

PROGRAM ANALYST

Job Family Definition

Program Analysts are members of the Business and Financial Operations job family. Program Analysts coordinate and administer one or more Oregon state programs. Employees plan and administer program services to citizens, local agencies and governments, non-profit organizations and tribal governments, or to internal customers (within a state agency or state agencies). There are four broad classifications in this occupational grouping. Program Analyst 1 – 4. This classification series represents professional-level work.

Typically, employees work as individual contributors and supervision of others is not the main focus of the position work. Program Analysts usually work in several program functional areas or in some situations, work as specialists in a single task area. Some positions may require competence in a specialized subject-matter or occupational area; many do not. In this situation, the employee's dominant skill is that of program or business management and administration.

Summarized below is a listing of the significant task areas within the Program Analyst class series. All functional areas are within the context of the program. *A program is an on-going agency function that has a clearly identifiable statutory and budget authority.* Program Analysts usually do work directly related to the agency's core mission or business line, rather than an auxiliary support function. Many agency functions carry the label of "program". When classifying work in this occupational category, it is important to assess if the work takes place in the context of a program as defined within this classification series.

Because of the broad nature of the occupational category and the many different kinds of "programs" within Oregon state service, it is not possible to create a comprehensive list of duties within each classification level. Program work not listed within the specifications does not preclude classification in the series. The occupational category, required knowledge, and distinguishing characteristics are the better indicators of classification assignment.

Significant Task Areas

Program Design and Development – Employees design new or modify existing program guidelines, policies and procedures. They participate or lead strategic planning and develop goals, action plans and program priorities. Program Analysts may specialize in program start-up and planning for an agency; or employees may do this work as part of on-going program management on a biennial, annual or quarterly basis. This functional area includes procedural design, systems improvement or developing administrative rules related to the program.

Partnership and Collaboration – Often a resource from one government agency is not sufficient to accomplish the program goals. In this case, the state will work in partnership with other state agencies; municipal governments; or other non profit or profit organizations. In other situations, new statutes or funding parameters may establish a program that creates a partnership between the state and other organizations, either to increase the efficiency of the public resource or improve customer service delivery.

Employees working in this area will collaborate with other organizations to share resources and deliver program services. Employees will develop the partnership agreements that include cost allocation models. Program Analysts adept at working with community organizations will lead or participate with other organizational members to plan the program service delivery. Some Program Analysts may specialize in setting up joint resource agreements or developing collaborative community relationships.

Legislative Activities – Employees track and analyze legislation related to a program area. They may also develop operating plans to implement legislative or regulatory changes. They testify to legislative committees on the program and its services. Program Analysts analyze and develop legislative proposals or provisions in terms of the impact on program resource requirements; and develop new and revised operating procedures and standards that incorporate legislative provisions. Employees work with individual legislators and their staff or committee members and legislatively directed work teams. They also work with Governor-appointed boards, commissions, committees and task forces.

Program Performance Measurement and Evaluation – Program Analysts monitor program outcomes to evaluate the success of program goals and objectives. They assess program performance and measure systems outcome to improve or redesign systems. Employees may also do quality reviews, and evaluate the effectiveness of the program's content or the service outcomes. Employees give technical assistance to others on the administration and operation of programs, compile statistical data and give consultation to help organizations or individuals improve service delivery for the people they serve.

Grant/Fund Management – One of the principal methods to fund state agency programs is the financial grant. Sometimes this funding is passed through the state from federal sources to local government or community organizations. Program Analysts monitor the organization that receives the funding to make certain that program guidelines are followed. Program Analysts review and recommend approval or disapproval of program plans submitted by local agencies seeking the funding. Employees also develop disbursement formulas to distribute the monies, track and monitor the grant according to the guidelines of the funding source, and, in general, manage the "grant" which enables the program. Program Analysts also manage, budget and track program funding from other revenue sources.

Program Staffing – The state may provide program services through the help of volunteers. In this situation, the Program Analyst will recruit, train and supervise the work of the program volunteers who deliver the program services. Employees will also develop guidelines for volunteers to use, or for other organizations to use when they work with program volunteers.

Contractors provide the program services for some state programs. The Program Analyst will negotiate rates for the contract service providers, work with state contract specialists to develop suitable contract provisions, and then track and administer the contracts. This work may include site-visits and inspections to make certain that the contract providers follow the program guidelines. Employees will also audit files and gather information to do program content reviews.

Some Program Analysts coordinate program activities through agency staff within other agency sections or within other organizations.

Program Representation - Program Analysts represent the state to outside organizations such as special interest groups, community and civic organizations or other government agencies. For example, some Program Analysts work with community partners to design and implement program strategies that create beneficial public services or reduce a negative social problem (i.e., teenage smoking, juvenile fire setting, or amount of waste in the landfills). They also do service outreach to explain program services, contact likely program recipients to increase program participation, generally market the program, or instruct others in program procedures.

Program Service Coordination – Employees coordinate service to customers and evaluate the effectiveness of that service. They review the program outcomes to evaluate if progress is made toward the program objectives; and will modify service delivery methods in times of insufficient progress to redirect the activities. Program Analysts may directly deliver program services to their customers. This will include screening applicants to decide if they are eligible for the program services. Many Program Analysts advocate for the needs of the program recipients, help them apply for eligible program services or funding, explain program guidelines and application processes, or act in their behalf to protect their interests, such as trust or conservator Program Analysts.

Project Management – Many Program Analysts use project management techniques to implement program services. For example, implementing program changes requires project management skills to bring into effect the changes in a timely and cost-effective manner. A project is a set of connected activities to achieve a specific goal within a specific time. Projects for the Program Analyst are often the means to provide the program service.

Dispute Resolution – Program Analysts, as part of their program responsibilities resolve program service problems by looking into the facts of a complaint, and mediate between parties to bring about a mutually-agreed solution.

Key Allocation Factors

When considering allocation to this classification series the classifier should ask her or him self two questions:

First, is the position purpose that of administering, coordinating or managing on-going program services? The single most important factor when considering this classification series is the definition of *program*. (A program is defined above under job family definition.)

Second, is there an occupational or agency-specific classification series available that compares to the position's purpose? For example, if the position manages a program related to natural resources then the *Natural Resources Specialist* is a better classification choice because it will afford an opportunity to recruit for the proper knowledge and skills. This is particularly the case for specialized or technical program knowledge, such as engineering, health care or information technology. The Program Analyst classification series is not intended to describe the work of these highly-specialized occupational fields.

The Program Analyst class series is intended for positions where a background in business or program administration and management is dominant; or the required knowledge can be learned on the job through research within a short period. This being said, the state of Oregon administers many programs. It is neither possible nor prudent to develop a specific class series to describe the work of these many programs. Therefore the Program Analyst classification series is also intended for use, and the minimum qualification standards adaptable, for any program work not covered occupationally by another and more specific classification series.

Differences from other Similar Kinds of Work

The Program Analyst classification series is intended for positions that exercise analytical ability, professional judgment and discretion. Positions doing work at the technical or assistant level should be classified in the general clerical, executive support specialist, administrative specialist, public service representative classification series, or at the technical level for the specific occupational grouping (e.g., Contract and Procurement Assistant or Engineering Technician). *Please see the glossary of terms for a more complete definition of professional and technical-level work.*

The *Principal Executive Manager (PE/M)* classification series also describes the work of managing programs. The overriding concept for the PE/M series is management of *people and programs*. Management means the responsibility for functions such as long range planning, developing program standards, budget preparation and administration. PE/M positions are those where job success is primarily dependent on managerial skill rather than program knowledge. The other important allocation factor is supervision. Positions allocated to the PE/M classification series supervise. Very few Program Analysts supervise. If they do, then the number of staff is minimal (typically, three or fewer); and therefore the requirement for supervisory knowledge and skill is secondary, with program knowledge primary. The Program Analyst will act in a consultative role, as a specialist in program operations; the PE/M has the ultimate responsibility and authority for the program decisions. The PE/M may manage several Program Analysts that administer different programs or program components.

Program Analysts, will at times, verify other organizations or individuals are compliant with program guidelines among other duties. The *Compliance Specialist* classification series could be a better choice if the following distinctions are present in the work: 1) the compliance duties represent a significant and critical part of the position work, rather than a portion of the program duties; 2) the purpose of the position is to gain compliance with program guidelines through either technical assistance or sanction; 3) the program is defined statutorily as a compliance program; 4) the program duties require knowledge and skill in compliance techniques rather than a knowledge of general program management.

The *Operations Analyst* classification series describes professional-level work in support of line programs. Some positions specialize in performance measurement, administrative rule development, management and program analysis, systems improvement and policy analysis to support line operations. Many of these duties are similar to the Program Analyst. The key distinction is that in the case of the Operations Analyst, the position purpose is to *support* line operations; rather than the Program Analyst who is responsible for *the program*. In most circumstances a Program Analyst will do work directly related to the agency's mission.

For further clarification: at times, positions classified as Program Analyst will do the same duties as positions classified as Operations Analyst; for example, policy development or legislative coordination. To decide on the proper class series consider the following factors: 1) is the position purpose directly related to the agency's mission? 2) Is the position located within a core functional unit rather than an auxiliary support unit? 3) Was the position established to provide services for *an on-going agency function that has a clearly identifiable statutory and budget authority*? If the answer to these three questions is yes, then the position is most likely correctly allocated to the Program Analyst rather than Operations Analyst.

The Program Analyst will often monitor a program budget or manage funding as part of administering the program. This work is different from that of an *accountant* or a *fiscal analyst* because it is related to managing the program operations. The employee usually does these duties in addition to other program management duties. If the primary recruiting knowledge is that of managing a program which includes skill to administer the program's funding, then the Program Analyst classification series is best.

Program Analysts often use project management techniques to implement program objectives. If the position's purpose is to manage projects, and program knowledge is not needed, then the *Project Management* classification series is a better classification choice. Project managers' dominant skill is that of managing projects regardless of occupational category. A project is temporary in nature, discrete and separate with a planned start and finish date. A program is on-going. If the position manages projects as part of on-going program operations and is responsible for the program results then the Program Analyst classification series is best.

Many state positions work with grants. This is because financial grants are the funding basis for many government programs. Although many positions work with grants, they do different activities; thus the individual positions require different background knowledge to successfully accomplish the work. The Program Analyst will manage grant funds to enable program services. This is either by passing along the funding to other organizations that meet the criteria, or by managing the funds to deliver state services. As part of this, the Program Analyst will “apply” for the grant to maintain program funding. In these situations the paramount recruiting need is for a Program Analyst.

Other positions that do consultation in fund-raising methods are better classified in the (*Marketing and Public Affairs*) classification series. This is because the knowledge of marketing and fund-raising techniques is paramount.

Positions that specialize in developing agreements between jurisdictions or organizations are better classified in the *Contract and Procurement Specialist* classification series. Many times these agreements include contract terms relating to grant distribution. The Program Analyst will collaborate with a contract or agreement specialist to develop the agreement terms and conditions in the proper legal format.

Distinctions between Classification Levels

There are two broad classification factors that distinguish between the classification levels; the nature of the assignment, and level of responsibility.

The nature of the assignment: this factor is concerned with the degree of complexity and difficulty of problems typical to the job. Elements of this factor include:

- 1) The nature and complexity of the program:
 - nature and scope of the function or subject matter;
 - purpose for which the position is being developed, i.e., to improve or revise existing programs, to establish new programs, to provide for cooperative arrangements among different jurisdictions;
 - availability of guidelines, including the degree of specificity of legislative directives, administrative rules or policies; and
 - the extent to which the program is, on the one hand, established, accepted and efficiently administered; and on the other, new, experimental or partially developed.
- 2) The nature and purpose of the consultation and coordination needed to deliver the program services:
 - extent to which there is need to coordinate and integrate the results of others' work;
 - extent of the need to coordinate the interests and efforts of different jurisdictions, including voluntary and nonprofit organizations, with conflicting objectives;
 - extent to which there is need to accomplish the work through groups and individuals outside of the agency; and
 - extent to which the consultative process typically includes a review of the other agencies' operations and administrative practices.
- 3) Knowledge and skills required of the Program Analyst to modify, extend, or develop new techniques and methods.

The Level of Responsibility: this factor considers the level of authority and accountability such as the extent and degree of latitude and freedom allowed in carrying out the assignment, and the use made of the results. Elements of this factor include:

1) Supervisory controls over the position:

- limits placed on the assignment;
- extent to which the supervisor provides guidance, indicates techniques, methods and source material;
- extent to which the supervisor assists in resolving difficulties that arise in the course of the work; and the
- kind and degree of review given to completed work.

2) Scope and impact of recommendations, decision and commitments:

- their nature;
- their impact on other activities in the program or the program itself;
- the extent to which the agency bases its public stand on the Program Analyst's recommendations; and
- the extent to which the Program Analyst's decisions obligate the agency's resources.

Program Analysts compare to the Standard Occupational Category Codes; Business Operations Specialists, all other 13-1199.99; and Community and Social Service Specialists, all other 21-1099.99.

The Program Analyst classification series replaced selected position classes in Program Representative 1-2, Program Technician 1-2, Principal Contributor 1-3, Management Analyst 1-3, Project Coordinator through the Administrative Classification Study, Phase 2 (Implementation Pending)