

JOB TITLE: PROGRAM ANALYST 3  
JOB CODE: 08070

**SERIES NATURE OF WORK:** The Program Analyst job series describes work in the analysis and evaluation of commonwealth agency programs and projects to provide policy and decision makers with factual information to be used in program planning, improvement, monitoring, and resource allocation.

**DEFINITION:** This is advanced professional or supervisory work in the analysis and evaluation of agency programs and projects.

An employee in this job performs highly complex or supervisory analytical and evaluative work of agency programs and projects to provide management with recommendations for making decisions and improving the efficiency and effectiveness of agency operations. Work involves analyzing and evaluating agency programs or projects to determine the extent to which the goals and objectives are being met and to determine the impact of changes; gathering, organizing, and analyzing data; developing solutions and recommendations for program changes; and developing statistical or narrative reports. Work involves reviewing, analyzing, interpreting, and proposing revisions to related policies, which may include proposing new policies, and ensuring compliance with policies through recommendations for agency programs, or overseeing this work performed by subordinate staff. Work may also involve analyzing and evaluating business operations, processes, and systems related to the program or project to improve efficiency and effectiveness. Work is performed independently and is reviewed upon completion by an administrative supervisor for soundness of conclusions and effectiveness of results.

**DISTINGUISHING CHARACTERISTICS:**

- Non-supervisory work at this level is differentiated from the lower level based on the complexity of the work performed and the complexity of the programs analyzed and evaluated. Highly complex analytical work generally involves managing projects that involve leading teams or individuals from multiple and varied programmatic areas and analyzing agency operations to develop new or revise existing programs based on legislation or policy changes to determine appropriate solutions. Highly complex programs generally include those that have: a direct impact on a major area of agency operations; multiple and varied business needs; high visibility and public or political interest; conflicting goals; complex fiscal/economic ramifications; multiple interfaces with other agency or commonwealth programs; and intricate and complicated policies, legislation, and regulations that must be considered.
- Work may involve supervising or serving as a lead worker for positions at the Program Analyst 2 level or positions at a comparable level.

**EXAMPLES OF WORK:** (NOTE: The examples of work are representative of the work, but every position classified to this job may not perform all examples of work listed. Conversely, this is not an all-inclusive list of work examples.):

- Reviews and evaluates, or leads or supervises the review and evaluation of programs and projects to assess the extent to which goals and objectives are being met and to determine the impact and effectiveness of the program.
- Determines the appropriate evaluation or study methodology.

- Prepares data collection tools and gathers information through interviews, surveys, research, agency contacts, or system queries.
- Meets with program staff to discuss program issues.
- Uses research techniques to gather necessary information to make recommendations for changes or improvements.
- Uses and maintains databases and spreadsheets to record and analyze data.
- Applies financial, statistical, and/or mathematical methods to analyze data.
- Prepares reports, tables, charts, and graphs to make recommendations for improving agency operations.
- Develops or maintains documentation such as planning documents, policies and procedures, manuals, and forms.
- Reviews and analyzes policies, guidance, and procedures and interprets laws, policies, and procedures affecting agency operations.
- Formulates changes in policies, regulations, and program priorities to ensure program priorities are consistent with state and federal requirements.
- Develops program performance measures and monitors, updates, calculates, and recommends adjustments to performance measures to determine program effectiveness.
- Conducts or supervises difficult studies involving internal and external departmental organizations and extensive coordination and implementation.
- Directs and participates in the preparation of staff reports, procedural manuals, charts, forms, and other related materials.
- Performs cost benefit and impact analyses of changes.
- Serves as an agency expert or primary point of contact on program requirements.
- Reviews program budget information, reviews spending plans and budget documents, monitors spending requests, and provides recommendations for improvements.
- Responds to inquiries regarding program information.
- Prepares and revises training materials and provides user training.
- Functions as a lead worker for complex program analysis work by assigning and reviewing work, training employees, and performing quality control functions for the work.
- Performs the full range of supervisory functions.

- Employees in this job may participate in the performance of subordinates' work consistent with operational or organizational requirements.
- Performs related work as required.

ENTRY LEVEL KNOWLEDGES, SKILLS, AND ABILITIES:

- Knowledge of program evaluation processes and techniques.
- Knowledge of the methods and techniques used in researching, collecting, organizing, reviewing, and assessing data.
- Knowledge of statistical and mathematical methods.
- Ability to analyze and interpret policies, procedures, and regulations.
- Ability to analyze and interpret written information and numerical data.
- Ability to establish and maintain effective working relationships.
- Ability to communicate effectively orally.
- Ability to communicate effectively in writing.

FULL PERFORMANCE KNOWLEDGES, SKILLS, AND ABILITIES: (NOTE: These are expected of an employee performing the work of this job at the full performance level. These may not be evaluated by the State Civil Service Commission or used for Civil Service examination purposes and are not position-specific performance standards.):

- Knowledge of agency programs and projects.
- Knowledge of the principles and practices of public administration.
- Knowledge of program planning theory and processes.
- Knowledge of project management methods and techniques.
- Knowledge of cost benefit and impact analysis techniques.
- Ability to develop written reports, charts, graphs, presentations, and other correspondence.
- Ability to gather, correlate, and analyze facts for devising solutions to problems and making recommendations for improvement.
- Ability to conduct program and project reviews to identify problems, devise solutions, and measure performance against stated goals and objectives.

MINIMUM EXPERIENCE AND TRAINING: (NOTE: Based on the Entry Level Knowledges, Skills, and Abilities):

- One year as a Program Analyst 2;

or

- Three years of analytical experience, two of which include professional experience in program evaluation and the development of program recommendations, and a bachelor's degree;

or

- An equivalent combination of experience and training.