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MANAGEMENT ANALYST SERIES

This series includes all classes of positions, the duties of which are to supervise, perform or provide staff leadership, guidance and assistance in the management analysis functions involved in program management.

The functions involve reviewing, analyzing, evaluating, developing, advising on, or promoting improvement in managerial policies, practices, methods, procedures and/or organizational structure, including: program objectives, work distribution, the assignment of functions and responsibilities; work methods and procedures; management control systems (e.g., work measurement and reporting systems and procedures); identification of programs and long-range planning for their implementation; space utilization; equipment utilization; records management; and other similar aspects of management designed to improve the efficiency and effectiveness in achieving the program objectives of the organization served and to accomplish savings in operating costs. Work of this nature is directed toward the practical solution of a wide variety of management problems requiring a high degree of analytical ability, creativity, and the application of an extensive practical and theoretical knowledge of varied management principles, functions and techniques. The major functional areas are briefly described below:

Develop, program and implement, government-wide department or program management improvement projects, at times in conjunction with Data Processing Systems Analysts, to increase staff capabilities; decrease operational costs; improve administrative policies, procedures, practices and controls; and to achieve other specific objectives as desirable.

Conduct special management studies to systematically review organization and operations to achieve effective administration public programs. Analyze and recommend initial and revised organizational arrangements consistent with executive policies and fundamental organization precepts.

Maintain effective working relationships with agencies and executives served so as to encourage continuous management improvement within their spheres of responsibility. Provide timely and effective consultative and technical management assistance when requested.

The levels of the classes in this series are established by the differences in levels

of duties and responsibilities of the work performed. Each class in this series is established by combinations of differences in the following factors:

1. Nature and Variety of Work
2. Nature of Supervision Received by Incumbent
3. Nature of Available Guidelines for Performance of Work
4. Originality Required
5. Purpose and Nature of Person-to-Person Work Relationships
6. Nature and Scope of Recommendations, Decisions, Commitments and Conclusions
7. Nature and Extent of Supervision Exercised Over Work of Other Employees
8. Knowledge and Abilities Required

All of these factors are not discussed at each class level. The factors, when readily apparent in the discussion, have been combined at some class levels to avoid redundancy and enhance clarity.

This is an amendment to the specification for the MANAGEMENT ANALYST SERIES approved on September 3, 1982.

DATE APPROVED: 5/31/88

/s/ Diana H. Kaapu
for ALFRED C. LARDIZABAL
Director of Personnel Services

MANAGEMENT ANALYST I

2.901

Duties Summary:

Receives orientation and training in the principles, techniques and methodology of management analysis. Assignments are designed to provide knowledge of the fundamental organizational structure, functions, procedures and applicable legislation of the organizational entity served.

Distinguishing Characteristics:

1. Nature and Purpose of Work: This is the entry level in the Management Analyst series. An incumbent at this level participates in on-the-job training programs, performs directed reading assignments and receives instructions from employees of higher level concerned with management analysis. Training assignments involve instruction and indoctrination in such tools and techniques of management analysis as documentation procedures and control, forms development, reports management, files analysis and design and manpower utilization and control. Work assignments are clear-cut, routine and designed to provide experience in a variety of management analysis activities concurrent with the training program established for this class.
2. Supervisory Control: An incumbent at this level receives formal and informal training in the basic principles, techniques and methodology in management analysis. The incumbent receives specific and detailed instructions as to scope of tasks, sources of factual information, techniques to be used, contacts to be made, and the approximate results expected. The supervisor or an employee of higher level is readily available to provide advice and guidance concerning problems, difficulties and questions. The work of the incumbent is reviewed in detail for compliance with instructions; adequacy of application of basic principles, techniques and methodology; and adequacy and accuracy of facts presented. Immediate supervision is received at all times.
3. Guidelines Available: An incumbent at this level receives orientation on available references pertaining to the work and is responsible for becoming familiar with State laws, policies, procedures, manuals and directives, department policies, procedures and instructions, related precedents, prescribed work methods and procedures, operational guidelines and other such guidelines pertaining to the work. Strict

conformance with explicit and detailed procedures and instructions is required.

4. Nature and Scope of Recommendations, Commitments and Decisions: Any statement made by trainees at this level, whether oral or written, is given in answer to specific questions and are of a purely factual nature. The making of such statements does not commit the organizational unit to an individual action, or course of action. There is no responsibility for independent recommendation and decisions at this level.
5. Personal Work Contacts: Person-to-person work relationships are only casual and of incidental character and do not constitute an essential part of the work. Trainees at this level are principally observers in contacts with organizations served.
6. Knowledge of Abilities Required:

Knowledge of: A general understanding of the field of public administration, government organization and functions; and statistical methods used in the socio-sciences.

Ability to: Learn the fundamental practices, principles, techniques and methodology of management; learn and acquire quickly the basic knowledge of organizational structures, functions, procedures, applicable legislation of management entities and subject matter encountered; gather, assemble, correlate and analyze facts; observe, recognize and distinguish pertinent details; make oral and written reports and presentations and prepare graphs and charts clearly, concisely and effectively; gain cooperation of and cooperate with others; understand and follow directions; use tact and sound judgment.

Examples of Duties:

Attends orientation and training sessions; learns the basic principles, techniques and methodology in the areas of management advice, management improvements, organization, management surveys and management research; under close technical supervision, performs simple tasks in one or more areas of the work specialty to gain knowledge and develop skill in application of the principles and techniques of management analysis; occasionally accompanies higher level analysts on work projects in other agencies as an observer; assists higher level analysts in gathering facts or collecting samples in well-defined areas.

MANAGEMENT ANALYST II

2.902

Duties Summary:

Receives progressive training in management analysis fundamentals and begins to apply this knowledge by performing management analysis work in a trainee capacity; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work: This class is the advanced trainee level through which the trainee advances as part of his progression to full performance as an independent worker. Work assignments, on-the-job training and instructions are given in broadening the management analysis type knowledge and perfecting management analysis skills of employees in this class. Work requires application of the basic principles, methods and techniques of management analysis. Assignments range from simple to complex where (1) exact desired results are specified in detail, (2) methods to be used are explicitly stated, (3) work permits little discretion, (4) no inventiveness or imagination is required, and (5) assignments are selected to progressively develop the employee for work leading to the next higher level.
2. Supervisory Control: Trainee receives specific guidance, instruction and orientation on all aspects of the work during the intensive training period. Specific and detailed instructions are given with each assignment which includes the exact results desired and procedures to be used. The work is continuously observed and completed results are reviewed for technical competence, accuracy and completeness. As trainee's knowledge, abilities and skills increase, progressively difficult assignments are made and supervision is gradually relaxed.
3. Guidelines Available: Same as level I except this level is expected to have increased familiarity as to location and kinds of resources available.
4. Nature and Scope of Recommendation, Commitments and Decisions: Same as level I. Any recommendations made at this level are reviewed by an analyst of a higher level or by the supervisor for soundness of analysis, thoroughness and accuracy in the details of the preliminary work and for the application of proper reasoning and judgment.

5. Personal Work Contacts: At this level, a regular and necessary part of the work involves giving and securing simple and easily understood information of purely factual character. Contacts are generally with co-workers and also with operating personnel involved mainly to obtain and exchange information and answer routine questions. Contacts with other than co-workers have generally been initially established by a higher level analyst.
6. Knowledge and Abilities Required:

Knowledge of: Recognized practices, principles, techniques and methodologies of management; general understanding of the State government and the field of public administration; some established precedents; applicable to the kinds of assignments received; basic trends and current developments in general management methods and procedures; research and statistics methods and techniques.

Ability to: Apply established practices, principles, techniques and methodology of management to problems of the difficulty described above; acquire quickly and apply a knowledge of the basic organizational structures, functions, procedures, legislation of the management entity served and subject matters encountered; gather, correlate, analyze facts and draw general conclusions therefrom; recognize and distinguish pertinent details; make oral and written reports and presentations and prepare graphs and charts, clearly, concisely and effectively; gain cooperation of and cooperate with others; understand and follow directions; observe, conduct interviews and establish and maintain effective relationships with supervisors and employees; visualize effect of changes recommended; use tact and sound judgment.

Examples of Duties:

Attends and participates in training sessions; performs and reports on required reading; receives orientation on State organization and administrative functions; performs organizational analysis of one or a very few organizational entities, usually small, or one or a very few processes, functions or procedures; analyzes organization or functions of limited importance as reflected by the narrow scope and simplicity of the assignments; carry out assignments selected by instructors or supervisors for the development of management analysis knowledge, skills and experience in those tasks typical of higher classes in this series; accompanies a higher level analyst on interviews and meetings as an observer and aids the higher level analyst on more routine work during such field trips.

MANAGEMENT ANALYST III

2.904

Duties Summary:

Participates in the analysis, evaluation, development and implementation of management applications to meet the needs of the agencies served; prepares reports of findings and recommendations; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work: This class is the first level of independent worker in management analysis. The work assignments routinely encompass problems of average difficulty and complexity requiring the application of technical knowledge, skill and sound judgment in the use of fundamental management analysis principles, techniques, standards and guides and knowledge of the organizational structure and operations related to the particular program of the organizational unit served. Analysis of organizational entities or several processes, functions or procedures are of limited difficulty because these management functions: are relatively stable; consist of a variety of repetitive tasks or processes, controlled by general directives and policies from higher authority, by legislation, etc.; consist of work items or work processes which are relatively uniform and unvarying within each basic kind, do not require consideration or recommendation of new, additional, different or amended legislation for successful solution.
2. Supervisory Control: A supervisor or team leader assigns work to this level and provides general instructions as to the scope of the task, problems anticipated, objectives to be achieved, and any limitation on the nature of the solution or the procedures to be used. Supervisor is readily available to provide advice and guidance concerning unusual problems and difficulty, but the Management Analyst III is expected to apply standard practices, principles, theories, techniques and methodology to assignments of the above described level of complexity without frequent or regular assistance from the supervisor. Work is reviewed for compliance with general instructions and policies, adequacy and soundness of conclusions.
3. Guidelines Available: In addition to guidelines applicable to levels I and II, incumbent at this level is expected to be thoroughly familiar with those

guidelines applicable to his particular functional assignment.

4. Nature and Scope of Recommendations, Commitments and Decisions: Decisions and determinations made at this level are based on clearly applicable procedures, instructions, precedents, decisions, rules and/or regulations. Directly relevant and controlling precedents exist. Recommendations are subject to review for adequacy, soundness of judgment and compliance with general policies. Advisory service furnished is based upon well established and accepted practices, theories, principles, techniques, methodology and precedents. Commitments, when delegated, are limited to individual problems. Recommendations and commitments are not final, but statements which involve giving information based on precedents, decisions and well defined rules, regulations and on factual information have the effect of finality.
5. Personal Work Contacts: Personal work contacts at this level are characterized by the responsibility for maintaining effective working relationships with supervisors and subordinates of the organizational unit being studied. Incumbent in this level initiates contacts with operating officials and employees to obtain factual information on which higher level analysts may take action; gives simple and easily understood information on the principles and concepts of management analysis to help further the understanding of others of this specialty area; and obtain data to further the completion of projects assigned to this incumbent.
6. Knowledge and Abilities Required:
 - Knowledge of: Recognized practices, theories, principles, techniques and methodology of management, established precedents applicable to the kinds of assignment received; basic trends and current developments in general management methods and procedures; organizational structure, functions, procedures and legislation of management entities served; research and statistical methods and techniques.
 - Ability to: Apply established practices, theories, principles, techniques and methodology of management to problems of the difficulty described above; acquire and apply detailed knowledge of pertinent organizational structures, functions, procedures, legislation of management entities and subject matters; gather, correlate, analyze and draw conclusions from facts with recommendation of solutions to problems of the difficulty described above; observe, recognize and distinguish

pertinent details; make oral and written reports and presentations, and prepare graphs and charts, clearly, concisely and effectively; understand and follow directions; conduct interviews and establish and maintain effective relationships with supervisors, employees and others; visualize effect of changes recommended; apply tact and sound judgment.

Examples of Duties:

Performs analysis of organization or functions of limited importance, reflected by the restricted scope and restricted complexity of the assignments; studies and plans coordination with other organizational entities which is necessary in analyzing organizational entities, processes, functions or procedures; develops solutions which result from selection and application of accepted and standard principles, theories, techniques and methodology, selection and application of precedents pertinent to the assignment, following of general but relatively complete instructions as to the area and nature of the problem, the objectives to be achieved, and any limitations imposed as to the nature of the solutions or the procedures to be used; develops, alters, clarifies, improves, refines or otherwise recommends changes to organizations, methods, procedures, etc., of the above described level of complexity and consistent with the above described limitations.

Resourcefulness, ingenuity and original thinking are required to a limited extent in applying established and accepted practices, theories, principles, techniques, methodology and precedents to problems of average difficulty. Interviews a variety of employees, supervisors, administrative officers, etc., to: gather facts, collects samples, negotiates for approval of proposals and recommendations; furnishes advice based on established practices, theories, principles, techniques, methodology and precedents; installs approved organizations, methods and procedures. Initiates and maintains contacts necessary in the execution of authorized studies and exploratory contacts where no major problems are anticipated in arranging for a study or other type of project.

MANAGEMENT ANALYST IV

2.906

Duties Summary:

Analyzes, evaluates, develops and recommends sound organization, efficient administrative policies, procedures and practices for such entities as large departmental field offices and/or interrelated organizational units covering administrative and staff functions; discusses, explains and obtains tentative concurrence on studies of improvement, efficiency changes, expansion and other recommendations from officials

in charge of various functions involved; develops plans and procedures in the exchange and/or the furnishing of data, standardizing forms and procedures and others; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work: Management Analyst at this level is assigned projects where organizations and functions assigned: (1) consist of a variety of work processes, functions, organizations and programs; (2) are subject to rather frequent, but not necessarily major, changes over a period of time; (3) are performed in organizational entities which are frequently changed in some degree as a result of shifting workloads, changing programs, technological changes, budgetary considerations, etc.; (4) include work processes, some of which are nonrepetitive; i.e., consist of several kinds of work which vary substantially from one work item to another of the same kind; and (5) have lines of authority which vary from one kind of work to another even when the same organizations and persons are concerned.

Assignments require study and planning for coordination of a function with other processes, functions and organizations which is necessary for successful performance of the function. Assignments include occasional problems arising as a result of existing legislation requiring recommendation of minor revisions to existing legislation or of new or additional legislation affecting record keeping, reporting, organization or similar administrative matters of the level of difficulty and complexity described above. Recommended solutions frequently require or embrace the possibility of extensive alteration or improvements of organizations, methods, procedures, etc., which require (1) selection and application of practices, principles, theories, techniques and methodology to problems to which they are not readily adaptable; (2) selection and application of precedents which may be only analogous or only similar in part to the problems to be solved; and (3) following general instructions as to the area of assignments, the objectives to be achieved, and any general limitations imposed by higher authority.

Positions at this level typically serve as:

- a. An analyst in a large operating department with responsibility for providing a wide range of studies in conducting a portion of the department's overall management analysis needs. Work is performed in accordance with policies, standards, practices and

- other requirements and controls of the department and the central management services program.
- b. An analyst in a moderate size department with responsibility for providing the department's overall management analysis needs. Work is performed in accordance with policies, standards, practices and other requirements and controls of the department and the central management services program.
 - c. An analyst in the central management services program with assignments regularly encompassing complex problems in management analysis.
2. Supervisory Control: Incumbent receives general instructions as to the scope of the assignment, the broad objectives to be achieved, and any new major problems to be expected. For unusual problems and difficulties, supervisor may be consulted for the purpose of obtaining advice and guidance on the general nature of the procedures to be followed in solving the problem. The Management Analyst IV, however, is expected, when confronted with unusual problems, to provide an initial recommendation as to their solution. Work is reviewed for compliance with general instructions and policies, adequacy and soundness of conclusions.
 3. Guidelines Available: Controlling precedents, policies, procedures and decisions are not immediately apparent and are not self-applying to problems being analyzed at this level. In some cases, guides are non-existent because of the newness or because of a major change in the field being studied. Some interpretation and adaptations are required to secure results which are compatible with sound principles of management analysis.
 4. Nature and Scope of Recommendations, Commitments and Decisions: Incumbent recommends organizational structure, methods, procedures and similar matters based on studies made and application of management practices, principles, theories, techniques, methodology and precedents. Advisory service furnished is based upon management practices, principles, theories, techniques, methodology and precedents and is substantially unreviewed except in terms of results, acceptance by operating officials, and other similar means. Commitments on individual cases and projects on specific problems have the effect of finality.

5. Personal Work Contacts: Personal work contacts characterized by responsibility for maintaining effective working relationships with employees, their supervisors and top management of the organization for which a study is being conducted. This position is capable of readily giving and securing information on matters or problems of non-recurring nature and in the explanation of or interpretation of facts pertaining to policies, methods, programs, plans or individual actions in his subject area. At this level, the analyst is relied upon for technical advice for solutions of problems or approach to be taken in solving problems in his work specialty.

6. Knowledge and Abilities Required:

Knowledge of: Practices, principles, theories, techniques, and methodology of management; precedents applicable to the kinds of assignments received; basic trends and current developments in general management methods and procedures; extensive knowledge of the organizational structure, functions, procedures and legislation of the management entities served; and research and statistical methods and techniques.

Ability to: Apply practices, principles, theories, techniques and methodology of management to problems of the level of difficulty described above; acquire quickly and apply knowledge of organizations, functions, procedures, legislation of the management entities served to the problems assigned and subject matters encountered; select the practices, principles, theories, techniques, methodology, and precedents of management entities served to the problems assigned; gather, correlate, analyze and draw conclusions from facts with devised solutions to problems of the complexity described above; observe, recognize and distinguish pertinent details; make oral and written reports and presentations and prepare graphs and charts, clearly, concisely and effectively; understand and follow directions; gain cooperation of, conduct interviews and establish and maintain effective relationships with supervisors, employees, administrative officers and others; visualize effect of changes recommended; apply tact and sound judgment.

Examples of Duties:

In both situations analysts may do studies as described below although those assigned to an operating department do not typically perform studies of a cross-departmental nature.

Performs studies for the purpose of developing a standard organization pattern (i.e., distribution of functions, staffing, responsibilities of various units and other matters) in a field office of a department or other major interrelated organizational unit covering administrative and staff functions such as personnel, budget, security, communications and legal services, where contacts with officials in charge of various functions involved are necessary in solving problems, developing sound recommendations and obtaining tentative concurrences in recommendations.

Performs studies for the purpose of providing for an orderly expansion of an organizational unit which has several principal functions similar to those performed in other organizational units but with respect to different items involving consideration of the problems presented and securing tentative concurrence of officials in charge of the various functions where no radically different approach in organizational structure is necessary.

Develops plans and procedures between departments to furnish a particular department with data for records purposes, requiring a study of new legislation and contacts with various interested offices of the particular department to determine data necessary to be furnished this department by other departments; works out plans for furnishing data for records purposes to other departments, where such considerations are involved as whether a particular department would review the folders and furnish information or would loan the folders, different types of information desired by different departments, man-hours of time required to furnish information desired and location of records in numerous field offices; and develops procedures within a particular department to adjust differences in the methods of this department and other departments in which such matters are considered as how best to accomplish the work involved, which employees in the particular department would do the work and the various procedural steps which would be required.

Makes studies for the purpose of standardizing procedures and operations of field offices of an organizational unit having the same major function where there is considerable variance in the manner in which the functions are currently being performed; e.g., examining of vouchers, custody of money, internal security, issuance of bonds and disbursement and collection of bonds, involving consideration of such matters as use of control systems to avoid bottlenecks, work flow, whether various tasks could be eliminated as unnecessary or different office machines could be utilized, and similar matters. May occasionally take charge of a project requiring the use of additional personnel.

MANAGEMENT ANALYST V

2.907

Duties Summary:

Analyzes, evaluates, develops and recommends sound organization, efficient administrative policies, procedures, practices and legislative changes for complex and changing interrelated organizational entities (of various departments), groups of many complex processes or functions or major function of a department or large agency; discusses, explains and obtains acceptance from officials in charge; may supervise and direct other analysts in major projects; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work: Management analyst at this level requires analysis of complex work processes or functions which: (1) consist of substantive operations which are predominantly professional, scientific, highly technical, or of equivalent subject-matter and operational complexity; (2) embrace a wide variety and kinds of work processes, functions, organizations and programs; (3) tend to change in one or more major operational particulars at frequent intervals; (4) are performed in organizational entities which require frequent and substantial changes as the result of shifting workloads, changing programs, technological changes, budgetary considerations and other related factors; (5) include a large number of work processes which are nonrepetitive in nature; i.e., consist of a large proportion of work items which vary substantially from one to another of the same type as well as from one type to another; and (6) are closely interrelated or interwoven with programs, procedures, or objectives of other major organizational entities or agencies.

Projects require study, planning, direction and coordination with other processes, programs and organizations (e.g., other agencies, field offices of the same agency, State, local governments or private business) because of the breadth, variety and nature of the work processes, programs and organizations which are difficult and complex.

Problems frequently include those which result from existing legislation (or in some instances, from the absence of necessary legislation), requiring recommendations of revisions to existing legislation or of new additional legislation affecting administrative matters, record and reporting authority and requirements, organizational structures and relationships and equivalent matters of the level of difficulty above. The analyst in this level develops a project plan outlining the methods to be

used, equipment requirements, a proposed timetable, man-hours needed and the general nature of the final product expected. Upon approval of the plan by the incumbent's supervisor, work proceeds independently unless a significant change in the plan is indicated during the work progress.

Positions at this level typically serve as:

- (a) A departmental management analyst located in a large department with substantial management evaluation and development concerns who is responsible for serving as the chief departmental analyst in advising the director and other top-level administrators and is regularly involved with difficult and complex questions regarding the interrelationships among major departmental functions and organization as well as their external relationships. The work typically includes the development of overall systematic plans, priorities and schedules for the review, evaluation and improvement of the organization, methods and procedures of the entire department as well as the conduct of specific projects and/or the functional or continuing direct supervision of journey-level management analysts on a regular basis.
 - (b) An analyst in the central management services program with assignments that regularly include the most complex and difficult cross-departmental concerns and problems and the provision of advisory services to management and operating departmental analysts in the overall aspects of the field. The work may include leading a team of other analysts as needed.
2. Supervisory Control: Supervision received is very general in nature. General instructions are given as to the scope of the assignment, broad objectives to be achieved and any major problems to be expected. For unusual problems and difficulties the supervisor may be consulted for the purpose of obtaining advice and guidance as to the general policy to be followed. Work is reviewed for compliance with policies, adequacy, general soundness of conclusion and for administrative decisions. This level analyst has complete freedom from review for technical soundness of the work completed.
 3. Guidelines Available: Determinations are based on specialized knowledge and legislation, policies and rules and regulations which are ambiguous, contradicting or otherwise uncertain. Existing guides often point toward

conflicting decisions, deal with different kinds of situations and involve significant management considerations or commitments.

4. Nature and Scope of Recommendations, Commitments and Decisions:
This level analyst has authority to make commitments limited by established policies, precedents and administrative regulations. Recommendations are presented in final form for consideration.

Recommendations generally include new, revised or improved management policies, practices, procedures and methods, changes to organizational structures, methods, procedures and similar matters and advice is given on management problems of unusual difficulty. Recommended solutions frequently embrace the possibility of major changes in organizational structures, procedures, methods and similar matters which require (1) extension of management practices, principles, theories, techniques and methodology to new and unusual situations and problems, establishment of precedents and new patterns, procedures and methods to solve unusual problems; (2) the use of broad vision and ingenuity in devising suitable organizational structures, methods and procedures; and (3) considerations of many facts and complex interrelationships in connection with each problem.

5. Personal Work Contacts: Personal contacts at this level involve giving, obtaining or gathering factual and subjective data of major significance from a wide variety of people at all levels in the State government, private industry and other sources. Conducts interviews and meetings with administrative and program officials of several organizational segments in the State on general related functions, where interaction is required. Ability to obtain assistance, cooperation, support or acceptance is significant at this level.

6. Knowledge and Abilities Required:

Knowledge of: In addition to the knowledge required at the IV level, must have knowledge of principles and practices of supervision.

Ability to: In addition to abilities characteristic of the IV level but applied to the above-described difficulty, must be able to understand and apply general policies and exercise ingenuity and inventiveness in devising solutions to problems of unusual difficulty and of a precedent-establishing nature.

Examples of Duties:

Studies proposals to realign the functions of several divisions each having various substantive functions; e.g., one division dealing with civil engineers, one division dealing with procedures of airlines, one division dealing with harbors and another division having related functions in which the principal difficulties are: (1) determining the relative merits of the present organization and of the proposed organization, (2) whether decentralized authority should be curtailed and such authority brought into the central office to a greater extent, and if so, to what extent, and (3) making recommendations on policy questions and resolving such questions with proper officials.

Plans major reorganization studies involving many program divisions consolidated into fewer divisions resulting in changes to functions by legislation, requiring work with committees of division heads, and suggesting in chart form responsibilities as to manner of reorganization. Works with division heads in developing further breakdowns and functions and with classification and budget personnel to determine cost in terms of specialized jobs and money available, after an overall pattern had been agreed upon and approval of top officials received.

Develops or refines large-scale clerical procedures related to a technical substantive function requiring coordination of the procedures with overall agencies of the State and also with various offices of the agency for the purpose of preparing the procedural manual or portions thereof; e.g., studies of work involving the maintenance of award account cards on the basis of information received from adjudicators, computing payments involving less than a full month, checking vouchers against the award card and certifying payments monthly and other related tasks requiring consideration of suggestions from field stations over a period of time, information gained by field inspectors and by the management analyst and feasibility of using office or data processing equipment for certain operations, where major changes and procedures are either initially developed or proposed are considered and coordinated.

Studies for the purpose of developing and appraising an outline evaluating the efficiency of the management function at field offices having responsibility for the performance of various technical functions which is to be used by the head of an organizational unit and key officials. The study is generally concerned with the overall administrative function rather than the strictly technical function. Work includes supervision over analysts of a lower class in the same series on projects requiring team effort.

MANAGEMENT ANALYST VI

2.909

Duties Summary:

Plans, directs and coordinates a management analysis project relative to a major reorganization or equivalent survey or study in the State government; assists in developing program activities; prepares project justifications; implements studies; evaluates final work products to determine conformance with stated objectives, policies and procedures; and performs other related duties as assigned.

Distinguishing Characteristics:

1. Nature and Purpose of Work: A position in this class is located in the central management services program and involves responsibility for a major statewide segment of the central management services program applicable to a major State program area such as Education, Transportation or Health and the supervision and conduct of projects of considerable scope, complexity and political sensitivity. The position also serves as chief assistant to the statewide management services program manager.
2. Supervisory Control: Receives broad and general direction as to the scope and objectives of the assignment, occasionally consulting supervisor as to broad policies to be applied and to secure assistance in handling controversial issues with key and top officials of departments concerned. Work is generally reviewed only for compliance with policies.
3. Guidelines Available: Available guidelines and precedents are largely lacking or limited in usefulness. Decisions and determinations are generally based on specialized knowledge, interpretations and adaptations of legislation, policies and rules and regulations.
4. Nature and Scope of Recommendations, Commitments and Decisions: This level is responsible for major management services projects with the responsibility for final decisions concerning direction of assigned work and changes in, or discontinuance of, important lines of investigation with full responsibility for decisions regarding the use of staff resources made available. Recommendations are presented in final form and are generally accepted and followed.
5. Personal Work Contacts: Contacts with the operating unit or units to be serviced are for the purpose of developing working guidelines,

agreements and for the development and maintenance of clear understanding of the principles, concepts and practices underlying a particular functional area which has to be identified from among a variety of inherently different fields. Personal contacts also involve maintaining good rapport with administrators and operating officials, entering into negotiations and correspondence with other governmental jurisdictions, giving lectures, speeches and conducting training and orientation.

6. Knowledge and Abilities Required: In addition to the knowledge and abilities required at the Management Analyst V level, this level analyst must have extensive knowledge of the principles and practices of administration and the ability to assist in the development of broad program goals and objectives.

Examples of Duties:

Plans, organizes, directs and coordinates the development and implementation of a management analysis program for a segment of the State's management services program; supervises teams of analysts and participates in developing, conceptual systems and in designing, developing and implementing statewide management improvement programs; directs detailed studies of existing organizations, systems and procedures; initiates meetings to discuss progress and requirements of studies; prepares or directs the preparation of project plans, reports and publications; develops appropriate controls; prepares appropriate correspondence and operational reports, participates in planning, develops and conducts training sessions on the principles, techniques, methodology and current trends of management analysis for subordinate analysts, for administrative and various State personnel; evaluates the work performance of subordinate analysts; participates in policy formulation; and assists in developing standards of performance in management analysis type work.