

# Planning, Research and Analysis Careers

## **Kind of work:**

Professional/professional-supervisory/and managerial program evaluation and analysis work.

## **Class-Series Concept** (i.e., characteristics of work performed by positions in this class series)

Professional/supervisory/managerial program evaluation and analysis work. Positions critique the effectiveness and efficiency of agency programs. Work involves: developing research designs to better identify problem areas of programs; designing survey instruments to measure program effectiveness; developing evaluation criteria; conducting cost-benefit analyses; evaluating various management systems; collecting, organizing, and analyzing data; recommending changes to administrative or program policy/procedure; preparing written reports to present results of analyses, preparation and delivery of oral presentations of study results to interested audiences.

Number of levels in series: 5

Unlike the other class series in the Planning, Research and Analysis Career Family, the Program Evaluation Specialist class series is not considered as a statewide series because it is designed for use by the Legislative Auditor. Consequently, the Statewide Class Standards Team did not publish a separate class series guidebook for Legislative Audit Program Evaluation Specialist, nor did the team convene meetings with subject matter experts to clarify class concepts.

## Related series:

- \* Management Analyst-series
- \* Planner-State-series
- \* Research Analyst-series
- \* Research Scientist-series (related work, although not included in "Planning, Research & Analysis" career family)

LEGISLATIVE AUDIT PROGRAM  
EVALUATION SPECIALIST INTERMEDIATE

KIND OF WORK

Professional level program evaluation and analysis work.

NATURE AND PURPOSE

Employees in this class conduct, under supervision, program evaluations, program or budget analyses and management studies within state agencies. These employees report to higher level Program Evaluation staff, but are often expected to work independently. Work is evaluated through conferences and review of reports.

EXAMPLES OF WORK (A position may not include all the work examples given, nor does the list include all that may be assigned.)

Assists in the development of evaluation criteria so that the value and effectiveness of programs can be determined.

Assists in conducting cost-benefit analyses of departmental programs to determine whether or not they should be continued.

Assists in evaluating management systems so that their worth can be determined.

Assists in developing and monitoring financial data systems for state agencies so that a base for identifying problem areas exists.

Assists in the development of research designs and approaches in order to better identify problem areas of programs.

Collects, organizes, reviews and analyzes data in order to improve the management of staff government.

Analyzes contracts, capital structures, operating budgets and organizational structures so that problems in any one of those areas can be identified.

Conducts quantitative and qualitative analyses to assess component program impacts.

Assists in the preparation of written reports to present study results.

KNOWLEDGES, SKILLS AND ABILITIES REQUIRED

Knowledge of:

Considerable knowledge of quantitative and qualitative analysis, such as statistics, operations and econometrics.

Working knowledge of state government and the legislative process.

Working knowledge of the state budgeting process.

Working knowledge of program evaluation and program budgeting theory and systems.

Ability to:

Analyze technical problems and prepare clear, concise and effective reports.

Understand the purpose of state programs and research alternative methods of service.

Effectively express ideas in written and oral form.

Establish and maintain effective working relationships with agency and program personnel.

Est.: 12/75  
Rev.: 9/77  
Abol.: 1/91  
Reest.: 7/93  
Ckd.: 3/96

T.C.: 4/96  
Former Title(s): Program Evaluation  
Specialist Intermediate

LEGISLATIVE AUDIT PROGRAM  
EVALUATION SPECIALIST PRINCIPAL

KIND OF WORK

Supervisory program evaluation and analysis work.

NATURE AND PURPOSE

An employee in this class supervises the research and reporting activities of technical and professional employees at lower levels in the program evaluation specialist series, directs an evaluation project team, or provides program evaluation direction for a combined fiscal-program evaluation team. A key allocation factor to this class is the responsibility for implementing a specific program evaluation study or developing a system of program or budget analysis. In this capacity, the incumbent recommends specific program modifications and presents alternative policy choices. General supervision is received from higher level staff.

EXAMPLES OF WORK (A position may not include all the work examples given, nor does the list include all that may be assigned.)

Directs the work of subordinate evaluation specialists in program evaluation and analysis or team program evaluation activities to ensure that a comprehensive and coordinated approach is utilized.

Approves research designs so that the best approach is utilized.

Prepares reports so that recommendations and alternative methods for program improvement can be presented.

Advises and assists program managers in the use of problem solving and evaluation techniques so that they can better proceed with their work.

Analyzes and translates the results of program evaluations so that they can be utilized by decision makers.

Supervises complex quantitative analyses so that accurate program data can be collected and presented.

Participates in the training of evaluation and program staff so that productivity can be maximized.

Prepares and explains evaluation recommendations to the Governor and/or Governor's staff so that they have a clear idea of how programs operate.

Translates the Governor's policy decisions into the budget format so that the Governor's priorities are recognized and implemented.

Explains the Governor's budget as required so that it is understood by agencies.

KNOWLEDGES, SKILLS AND ABILITIES REQUIRED

Knowledge of:

Thorough knowledge of program evaluation, program analysis or budget analysis implementation techniques and strategies.

Considerable knowledge of the state budgeting process.

Thorough knowledge of statistics, operations research, and econometrics.

Thorough knowledge of program management, organization and budgeting.

Considerable knowledge of state government and legislative processes.

Skill in:

Advanced writing and communications.

Ability to:

Analyze state programs and develop complex research questions.

Effectively represent the agency before high level officials of state government.

Plan, organize and review the work of subordinate evaluation specialists or other staff.

Est.: 1/72  
Rev.: 9/77  
Ckd.: 11/92

T.C.: 7/73, 10/75; 4/96  
Former Title(s): Senior Program Analyst;  
Program Analyst, Senior;  
Program Evaluation  
Specialist Principal

LEGISLATIVE AUDIT PROGRAM  
EVALUATION SPECIALIST SENIOR

KIND OF WORK

Advanced professional program evaluation and analysis work.

NATURE AND PURPOSE

Employees in this class are responsible for the design and implementation of program evaluations and program or budget analyses within state government. These employees work under general supervision of higher level program evaluation staff or team coordinators. Employees in this class may provide lead worker direction to more junior evaluation staff. Employees at this level have major responsibility for data gathering and analyses for evaluation or budget studies.

EXAMPLES OF WORK (A position may not include all the work examples given, nor does the list include all that may be assigned.)

Assists in the development of evaluation criteria so that the value of programs can be determined.

Conducts cost-benefit analyses of departmental programs so that it can be determined whether or not they should be continued.

Develops financial data systems for state agencies to provide information for management of departmental programs.

Recommends research designs and approaches so that the most appropriate method of evaluation can be utilized.

Design survey instruments so that program effectiveness can be measured.

Collects, organizes, reviews and analyzes data in order to improve the management of state government.

Conducts complex quantitative analyses in order to identify problem areas.

Assists in training various individuals in the concepts and practices of program evaluation, program analysis and/or program budgeting so that they will be better prepared to perform the responsibilities of their positions.

Prepares written reports to present the results of the study analyses.

Assists in the preparation and execution of the Governor's budget so that the objectives of the Governor are reflected.

KNOWLEDGES, SKILLS AND ABILITIES REQUIRED

Knowledge of:

Considerable knowledge of program evaluation and program budgeting and their implementation.

Considerable knowledge of statistics, operations research, and econometrics.

Considerable knowledge of state government and legislative processes.

Considerable knowledge of the state's budgeting process.

Ability to:

Analyze state programs and pose research questions.

Effectively express ideas in written and oral form.

Establish and maintain effective working relationships with agency and program personnel.

Analyze technical problems and prepare clear, concise and effective reports.

Est.: 1/72  
Rev.: 9/77  
Ckd.: 11/92

T.C.: 10/75; 4/96  
Former Title(s): Program Analyst II;  
Program Evaluation  
Specialist Senior

LEGISLATIVE AUDIT PROGRAM  
EVALUATION SPECIALIST

KIND OF WORK

First level professional program evaluation and analysis work.

NATURE AND PURPOSE

Employees in this class are responsible for advising on and monitoring the installation of a system of program analysis for one or more departments of the executive branch. Responsibility extends to participating in the development of central policy effecting the installation of a statewide system of program budgeting. Work assignments are made by higher level Program Evaluation Specialists.

EXAMPLES OF WORK (A position may not include all the work examples given, nor does the list include all that may be assigned.)

Explains the concepts and practices of program analysis to state agency managers/supervisors.

Suggests alternative methods of providing state services.

Analyzes state programs and services across organizational lines.

Works closely with state agency staff to collect accurate data on state services and programs.

KNOWLEDGES, SKILLS AND ABILITIES REQUIRED

Knowledge of:

Working knowledge of quantitative and qualitative analysis.

Some knowledge of the state's budgeting process.

Ability to:

Understand the purposes for which state services and programs are provided.

Conceptualize alternative methods of providing state service.

Express concepts in oral and written form.

Establish and maintain effective working relationships with agency staff of executive branch departments.

Est.: 1/72  
Ckd.: 3/96  
Reest.: 3/96

T.C.: 10/75; 4/96  
Former Title(s): Program Analyst;  
Program Evaluation

Specialist

LEGISLATIVE AUDIT PROGRAM  
EVALUATION COORDINATOR

KIND OF WORK

Managerial program evaluation and analysis work.

NATURE AND PURPOSE

An employee in this class manages and coordinates the activities of several project teams. This employee is responsible for developing research designs and approaches and for ensuring that written reports are prepared for executive and legislative branch officials. Key allocation factors differentiating this level from the Program Evaluation Specialist. Principal are managing and coordinating the activities of several project teams. An employee in this class may direct one or more Program Evaluation Specialists, Principal.

EXAMPLES OF WORK (A position may not include all the work examples given, nor does the list include all that may be assigned.)

Manages or coordinates two or more program evaluation project teams so that duplication of effort is minimized and expertise can be provided.

Clarifies objectives and methods of study teams so that desired and results are identified.

Ensures that research is carried out in a manner so that the overall effectiveness and efficiency of state programs can be determined.

Analyzes results of complex quantitative and qualitative research efforts so that recommendations for improvements can be formulated.

Edits and approves written reports so that they can be used for management.

Prepares and explains evaluation recommendations to key executive and legislative branch officials to provide a clear idea of how efficiently and effectively programs are operating.

KNOWLEDGES, SKILLS AND ABILITIES REQUIRED

Knowledge of:

Extensive knowledge of the application of quantitative and qualitative analysis techniques.

Thorough knowledge of the application of evaluation research methods and theory.

Thorough knowledge of the state budgeting process.

Thorough knowledge of state government and legislative processes.

Advanced writing and communications skills.

Legislative Audit Program Evaluation Coordinator  
Class Specification  
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Ability to:

Manage and coordinate complex research and evaluation activities to meet deadlines.

Plan, organize, direct and review the work of professional and supervisory program evaluation specialists.

Effectively represent the agency at meetings of high level executive and legislative officials of state government.

Est.: 9/77  
Rev.: 5/78  
Barg. Unit Chng.: 12/82  
Ckd.: 3/96

T.C.: 4/96  
Former Title(s): Program Evaluation  
Coordinator