



## OPERATIONS AND POLICY ANALYST 4

0873

### GENERAL DESCRIPTION OF CLASS

The OPERATIONS AND POLICY ANALYST 4 is a policy advisor to senior management, or does large-scale organizational improvement work at the policy level of a state agency. Employees do work that affects the primary system(s) or program(s) of a number of state agencies or other government jurisdictions. Typically, work products are highly visible, and of significant interest to the state legislature, multiple stakeholder groups or constituency, or the Governor.

### DISTINGUISHING FEATURES

This is the fourth of a four-level professional series. At this level, the nature and scope of the issues are largely unidentified. It is difficult to separate the substantive nature of the programs or issues studied into their administrative, technical, political, economic, and fiscal or other components. It is also difficult to discern the intent of legislation and policy statements and decide how to translate the intent into program actions.

The Operations and Policy Analyst 4 is similar to the Operations and Policy Analyst 3 in required knowledge and skill, supervisory control and guidelines. It is distinguished from the lower class level by increased analytical complexity and the scope and affect of work.

### 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 Advice

Manage and coordinate comprehensive studies of policy issues. Coordinate periodic review of existing administrative rules and regulations; evaluate for alignment with current policy strategies; recommend and formulate plans to change policy direction based on results of research. Analyze policy issues that cross or affect other state agencies; develop and implement proposals, policies and strategies to address issues. Lead multi-agency or jurisdictional planning efforts to establish state policy and direction for agency programs. Establish and lead external and internal stakeholder groups in support of planning efforts. Represent the agency on national committees that develop policies, legislative proposals and procedures. Evaluate data from different programs and state agencies to identify trends, design operational systems, and need for policies and procedures. Integrate budgetary and operational data and analyze for alignment with overall policy strategies. Evaluate the quality and effectiveness of programs; recommend strategic changes and priorities for allocating agency resources. Recommend policy strategies and options and legislative position to senior managers. Develop policy to mitigate state risk or enhance policy strategies. Represent the agency and communicate policy direction at cabinet-level meetings, before boards and commission of other agencies and before the state legislature.

#### 2. Legislative Coordination

Develop and maintain working relationships with legislators and their staff. Explain policy issues and the effect of proposed legislation to state legislators, legislative committee members, lobbyists and task forces. Draft legislative proposals; review and track state and federal legislation; prepare testimony; analyze bills and propose amendments to pending bills. Explain policy issues and affect of proposed legislation to legislators, legislative and committee staff, lobbyists and task forces. Write

and edit legislative testimony and approve testimony developed by others. Approve fiscal impact statements prior to submission to the Legislative Fiscal Office. Monitor implementation of legislation.

Develop strategies and coordinate the implementation of federal laws, regulations or requirements. Represent the state's legislative priorities and policy strategies with congress. Review and monitor federal legislation in matters of state or agency concern; recommend action to executive managers on methods of effective federal representation. Coordinate efforts to streamline federal processes affecting state agencies. Design strategies to maximize federal funding to state programs. Oversee preparation of briefing materials about Oregon programs for congressional staff. Develop long-range planning initiatives related to Oregon projects in cooperation with federal agencies; prepare explanatory materials for use by Oregon's congressional delegation and the Governor's office.

### **3. Systems and Organizational Improvement**

Evaluate through comprehensive study, organizational systems shared by state agencies. Define system requirements by working with stakeholders from different state agencies, the legislative and fiscal office and legislators. Analyze user needs against systems functions; validate data and system functioning by applying state policy and procedures to system functioning. Conceptualize and develop specifications that include detailed design documents and technical specifications. Recommend policies and procedures or priorities to reflect the system integration goals and requirements. Give functional guidance to IT staff during development of program coding; test and quality check system functioning; manage issues and solve errors encountered during the testing process; approve final system programs. Develop documentation, manuals and training; recommend operating policy and procedures and implementation strategy to bring into effect system enhancements. Evaluate the feasibility of system projects by analyzing the benefits, the required resources, projected timeframes and system lifecycles; build statistical financial models and recommend go ahead of system projects. Analyze data and calculate rates to cover costs of project. Collaborate with fiscal and budget staff to do financial projections of projects.

### **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 4 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 and outside 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, federal and municipal agencies, to collaborate on legislative or policy changes. They have contact with legislators to explain internal processes, policy and procedures and promote agency programs and the allotment of funding.

**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 or state 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.
Theories and practices of computer systems analysis, software and hardware capabilities typical to complex organizations.
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.
The executive and legislative decision making process.

**General knowledge of:**

Principles, methods and standards of project management.
Methods and techniques of the analysis and reporting of financial data.

**Skill to:**

Apply quality management and improvement tools and processes to operational problems.
Synthesize voluminous and diverse facts, opinions and materials into usable work plans.
Prepare and present highly complex technical material and issues to non-specialists.
Correctly assess the political and institutional environment in which decisions are made and implemented.
Effectively express ideas orally and in writing, using appropriate language, organizing ideas and marshaling facts in an objective manner.
Exercise appropriate judgment in all phases of analysis – ranging from sorting out the most important problems, to sifting evidence, and framing feasible options.
Conceptualize plans, policy and procedures from operational data.
Work effectively with senior-level decision-makers and their immediate staffs.
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.
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.

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Revised

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