



## OPERATIONS AND POLICY ANALYST 3

0872

### GENERAL DESCRIPTION OF CLASS

The OPERATIONS AND POLICY ANALYST 3 gives consultative advice on the administrative, policy, programmatic and management aspects of agency operations. Employees develop long-range plans, goals, objectives and milestones; or evaluate the effectiveness of programs throughout an agency, or a regional structure of equivalent scope.

Studies typically contain findings of major significance to the agency, and often serve as the basis for new administrative systems, legislation, regulations or programs; results upon implementation would significantly change major administrative aspects of programs, or substantially affect the quality and quantity of benefits and services provided to the agency's customers.

### DISTINGUISHING FEATURES

This is the third of a four-level professional series. At this level, work is complicated by the need to deal with subjective concepts such as value judgments; or work is complicated by the need to develop data that is currently unavailable. The employee takes into account and gives weight to uncertainties about the data and other variables that affect long-range program performance. Current operational measurements are typically ambiguous and susceptible to widely varying interpretations; research is complicated by conflicting operational or service goals and objectives.

The Operations and Policy Analyst 3 is different from the lower levels because the work affects significant program operations for an agency or comparable regional structure. The lower classification levels have a lesser scope and effect. The Operations and Policy Analyst 3 is further distinguished by the more complicated conceptual and analytical processes used to do the work.

The work of this classification is distinguished from the next higher level by the scope and affect of the work, and the analytical complexity. The Operations and Policy Analyst 4 does work that strongly influences or cuts across several state agencies, government jurisdictions or private industry. This is not the case for the Operations and Policy Analyst 3. The nature of the problems under study at the next higher classification level requires the analyst to develop new analytical methods; and to consider the direct and in-direct long-range effects on the public, other state programs or private industry.

### DUTIES AND RESPONSIBILITIES

The duties listed are characteristic of the type and level of work associated with this classification. Individual positions may do all or some combination of the duties listed as well as other related duties.

#### 1. Policy Analysis

Manage research studies that evaluate agency policy and operations. Formulate policy and design operational systems to support policy direction. Advise agency management on benefits of different policy options. Write or revise policy to mitigate operational risk. Lead policy task forces comprised of agency staff and outside stakeholders to address legislative and policy changes. Evaluate statutes, legislative and executive intent, and operating procedures; develop comprehensive evaluation of affect to agency operations. Research current trends in subject area related to agency operations, formulate policies and suggest legislative changes to support philosophy or changes in practice. Solve disputes and gain agreement with external constituency, other agencies and community partners to support policy initiatives. Analyze policy proposals, and recommend agency action based on probable political and public reaction to changes in policy. Interpret and explain

agency policy and rules to staff, legislators, and the public. Write administrative rules based on changes in statute or policy direction; coordinate and lead the administrative rules process. Give policy direction during interim period before the development of administrative rules.

## **2. Legislative Coordination**

Initiate and coordinate legislative changes to support policy options; design systems to implement changes in legislation. Evaluate legislation affecting agency programs for fiscal and other programmatic impact. Develop legislative concepts through collaborative efforts with stakeholders; coordinate legislation through the Department of Administrative Services and the Legislative Offices. Manage and coordinate an agency legislative tracking system of significant size and complexity. Write suggested draft language for legislative bills. Coordinate the writing or write reports outlining impact of legislative proposals on agency operations. Monitor federal or state legislation, and evaluate for programmatic impact; plan needed changes in operations and procedures. Testify before legislative committees. Research and prepare background information on legislative proposals for use by executive management; recommend agency position. Translate legislation into program goals, actions and service plans. Recommend changes in legislation to bring about needed changes in program operations.

## **3. Operational Research and Evaluation**

Evaluate programs, services, systems and program effectiveness through comprehensive operational research. Develop new information about subject under study; establish criteria to identify and measure program effectiveness; develop methods to improve operations or develop new approaches to program evaluation that serve as precedents for others. Develop processes for systematic organizational improvement. Design and oversee the collection of data for organizational surveys; analyze data, evaluate findings and recommend policy and operational changes. Develop detailed plans, goals and objectives for the long-range implementation and administration of agency programs. Design decision processes and models. Collaborate with information system staff to automate business processes. Coordinate transition from old to new automated business systems.

Coordinate or lead planning initiatives; develop process and procedures for agency strategic planning; consult with senior management and program managers on the strategic planning process and methods. Support business planning efforts by giving consultative advice on organizational improvement methods. Lead and facilitate planning meetings with cross-functional and interdisciplinary teams to arrive at organizational improvements. Guide managers in methods of formulating performance measures and evaluating data.

## **4. Project Management**

Plan operational improvement projects and comprehensive research studies; identify project scope, required training and resources. Recommend project budget and spending plan. Identify potential risks and difficulties, and design strategies to mitigate or avoid them. Collaborate with stakeholders and follow contracting guidelines to develop contractor statement of work; obtain bids from contractors.

Manage project steps to cause participation of project team members and other stakeholders. Monitor and track project budget, schedule and performance. Coordinate project activities with internal units. Administer project contracts; monitor and evaluate contractor performance. Recommend changes to project plan in response to unforeseen changes or unexpected results. Obtain approvals to proposed changes in project scope, quality, budget, or schedule. Verify quality of project deliverables.

**RELATIONSHIP WITH OTHERS**

The Operations and Policy Analyst 3 has regular contact with senior managers' in-person, through written documents, and over the telephone to give consultative advice, present research findings, facilitate meetings, and recommend policy or legislative changes. They contact professional staff and managers from different disciplines within the agency to plan and manage projects, gather and verify information, and explain policy and processes. Employees also have regular contact by telephone or through written documents with representatives from other state agencies, and public jurisdictions to collaborate on legislative or policy changes. They have contact with legislative offices and the public to explain internal processes, policy and procedures and promote agency programs.

**SUPERVISION RECEIVED**

Guidelines consist of broad administrative policy statements, pertinent legislative history, related court decisions, management policy initiatives, regulations and professional standards. The employee is typically delegated responsibility to plan, schedule and carry out major projects. The employee decides whether to broaden or narrow the scope of projects or studies. Findings and recommendations are normally accepted without significant change. A manager reviews work for potential influence on broad agency policy and program goals.

**KNOWLEDGE AND SKILLS (KS)****Extensive knowledge of:**

Operational research techniques, methods and practices.
Business and management principles involved in strategic planning, resource allocation, leadership technique, production methods and coordination of people.
Theory, principles and practices of organizational behavior, analysis and evaluation.
Practices and procedures of administrative systems typical to complex organizations.
Advanced statistical methods and the application to organizational analysis.
Computer systems and software typical to the analysis and reporting of business data.
Techniques and methods of disseminating communication within an organization.
Qualitative and quantitative techniques for analyzing and measuring the effectiveness, efficiency and productivity of administrative and technical programs.
Theory and principles of organizational systems and the methods of application to government operations.

**General knowledge of:**

Principles, methods and standards of project management.
Methods and techniques of the analysis and reporting of financial data.
The executive and legislative decision making process.

**Skill to:**

Apply quality management and improvement tools and processes to operational problems.
Synthesize diverse facts, opinions and materials into usable work plans.
Conceptualize plans, policy and procedures from operational data.
Work effectively with senior-level decision-makers and their immediate staffs.
Apply fact-finding and work measurement techniques to organizational systems.
Identify measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.
Monitor or assess performance of other individuals or organizational systems to make improvements or take corrective action.
Analyze business needs and product requirements to create or design a system.
Determine how a system should work and how changes in conditions, operations and the environment will affect the outcomes.
Identify complex problems and review related information to develop and evaluate options and implement solutions.
Develop specific goals and plans to prioritize, organize, and accomplish work.
Use relevant information and individual judgment to determine whether events or processes comply with laws, regulations or standards.
Develop, design, or create new applications, ideas, relationships, systems, or products.
Use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
Use mathematics to solve business problems.
Give full attention to what other people are saying, take time to understand the points being made, ask appropriate questions, and not interrupt at inappropriate times.
Talk to others to effectively convey information.
Communicate effectively in writing as appropriate for the needs of the audience.
Understand the implications of new information for both current and future problem-solving and decision-

making.
Develop constructive and cooperative working relationships with others, and maintain them over time.
Encourage and build mutual trust, respect and cooperation among team members.
Translate or explain what information means and how it can be used.
Establish long-range objectives and specify the strategies and actions to achieve them.
Apply general rules to specific problems to produce answers that make sense.
Combine pieces of information to form general rules or conclusions including finding a relationship among seemingly unrelated events.

**Some positions may require the following:**

**Extensive knowledge of:**

A pertinent professional subject matter field or fields.
Public policy issues related to a subject matter field.
Programs or organizations and activities to which the subject matter knowledge relates.

**NOTE:** The KNOWLEDGE and SKILLS are required for initial consideration. Some duties performed by positions in this class may require different KS's. No attempt is made to describe every KS required for **all** positions in this class. Additional KS requirements will be explained on the recruiting announcement.

Adopted 10/2005

Revised

STATE OF OREGON  
 Dept. of Administrative Services  
 Human Resource Services Division