

STATE OF WISCONSIN
CLASSIFICATION SPECIFICATION

PROGRAM AND POLICY ANALYST
CLASSIFICATION SERIES

I. INTRODUCTION

A. Purpose of This Classification Specification

This classification specification is the basic authority under ER 2.04, Wis. Adm. Code, for making classification decisions relative to present and future professional positions that perform comprehensive program and policy analysis and related research, program planning, program evaluation and related financial activities, or comparable analytic functions. This classification specification will not specifically identify every eventuality or combination of duties and responsibilities of positions that currently exist, or those that result from changing program emphasis in the future; rather, it is designed to serve as a framework for classification decision making in this occupational area.

Classification decisions must be based on the “best fit” of the duties within the existing classification structure. The “best fit” is determined by the majority (i.e., more than 50%) of the work assigned to and performed by the position when compared to the class concepts and definition of this specification or through other methods of position analysis. Position analysis defines the nature and character of the work through the use of any or all of the following: definition statements; listing of areas of specialization; representative examples of work performed; allocation patterns of representative positions; job evaluation guide charts, standards or factors; statements of inclusion and exclusion; licensure or certification requirements; and other such information necessary to facilitate the assignment of positions to the appropriate classification.

B. Inclusions

This classification series encompasses positions that perform comprehensive program and policy analysis and related research, program planning, program evaluation and related financial activities, or comparable analytic functions. Positions allocated to this classification define program goals, develop and plan programs or facilities, develop policies and procedures to implement and administer these programs, and analyze the current or projected effectiveness of programs in achieving goals. Positions analyze problems, issues, or proposals, develop alternatives, options, or plans, and recommend courses of action based on the results of analysis. Positions in this classification series meet the definition of professional as defined in s. 111.81(15), Wis. Stats.

C. Exclusions

Excluded from this classification series are the following types of positions:

1. Positions that meet the definition of management, confidential, and supervisor, as defined in ss. 111.81, (7), (13) and (19), Wis. Stats., as administered and interpreted by the Wisconsin Employment Relations Commission.

2. Positions that do not meet the definition of professional as defined in s. 111.81(15), Wis. Stats., as administered and interpreted by the Wisconsin Employment Relations Commission.
3. Positions in which comprehensive program and policy analysis and related research, program planning, program evaluation and related financial activities, or comparable analytic functions constitute less than a majority of the assigned duties.
4. Positions that, for a majority of the time, perform budget and policy analysis, research and statistical analysis, grant administration or urban and regional transportation planning, and are more appropriately classified in the Budget and Policy Analyst, Research Analyst, Grants Specialist or Urban and Regional Planner classification series respectively.
5. Positions performing analytic functions for a majority of the time, but which are more appropriately classified by other classifications due to highly-specialized training and experience requirements or the high degree of specialized knowledge of the program service provided or service provision techniques (e.g., of social services, education, unemployment compensation, compensation services, etc.), and are more appropriately classified as Social Worker, Education Consultant, Unemployment Benefit Specialist, or Victim Services Specialist respectively.
6. All other positions that are more appropriately identified by other classification specifications.

D. Entrance Into and Progression Through This Classification Series

Employees enter positions in this classification series by competition. Each level within this series may be an objective level. Positions with leadworker duties will be filled by competition.

E. Differentiating Program and Policy Analysts from other Professional Positions

Most professional positions perform some program planning, program analysis, or program review, and develop policies and procedures. These professional positions are the experts in their assigned program area and management relies on their input for the development and administration of programs, plans, policies and procedures within a specific program area(s) requiring this specific expertise. What differentiates such professional positions from Program and Policy Analyst positions is that they do not spend the majority of their time performing comprehensive policy analysis and related research, program planning, program evaluation and related financial activities or comparable analytic functions.

In order to be appropriately classified as a Program and Policy Analyst, positions must spend the majority of time performing professional level duties as defined in I.B. and II of this classification. Positions in this series may include technical duties, but they are not a majority of the position. Positions in this classification must consider and evaluate a broad variety of abstract, multi-functional factors, such as economic, environmental, social, and financial concerns in analyzing and developing recommendations for courses of action.

F. Definition of Terms Used in This Classification Specification and Representative Program Areas

Knowledge, Depth of – The depth of detailed understanding needed and the proficiency needed to complete the work at the objective level usually consists of information or facts such as work practices, rules and regulations, policies, theories and concepts, principles, and processes which

an employee must know and understand to be able to do the work. The degrees of knowledge include: (1) Considerable Knowledge – implies enough knowledge of the subject to enable the employee to work effectively in normal work situations of the class and with little direct supervision; (2) Extensive Knowledge – implies an advanced knowledge of the subject matter so as to permit solution of unusual as well as commonplace work problems, advising on technical questions and planning methods for difficult work situations.

Objective level – The classification level, within a classification progression series, that any employee can reasonably expect to achieve with satisfactory performance of increasingly complex duties and/or the attainment of specified training, education, or experience.

Planning/Plan – The process of developing a specification for short or long range plans, and the processes or means necessary to achieve it for both internal and external issues. Planning involves choosing or prioritizing goals, identifying and developing alternative courses of action to achieve the goals, and selecting or recommending the optimum course based on systematic comparison of efficiency or effectiveness of the alternatives.

Policy Analysis – The systematic study of an issue, problem, or decision situation requiring policy action designed to provide decision-makers with the information on the costs, benefits, or consequences of alternative courses of action or decisions needed in order to formulate policy. It involves defining the decision-maker's objectives, developing or clarifying alternative means to those objectives, assessing the impacts of alternatives by developing a model that projects their consequences, establishing criteria to rank the alternatives in order of desirability or priority, and recommending the appropriate alternative to the policy-maker.

Program or Policy Evaluation – The systematic examination of an existing program or policy for the purpose of determining its compliance, effectiveness or efficiency in achieving its goal, by developing and applying quantitative measures of costs and/or benefits, to provide decision-makers with recommendations for the continuation, modification, or discontinuation of the program or underlying policy.

Program Planning – The process of developing a specification of what a particular internal or external program will accomplish in the future and the courses of action that will be pursued to achieve those goals. To be complete in scope, program planning must involve defining program goals, developing and prioritizing specific objectives, developing alternative program designs or courses of action to achieve these objectives, and recommending appropriate priorities and alternatives to program administrators. Program planning which focuses on developing the specific processes, procedures, or operations necessary to implement overall program plans is referred to as implementation planning in this classification specification. Implementation planning takes the overall design of the program as given, covers a shorter period of time, and is concerned with detailing specific parts of the overall design and does not include the development of the goals or policies to create or describe the program.

II. DEFINITIONS

PROGRAM AND POLICY ANALYST

Positions at this level perform Program and Policy analyst functions whose duties require *considerable* knowledge and function under close progressing to general supervision where the job duties meet the following scope, impact and complexity definitions below and are not expected to change over time. Positions at this level may function as leadworkers.

The **scope** of positions at this level includes a wide range of analytic approaches, methods, or criteria to carry out policy analysis, planning, program evaluation, or similar studies or projects which may not involve all factors of policy analysis, planning, or program evaluations. Positions work with existing program guidelines and assist with revision of program policies. The scope of programs/projects at this level is narrow and requires more limited analysis than at the advanced level.

The **impact** of positions at this level is to provide routine/general information or interpretation to internal or external customers. Job duties are focused on coordination of program requests, analysis of workflow, work unit, program, or procedural efficiencies, and/or for the preparation of data for upper level review.

The **complexity** of positions at this level involves problems requiring the analyst to use a variety of general or established standards, policies, or theories, and to coordinate and conduct studies, projects, or evaluations. Objectives are well-defined and interested parties have a common goal. Positions research and analyze program data to develop recommendations to approve or deny requests for project or program resources.

Examples of duties that may be performed at this level include:

- Assist in development of annual or other short-term plans.
- Assist in the development and recommendation of policy and procedure changes for existing programs.
- Assist in development of contract language including goals, performance measures, areas of responsibilities, etc.
- Assist with financial allocations by reviewing proposals.
- Monitor expenditures and compliance with program guidelines.
- Interpret and apply local, city, state, federal laws, and program policy.

Representative position:

Department of Health Services, Division of Enterprise Services, Bureau of Continuity Management, Facilities and Operations: Under the general supervision of the Bureau Director and the Agency Continuity Manager, this position is the Deputy Agency Continuity Manager for the department and acts as a key resource for department staff in the development, coordination and implementation of the agency's Continuity of Operations (COOP) plans and programs, including management staff. This position works as part of a team that is responsible for crisis management, infrastructure security, program evaluation and related critical functions. The position is responsible for assisting with facilitating, managing and evaluating the development of response plans for crisis, emergency response, COOP, etc., for the department, which consists of a total of 5,500 employees located at numerous offices throughout the state, as well as residents/patients/inmates residing at the 7 state-operated facilities. The incumbent provides technical assistance and training, and participates on committees to create various emergency plans that detail the tasks and procedures for managing the effects of natural disasters, terrorist acts, pandemics and other emergencies of significant scope. Duties also include arranging and/or providing, or assisting with providing, the necessary orientation and training to department staff in carrying out their duties as Service Plan members or Incident Command System (ICS) members. This position assists with directing and managing staff in the analysis of problems, issues, or proposals, and develops alternatives, options, or plans based on the results of the analysis. This includes defining management program goals, developing and planning programs or facilities, developing or proposing management policies and procedures to implement and administer these programs, and analyzing the current or projected effectiveness of programs in achieving the goals.

PROGRAM AND POLICY ANALYST – ADVANCED

This is the advanced level within this classification series. Positions at this level perform professional program and policy work under general supervision. Duties require *extensive knowledge* of program planning principles to enable the employee to work effectively and independently in a wide range of situations as evidenced by the degree of interpretation of regulations and impact of decisions made. Positions exercise a high level of complexity as evidenced by the degree of involvement, interpretation of regulations and impact of decision required. Positions have a significant role and responsibility to make complex independent judgments and decisions within the scope of their responsibility as a result of delegated authority. Positions at this level may function as leadworkers.

Positions at the advanced level perform duties similar to those outlined below for the majority of the time.

Evaluation Specialist/Expert: These positions perform high level program and policy evaluation of a particular program or group of related programs. Methods include quality control assessment, statistical analysis, end-user meetings, research and analysis. Duties require in-depth understanding of the program, communication techniques (mediation and collaborative effort techniques), existing legislation and/or the performance of review and interpretation of new draft legislation.

Program Liaison/Oversight: These positions provide program oversight functioning as the program expert or are solely responsible for a geographic region or territory of a statewide program. Positions serve as primary interpreter of program guidelines, related state and federal legislation, and policy interpretation for new or complex situations. Duties include decision-making along program lines with delegated authority, interpretation and application of multiple factor policies and procedures, and evaluation of multiple performance standard measures.

Positions at this level meet the following scope, impact and complexity definitions below.

The **scope** of positions at this level includes the in-depth review and performance of **all four steps** of a complete program or policy analysis: **1)** clarify the problem to be addressed; **2)** design the study and choose the methodology; **3)** collect and analyze information; and **4)** develop alternatives, options, or conclusions, and recommend the appropriate course of action based on the results of analysis. Positions coordinate projects with external customers and/or agencies. Work includes overseeing program or policy assignments from initial concept/identification through to implementation including evaluation of a program or policy once implemented to ensure performance standards are being met.

The **impact** of positions at this level is significant, with the consequence of errors wide ranging (e.g., agency-wide, statewide, or affecting a broad pool of external customers). Positions at this level provide recommendations impacting financial allocations.

The **complexity** of positions at this level is in-depth with the expectation of serving as a program resource or expert to interpret policy on a regular basis. The objectives of project planning are often not well defined, novel, high-profile, or influenced by conflicting goals of various parties. The information evaluated is often in conflict.

Examples of duties that may be performed at this level include:

- Maintain oversight of program financing in conjunction with agency budget staff and/or management.
- Consult with and advise leadership at bureau, division, and department level on program-related issues ranging in scope from specific technical issues to broad public policy issues.

- Develop complex annual plans incorporating program resource expectations and expected measurable performance standards.
- Develop and recommend program implementation in conformity with legislation or other guidelines.

Representative positions:

Department of Transportation, Division of Transportation Investment Management, Bureau of State Highway Programs: This position manages WisDOT's traffic data management systems comprising the WI Traffic Monitoring System for Highways, WI Traffic Data Systems, Continuous Station Traffic Counts, Short Term Count Program, and other programs in compliance with complex federal regulations. This position is the recognized expert for these statewide programs and is responsible for developing and critiquing large-scale policy modifications and concepts as the primary advisor for these issues. The work performed by this position has a direct impact on the determination of WisDOT's allocation of federal highway funding. The position liaisons with federal, state, and local government offices, interest groups, other program managers, agency staff, and counterparts in other state departments of transportation. Work products are program management, professional analyses, guidance and recommendations fully developed by the incumbent and often completed in the form of newly approved policies.

Department of Corrections, Division of Juvenile Corrections (DJC): Under the general direction of the Program and Policy Supervisor, this position coordinates funding and implementation of juvenile correctional institution and community programming and education. This position is responsible for researching evidence-based programs and practices across all DJC program areas, monitoring program implementation, and assisting with data collection and evaluation efforts pertaining to evidence-based practices and programming. The position collaborates with institution and field program staff and management to identify and recommend programming needs and resources. Within the areas of juvenile education and program services in the institutions and community, this position is responsible for identifying grant opportunities, assisting with the development of grant applications and budgets, tracking grant services and expenditures, and creating reports on grant compliance and performance, including Title 1 education funds. The position will work with Division budget, fiscal, and program staff and managers to ensure compliance with State and federal requirements.

Department of Health Services, Division of Health Care Access & Accountability - Bureau of Benefits Management and Bureau of Fiscal Management: Analysis, development, evaluation and monitoring of complex and often conflicting federal and state regulations and proposed legislation for the purpose of accessing program impact and developing program policy recommendations in the areas of assigned responsibility, case management, and all other assigned provider areas; maintenance of a working relationship with the Medicaid and Medicare fiscal agent, including federal officials, medical consultants and representative of provider groups; maintain working relationship with provider groups regarding policy, management and legislative issues, often of an ambiguous, complex and conflicting nature, under general guidance of Division management; participate in inter- and intra- divisional meetings and committees for the purpose of achieving consistent public policy development, incorporating Medicaid's goals.

III. QUALIFICATIONS

The qualifications required for these positions will be determined at the time of recruitment. Such determinations will be made based on an analysis of the goals and worker activities performed, and by an

identification of the education, training, work, or other life experiences which would provide reasonable assurance that the knowledge and skills required upon appointment have been acquired.

IV. ADMINISTRATIVE INFORMATION

The Program and Planning Analyst classification series was created effective April 1983 as a result of the Research and Planning Survey. The series was collapsed effective May 18, 2003 and announced in Bulletin MRS-SC-158 as a result of the WPEC Broadbanding and Class Collapsing Study.

This classification series was created effective October 12, 2008 and announced in bulletin OSER-0224-MRS/SC as a result of the Program and Planning Professionals personnel management survey to update duties performed and remove a level.

This classification series was modified effective December 14, 2014, and announced in bulletin OSER-0384-CC/SC to clarify that the level of supervision at the entry level is close progressing to general by the nature of it being the entry level of a progression series and to update the DHS and DOC representative positions.

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