), it is useful to revisit this, as the needed changes must be implemented in full consideration and understanding of what presently exists.



The present organizational structure of the President's Press Office (as illustrated above), does not fit a traditional hierarchical model, delineating specific task and responsibilities, decision-making and power structures. There exists a large degree of overlapping of responsibilities and of authority. This present model is not conducive to the efficient functioning of the Press Office.

Press Office staff are presently linked both directly and indirectly, and both 'vertically' and 'horizontally'. Direct links would normally exist between one's immediate superior or to one's immediate subordinates, though this does not reflect the true nature and relationship presently at work in the President's Press Office structure. This means for example, that two co-workers, neither of whom is the other's true boss, (but both of whose chains of command meet), can only be unsure of their working relationship and status.

In the present scenario, for example, the "Head Consultant" doesn't seem to exercise any real authority over the other consultants, whose work seems to happen without any direction from the Head of the Press Service. Additionally, there exists no true "spokesperson" role, and the media operations happen in an ad hoc manner.

**"A government's press office is central to the whole system of communicating with the people. The government press operation is the daily conduit through which the press gets information on the workings of the government"**

Sheila Tate, Press Secretary - 1988  
to U.S. Vice President George Bush

#### **4. MAIN FUNCTIONS OF THE PRESIDENT OF GEORGIA'S PRESS OFFICE** *(What It Should Be and What It Should Not Be)*

Simply put, the main functions of the President's Press Office can be found within its recently-developed mandate and mission statement:

- *To serve the President of Georgia with the highest degree of professionalism and dedication, while helping to craft and deliver his political messaging.*
- *To be the first, foremost and best reporting service in Georgia, in terms of investigating, researching reporting and recording the activities of the President, including announcements, policies and strategic political messaging regarding domestic and foreign visits and special events.*
- *To provide service excellence when dealing with its main client: domestic and foreign media organizations.*
- *To deliver swift, timely and meaningful information and communications products, including comprehensive media advisories, briefing notes, press releases, research papers and backgrounders.*

Explaining how the President's programs and policies have a direct impact on Georgians citizens must also be a major role of the Press Office. This public information effort conveys the President's concerns and plans to the public, and it must help the public understand how various issues could affect their lives.

*"Governments have so much information that they need an effective way to distribute it to their citizens, and that's where the Press Office comes in. The Press Office is like a reporting service working inside government, collecting information for the public".*

**Mike McCurry**

former press secretary to President Bill Clinton

The President's Press Office, then, has two other functions: In dealing with the media, they must be advocates for the government's position, explaining the merits of official action. They must correct erroneous information and try to improve the interpretation and understanding of existing information. They must also be advocates for the media within the government, relaying reporters' needs, such as the desire to do a news story on a topic that government officials may or may not be ready to discuss. Spokespersons and the Press Office in general, often must do reporters' work in a sense, gathering information for the press and translating what government experts have to say for the media.

*"The press secretary's job is to present the president's positions and thoughts in a manner that helps him advance his agenda, while also helping the press learn what the government is doing."*

**Ari Fleisher**

White House press secretary to President George W. Bush

These main functions form the basis of an effective press office, and can certainly serve to ensure that the Press Office of the President of Georgia is headed in the right direction. Though some elaboration follows, the small details of the day-to-day operations of the Press Office can only be fully determined, (and implemented in a true and meaningful way), by the leadership of the Press Office, namely the Head and Deputy Head's of the Press Office.

**"The most important thing to remember is that even though the job can be aggravating, difficult, and frustrating at times, it is incumbent on government press offices to help the press get the story right. That goes to the core of what a democracy is."**

Dee Dee Myers  
former spokesperson to Bill Clinton

Proper communication is always a two-way street, and this is also true within a properly-functioning Press Office. The Press Office must be the link between the President (and his Administration) and the people of Georgia, (acting as the carriers of information from the President to the people), as well as needing to be aware of what is flowing the other way, (what the people and media think of the President). And all this information must also be translated back to the President and to his Administration.

**General tasks that need to be performed by the President's Press Office include:**

- Serving as a government tool (spokesperson/conduit) to conduct press briefings.
- Managing the day-to-day activities of the Press Office (see individual Terms of Reference for Press Office staff).
- Assisting in developing government/Presidential policies and in developing strategies to convey them to the media and the public.
- Planning and managing media campaigns to put out a consistent long-term message.
- Handling press inquiries.
- Setting up interviews and briefings for the press with government officials.
- Advising the President's Administration on press relations and potential media reaction to proposed Presidential policies.
- Some speech writing, (or at least reviewing speeches and their messages).
- Staging media events such as news conferences, press briefings, etc.
- Preparing news releases, media advisories, fact sheets, and other communications materials.
- Serving as a liaison with other government press offices.
- Issuing press credentials to journalists.
- Editing, updating and maintaining the President's web-site.
- Conducting communication *post mortems* - basically evaluating, after the fact, whether an event had its wanted effect and determining how to do better next time.

- ***The President's Press Office must act as the very first reporting news source of the President's activities. The President's Press Office must behave, perform and function as an independent news agency unto itself.***

The President's Press Office should be modeled after the physical layout of a typical private broadcaster's or newspaper's newsroom. In consideration that new and more modern facilities are in the process of being developed, the new Press Office, particularly its main office, should be as large as possible, in order to accommodate *all* of its press staff in one place.

This arrangement allows for a freer flow of ideas and information, and keeps all of the pertinent information-gathering activities, and the people conducting these activities, in one place. (It is understood, of course, that the Head and Deputy Head of the Press Office, as well as the Special Advisor to the Head of Administration, may well be afforded separate, private offices, as well. However, much of their work and time should be spent within the walls of the main pressroom).



Though the picture to the right depicts the newsroom of a privately-run newspaper, with a much larger newsroom than may be necessary for the President of Georgia's Press Office, it conveys the general idea: Press Office staff should be able to congregate and work in a single open area, operating as a reporting service unto itself.

Press Office staff should conduct the prime mandate of *acting as the very first reporting news source of the President's activities*, by gathering information. This amounts to nothing more complicated than making phone calls to outside media sources and to office-holders within the President's Administration, as well as conducting on-line research and investigations into the President's activities, whereabouts and announcements.

- ***The President's Press Office must be considered as being mandated and fully authorized to investigate and determine the information that is relevant and complementary to the President's political messaging.***

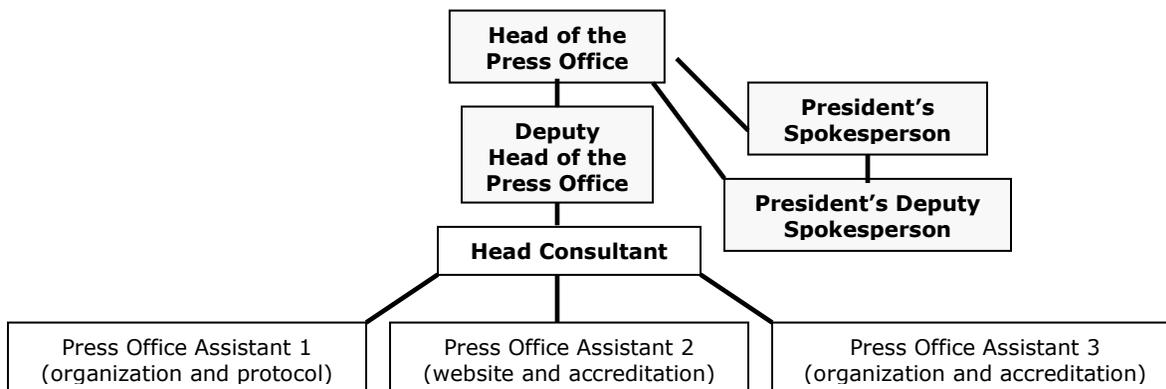
Press Office staff are to embark on this new investigative stance and outlook with the full confidence of having the authorization to do so. The Head of the President's Press Office is to assign specific areas of investigation to staff, in accordance with the activities of the President, and in relation to the communications materials needed to convey his message.

- The Head of the Press Office must attend regularly-scheduled meetings convened by the Head/Deputy Head of Administration, dealing specifically with upcoming Presidential visits, events and announcements.
- Press Office staff themselves must meet internally, regularly and routinely, to plan their work in advance. The Head of the Press Office must take the initiative to chair these meetings, and to ensure his team is well-equipped to do their work.
- At least one member of the Press Office must have direct access to the President's scheduling and planning software.
- The President's Press Office should open earlier in the day. The Office should be staffed by at least one member by 9:00 AM, to allow for the reading of important news clippings, overnight wire-service dispatches and to collect and distribute important items highlighted by the media monitoring service.
- A daily press clipping package must be developed by Press Office Consultants within the Press Office. This information must then be readily available to all decision and/or policy making officials within the Administration, as well as presented directly to the President.

"A popular government without popular information  
or the means of acquiring it is but a prologue to a farce  
or a tragedy, or perhaps both."

James Madison, as US President, 1822

#### 4. Terms of Reference - Press Office Staff



It is particularly during times of crisis when confusion can enter into the operations of a press service. For staff, knowing who is in charge, and to whom one must answer, and what is expected is important at the best of times. But during a crisis, these become all the more vital. Mistakes can be made, and the entire Administration of the President could be viewed in a negative light, if there does not exist obvious, transparent and precise hierarchical separations within the Press Office. (The same can be said during an election campaign, though this will be further discussed in the Conclusions portion of this report).

The above model allows for a quick understanding of who is the decision-maker within the office, and who has the ability to delegate authority to other team members. Staff integration is more easily achieved with this model. As well, by using this structure, team members within the Press Office will be able to better operate using clear, formal lines of authority.

In consideration of this office structure and hierarchical organigram, specific job descriptions (Terms of Reference), must be applied to each team member.

The Press Office should operate as a team, as a unit, with all members able to assist and advise, to some degree, one another in their tasks. Communication within the Press Office should be everyone's business, and all should be well aware of each other's work, mandate and expectations.

Particularly because the number of staffers is now at a considerably lower level than it was just one year ago, it is important that staff are able to 'cover-off' for one another in the event of illness, accident or unavailability of other staffer members.

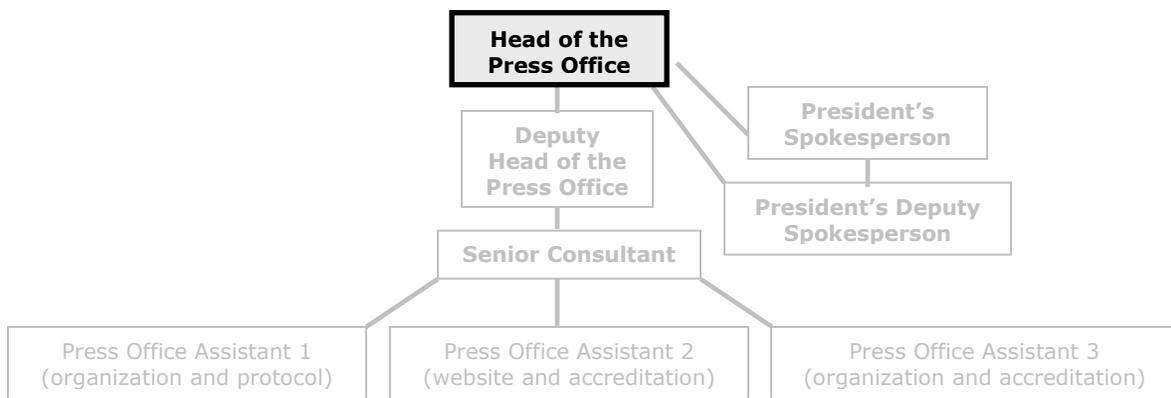
The Press office should not operate in a vacuum, meaning that files must be shared, and although individual responsibilities and work duties are quite specific and separate, staff must develop an understanding and appreciation for one another's work. The specific Terms of Reference, along with the roles and responsibilities inherent in these positions, are assigned in recognition of staff members' existing competencies, proficiencies and strengths.

**The President's Press Office actually has a duty and obligation to deal with the media.**

Though they are in the employ of the President, and serve to do his will, the staffers within the Press Office are in fact public servants, who don't have the right to decide what is good for people to know and what is not good (political messaging aside). Part of their job is to supply news material to all journalists, even those perceived as less than friendly. The Head of the Press Office, whether acting as a spokesperson or in leading his team in helping to supply journalists with information, should take the lead in instilling this culture within the office.

*"A good press office should respond to every request for information from legitimate news organizations, even if the response is a simple, 'I don't know yet, so I have to get back to you'.*

**Juleanna Glove**  
press secretary to Vice President Dick Cheney



The structure and flow of work within the President's Press office must begin at the top. As with any true hierarchical model, the Head (or Boss, Chief, etc.), sets the tone, and stemming from his/her example, a strong work culture and atmosphere is created. All other Terms of Reference would ideally flow from this point, downward. Accordingly, much space in this report will be dedicated to the Terms of Reference and roles and responsibilities of the Head of the Press Office.

In order for the Press Office to function smoothly, and for it to operate as an efficient and meaningful instrument for researching, reporting, crafting, polishing and delivering the President's political message, it must have within its structure more order and leadership.

The **Head of the Press Office** must assume this leadership role, and set a highly professional tone for all staff members. He must also ensure order and discipline within its ranks, to ensure that all staff members adhere to the highest standards of professionalism and journalistic integrity.

The duties inherent in this position are those of influence and authority, and therefore, the incumbent must demonstrate and exercise a strong managerial style by assuming a position of command.

As direct examples of this authority, the Head of the Press Office should convene and preside over regular staff meetings. He should also meet regularly with his counterparts of other organizations within the Administration of the President, including the Head of Protocol, the Head of the newly-formed "foreign office team", the Head of the Analytical Group (or a key senior advisor), as well as with the Deputy Head of Administration tasked with communications and media.

The Head of the Press Office should have direct access to the Head of Administration (or Deputy) in terms of planning and executing the President's media message. He should have full authority to speak on matters of content and policy when working with media. He should be fully involved in helping to craft political messaging on behalf of the President in the lead-up to the national elections. (This would include the use of television and print ads in the pre-election period, and the Head of the Press Office should be involved in the production of these communications tools).

**For the Head of the Press Office to exert his authority, regular staff meetings are essential.**

The Head of the Press Office must convene, and direct, staff meetings on a regular basis. (It will be noted that during 5 full weeks of observation and evaluation, the author of this report not once witnessed a structured, formal staff meeting within the President's Press Office). Considering the amount of work (planning, logistics, co-ordination, etc.) required to operate the Press Office properly, the absence of regularly-scheduled, formal and structured staff meetings is unacceptable.

The Head of the Press Office should schedule regular staff meetings on perhaps a weekly basis. All Press Office staff should be expected and required to attend these meetings. These meetings should be considered to be among the most important and meaningful periods of Press Office staff's work schedule. The very approach and content of each staff member's daily work should flow from the direction of these meetings.

These meetings should take place in a neutral area, and preferably not within the usual confines of the Press Office (and certainly not in the *main* Press Room, where it is simply too loud and busy). A well-lit, formal setting, preferably a large boardroom table would be best, free of distractions and televisions. All attendees should have a pen and a notepad in front of them. Cell-phones should be turned off. (These meetings are important, and should be treated as such).

The main focus of these meetings should be the President's schedule, (as it relates to the planning, logistics, analysis and integrated office co-ordination needed to promote and develop the President's political messaging, and to deliver relevant communications products to media). The Head of the Press Office, (with his Deputy at his side for note-taking and agenda control), should chair these staff meetings. All conversation should revolve around his direction, and the tone of these meetings should be structured around a formal agenda.

Several days prior to any given meeting, a formal agenda should be circulated, and staff should be invited (strongly encouraged) to add items to this agenda. The voicing of concerns and the highlighting of potential or existing problems will be essential to the success and relevance of these meetings.

Essentially, at these staff meetings, as they deal primarily with the President's schedule, all participants should take "a week's look ahead", meaning, they should individually plan and organize what they will need to individually prepare, in order to execute their work in a planned and efficient way on behalf of the President.

The Head of the Press Office should conduct these meetings as a 'hands-on' manager, ensuring that each staff member under his charge has planned and organized all that is needed and forecasted for the coming week. (Naturally, this same system applies to longer periods of time - a month's look ahead, 6-month planning, etc.).

The obvious underlying need for these regularly-scheduled staff meetings is to ensure that all staff is adequately prepared *beforehand* for the work ahead of them, and not simply in a position of playing catch-up to events which have already unfolded, without their direct involvement or control.

During these meetings, when discussing upcoming Presidential events, announcements, foreign visits, etc., a checklist should be developed by the Head of the Press Office, to ensure that each and every pertinent detail is covered in anticipation of the work ahead. As well, authority to undertake these items should be delegated to the staff under his charge during these meetings.

A master calendar should be developed, in order to understand the timing and significance of upcoming events, as well as to plan out what needs to be done in the lead-up to the events.

- In developing the calendar, Press Office meetings should in effect 'work backwards' to fill in the calendar and make assignments. For instance, if press releases are required on a certain day of an announcement, how many days ahead of time do they need to be prepared? How long will it take to get them printed? The Head of the Press Office, with his Deputy, should list this information on the calendar and then assign the writing of the press release and establish a deadline by which it must be written, a deadline for its review by a superior, a deadline for it to be printed, and a deadline for it to be inserted into a press package with other materials.
- Also to write down: the deadline for completion of the targeted press list and identify who will compile the list. Write down the deadline for finishing the President's remarks and when his statement must be reviewed and by whom.
- He should write down any other task that needs to be done. Assign each task to someone to complete, and give them a specific deadline.
- The calendar should be constantly reviewed, to ensure that deadlines are met.

Within the specific Terms of Reference for the Head of the Press Office (allowing him to work with the members of the media in a wholly professional manner), regular, **formal press briefings should take place.**

In addition to meeting his staff in a formal setting and on a regular basis, the Head of the Press Office should also meet with members of the media on a regular basis, and in a more formal setting. Presently, the Head of the Press Office enjoys good, solid and amicable relations with members of the media. He has developed and honed these personal relationships over time, and this forms an important and very favourable connection with the very people (members of the media) who also act as an un-official opposition to the President and to the Government of Georgia.

Naturally, it is always very desirable to have excellent working relationships and friendly personal connections with members of the media. However, as the sophistication and professionalism of media organizations in Georgia will continue to rise, it will become increasingly important for more formal and consistent relations between the Press Office and the individuals representing the media organizations who cover the President's activities.

As he has developed close working relationships with media members, the Head of the Press Office becomes a natural and obvious candidate to step into a more formal 'spokesperson' role with the use of these press briefings. The level at which the Head of the Press Office will be mandated and authorized to speak on behalf of the President will, of course, be a political decision made at the top of the President's Administration (or by the President himself), though it should be considered that the very important core function of 'spokesperson' is not being fulfilled at present.

The Head of the Press Office has the required experience, the connections and the know-how to conduct press briefings, and to act as a 'spokesperson' on behalf of the President. (The only matters remaining for consideration are the questions of will and of authorization, as well as the Head of the Press Office's commitment and interest in this new role).

This recommended arrangement (regulated, controlled press briefings, with the Head of the Press Office acting as an official spokesperson of the President), would help to internally introduce and 'test the waters' of the very concept of having the role of a Presidential spokesperson in other situations. This might also have the added effect of building a new level of trust and good working relations with media organizations.

Often, media do not require detailed, complicated or politically-sensitive proclamations from a spokesperson. They simply need a comment. In fact, when writing a newspaper article or reporting on an event, a journalist is *required and expected* to furnish a quote or comment from the source, as this is an important pillar of common journalistic practice. Simply in the interests of adhering to generally-accepted procedures, a fully-authorized spokesperson is required to give an official comment, if only to confirm already-accepted details of the President's policies.

### **A word about journalists and the President's Press Office...**

The Head of the Press Office should not expect or desire to be friends nor foes of journalists. Journalists should be neutral observers of the President and of its actions and plans. In a true democracy, press and government can never really be partners. In fact, they are natural adversaries with different functions. Each should respect the role of the other and yet recognize that a natural tension exists between the two. On the one hand, at times it's a relationship in which officials try to tell their version of events or avoid publicity altogether, and the press looks for mistakes and pushes to get information released. On the other hand, the relationship is reciprocal, as they both need each other: Journalists need press officers to help them understand the President's actions and plans. And press officers need journalists to get information on the President's actions and plans to the public.

Sometimes, a press officer may expect that a journalist who is a social friend will not write a story that is negative, but a professional journalist does not let a friendship with an official stand in the way of a story. Being a journalist is a 24-hour-a-day job, and a good journalist is never off duty.

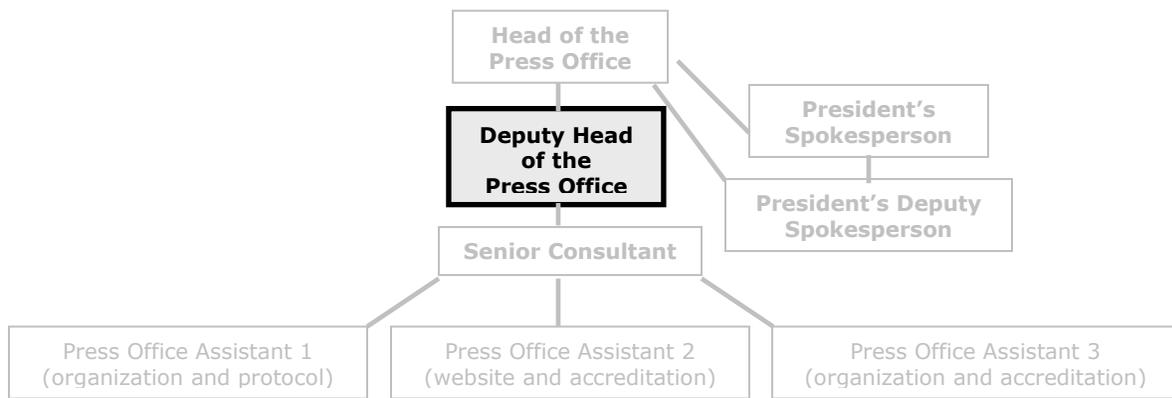
*"Spokespersons must have cordial but professional relations with reporters. They, reporters, have jobs to do, and you, spokespersons, have jobs to do. You can be friends with a reporter, but you must remember reporters are always on the job and so are you."*

**Mike McCurry**  
former Clinton White House spokesman

In social situations, Press Office staffers, led by the Head, should clarify the ground rules under which they are making their statements, such as "off the record" or "for background only." The general rule is to never say or do anything you don't want to see on the front page of the newspaper the next day.

**Other specific functions and requirements within the Terms of Reference of the Head of the Press Office:**

- All members of the Press Office should have an "open door policy", meaning an atmosphere of co-operation and teamwork must be prevalent. This work culture should begin with the Head of the Press Office, who must instill within his staff the understanding that they can speak with him about potential problems, or opportunities, relating to the functions of the office.
- As the Head of the Press Office will often be required to be away from the office, (to attend Presidential events, foreign visits, announcements, etc.), it is essential that he maintain close and constant contact with other members of the Press Office, particularly with the Deputy Head of the Press Office and with the Senior Consultant of the Press Office. He must transmit the relevant information in a timely manner, to ensure that the Press Office is able to meet its objective of being Georgia's first and foremost reporting service regarding the work and activities of the President.

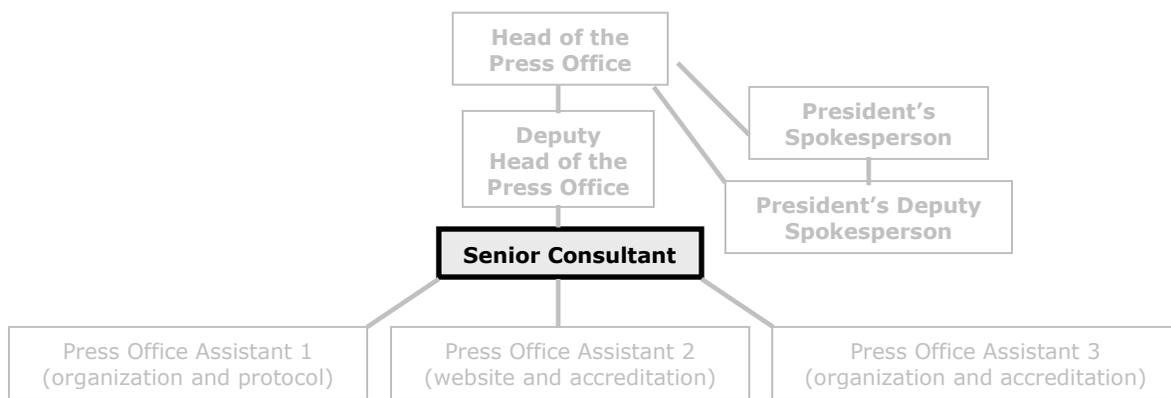


The function of the Deputy Head of the Press Office is vitally important, as the incumbent must also assume a role of authority and of leadership.

As stated earlier, the Head of the Press Office will often be required to be away from the office, (to attend Presidential events, foreign visits, announcements, etc.), In these instances, the Deputy Head of the Press Office must be capable, and prepared, to assume full responsibility for the continued smooth functioning of media efforts on behalf of the President. She must also be able to fully execute all duties and responsibilities of the Head of the Press office in the case of illness, accident or unavailability.

**Other specific functions and requirements within the Terms of Reference of the Deputy Head of the Press Office:**

- Foreign media efforts, including:
  - Setting up foreign media interviews for the President;
  - Keeping up-to-date records and lists of foreign journalists;
  - Maintaining an open and friendly dialogue with foreign journalists, including Moscow-based bureaus and correspondents;
  - Working with domestic English-language print publications.
- Liaising on a daily basis with the Senior Consultant, in terms of overseeing all functions and details associated with the work of consultants, including web-site maintenance and updates, annual media accreditation, organization and logistics required for live transmissions, and liaison with staff from the Office of Protocol.
- This position ideally requires foreign-language skills (English and French in complement to Georgian and Russian).



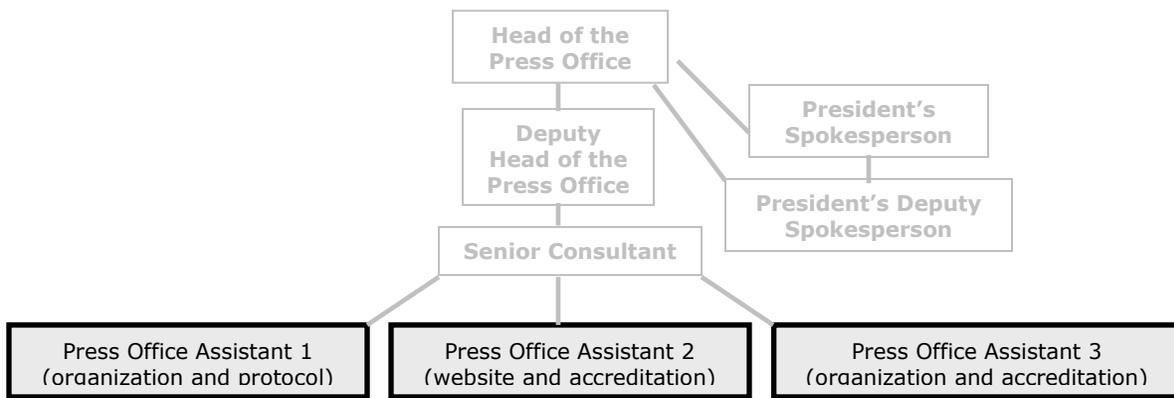
A 'mid-level management' position, the **Senior Consultant** must assume a strong quality-control function within the Press Office, demonstrating consistency and good follow-up in terms of the important 'nuts and bolts' of media operations.

Much of the tangible, day-to-day work done in the Press office is performed by Press Office consultants, who preside over much of what the general public will see and learn concerning the President's media messaging, (as filtered through the Press Office).

This work must be monitored and controlled by the Senior Consultant, who will oversee all functions and details associated with their work, (including web-site maintenance and updates, annual media accreditation, organization and logistics required for live transmissions, and liaison with staff from the Office of Protocol).

**Other specific functions and requirements within the Terms of Reference of the Senior Consultant of the Press Office:**

- Media contact lists must be maintained and kept up-to-date.
- Media-monitoring, (as performed by an outside sub-contracting source), must be checked for quality control and relevance.
- A daily press clippings package must be developed, *each morning*, for the use and dissemination of the President.
- The Senior Consultant will also assume the responsibilities of an 'office manager'. This entails all the duties and responsibilities usually associated with such a position, including:
  - Ensuring that office supplies are ordered and in-stock;
  - Ensuring the proper functioning of office equipment;
  - Working with suppliers and sub-contractors when needed;
  - Liaising, on a daily basis, with the Deputy Head of the Press Service.



Much of the basic, day-to-day mechanics, (the 'nuts and bolts'), of the work within the Press Office is performed by three separate consultants. This work is the more the tangible, plain-to-see functions, and which accounts for much of what the general public will see and learn concerning the President's media messaging, particularly as it relates to web-communications.

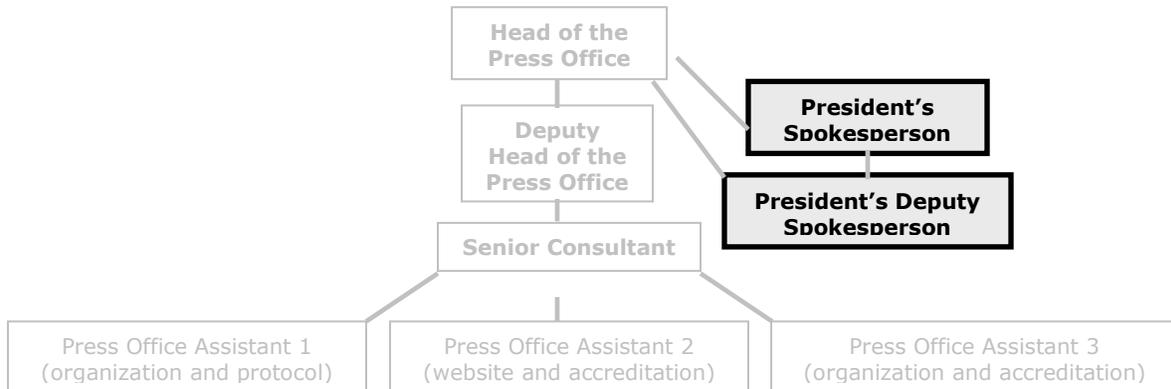
Though three main functions are tasked within these Terms of Reference, (organization, protocol and web-site update/maintenance), each of the consultants must have a solid understanding of all three functions, (while concentrating mainly on their specialty).

These functions (web-site maintenance and updates, annual media accreditation, organization and logistics required for live transmissions, and liaison with staff from the Office of Protocol), are shared and integrated, in that any and all of the three consultants has the skills and experience to perform these duties.

- Web-site maintenance: The web-site, ([www.president.gov.ge](http://www.president.gov.ge)), should be updated on a daily basis. Relevant information (as supplied by the Deputy Head of the Press Office and by the Special Adviser), must be plugged-in to the site as quickly as possible. Translation (Georgian to English), as sourced independently, should appear on the site simultaneously.
- Co-ordination and supplying of credentials to journalists.
- Working with the Office of Protocol, in determining that proper channels are being used and appropriate language is used in communications materials.
- Day-to-day organization and logistics, as directed and determined by the Head of the Press Office and by the Senior Consultant.

**"Let the people know the facts, and the country will be safe."**

Abraham Lincoln, 1864.



For the Press Office to operate in a relevant way, the President of Georgia needs the true role of 'spokesperson' to be established. He needs someone to regularly make public statements on his behalf concerning a wide range of issues.

It is understood and appreciated that many political figures will often resist the use of an official spokesperson. It can be a difficult thing, to allow someone to speak on one's behalf, and therefore a high degree of trust and respect needs to be established between the two parties.

*"To be an effective spokesperson, a relationship of mutual respect with the government official for whom he or she works is essential. Spokespersons should be familiar with the official's beliefs and should have direct access to him or her. The spokesperson should be able to walk into meetings and interrupt the official with pressing news without going through a scheduler or other aide. While this flexibility can disturb an orderly schedule, it results in a government that can respond quickly to media issues".*

*"A Responsible Press Office"*  
**Marguerite H. Sullivan**, Center on International Media Assistance,  
National Endowment for Democracy

The Spokesperson(s) should ideally also have a role, (albeit, perhaps a small one), in helping to develop political messaging and in communications decision-making. If the Spokesperson has not participated in developing some policy, he or she will have difficulty understanding the context of the policies and explaining it to the media.

It is usually much harder for a salesperson to sell his product, if he doesn't believe in its value in the first place. The same applies to the role of a spokesperson.

It would be desirable to include the Spokesperson, and Deputy Spokesperson, as part of the overall strategic communications team, and to be more fully integrated into the workings of the Press Office. (At present, neither incumbent of these two positions has an office or even a desk within the general area of the Press office. This obviously should change).

*"It is very important to have the communicator as part of the strategy team. If a government official is planning on taking an action, you need to know how it will be perceived. It is better to have the communicator at the table, engaged in the discussion in the early formative stages, than to have to play catch up or be blindsided by negative public reaction because the communicator, the person with the sense of public sentiments, wasn't there."*

- **Joni Inman**, National Association of Governance Communication

The spokesperson's job is both assertive — trying to emphasize certain aspects of the news — and reactive — responding to reporters' questions. For example, in Canada, the United States and in many other developed, Western nations, the government press office may regularly, even daily, develop several press releases, announcing new programs, appointments, or activities of the president on which it would like coverage. At the same time, reporters covering the government contact the press office with questions for stories that may or may not be those that government officials want done.

### **Roles of the Press Spokesperson**

It is generally accepted that within the responsibilities and roles of a Spokesperson, responding to press questions should take up about half of his time, with the rest of the time dedicated to generally keeping informed on issues and working on Press Office business, including co-operating on communication materials and special events, announcements and organizing and convening press briefings.

#### Note:

As mentioned earlier, the responsibility of conducting press briefings should ideally fall on the Head of the Press Office, who has developed excellent working relations with members of the press over a number of years.

## **Establishing the actual position(s) of "Spokesperson(s)"**

In establishing the position of spokesperson, the first responsibility actually lies with the President of Georgia and/or his Administration, who must determine with the spokesperson how this role will be organized, exactly what the responsibilities will be, and how much authority will be extended.

As is, for example, in the case of Canada's Prime Minister, the press secretary holds regular press briefings, but of course will step aside when the Prime Minister appears to address the media in person. The Prime Minister's Spokesperson is fully authorized, however, to speak on behalf of the Prime Minister.

*"To make the job work, the spokesperson has to be accessible to the press, has to be well informed, and has to believe in the press's function in a democracy. You can't have a democracy without a free press, and even though the press can seem intrusive at times, it is essential. A spokesperson needs to understand the mission of the press and work with it."*

**Dee Dee Myers**

former press secretary to President Bill Clinton

## **Authority and Coordination**

The following questions will stem from an internal dialogue which must take place within the President's Administration, should the decision to authorize and develop the role of "Spokesperson" is to actually happen. The authority the Spokesperson has with the rest of the Administration's top staff is also important. Among the issues are:

- Is the Head of the Press Office the initial point of contact with the press, and does he or she have authority over the staff's relationships with the press?
- Are other Press Office staffers authorized to answer questions, including routine queries? For example, if a reporter calls with a simple scheduling question, such as the time of an event, can the Press Office staffer answer the question / confirm it?
- Within the Administration of the President, who needs to review the Press Office's news releases, speeches, and policy statements?
- Must other top-level staff, such as the Head of Administration/Deputy Head of Administration, have sign-off authority on these public statements?
- Will the spokesperson have access to top-level staff in the Administration?

## 5. CONCLUSION

This report is not perfect, nor is it the definitive 'last word' on what the President's Press Office should look like, how it should function or what the specific roles and responsibilities of individual team members should be.

At the end of the day, it is the Head of Administration of the President, (and the Deputy Head of Administration), who will make hard the decisions involved in implementing or encouraging an institutional mind-set change, and in granting, (or revoking) the authority of Press Office staff, so that they will be enabled to speak on behalf of the President.

Similarly, it will be the leadership, (or lack thereof), of the Head of the Press Office who will decide, or not, to enact clarity, order and structure in the President's Press Office.

This report simply serves as a guide, as a reference, to the general structure and layout of what the Press Office *could be*: A workable, efficient, respected news agency unto itself, charged with the mandate and authority to report on the President's activities; to independently produce and deliver communications products in accordance with these activities; to liaise with media organizations; process feedback on the media's and the general public's opinion of the President, while coordinating all of these efforts into a cohesive communications strategy geared towards presenting the President of Georgia as the country's #1 political asset and Georgia's best chance for continued growth, development and prosperity.

## ANNEX 1

### **Analysis of media training and seminars**

*Conducted by Ms. Snizhana Kolomiets, UNDP communications specialists.  
(The following is a full transcript of her written analysis.)*

***Main objectives of the training:***

- *To strengthen capacity of the Press Service staff in strategic communications;*
- *To improve media relations and interview skills;*
- *To introduce and practice Crises communications techniques;*

***Analysis of the group:***

*The training was planned for a group of up to 12 people. Actual number of participants was 6 people. Unfortunately, the key people such as Head of Press Service, Spokespersons and some other important staff members did not show up.*

*The group consisted of:*

*Ekaterine Jojua, Adviser to the Head of Administration (for media relations), an experience, active and committed person, responsible for relationship between Presidential Administration and Press Service as well as coordinating information flow within the group;*

*Nato Partskhaladze, Deputy Head of Press Service, deals with international media in and outside the country, a very capable and knowledgeable person, a great asset to the team;*

*Levan Tsereteli, Consultant, used to work for Protocol department, now takes care of relationships between Press Service and Protocol which were described by participants as very good and effective.*

*Maia Kobakhidze, Senior consultant, Elene Dvali, Consultant, and Pikria Bukhaidze, Consultant, have journalistic background and long time experience in Presidential Press Service, all of them are mainly responsible for writing materials both for press and internet site and providing technical assistance to the key people in Press service.*

The fact that the group consisted mainly of technical people and just partly represented the Press Services, did not allow us to analyse the structure and functions of and relationship within the Press Service as a whole. One of the obstacles to more effective communication for the President, which was identified by participants during the training, – lack and delay of information, – seems to be located out of this group, since collaboration, mutual understanding and support within the group are quite high. During the training all participants showed their commitment, professional capacity and interest in getting new skills and knowledge.

Overall assessment of the training: “5” out of “5”

Practical value: “4” out of “5”

*Other comments: “very interesting and useful”, “would be great to have this kind of trainings on the regular basis (at least annually).”*

## **ANNEX 2**

### **Specific Terms of Reference**

Job descriptions for Press Office staff  
(presented in external advertisement format)

## TERMS OF REFERENCE

Head of the Press Service  
Administration of the President of Georgia  
Tbilisi, Georgia

### **Background**

The President's Press Office is undertaking a new and modern approach to its work in support of the President of Georgia, and requires the services of a **Head of the President's Press Office** to lead and coordinate these efforts. This is a management position, reporting directly to the Head of the President's Administration.

Press Office staff have recently undertaken media and communications training, though learned skills are not fully implemented and many challenges remain. In general terms, the Head of the Press Office will be a hands-on manager, charged with directing and administrating the day-to-day operations of the President Press Office.

### **Job Summary**

The Head of the Press Office will be expected to assume a strong leadership role, setting a highly professional tone for all staff members. He/she will ensure order and discipline within the ranks of the President's Press Office, ensuring that staff members adhere to the highest standards of professionalism and journalistic integrity.

The Head of the Press Office shall demonstrate and exercise a strong managerial style, and convene regular staff meetings. He/she will be required to also meet regularly with his/her counterparts of other organizations within the Administration of the President, including the Head of Protocol and the Head of the Analytical Group, as well as with the Deputy Head of Administration tasked with communications and media issues.

In keeping with a recently-adopted 'mission statement', the Head of the President's Press Office will be expected to lead Press Office staff in the following ways:

- To serve the President of Georgia with the highest degree of professionalism and dedication, while helping to craft and deliver his political messaging;
- To ensure that the President's Press office is the first, foremost and best reporting service in Georgia, in terms of investigating, researching reporting and recording the activities of the President, including announcements, policies and strategic political messaging regarding domestic and foreign visits and special events;
- To provide service excellence when dealing with its main client: domestic and foreign media organizations;
- To deliver swift, timely and meaningful information and communications products, including comprehensive media advisories, briefing notes, press releases, research papers and backgrounders.

The Head of the Press Office will have direct access to the Head of Administration (and/or Deputy Head of Administration) in terms of planning and executing the President's media message. Therefore, the candidate must be comfortable working with key decision-makers and government officials.

The Head of the Press Office will have full authority to speak on matters of content and policy when working with media. He/she should therefore have extensive prior knowledge and experience dealing with issues management, mass communications, political messaging and media relations. He/she will be involved in helping to craft political messaging on behalf of the President, and communicating this message to the media.

**Required competencies, skills and experience:**

- University degree in communications or related discipline and / or college diploma and several years work experience in the communications field;
- Demonstrated ability to lead a team of communications professionals;
- Proven knowledge of communications theories for internal and external audiences;
- Familiarity and experience with producing a variety of communications vehicles, including press releases, media advisories, etc;
- Familiarity with the use of television and print ads;
- Experience as a media spokesperson;
- Existing and developed working relationships with media;
- Bilingualism (Georgian/Russian) is essential. English and/or other foreign languages will be considered as an asset;
- Creativity in communication approaches/products that will capture the interest and imagination of the general public and media audiences, to raise the visibility and understanding of the President's activities;
- High level of interpersonal and communications skills;
- Ability to deal with all levels of government officials and management and key decision-makers (e.g., to provide advice for communications matters, to participate, as a team member, to gather intelligence for issues/briefing papers, speeches, brochures, to propose promotional/advertising activities, etc.);
- Experience in project management;
- Availability to work flexible hours and overtime;
- Strong analytical capabilities

**Other specific duties in his/her capacity as Head of Press Office will include:**

- Developing a standardized set of external communication tools including newsletters, press kits, media advisories and press releases;
- Drafting communications and information materials for dissemination to relevant audiences, ensuring all media materials are available in English and Georgian;
- Liaising with domestic and international media outlets, and with the individuals who represent them;
- Act as Spokesperson during regular press briefings.

### **Considerations**

- The chosen candidate for the position of Head of the Press Office will serve 'at the pleasure of the President', meaning this position is conditional upon the ongoing acceptance and authority of the President's Administration.
- He/she will undergo an initial 3-month probationary period;
- Upon completion of the six-month period, The Head of the Press Office will have full authority to manage the day-to-day operations of the Press Office;
- Upon completion of the six-month period, The Head of the Press Office will have full authority to hire and fire non-managerial Press Office staff.

### **Reporting**

The Head of the Press Office will report directly to the Head of Administration of the President and to the Deputy Head of Administration of the President.

## TERMS OF REFERENCE

Deputy Head of the Press Service  
Administration of the President of Georgia  
Tbilisi, Georgia

### **Background**

The President's Press Office is undertaking a new and modern approach to its work in support of the President of Georgia, and requires the services of a **Deputy Head of the President's Press Office** to help lead and coordinate these efforts (in tandem with and under the direction of the Head of the Press Office). This is a key management position, reporting to the Head of the Press office.

Press Office staff have recently undertaken media and communications training, though learned skills are not fully implemented and many challenges remain. In general terms, the Deputy Head of the Press Office is charged with assisting the Head of the Press Office in directing and administrating the day-to-day operations of the President's Press Office, while also assuming duties associated with foreign media relations.

### **Job Summary**

As the Head of the Press Office will often be required to be away from the office, (to attend Presidential events, foreign visits, announcements, etc.), the Deputy Head of the Press Office must be able to assume the role of authority and of leadership within the Press office. The Deputy Head of the Press Office must be capable, and prepared, to assume full responsibility for the continued smooth functioning of media efforts on behalf of the President. He/she must also be able to fully execute all duties and responsibilities of the Head of the Press Office in the case of illness, accident or unavailability.

In keeping with a recently-adopted 'mission statement', the Deputy Head of the President's Press Office will help lead Press Office staff in performing their duties under the following directives:

- To serve the President of Georgia with the highest degree of professionalism and dedication, while helping to craft and deliver his political messaging;
- To ensure that the President's Press office is the first, foremost and best reporting service in Georgia, in terms of investigating, researching reporting and recording the activities of the President, including announcements, policies and strategic political messaging regarding domestic and foreign visits and special events;
- To provide service excellence when dealing with its main client: domestic and foreign media organizations;
- To deliver swift, timely and meaningful information and communications products, including comprehensive media advisories, briefing notes, press releases, research papers and backgrounders.

**Specific functions of the Deputy Head of the Press Office:**

- Foreign media efforts, including:
  - Setting up foreign media interviews for the President;
  - Keeping up-to-date records and lists of foreign journalists;
  - Maintaining an open and friendly dialogue with foreign journalists, including Moscow-based bureaus and correspondents;
  - Working with domestic English-language print publications.
- Liaising on a daily basis with the Senior Consultant, in terms of overseeing all functions and details associated with the work of consultants, including web-site maintenance and updates, annual media accreditation, organization and logistics required for live transmissions, and liaison with staff from the Office of Protocol.

**Required competencies, skills and experience:**

- University degree in communications or related discipline and / or college diploma and several years work experience in the communications field;
- Demonstrated ability to work with communications professionals within a team environment;
- Proven knowledge of communications theories for internal and external audiences;
- Familiarity and experience with producing a variety of communications vehicles, including press releases, media advisories, etc;
- Familiarity with the use of television and print ads;
- Existing and developed working relationships with media, particularly with foreign media;
- Foreign language skills are essential to this position. (In addition to required Georgian and Russian language skills, the Deputy Head of the Press Office must have a good working knowledge of English. Familiarity with other foreign languages will be considered as an important asset;
- Creativity in communication approaches/products that will capture the interest and imagination of the general public and media audiences, to raise the visibility and understanding of the President's activities;
- High level of interpersonal and communications skills;
- Ability to deal with all levels of government officials and management and key decision-makers (e.g., to provide advice for communications matters, to participate, as a team member, to gather intelligence for issues/briefing papers, speeches, brochures, to propose promotional advertising activities, etc.);
- Availability to work flexible hours and overtime;
- Strong analytical capabilities

### **Considerations**

- The chosen candidate for the position of Deputy Head of the Press Office will serve 'at the pleasure of the President', meaning this position is conditional upon the ongoing acceptance and authority of the President's Administration.
- He/she will undergo an initial 3-month probationary period;
- Upon completion of the six-month probationary period, the Deputy Head of the Press Office will have full authority to manage the day-to-day operations of the Press Office, in the temporary absence and/or under the specific direction of the Head of the Press Office.

### **Reporting**

The Deputy Head of the Press Office will report directly to the Head of the President's Press Office.

## TERMS OF REFERENCE

Senior Consultant to the Press Service  
Administration of the President of Georgia  
Tbilisi, Georgia

### **Background**

The President's Press Office is undertaking a new and modern approach to its work in support of the President of Georgia, and requires the services of a **Senior Consultant to the President's Press Office**. The incumbent will assume a strong quality-control function within the Press Office, demonstrating consistency and good follow-up in terms of the important operational procedures associated with Press Office's media efforts.

This is a mid-level management position, reporting to the Deputy Head of the Press Office.

Press Office staff have recently undertaken media and communications training, though learned skills are not fully implemented and many challenges remain.

### **Job Summary**

In general terms, the Senior Consultant is charged with overseeing all functions and details associated with the work of Junior Press Office Consultants. This includes web-site maintenance and updates, annual media accreditation, organization and logistics required for live transmissions, and liaison with staff from the Office of Protocol.

In keeping with a recently-adopted 'mission statement', the Senior Consultant will strive to perform his/her duties under the following directives:

- To serve the President of Georgia with the highest degree of professionalism and dedication, while helping to craft and deliver his political messaging;
- To ensure that the President's Press office is the first, foremost and best reporting service in Georgia, in terms of investigating, researching reporting and recording the activities of the President, including announcements, policies and strategic political messaging regarding domestic and foreign visits and special events;
- To provide service excellence when dealing with its main client: domestic and foreign media organizations;
- To deliver swift, timely and meaningful information and communications products, including comprehensive media advisories, briefing notes, press releases, research papers and backgrounders.

### **Other specific functions and requirements:**

- Maintain and update media contact lists;
- Media-monitoring, (as performed by an outside sub-contracting source), must be checked for quality control and relevance.
- Develop a daily press clippings package, for the use and dissemination of the President.
- The Senior Consultant will also assume the responsibilities of an 'office manager'. This entails all the duties and responsibilities usually associated with such a position, including:
  - Ensuring that office supplies are ordered and in-stock;
  - Ensuring the proper functioning of office equipment;
  - Working with suppliers and sub-contractors when needed;
  - Liaising, on a daily basis, with the Deputy Head of the Press Service.

### **Required competencies, skills and experience:**

- Meaningful experience in the communications field;
- Demonstrated ability to work with, and to lead, a small number of communications professionals within a team environment;
- Proven knowledge of communications theories for internal and external audiences;
- Familiarity and experience with producing a variety of communications vehicles, including press releases, media advisories, etc;
- In addition to required Georgian and Russian language skills, familiarity with foreign languages will be considered as an important asset;
- High level of interpersonal and communications skills;
- Availability to work flexible hours and overtime;
- Strong attention to detail.

### **Considerations**

- The chosen candidate for the position of Senior Consultant to the Press Office will serve 'at the pleasure of the President', meaning this position is conditional upon the ongoing acceptance and authority of the President's Administration.
- He/she will undergo an initial 3-month probationary period.

### **Reporting**

The Senior Consultant to the Press Office the Press Office will report directly to the Deputy Head of the President's Press Office.

## **TERMS OF REFERENCE**

Junior Consultant to the Press Service  
(3 separate positions)  
Administration of the President of Georgia  
Tbilisi, Georgia

### **Background**

The President's Press Office is undertaking a new and modern approach to its work in support of the President of Georgia, and requires the services of 3 (three) **Junior Consultants to the President's Press Office**. The incumbents will assume strong detail-oriented functions within the Press Office, demonstrating consistency and good follow-up in terms of the important operational procedures associated with Press Office media efforts.

These positions report to the Senior Consultant to the President's Press Office.

### **Job Summary**

In general terms, the Junior Consultants will be charged with three main functions within the Press Office: 1) organization; 2) protocol, and, 3) web-site update/maintenance.

Each of the Junior Consultants must have a solid understanding of all three functions, while concentrating mainly on one specialty. These functions are to be fully shared and integrated, in that any and all of the three Junior Consultants will have the skills and experience to perform any of these duties independently if/when needed.

In keeping with a recently-adopted 'mission statement', Junior Consultants to the President's Press Office will perform their duties under the following directives:

- To serve the President of Georgia with the highest degree of professionalism and dedication, while helping to craft and deliver his political messaging;
- To ensure that the President's Press office is the first, foremost and best reporting service in Georgia, in terms of investigating, researching reporting and recording the activities of the President, including announcements, policies and strategic political messaging regarding domestic and foreign visits and special events;
- To provide service excellence when dealing with its main client: domestic and foreign media organizations;
- To deliver swift, timely and meaningful information and communications products, including comprehensive media advisories, briefing notes, press releases, research papers and backgrounders.

### **Other specific functions and requirements:**

- Maintain and update media contact lists;
- Web-site maintenance: The Presidential web-site, (*www.president.gov.ge*), should be updated on a daily basis. Relevant information (as supplied by the Deputy Head of the Press Office and by the Special Adviser), is to be plugged-in to the site as quickly as possible.
- Translation (Georgian to English), as sourced independently, must appear on the web-site simultaneously;
- Co-ordination and supplying of credentials to journalists;
- Working/liaising with the Office of Protocol, in ensuring that appropriate language is adopted within communications materials;
- Facilitation of organization and logistics required for live transmissions,
- Day-to-day organization and logistics, as directed and determined by the Deputy Head of the Press Office and by the Senior Consultant.
- Media-monitoring, (as performed by an outside sub-contracting source), must be checked for quality control and relevance.
- Develop a daily press clippings package, for the use and dissemination of the President.

### **Required competencies, skills and experience:**

- Meaningful experience in the communications field;
- Demonstrated ability to work within a team environment;
- Knowledge of communications theories for internal and external audiences;
- Familiarity and experience with producing a variety of communications vehicles, including press releases, media advisories, etc;
- In addition to required Georgian and Russian language skills, familiarity with foreign languages will be considered as an important asset;
- High level of interpersonal and communications skills;
- Availability to work flexible hours and overtime;
- Strong attention to detail.

### **Considerations**

- The chosen candidates for the three positions of Junior Consultants to the Press Office will serve 'at the pleasure of the President', meaning these positions are conditional upon the ongoing acceptance and authority of the President's Administration.
- Candidates will undergo an initial 3-month probationary period;

### **Reporting**

The Junior Consultant to the Press Office will report directly to the Senior Consultant of the President's Press Office.

## **TERMS OF REFERENCE**

Presidential Spokesperson  
Administration of the President of Georgia  
Tbilisi, Georgia

### **Background**

The President's Press Office is undertaking a new and modern approach to its work in support of the President of Georgia, and requires the services of a **Chief Presidential Spokesperson**.

Although this position officially reports to the Head of the President's Press Office, the incumbent will also receive guidance directly from the President and from the Head of the President's Administration.

### **Job Summary**

In general terms, the Chief Presidential Spokesperson will be charged with making public statements on behalf of the President concerning a wide range of issues. The Chief Spokesperson will have a role in helping to develop political messaging and in communications decision-making. The Chief Spokesperson, as part of the overall strategic communications team, will be fully integrated into the workings of the Press Office.

In keeping with a recently-adopted 'mission statement', the Chief Presidential Spokesperson will perform his/her duties under the following directives:

- To serve the President of Georgia with the highest degree of professionalism and dedication, while helping to craft and deliver his political messaging;
- To ensure that the President's Press office is the first, foremost and best reporting service in Georgia, in terms of investigating, researching reporting and recording the activities of the President, including announcements, policies and strategic political messaging regarding domestic and foreign visits and special events;
- To provide service excellence when dealing with its main client: domestic and foreign media organizations;
- To deliver swift, timely and meaningful information and communications products, including comprehensive media advisories, briefing notes, press releases, research papers and backgrounders.

**Specific functions and requirements:**

The Chief Spokesperson will respond directly to press enquiries, will keep informed on issues and will work on Press Office business as directed by, and in tandem with, the Head of the Press Office. This includes co-operating on communication materials and special events, announcements and organizing and convening press briefings.

All other duties will be determined by the role and authority of the Head of the Press Office and by the Head of the President's Administration.

**Required competencies, skills and experience:**

- Must possess the highest level of personal integrity and honesty;
- Demonstrated experience in acting as spokesperson to a national audience;
- Experience as a media spokesperson;
- Proven knowledge of communications theories for internal and external audiences;
- Existing and developed working relationships with media;
- Bilingualism (Georgian/Russian) is essential. English and/or other foreign languages will be considered as an asset;
- Creativity in communication approaches/products that will capture the interest and imagination of the general public and media audiences, to raise the visibility and understanding of the President's activities;
- High level of interpersonal and communications skills;
- Ability to deal with all levels of government officials and management and key decision-makers.

**Considerations**

- The chosen candidate for the position of Chief Presidential Spokesperson will serve 'at the pleasure of the President', meaning this position is conditional upon the ongoing acceptance and authority of the President's Administration.
- The chosen candidate will undergo an initial 3-month probationary period.

**Reporting**

Although this position officially reports to the Head of the President's Press Office, the incumbent will also receive guidance directly from the President and from the Head of the President's Administration.

## **TERMS OF REFERENCE**

Deputy Presidential Spokesperson  
Administration of the President of Georgia  
Tbilisi, Georgia

### **Background**

The President's Press Office is undertaking a new and modern approach to its work in support of the President of Georgia, and requires the services of a **Deputy Presidential Spokesperson**.

This position reports to the Head of the President's Press Office, while receiving close direction from the Chief Presidential Spokesperson.

### **Job Summary**

In general terms, the Deputy Presidential Spokesperson will be charged with making public statements on behalf of the President concerning a wide range of issues, either in the absence of the Main Presidential Spokesperson, or within selected and targeted media campaigns. The Deputy Spokesperson will have a role in helping to develop political messaging and in communications decision-making. The Deputy Spokesperson, as part of the overall strategic communications team, will be fully integrated into the workings of the Press Office.

In keeping with a recently-adopted 'mission statement', the Presidential Spokesperson will perform his/her duties under the following directives:

- To serve the President of Georgia with the highest degree of professionalism and dedication, while helping to craft and deliver his political messaging;
- To ensure that the President's Press office is the first, foremost and best reporting service in Georgia, in terms of investigating, researching reporting and recording the activities of the President, including announcements, policies and strategic political messaging regarding domestic and foreign visits and special events;
- To provide service excellence when dealing with its main client: domestic and foreign media organizations;
- To deliver swift, timely and meaningful information and communications products, including comprehensive media advisories, briefing notes, press releases, research papers and backgrounders.

### **Specific functions and requirements:**

The Deputy Spokesperson will respond directly to press enquiries, will keep informed on issues and will work on Press Office business as directed by, and in tandem with, the Head of the Press Office. This includes co-operating on communication materials and special events, announcements and organizing and convening press briefings.

The Deputy Spokesperson will perform ethnic and regional media outreach and communications duties, specifically as it relates to minority groups and special interest groups.

All other duties will be determined by the role and authority of the Head of the Press Office and by the Head of the President's Administration.

### **Required competencies, skills and experience:**

- Must possess the highest level of personal integrity and honesty;
- Demonstrated experience in acting as spokesperson to a national audience;
- Experience as a media spokesperson;
- Proven knowledge of communications theories for internal and external audiences;
- Existing and developed working relationships with media;
- Bilingualism (Georgian/Russian) is essential. English and/or other foreign languages will be considered as an asset;
- Creativity in communication approaches/products that will capture the interest and imagination of the general public and media audiences, to raise the visibility and understanding of the President's activities;
- High level of interpersonal and communications skills;
- Ability to deal with all levels of government officials and management and key decision-makers.

### **Considerations**

- The chosen candidate for the position of Deputy Presidential Spokesperson will serve 'at the pleasure of the President', meaning this position is conditional upon the ongoing acceptance and authority of the President's Administration.
- The chosen candidate will undergo an initial 3-month probationary period.

### **Reporting**

This position reports to the Head of the President's Press Office, while receiving close direction from the Chief Presidential Spokesperson.