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	<u>PROGRAM EVALUATION ANALYST SERIES</u>	

Series Definition:

This series includes all classes of positions the duties of which are to perform and/or supervise the on-going analysis of State programs requiring the utilization of statistical and cost/benefit analytical techniques so as to provide top-level management with a basis for considering program alternatives and funding levels over a six-year planning period.

Studies range from those concerned with limited program elements to multiple major programs. Systematic and detailed analyses are involved. Alternative programs are devised, and evaluated in terms of costs and benefits or effectiveness requiring considerable quantitative detail and analysis.

The class levels in this series are determined broadly on the basis of significant differences in the characteristics of assigned duties and level of responsibility. These are reflected in variations relevant to the following classification factors:

1. Nature and Variety of Work
2. Nature of Supervisory Control Exercised Over the Work
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 Supervisory Control Over the Work of Other Employees
8. Knowledge and Abilities Required

This is an amendment to the specification for the PROGRAM EVALUATION ANALYST SERIES approved on July 26, 1982, and the first specification for the new classes PROGRAM EVALUATION ANALYST I, II, & III.

DATE APPROVED: 4/12/90

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 Director of Personnel Services

PROGRAM EVALUATION ANALYST I

2.911

Duties Summary:

Serving in a trainee capacity, receives on- and off-the-job training in the principles, concepts, techniques, procedures, work processes, policies, regulations and the use of reference materials fundamental to the procedural, technical and analytical aspects of program evaluation analysis; and performs other related duties as assigned.

Distinguishing Characteristics:

This is the entry level trainee class designed to provide an introduction to the background, principles, concepts and scope of program evaluation analysis work in the State; an overall knowledge of the organization, purpose and functions of the department or departments assigned or serviced; and a basic understanding of the organization, programs and policies of an incumbent's employing department.

Work assignments are routine and clear-cut, and are designed to provide experience in the principles and procedures of program evaluation analysis. Supervision is close and immediate with detailed instructions, review and evaluation provided on assignments selected as part of a program of planned training.

Examples of Duties:

Attends orientation and training sessions; learns the principles, techniques, concepts and work processes fundamental to program evaluation analysis; performs simple tasks for the purpose of gaining knowledge and developing skills in the application of techniques and work processes in program evaluation analysis, such as: reviewing previous reports to learn the bases of the problems and issues, and prior actions taken and the reasons therefore; gathers and compiles data for review and evaluation; studies and becomes familiar with available and established guidelines and references including State laws, policies, procedures and instructions, organizational charts, functional statements, program evaluations and other information about the various programs and organizations involved; is exposed to and participates in simple program analysis and evaluation relative to established program objectives, costs, measures of effectiveness, program size indicators, and target groups.

Knowledge and Abilities Required:

Knowledge of: General principles of public administration; government organizations and functions; socio-economic conditions

affecting government operations; and statistical methods used in the social sciences.

Ability to: Learn the basic concepts, principles, methods and techniques of program evaluation analysis work; learn to apply appropriate laws, rules and regulations applicable to the State's program evaluation processes; read, comprehend, analyze and interpret written tabular and graphic material associated with program evaluation processes; locate source materials and conduct simple library searches and surveys; follow oral and written instructions; establish and maintain effective working relationships with others; formulate ideas and present them clearly and concisely, orally and in writing.

PROGRAM EVALUATION ANALYST II

2.912

Duties Summary:

As an advanced trainee, performs a variety of simple work assignments in program evaluation analysis which do not require the services of a trained analyst, and in supportive fact finding, research and analysis; and performs other related duties as assigned.

Distinguishing Characteristics:

Incumbents in this class perform simple program evaluation analysis work involving both the procedural and technical aspects of program evaluation analysis pertaining to one or more program segments of a State agency or agencies and supportive research, fact finding and analysis. This is the advanced trainee level where an incumbent applies well-defined guides, methods and techniques of program analysis and evaluation to work assignments and research and statistical methodologies. Assignments are generally characterized by clear and specific objectives to be reached and are selected to provide on-the-job training to develop the employee for work of a higher level involving greater familiarity and understanding of programs within State government and more advanced analytical techniques.

Supervision is minimal on simple, routine and/or recurring assignments, but is close and immediate for new assignments and/or those of a more complex nature. The advanced trainee receives additional assignments characteristic of a higher level Program Evaluation Analyst for training purposes as the level of the trainee's skills and abilities increases.

The worker is expected to perform assignments with increased familiarity as to location and kinds of resources available, and

to develop reference sources as the need arises. The work performed and the recommendations made are reviewed by a higher level analyst or by a supervisor for thoroughness, accuracy, soundness of analysis, and for the application of pertinent guidelines, good reasoning and judgment; and may be subject to periodic review during progress, depending on the complexity of the assignment and incumbent's prior exposure to similar assignments.

Examples of Duties:

Reviews programs, program evaluation documents, budget requests, proposed expenditure plans, manpower requests, etc., that have been selected to provide training for the incumbent in developing knowledge, skills and techniques in program evaluation analysis; discusses discrepancies with a supervisor or higher level analyst; gathers additional data from departmental budget and program personnel and other sources; assists in compiling and consolidating program evaluation studies and documents; and provides information and explains well-established policies, procedures and guidelines to other personnel.

Knowledge and Abilities Required:

Knowledge of: In addition to the knowledge required at the next lower level, a practical working knowledge of the principles, methods and techniques of program evaluation analysis; the policies, laws, rules and regulations relating to State program evaluation processes; the organization and functions of individual departments as they relate to program evaluation analysis; statistical, research and analytical methods and techniques; interviewing and survey methods and techniques; and fundamentals of report writing.

Ability to: Apply the basic concepts, principles, methods and techniques of program evaluation analysis to actual work situations; apply appropriate laws, rules and regulations to State program evaluation processes; read, comprehend, analyze and interpret written tabular and graphic material; obtain pertinent factual data; analyze data and make sound recommendations; locate source material and conduct simple to moderately difficult library searches and surveys; establish and maintain effective working relationships; and speak and write effectively.

PROGRAM EVALUATION ANALYST III

2.913

Duties Summary:

Performs work of limited difficulty in the analysis and evaluation of State programs, involving the assessment of their effectiveness, the determination of appropriate financing levels, and the examination of the benefits, probable impact and cost consequences of alternative courses of action; participates in studies of program systems; prepares reports related thereto; and performs other related duties as assigned.

Distinguishing Characteristics:

This is the first level independent worker in the series. Incumbents perform moderately difficult work assignments, such as program evaluation and analysis work pertaining to organizational segments of State agencies, and/or assist higher level analysts in more complex studies. Work involves the review and interpretation of six-year financial program plans, including the recommendation of new programs and their desired levels of effectiveness and efficiency. A position in this class also participates in studies of program systems involving the performance of analyses and evaluations involving issues and problems of limited scope and participates in the development of overall findings and recommendations. Work is performed in accordance with standard statistical and cost/benefit analysis techniques.

The Program Evaluation Analyst III is responsible for carrying out assigned reviews and studies under the supervision of a supervisor or higher level analyst, to whom unusual and/or complex problems are referred. Evaluation work is subject to periodic review while in progress and general review to insure that objectives have been met. Supportive fact finding, research and analysis are conducted more independently. Assignments are reviewed for completeness, conformity with current policies and legal requirements, and for the application of good judgment.

Examples of Duties:

Assists in providing program analysis services by independently conducting segments of evaluation studies of programs of organizational segments of State agencies; performs program analysis and evaluation relative to established program objectives, costs, measures of effectiveness, program size indicators and target groups, and participates with senior analysts in considering changes; conducts research on relevant economic, legal, social and other factors inherent in assigned programs; recommends undertaking new programs, and as approved recommends program objectives, measures of effectiveness, program

activities and staffing, and financing levels which will assure the desired level of effectiveness and efficiency; recommends inter-program issues and problems for in-depth study; performs fact finding and analysis of program problems and issues; assists higher level analysts; and prepares reports and correspondence.

Knowledge and Abilities Required:

Knowledge of: In addition to the knowledge required at the next lower level, a good working knowledge of the fundamental principles, methods and techniques of program evaluation analysis; the policies, laws, rules and regulations relating to State program evaluation processes; the organization and functions of individual departments as they relate to the State's program evaluation processes; statistical, research and analytical methods and techniques; basic economics; interviewing and survey methods and techniques; and fundamentals of report writing.

Ability to: Exercise judgment, tact and discretion in applying the basic concepts, principles, methods and techniques of State program evaluation analysis to a variety of assignments; apply appropriate laws, rules and regulations to State program evaluation processes; understand the State's program structure and related administrative policies and procedures; read, comprehend, analyze and interpret written tabular and graphic material; determine data needs, conduct interviews, perform other fact finding, analyze data, derive sound conclusions therefrom, and make sound recommendations; locate source material and conduct moderately difficult library searches and surveys; establish and maintain effective working relationships; and speak and write effectively.

PROGRAM EVALUATION ANALYST IV

2.914

Duties Summary:

Performs program analysis and evaluation and recommends financing levels; participates in systems studies; and performs other related duties as assigned.

Distinguishing Characteristics:

This class reflects responsibility for reviewing the six-year plans of State programs which are selected because of their established features and stability. A position in this class also participates in studies of program systems by assisting in the performance of analyses involving issues and problems of limited scope. Work is performed in accordance with instructions and is subject to periodic review while in progress.

Examples of Duties:

Performs program analysis and evaluation relative to established program objectives, costs, measures of effectiveness, program size indicators and target groups, and participates with program managers in considering changes; conducts research on relevant economic, legal, social, and other factors inherent in programs and issues under review; prepares reports of findings and recommends financing levels; recommends program issues and problems warranting in-depth study; advises and serves as liaison with program managers relative to program planning policies and procedures; assists in fact-finding and in documenting and analyzing data; performs analyses of well-defined problems where alternatives are readily identified; participates in training sessions; drafts technical memoranda and correspondence.

Knowledge and Abilities Required:

Knowledge of: Principles of public administration; statistical analysis; basic economics; report writing; and the fundamental principles, methods, and techniques used in program evaluation.

Ability to: Understand the State's program structure and related administrative policies and procedures; write effective reports; determine data needs, conduct interviews, do other fact-finding, and derive sound conclusions therefrom; deal effectively with program managers and others; apply fundamental program evaluation principles, methods, and techniques to various types of assignments; develop an in-depth understanding of assigned programs.

PROGRAM EVALUATION ANALYST V

2.915

Duties Summary:

Performs program analysis and evaluation and recommends financing levels; conducts systems studies; and performs other related duties as assigned.

Distinguishing Characteristics:

This class reflects responsibility for reviewing the six-year plans of varied State programs, including the recommendation of new programs and the desired levels of effectiveness and efficiency. A position in this class also participates in studies of program systems involving the independent study of sub-systems and participation in the development of overall findings and

recommendations. Work is performed in accordance with standard statistical and cost/benefit analysis techniques and completed work is subject to general review to insure that objectives have been met.

Examples of Duties:

Performs program analysis and evaluation relative to established program objectives, costs, measures of effectiveness, program size indicators and target groups, and participates with program managers in considering changes; conducts research on relevant economic, legal, social and other factors inherent in programs and issues under review; recommends undertaking new programs and where approved, recommends program objectives, measures of effectiveness, program activities and staffing, and financing levels which will assure the desired level of effectiveness and efficiency; recommends inter-program issues and problems for in-depth study; advises and serves as liaison with program managers relative to program planning policies and procedures; performs fact-finding and analysis of program problems and issues, and assists higher-level personnel; prepares reports and correspondence, reviews draft proposals of legislation and recommends changes thereto; participates in training sessions.

Knowledge and Abilities Required:

Knowledge of: Principles of public administration; functions and organization of State government; report writing; statistical analysis; economics; cost/benefit analytical techniques.

Ability to: Understand the State's program structure and related administrative policies and procedures; understand the underlying concepts and related background of assigned programs; write effective reports; determine data needs, conduct interviews, do other fact-finding, and derive sound conclusions therefrom; apply program evaluation principles, methods, and techniques to various types of assignments; deal effectively with program managers and others; perform work assignments in an independent manner.

PROGRAM EVALUATION ANALYST VI

2.916

Duties Summary:

Conducts program analysis and evaluation and recommends financing levels for one of the major programs in the State's program structures; conducts systems studies; and performs other related duties as assigned.

Distinguishing Characteristics:

This class reflects responsibility for the review of the six-year plans of one of the major programs in the State's program structure, including the recommendation of new programs and the desired levels of effectiveness and efficiency. A position in this class also participates in studies of program systems involving the independent study of sub-systems and participation in the development of overall findings and recommendations. Work is performed in accordance with advanced cost/benefit analysis techniques, and completed work is subject to general review to insure the objectives have been met.

Examples of Duties:

Performs program analysis and evaluation relative to established program objectives, costs, measures of effectiveness, program size indicators and target groups, and participates with program managers in considering changes; serves as team leader as required; conducts research on relevant economic, legal, social and other factors inherent in assigned programs; recommends the undertaking of new programs and where approved, conducts the formulation of program objectives, measures of effectiveness, program activities and staffing, and financing levels which will assure the desired level of effectiveness and efficiency; recommends inter-program issues and problems for in-depth study and participates in such studies; analyzes and interprets trends and developments in the areas of assigned responsibility; recommends changes in the State's organizational structure and changes in law; advises and serves as liaison with program managers relative to program planning, policies and procedures; participates in systems studies involving problems of moderate complexity and diversity of alternatives; prepares reports and correspondence; reviews draft proposals of legislation and recommends changes thereto; participates in legislative hearings and responds to questions relating to the assigned programs; participates in training and actual work assignments involving the use of advanced quantitative techniques.

Knowledge and Abilities Required:

Knowledge of: Principles of public administration; functions and organization of State government; report writing; advanced cost/benefit analytical techniques; statistics; economics including price theory and theory of the firm; the State's program structure and related administrative policies and procedures; underlying concepts and related background of assigned programs.

Ability to: Oversee the analytical work of others and conduct program studies; apply the full range of program evaluation principles, methods and techniques to various types of assignments; deal effectively with a large number of program managers; write effective reports; integrate a broad range of facts and derive sound conclusions; present legislative testimony as required.

PROGRAM EVALUATION ANALYST VII

2.917

Duties Summary:

Conducts program analysis and evaluation and recommends financing levels for a group of major programs, or a single large and exceptionally complex major program, in the State's program structure; conducts systems studies; may serve as team leader; and performs other related duties as assigned.

Distinguishing Characteristics:

This class reflects responsibility for the review of the six-year plans of a group of major programs or a single large exceptionally complex program, including supervision of a group of other analysts. A position in this class also participates in complex multi-program studies requiring the most advanced cost/benefit analytical techniques. Work is performed in accordance with general direction and completed work is subject to general review to insure that objectives are met.

Examples of Duties:

Conducts program analysis and evaluation; reviews the consequences of recommended program changes; develops an integrated and comprehensive view of all sub-programs in the assigned major programs of the State's program structure; and considers interrelationships with other related programs; formulates recommendations and presentations; reviews and approves the work of other analysts; conducts conferences and makes presentations to legislative and administrative groups; makes recommendations to improve the planning and budgeting system; participates in and may supervise systems studies of problems of considerable complexity which involve highly complex analytical methods; prepares reports, correspondence and drafts of legislative proposals; trains other analysts.

Knowledge and Abilities Required:

Knowledge of: Principles of public administration; functions and organization of State government; report writing; advanced

cost/benefit analytical techniques; cost analysis; statistics; economics, including price theory, theory of the firm, and public finance; the State's program structure and related administrative policies and procedures; the underlying concepts and background relevant to the area of assignment; principles and practices of supervision.

Ability to: Supervise comprehensive program studies; deal effectively with program managers, legislative groups, and others; make clear presentations of complex material; train and develop other analysts.