

PART I	STATE OF HAWAII	2.920
	DEPARTMENT OF PERSONNEL SERVICES	2.921
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PROGRAM BUDGET ANALYST SERIES

This series includes all classes of positions, the duties of which are to perform and/or supervise the preparation, analysis and presentation of intermediate- and long-range plans and budgets in the various program areas of the State's program structure.

The activities of positions in this series are in two major areas:

1. Long-range and intermediate-range planning. This deals with the analysis of public policies, issues and problems both in the long-term and over the six year period of the program and financial plans. The emphasis in this category is on analyzing proposed plans, programs and budgets and, as required by Act 185, recommending formalization of program objectives; measures of effectiveness; identification of target groups served; alternatives by which objectives may be achieved; determination of full costs, effectiveness and benefit implications of the alternatives; and resource allocation levels; and clarification of the assumptions, risks and uncertainties involved and identification of the cost, effectiveness and benefit tradeoffs of the alternatives.

2. Budget formulation, presentation and execution. Budgeting is viewed as the means by which approved plans and programs are effectuated. Budget analysis provides for the preparation and presentation of program budgets in accordance with approved resource allocation levels. It also provides for budget execution and day-to-day operational concerns of revising allotments, manpower control and reviewing agency proposals for the use of funds. Work in this area includes the preparation of budget instructions; the formulation of budget estimates including the planning, development and review of fund requirements; the presentation of budget estimates, including their preparation and support (giving testimony before examining, reviewing and fund-granting agencies and gathering additional supporting data for the review and information of these agencies); the execution of approved budgets,

including the determination of fund requirements within authorized limits, funds authorization by allocation, allotment, apportionment, etc., and the exercise of management controls over the expenditure of funds.

Program Budget Analysts at various organizational levels may engage in work of both kinds. However, it is characteristic of most Program Budget Analysts in the higher levels to perform work primarily in the program planning area.

Positions in this series can be found in both the central agency as well as in operating departments. Analysts in both levels of organizations are required to review and evaluate programs and prepare analytical papers. While the basic functions remain the same, the scope and area of responsibility differ. The central agency analysts review programs on a statewide basis while the line agency analysts review programs on a departmental basis.

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 Program Budget Analyst Series approved on December 11, 1975, due to incorporation of managerial levels in EMCP in accordance with Act 254, SLH 1980.

DATE APPROVED: 7/7/1982 /s/ Clement L. Kamalu
for DONALD BOTELHO
Director of Personnel Services

Note: Change class code from 2.928 to 2.926 per circular 98-2, effective June 10, 1998.

PROGRAM BUDGET ANALYST I 2.920

Duties Summary:

Serves in a trainee capacity, receiving on- and off-the-job training in the principles, concepts, techniques, procedures, work processes, policies, regulations and reference materials fundamental to the procedural and technical aspects and the program planning and analysis aspects of budget and program evaluation analysis; and performs other duties as required.

Distinguishing Characteristics:

This is the entry level trainee class designed to provide an introduction to the background, principles, concepts and scope of budget and 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 budget and program evaluation analysis. Supervision is close and immediate with detailed instructions, review and evaluation provided for on assignments selected for training purposes.

Examples of Duties:

Attends orientation and training sessions; learns the principles, techniques, concepts and work processes fundamental

to budget and program evaluation analysis; performs simple tasks for the purpose of gaining knowledge and developing skill in the application of techniques and work processes in budget and program evaluation analysis, such as: reviewing previous reports to learn the bases for prior requests, prior actions taken and their bases, and the kinds of reports required for different requests; gathering and compiling data for review and evaluation by a higher level analyst; and making preliminary evaluations of requests from generally stable programs; studies and becomes familiar with available guidelines and references including State laws, policies, procedures and directives, departmental policies, procedures, standards and instructions, organizational charts, functional statements, program evaluations and other information about the various programs and organizations involved.

Knowledge and Abilities Required:

Knowledge of: General principles of public administration; government organizations and functions; socioeconomic conditions affecting government operations and statistical methods used in the social sciences.

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

PROGRAM BUDGET ANALYST II

2.921

Duties Summary:

Performs a variety of simple to moderately difficult work assignments in the procedural and technical aspects of budget analysis which do not require the services of a trained analyst, performs routine program analysis activities; and performs other duties as required.

Distinguishing Characteristics:

Incumbents of this class are primarily concerned with the procedural and technical aspects of budget analysis work involving simple to moderately difficult assignments pertaining to one or more organizational segments of a State agency. This is the advanced trainee level where an incumbent applies the methods and techniques of budget analysis and program analysis to work assignments by applying well-defined guides and techniques. 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 the State government.

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

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 the supervisor for thoroughness and accuracy, soundness of analysis and for application of pertinent guidelines, good reasoning and judgment.

Examples of Duties:

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

Knowledge and Abilities Required:

Knowledge of: A practical working knowledge of the principles, methods and techniques of budget and program evaluation analysis; the policies, laws, rules and regulations relating to State budget and program evaluation processes; the organizations and functions of individual departments as they relate to budget and program evaluation analysis; fundamentals of report writing; statistical and research methods and techniques; interviewing methods and techniques.

Ability to: Apply the principles, methods and techniques of budget and program evaluation analysis work to actual work situations; obtain pertinent factual data; analyze data and make sound recommendations; establish and maintain effective working relationships; speak and write effectively.

PROGRAM BUDGET ANALYST III

2.923

Duties Summary:

Performs moderately difficult work in the analysis and evaluation of programs in the State structure in relation to the conduct of budget preparation and analysis; and performs other duties as required.

Distinguishing Characteristics:

This is the first level independent worker in the series. Incumbents perform moderately difficult program budget analysis work pertaining to organizational segments of State agencies. Work involves the review and interpretation of program plans and evaluations in preparing budget requests or providing program and budget analysis services.

Positions in the central budget agency are assigned work which routinely encompasses problems of average difficulty and complexity, requiring the application of sound judgment, technical knowledge and skills and knowledge of the organization and functions of agencies served.

The Program Budget Analyst in a large operating department has responsibility for carrying out the review of technical and procedural aspects of the budget process for one or more principle organizational segments, under the supervision of a

higher level analyst.

Supervision received is of a general nature and assignments are given and explained by a higher level analyst who also reviews finished assignments for completeness, conformity with current policies and legal requirements and for the application of good judgment. Unusual and/or complex problems are referred to the supervisor or a higher level analyst.

Examples of Duties:

Central Budget Agency positions: Assists in providing program and budget analysis services by independently evaluating programs, budget requests, manpower requests, requests for transfer of funds, etc., of organizational segments of State agencies by gathering and compiling data and making preliminary analysis, evaluations and recommendations for discussion with the supervisor or a higher level Program Budget Analyst; reviews, evaluates, comments and makes recommendations on the more simple proposed legislation as it affects organizational segments services; explains well-established policies, procedures and instructions to various agency personnel and guides them in preparing budget requests to the extent that the incumbent is able; conducts research and compiles information when requested for use by the supervisor or higher level Program Budget Analyst; explains the content and intent of the appropriations bill to other agency personnel to the extent that the incumbent is able; assists supervisor in making a continuous review of departmental programs by reviewing departmental reports; interviewing program personnel, observing and making reports to the supervisor; conducts studies of budget and other related matters and prepares preliminary findings and recommendations for discussions.

Operating Department positions: Reviews budget requests and supportive data for arithmetic accuracy, conformance with instructions, appropriateness of methodology, conformance with previous expenditures, legislative decisions and long- and intermediate-range program planning objectives and for adequacy of justification; gathers additional data and discusses discrepancies with program personnel and other analysts, as necessary; compiles and consolidates budget requests, and prepares preliminary recommendations; participates in staff conferences; provides information on and explains legislative, departmental and/or Central Budget Agency policies, procedures, standards, guidelines and other requirements; and performs other related duties as assigned.

Knowledge and Abilities Required:

Knowledge of: In addition to the knowledge and abilities required at the next lower level, good working knowledge of the principles, methods and techniques of budget and program evaluation analysis work; the policies, laws, rules and regulations relating to State budget processes; and the organization and functions of departments as they relate to budget and program evaluation analysis.

Ability to: Exercise judgment, tact and discretion in applying and explaining instructions, policies and procedures; apply knowledge of departmental organization and functions as they relate to the budget and program planning process; present facts clearly both orally and in writing.

PROGRAM BUDGET ANALYST IV

2.924

Duties Summary:

Conducts program analysis and evaluation, budget analysis and recommends funding levels for programs in the State's program structure; conducts system studies; performs budget analysis work which regularly encompasses complex problems; assists in the formulation and execution of the budget for State programs; and performs other duties as required.

Distinguishing Characteristics:

This class reflects responsibility for reviewing the six-year plans of varied State programs. A position in this class also participates in studies of program analysis and evaluation involving issues and problems of limited scope. Work is performed in accordance with instructions and is subject to periodic review while in progress.

In addition to program analysis and evaluation, work at this level also involves the full range of procedural and technical aspects of budget analysis work such as:

- a. The analyst in the planning and analysis branch of a Central Budget Agency with assignments that regularly include complex problems in budget analysis.

- b. The analyst in a large operating department with responsibility for providing staff support and assistance in formulating and executing the budget for the department. Work is performed in accordance with policies, standards, procedures, other requirements and controls as established by the Central Budget Agency.

Examples of Duties:

Central Budget Agency positions: 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 program changes; conducts research on relevant economic, legal, social and other factors inherent in assigned programs; prepares reports of findings and recommends funding 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.

Operating Department positions: Transmits and explains instructions, forms and other materials prepared by the Central Budget Agency and used in the development of budget estimates and requirements, program evaluations, and expenditure plans; may prepare additional instructions, forms and other materials, as necessary; assists program personnel in preparing budget requirements, expenditure plans and justification materials; reviews and analyzes budget requests and expenditure plans to insure that they are prepared as instructed, that requests and plans are reasonable and that justifications are complete, adequate and meaningful; compiles department's final budget and expenditure plan for submittal to the Central Budget Agency; reviews the status of appropriations, allotments, fund balances and effects of rates of expenditure; maintains liaison with the Central Budget Agency staff; serves as resource person to the department head at budget hearings; reviews and analyzes budgetary implications of proposed or authorized changes in organization functions and activities; makes special studies as required; prepares budgetary and other reports; may supervise research and clerical staff and/or one lower level analyst; performs other related duties as assigned.

Knowledge and Abilities Required:

Knowledge of: Principles of public administration; functions and organization of State government; statistical analysis; basic economics; effective report writing; and the fundamental principles, methods and techniques used in program analysis and evaluation. Thorough working knowledge of the principles, methods and techniques of budget analysis work; the policies, laws, rules and regulations relating to State budget processes; the organization and functions of departments as they relate to budget and program planning analysis; and current and proposed legislation that affect State budgets and budget processes.

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 analysis and evaluation principles, methods and techniques to various types of assignments; develop an in-depth understanding of assigned programs; exercise judgment, tact and discretion in applying and explaining instructions, policies and procedures; apply knowledge of departmental organization and functions as they relate to the budget process; present facts clearly both orally and in writing.

PROGRAM BUDGET ANALYST V

2.925

Duties Summary:

Performs program analysis and evaluation and recommends funding levels for programs in the State's program structure; conducts systems studies; performs budget analysis work which regularly includes the most difficult problems; may supervise the work of lower level analysts; and performs other duties as required.

Distinguishing Characteristics:

This class reflects responsibility for reviewing 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. Positions also perform statistical and cost/benefit studies using analytical techniques. Completed work is subject to general review to insure that objectives have been met. Work of this level involves the procedural and technical aspects of budget analysis work as well as the program planning and analysis aspects.

Positions at this level are typically:

- A. The Analyst in the Planning and Analysis Branch of a central budget agency with assignments that regularly include the most difficult problems. Generally, the analyst is assigned one of the following functions:
 - 1. Reviews the six-year plans of one of the major programs in the State's program structure.
 - 2. Assists a higher level analyst responsible for the review of the six-year plans of a group of major programs or a single large and exceptionally complex major program in the State's program structure.
- B. The Analyst in the Fiscal Revenue Branch of a central budget agency with responsibility for conducting research and analysis regarding budgetary and other related matters to be used as basic resource by the central budget agency in formulating, presenting and executing the budget.
- C. The Analyst in a large operating department involving significant complexities with responsibility for providing staff support and assistance in formulating and executing the program and financial plans and the budget for the department, including the supervision of two or more lower level Analysts.

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 program changes; conducts research on relevant economic, legal, social and other factors inherent in assigned programs; recommends the undertaking of new programs and where approved, researches to develop program

objectives, measures of effectiveness, program activities and staffing, and funding levels which will assure the desired level of effectiveness and efficiency; recommends the termination or modification of existing programs; 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 training and actual work assignments involving the use of quantitative and qualitative analytical techniques.

Knowledge and Abilities Required:

Knowledge of: Principles of public administration; functions and organization of State government; report writing; 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; principles, methods and techniques of budget and program evaluation analysis work; policies, laws, rules and regulations relating to State budget and program planning processes; the organization and functions of departments as they relate to budget and program evaluation analysis; current and proposed legislation that affect the State budget and budget process.

Ability to: 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; exercise judgment, tact and discretion in applying and explaining instructions, policies and procedures; apply knowledge of departmental organization and functions as they relate to the budget and program evaluation processes; present facts clearly both orally and in writing; learn and apply principles and practices of supervision; and analyze, evaluate and make sound decisions on the most complex problems. Operating department positions must also have the ability to supervise lower level analysts.

PROGRAM BUDGET ANALYST VI

2.926

Duties Summary:

Conducts program and budget analysis and evaluation; recommends funding 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; serves as team leader; and performs other duties as required.

Distinguishing Characteristics:

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

This class also includes the position which assists the branch chief in formulating, implementing and evaluating the State's Capital Improvements Program and which assumes the duties and responsibilities of the branch chief during his absence.

Examples of Duties:

As a working supervisor, conducts program analysis and evaluation; reviews the potential consequences of recommended program changes; develops an integrated and comprehensive view of all sub-programs in the assigned major program or programs of the State's program structure, and considers inter-relationships with other related programs; assumes responsibility for the review, analysis and evaluation of budgetary needs and problems; coordinates the study of budgets, long-range plans and allied matters pertaining to assigned programs; reviews, evaluates and makes recommendations on specific departmental appropriations, requests for supplementary or deficiency appropriations, requests for transfer of funds, etc.; analyzes, evaluates and makes recommendations for approval or veto of proposed legislation pertaining to assigned programs; prepares comprehensive reports of findings and recommendations; 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 complex analytical methods; and trains other analysts.

Knowledge and Abilities Required:

Knowledge of: Principles of public administration, functions and organization of State government; report writing; 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; comprehensive knowledge of the operations of the State's entire budget process; and a thorough knowledge of departmental policies.

Ability to: Supervise the conduct of comprehensive program studies; deal effectively with program managers, legislative groups and others; make clear presentations of complex material; plan, assign and review the work of others; analyze, evaluate and draw sound conclusions from available data; prepare clear, concise and comprehensive instructions and reports; speak effectively before groups; and apply sound administrative principles and techniques.