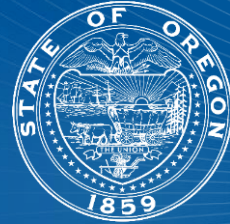


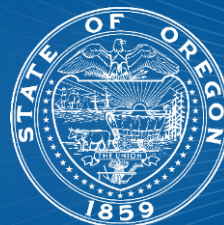
Department of Administrative Services



Operations and Policy Analyst series guidance

Agenda

- 01 What is an OPA?
- 02 Difference between OPA 1 and OPA 2
- 03 Difference between OPA 2 and OPA 3
- 04 Difference between OPA 3 and OPA 4



What is an OPA?



- Members of the Business and Financial Operations job family.
- Provide line managers with objectively based information for making decisions on the administrative, policy, programmatic and management aspects of agency operations.
- Significant Task Areas:
 - Management and Program Analysis
 - Business Systems Improvement
 - Policy and Legislative Analysis
 - Administrative Rule Coordination and Communication
 - Administrative Coordination

[Operations and Policy Analyst Job Family Guide](#)

This information is from the Operations and Policy Analyst Job Family Guide – which is in the Job Family Definitions of the CNC webpage. If you haven't read through that document, or the other job family documents, they're definitely worth reading through.

Something important to keep in mind when you're reviewing OPA position requests - policy development may require knowledge of a particular program area or occupational discipline. In this situation, the classifier should first ask themselves if another classification series occupationally related to the position is available for allocation; for example, Natural Resources, Engineering, Information Systems Specialist, Public Health, Human Resources, Accounting. It is usually best to allocate to the classification series that is the most occupationally related to the work. If an occupationally specific class series is not available, then the agency may use the Operations and Policy Analyst series and adapt the degree or experience minimum qualifications to the position under recruitment.

What is an OPA?



Use the Operations and Policy Analyst classification series in these situations:

- 1) Administrative work in support of line operations that does not require a specialized education in a particular discipline;
- 2) Administrative and policy work for fields that may require a specialized education and the state does not have a classification series for that occupation; (When allocating in this circumstance, the minimum qualification standards should be adapted to reflect the occupational discipline).

[Operations and Policy Analyst Job Family Guide](#)

This is why the MQs of the OPA series are written fairly broadly, the OPA 1, for example, says a “Bachelor's Degree in Business or Public Administration, Behavioral or Social Sciences, Finance, Political Science or **any degree demonstrating the capacity for the knowledge and skills**; OR Any combination of experience or education equivalent to three years technical-level experience that typically supports the knowledge and skill requirements listed for the classification.”

Remember, when trying to figure out if the position fits into the Administrative Specialist paraprofessional/technical level, or professional level:

Is it a paraprofessional/technical or professional level job?

- Is the position supporting another position's work?
- Is the position responsible for that operation or do the decisions happen elsewhere?
- Are they responsible for a component of the program/operation (or the total program/operation)?

At the paraprofessional/technical level all the work is based off an upline professional (manager, OPA, PA, etc.). The paraprofessional/technical level is carrying out policies/procedures at a technical level. They're not the program/operation owner.

At the professional level, there is ownership of the program/operation, or component of the total operation.

- OPA 1 – Entry level professional
- OPA 2 – Journey level professional (full proficiency)
- OPA 3/OPA 4 – Senior level professional

NOTE – the above is a general guide and not a hard rule. In some large agencies and depending on the specific duties assigned an OPA 3 for example may be more of our Journey Professional as opposed to a Senior Professional. This is a similar concept as to how/why one OPA 3 is management service, and another may be represented.

Differences – OPA 1 and OPA 2



Operations & Policy Analyst 1

- **Supports operational units** by **evaluating** program operations or administrative systems, **planning improvements** and **implementing changes** in policy, procedures, or rules.
- **Develop operational procedures** that supplement existing administrative regulations or guidelines.
- **Identify** problems, **analyze** information, and **recommend** more efficient or effective administrative procedures.
- Track legislative process and develops procedures or rules to implement legislation.

Operations & Policy Analyst 2

- **Evaluates organizational systems** for effectiveness and **plans or designs** improvements in operations.
- **Supports agency operations** by **researching** and **giving objective information** to management to base decisions.
- Brings into effect change through project management.
- Tracks legislative process and develops administrative procedures or rules to implement legislation.

At the OPA 1 level they develop operational procedures that supplement existing administrative regulations or guidelines, at the OPA 2 level they plan or design improvements in operations.

The OPA 1 will deal with static systems or operations that don't typically change. They implement (as opposed to design). They can be duplicative in their work, i.e., multiple OPA 1 level positions doing similar/same jobs supporting discrete elements of the overall operation, which is overseen by a higher-level professional (for example, an OPA 3 or OPA 4).

An OPA 1 is working with the policies/procedures. The Administrative Specialist is applying them. At the OPA level they're making adjustments to the actual policies, not just the procedures. The Administrative Specialist makes changes to procedures, but not policies.

Another factor to keep in mind is it's an overall view of the work, not just one specific thing. So, you can't necessarily make a determination as to if the position is doing professional OPA 1 level work or paraprofessional Admin Specialist level work solely on the position's involvement with tracking bills or the legislative process. What else

is the position doing? Don't get hung up on one or two duties. Also, both the OPA 1 and OPA 2 would be involved with tracking the legislative process and developing procedures to implement legislation, so it's not a defining factor for one level over the other, a lot of the work of an OPA can be done at different levels, it's about the scope of the work and the impact that will need to be factored in.

The OPA 2 will evaluate organizational systems for effectiveness and plan or design improvements in operations. This is something the OPA 2 does at a higher level than the OPA 1, when the analyst is reviewing this level of work, remember that this statement by itself is not clear, ask yourself, **What** organizational systems? **How** is it evaluating them? **Why**?

Distinguishing Features – OPA 1 and OPA 2



Operations & Policy Analyst 1

- **Analyzes the issue** then selects and **applies accepted analytical techniques** to solve conventional problems.
- Work procedures differ from one assignment to the next.
- Findings and recommendations are based upon analysis of **easily obtainable information**, review of operational records and research of precedents.

Operations & Policy Analyst 2

- Interpret **complex** regulations, **adapt** or **design new** policies and procedures.
- **Cannot easily analyze problems** due to variations in administrative processes.
- Need to **adapt existing methods and policies** to do the work, rather than applying accepted methods; AND
- **Work affects various levels or geographical locations** within the agency, rather than individual work units within a program/division.

The OPA 2 interprets complex regulations, adapts or designs new policies and procedures.

The OPA 1 develops operational procedures that supplement existing administrative regulations or guidelines.

- At the OPA 2 level the work is complex enough that they must design new policies and procedures. The policy work is dynamic enough that new policies/procedures need to be developed. It's not static like the OPA 1.
- An OPA 1 to an OPA 2 is based on the program/operational area that they're working in.
 - Ask yourself, does this program/operation have enough dynamic change that the position is adapting/designing new policies and procedures?
 - IF so, how? What are examples of that work?

- How does the position adapt or design new policies and procedures?

The OPA 2 is working at a higher level because they are doing more complex work. They are developing or designing new policies/procedures. That is more complex than just applying existing policies/procedures or adjusting existing policies/procedures. It requires a higher level of knowledge and problem solving to develop new policies/procedures.

Also, a lot of lower-level classifications like the AS2 will interpret regulations, policies, laws, etc. When trying to determine if the work fits into this higher level OPA work:

- Look for where the decision making happens. What is the position accountable for?
- At the paraprofessional/technical level they're supporting the team.
- At the professional level, they should have a specific assigned operational area they're responsible for.

OPA 1 – Easily obtainable information:

- Where do they go to find the answers?
- How do they make decisions?
- Are there existing policies, procedures, guidelines, rules that they can refer to when doing analysis or making decisions?
- At higher levels, they require more analytical thinking just to make a determination as to what questions need to be asked to find the answers. At the OPA 1 level they're typically following more established systems in their analysis of issues, the information used in the analysis is easily obtainable. If it's not, you would need to explain why it's not easily obtainable, why it's not easily obtainable, etc.
- A good guideline is to use the desk audit questions in your process of determining the level of "easily obtainable information"

- What are some typical problems that come up while getting the work done? How does the position go about figuring out what to do? (guidelines, standard practices, asks supervisor/peer, etc.)
- What kind of instructions or guidelines does the position have?

OPA 1: job is prescriptive, and it executes within parameters that are easy to identify.

OPA 2: job must adjust and adapt based on changing parameters and the complexity of the problems are not easily identified or analyzed.

Distinguishing Features – OPA 1 and OPA 2



Operations & Policy Analyst 1

- Application of **easily obtainable information, existing guidelines, and accepted analytical techniques** to conventional problems; affecting **work units** within an **operating division or program** differentiate this classification from the higher levels.

Operations & Policy Analyst 2

- Interpret **complex** regulations, **adapt** or **design new** policies and procedures.
- **Cannot easily analyze problems** due to variations in administrative processes.
- Need to **adapt existing methods and policies** to do the work, rather than applying accepted methods; AND
- **Work affects various levels or geographical locations** within the agency, rather than individual work units within a program/division.

OPA 2 – Work affects various levels or geographical locations.

This doesn't mean that at the OPA 1 level they're only working within one physical location. Many OPA 1 positions work in units that have a statewide impact. The difference is that at the OPA 1 level they're working with one specific operation/program/functional area. At the OPA 2 level the work extends beyond that specific work unit. It impacts units outside the functional area that the position is sitting in. For example, if you're an OPA 1 you're dealing with a specific program/operational area, if employees aren't dealing with that specific program/operation, then the OPA 1 work doesn't affect them. At the OPA 2 level, they have a broader impact on different sections within the agency. They're setting parameters about how employees must do things within their own divisions, not just within their own functional area, it's a cross divisional impact.

As the analyst, ask yourself when you're evaluating the PD:

- Is this position doing work that impacts employees outside of their program/area? If so, who, how, and why?
- Does the OPA's work affect anyone that's not dealing with that program/functional area directly? If so, who, how, and why?

If the answer is no, then the position is not likely doing work that affects various levels or geographical locations within the agency.

Differences – OPA 2 and OPA 3



Operations & Policy Analyst 2

- **Evaluates organizational systems** for effectiveness, and **Plans or designs** improvements in operations.
- **Supports agency operations** by **researching** and **giving objective information** to management to base decisions.
- Brings into effect change through project management.
- Tracks legislative process and develops administrative procedures or rules to implement legislation.

Operations & Policy Analyst 3

- Gives **consultative advice** on administrative, policy, programmatic, and management aspects of agency operations.
- **Develops** long-range plans, goals, objectives, and milestones.
- Evaluates the effectiveness of programs **throughout an agency**, or a **regional structure of equivalent scope**.

Keep in mind that you should look at the totality of the class spec, one or two aspects does not make a position a specific classification. For example, many positions will provide consultation or give consultative advice, that doesn't mean it's an OPA 3. The OPA 3 is more than that, and the complexity of the work plays a factor.

To reach the OPA 3 or OPA 4 level, positions should be independently responsible for a program/operational area that is at the upper tier of the agency. The findings at the OPA 3 level are 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. This means that to be an OPA 3 you are responsible for this function/operation, not just a portion of the function/operation.

The OPA 3 should be setting policy for their functional/operational area, which is another reason why OPA work at the OPA 3 level can't typically be duplicative, two or three positions can't be simultaneously responsible for setting policy for the same operational area.

When looking at a potential OPA 3, or several OPA 3s in one functional area, something to ask the manager is, “is this position the decision maker for this functional area/operation? What decisions are each of these positions making related to this operational area?”

Keep in mind that if you over allocate these positions, you’re taking away their authority. They’re not the senior decision makers, they’re part of a group, which isn’t the intention of the senior policy advisor. At the OPA 3 level, they’re policy owners, decision makers for that policy/operation, and that operation has to meet the OPA 3’s expectation of doing work that is “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.”

Differences – OPA 2 and OPA 3



Operations & Policy Analyst 2

Operations & Policy Analyst 3

- Studies contain findings of **major significance** that 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.

To be an OPA 3 the position should be *solely* responsible for a body of work that aligns with the work containing findings of major significance that serve as the basis for new administrative systems, legislation, regulations, or programs.

At the OPA 3 level the position should have the programmatic responsibility for a specific function, not a shared responsibility with other OPA 3s.

Something to ask the manager: Is this position the decision maker for this operational area? What decisions are these operational areas making? Remember, by over allocating OPA positions, the positional authority is being diluted or taken away.

OPA 3 work contain findings of **major significance** that 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. At this level, the OPA 3 has *sole responsibility for that operation* (the body of work). This operation (body of work) would have major significance to the agency and implementation of this operations would significantly change major administrative aspects of programs/operations throughout

the agency or substantially affect the quality and quantity of benefits or services provided to the agency's customers.

Questions to ask the manager: Who has sole responsibility for this operation? Who is responsible for setting up policies, procedures, data, etc. that's based on the new legislation? If the position is supporting that position's work, it's OPA 2 or OPA 1 level. If it has sole responsibility for that operation (and that operation fits the other requirements of the OPA 3's work – major significance, substantial affect) then it's doing the higher OPA 3 level work.

Distinguishing Features – OPA 2 and OPA 3



Operations & Policy Analyst 2

- Distinguished from the next higher by the **limited range of analytical methods**, and the **increased level of available guidance**.
- The Operations and Policy Analyst 3 requires analysis of **interrelated** issues of **substantive mission-oriented** programs; and work **affects programs throughout an agency**, or a **regional structure of equivalent scope**.

Operations & Policy Analyst 3

- 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**.
- 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.

The OPA 3 has some statements in the distinguishing features:

- Work is complicated by the need to deal with **subjective concepts** such as **value judgments**, - A value judgment is an assessment of something as good or bad in terms of one's standards or priorities, i.e. it's a statement about how good or bad you think something is, based on personal opinion rather than facts. As stated, these are subjective concepts, it's moving beyond the fact-based work of the lower levels.
- Work is complicated by the need to **develop data that is currently unavailable**. – developing the metrics and data that doesn't currently exist that needs to be used to make determinations, doing research and figuring out new metrics that need to be used as data points to make decisions. This would be data that has to be developed, not data that needs to be collected from existing sources. How is the data developed? Where is it coming from? How reliable is the data?
- Takes into account and gives weight to **uncertainties about the data** and **other variables** that affect long-range program performance. – this is tying back to the subjective concepts and value judgments. When the OPA 3 has to develop data

that doesn't currently exist, there will be uncertainties about the data that was developed. The data choices may cause the data to return false or misleading metrics. At the OPA 3 level, they must be aware of this and account for those uncertainties. This isn't an expectation of the lower level OPAs, who are compiling data from existing and reliable sources and then evaluating that data to draw conclusions and make recommendations.

- Current operational measurements are **typically ambiguous** and **susceptible to widely varying** interpretations. Tying back to the OPA 3's more subjective work, how are operational measurements "typically ambiguous" and "susceptible to widely varying interpretations?" This is an overall concept of the level of work that an OPA 3 is doing. When you look at them compared to the lower levels, they're not dealing with information that's easily obtainable, they're not dealing with facts that are not disputed. They have to deal with subjective concepts, ambiguous interpretations to information, and then render an opinion or recommendation on the course the operation needs to take. This is all based on expertise and experience. They're dealing with conceptual data, political factors, competing priorities that is not clear.

Distinguishing Features – OPA 2 and OPA 3



Operations & Policy Analyst 2

Operations & Policy Analyst 3

- Research is complicated by **conflicting** operational or service **goals and objectives**.
- Different from the lower levels because the work **affects significant program operations for an agency or comparable regional structure**.
- Further distinguished by the more **complicated conceptual and analytical processes** used to do the work.

At the OPA 3 level, there's no clear road map to the decision making based on the developed data. There are ambiguities that have to be accounted for, value judgements based on multiple factors that are susceptible to varying interpretations, uncertainties about the data that was unavailable and had to be developed, and the recommendations made based on this must be of major significance to the agency that serves as the basis for new administrative systems, legislation, regulations, or programs that 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. If this is the case, it should be explained in the analysis as to how this is true and how the work has this level of impact

What this can look like is found in questions like, "Where does the incumbent go to find information or answers to complex questions?" or "What resources are available to the incumbent ORS, Statutes, etc."

Work at the OPA 2 level should be complex and impactful. However, the work should have somewhat clear guidelines and rules. At the OPA 3 level the incumbent will be dealing with very broad, vague guidelines that require a high-level decision making without clear guidance. This is the elevated level of knowhow, problem solving and

accountability. This compared to the OPA 2 that has the responsibility for correctly applying statute, policy or rule to varying situations.

Another component that can affect the level of work performed is the overall accountability assigned to a given positions. If a given policy or program area has the complexity required to land at the OPA 3 level, but there are multiple employees working to support that program/operation not all positions will be responsible for that level of work. If an incumbent is doing a portion of the greater whole or is representing the operation at a regional level making recommendations/revisions etc. to better serve their subgroup, then the work would align more with the OPA 2 level. While the overall agency operation can have an OPA 3 responsible for the overall program. The employees supporting sub sections or portions of that greater whole cascade down from that position much like in the management classifications. A program may have an Administrator 1 because of its size and scope, but the subordinate managers will be allocated to lower-level manager classifications based upon the portion of the greater whole that they are responsible for managing. In these cases, it is important to track the scope of the OPA work. Ask questions such as, "Is this position responsible for the overall program/operation or a portion of the overall?"

Differences – OPA 3 and OPA 4



Operations & Policy Analyst 3

- Gives **consultative advice** on administrative, policy, programmatic, and management aspects of agency operations.
- **Develops** long-range plans, goals, objectives, and milestones.
- Evaluates the effectiveness of programs **throughout an agency**, or a **regional structure of equivalent scope**.
- Studies contain findings of **major significance** that serve as the **basis for new administrative systems, legislation, regulations, or programs**.

Operations & Policy Analyst 4

- **Policy advisor** to senior management, or
- Does **large-scale** organizational improvement work at the **policy level**.
- Work affects the **primary system(s)** or **program(s)** of a **number of state agencies** or other **government jurisdictions**.
- Work products are **highly visible**, and of **significant interest** to the state legislature, multiple stakeholder groups or constituency, or the Governor.

Question: How is an OPA 3 able to do agency wide work at a small or mid-sized agency where it's also expected to be doing agency wide work at a large agency? That same work at a large agency is much more complex simply due to the size of the agency than it would be at a mid-sized agency. Wouldn't it make more sense to have several of those OPA 3s doing that work at a division level for the large agency?

- Some of the issues that would be looked at are that the agency wide work at a mid-sized agency being done by one OPA 3 is likely not being done by one OPA 3 at a large agency. That same operation at the large agency is being overseen by a manager, with several OPAs taking on discrete elements of that overall operation.
- One of the things you need to keep in mind, is that the OPA 3 is doing work that has a major significance and serves as the basis for new administrative systems, legislation, regulations, or programs. So, if you take that overall agency wide operation and break it up into multiple smaller discrete elements, those individual elements now don't have that same major significance that the overall operation would. This could potentially reduce the classification level.
- The other issue is that at the OPA 3 and OPA 4 level you shouldn't be seeing

duplicative work. Three positions with the same PDs all doing the same OPA 3 work is problematic.

The OPA 4 is a senior policy advisor – it's a top policy position. It does large scale organizational improvement work *at the policy level*. The work affects the primary systems or programs of a number of state agencies or other government jurisdictions – the policy work is “strongly influencing” what other people do at their employer (outside of the agency where the OPA 4 is located). The OPA 4 is setting policies/procedures that individuals at *other* organizations *must* follow in the execution of their own operations (primary systems/programs). An OPA 4 is directing action that other employers must follow as part of their primary operations (systems and programs). This isn't how those outside organizations must interact with the OPA 4's organization, it's how those outside organizations must operate to do their work, regardless of their direct interaction with the OPA 4's organization.

An OPA 3 may still have external reach, influencing other organizations or individuals, as well. The difference is that at the OPA 3 level, people are coming to the agency and to that specific program area, they must follow the rules established by the program/operation when interacting with the OPA 3's agency. Whereas, at the OPA 4 level they are setting up policies, procedures, and programmatic processes that people must follow regardless of if they are utilizing that specific programmatic area at the OPA 4's agency. The OPA 4 directs how others must operate in their own organization, the OPA 3 directs how others must interact with the OPA 3's agency but doesn't dictate to those outside organizations how they need to operate internally.

Differences – OPA 3 and OPA 4



Operations & Policy Analyst 3

- Studies contain findings of **major significance** that 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.

Operations & Policy Analyst 4

- The **nature** and **scope** of the issues are **largely unidentified**.
- **Difficult to separate** the substantive nature of the programs or issues studied into their administrative, technical, political, economic, and fiscal or other components.
- **Difficult to discern the intent** of legislation and policy statements and decide how to translate the intent into program actions.

At the OPA 4 level, the work is more complex because they are driving what other people outside of the agency do. The accountability and complexity is higher because the OPA 4 has to take into account outside impacts of their policies, how other organizations outside of the OPA 4's agency are going to have their primary systems affected by the decisions the OPA 4 is making. This ties into how the OPA 4 does work where it's difficult to separate the substantive nature of the programs or issues into their administrative, technical, political, economic, fiscal, and other components.

The OPA 3 still has a broad reach, but the difference is those outside organizations are coming to the OPA 3's program, and then they have to follow the rules of that program that are set up by the OPA 3. If that outside organization doesn't have need for that OPA 3 program, then they're not impacted by the rules of that program.

A key question to always ask when comparing the OPA 3 and 4 is "what policies does this position set that others outside of this organization "have" to follow in their own agency". The key here is that the OPA 4 sets policies and procedures for how others will do their work within a different employer. For example, a policy analyst in OSP's Laboratory sets policy and procedure for how evidence will be collected by police

departments. This strongly influences the practices, procedures, etc. of a wide variety of employers. Additionally, positions in Public Health, for example, that are setting public policy on major public health issues will set policy that employers and the public will *have* to adhere to.

This contrasts with an OPA 3 at an agency that has a statewide customer base but sets policy for how customers will interact with the agency, when they fall under the scope of that position's responsibilities. An example would be a position at an agency that sets policy for benefits provided by that agency. They set eligibility, create forms, interpret statute, monitor federal changes, and represent the program to the legislature. In this scenario, when a person from another employer or the public needs those benefits (or whatever that policy area provides), they must adhere to those requirements. But outside of that specific programmatic need, they have no requirement to adhere to this programs policy and procedures. The summary is that OPA 3's have an external audience that must follow their guidance when they encounter your agency.

The OPA 4 has a mandated authority and they set rules and guidelines that employees in other employers must follow while they execute their duties.

Distinguishing Features – OPA 3 and OPA 4



Operations & Policy Analyst 3

- Distinguished from the OPA 4 by the **scope and affect of the work**, and the **analytical complexity**.
- OPA 4 does work that **strongly influences** or **cuts across several** state agencies, government jurisdictions or private industry.
- 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 indirect **long-range effects** on the public, other state programs or private industry.

Operations & Policy Analyst 4

- 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**.

No additional notes for this slide

Distinguishing Features – OPA 3 and OPA 4



Operations & Policy Analyst 3

- Distinguished from the OPA 4 by the **scope and affect of the work**, and the **analytical complexity**.
- OPA 4 does work that **strongly influences or cuts across several state agencies, government jurisdictions or private industry**.
- 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 indirect **long-range effects** on the public, other state programs or private industry.

Operations & Policy Analyst 4

- 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**.

OPA 4: Work affects the primary system(s) or program(s) of a number of state agencies or other government jurisdictions.

Sometimes you'll find wording in one level's distinguishing features that isn't necessarily repeated in the other one. This can help to explain how the levels are different. In this case, this goes back to the OPA 4 doing work that strongly influences the primary systems or programs of outside agencies, "OPA 4 does work that strongly influences or cuts across several state agencies, government jurisdictions or private industry." (OPA 3 explanation) and "The work affects the primary systems or programs of a number of state agencies or other government jurisdictions." (OPA 4 explanation) It can be helpful to review both the above and below classification levels to see if there's different wording that helps define and explain the work.

When looking at a classification series it is important to look at how the distinguishing features are created throughout the entire series. While each of these are independent documents, they are written as a series, so they need to be evaluated and considered at both levels. In plain terms, if you are analyzing an OPA 4, you need to look at not only the OPA 4's distinguishing features, but also the distinguishing features of the OPA 3 as it will provide additional context to the distinction in levels between the classifications.