

# Planning, Research and Analysis Career Family

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This career family includes jobs concerned with reviewing, examining and evaluating organizational structures, administrative policies, and management systems. Prepares summary reports and recommends changes in organizations, methods, policies, procedures, or practices concerning such management systems as budget forecasting, records management and information management. Conducts studies and advises program administrators on feasibility, cost-effectiveness, and regulatory conformance of proposals for special project or ongoing programs. Consults with administrators to discuss overall intent of projects, and determines broad guidelines for studies, using knowledge of subject area, research techniques, and regulatory limitations. Reviews and evaluates materials provided with proposals. Organizes data from all sources using statistical methods to ensure validity of materials. Evaluates information to determine feasibility of proposals or to identify factors requiring amendment. Develops alternate plans for programs or projects, incorporating recommendations for review of program administrators. Maintains collection of socioeconomic, environmental, regulatory, etc. data related to agency functions for use in planning and administrative activities.

## **Management Analyst-series**

Professional/supervisory organization and administrative analysis work. Positions evaluate and make recommendations to improve agency organizational structure, administrative policy/procedure, and work methods in such areas as records and publications management, organization of office space, work and information flow, information systems, fiscal and budgetary analysis, cost-benefit analysis, legal or regulatory requirements, etc.

## **Planner-series**

Professional/supervisory interdisciplinary planning and analysis work. Positions develop or assist in the development of state or community plans, which involves such activities as identifying customer/client needs; evaluating the effectiveness of current services; projecting service utilization; presenting information at public meetings to explain or interpret agency policy/positions, interpret technical material or explain controversial issues; conducting cost-benefit analyses of current or proposed policy/services; collecting and assembling data from a variety of sources for analysis or inclusion in reports or plans; developing action plans; monitoring the planning project and execution of actions in adopted plans; advising municipal, county, regional and other planning entities on the development and management of plans; researching and social and economic impact of proposed actions; and review of plans and proposals submitted by consultants.

## **Legislative Audit Program Evaluation Specialist-series**

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

# Management Analyst Supervisor 2

Sample of a Typical Position (Benchmark)\*

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## Position Purpose

Supervise studies of the department's organization, methods and systems. Supervise purchasing and inventory services (Department has 1800 employees located in multiple geographic locations).

**ANNOTATION: An MAS 2 typically supervises large and complex intra-departmental studies and projects that affect large operations and systems or multiple, smaller operations and systems. Outcomes often affect the services provided to a significant segment of the public.**

**Reports to:** Director, Administrative Services

## Supervises:

- 2 Management Analysts 1(directly)
- 1 Stores Supervisor (directly)
- 1 Clerk 3 (indirectly)
- 3 Stores Clerks (indirectly)

## Budget (annual):

Department Studies	\$ 75,000
Miscellaneous Repairs	\$ 5,000
Purchasing	\$200,000
Stores	\$350,000
Printing	\$ <u>85,000</u>
	\$815,000

## Indirect budget responsibilities:

Consumable Inventory	\$16 million
Fixed Asset Inventory	\$38 million

## Clients:

Department Managers  
Inventory Control Supervisors  
Central Stores and shop  
Department of Administration - Inventory Mgmt, Procurement, and Management Analyst Division

**\*This is a composite of several positions.**

## Principal Responsibilities

- I. **Supervise employees in the Management Analyst, Purchasing and Inventory (fixed and consumable) units so that the mission, goals, and functions in each unit are achieved.**

### **A-30-A**

1. Analyze units' needs and develop and implement short and long range work plans for each unit.
2. Determine structure of work units and specific job assignments.
3. Hire, transfer, and promote employees.
4. Train employees to ensure that they have sufficient technical and procedural knowledge to successfully perform their job duties.
5. Determine work priorities, assign work, and monitor completion of work.
6. Evaluate work performance.
7. Analyze and recommend courses of action to resolve employee problems. Discipline, suspend, demote or terminate employees if necessary.
8. Mediate and adjust employees' grievances according to the requirement of the appropriate contract or plan.
9. Ensure understanding and practice of Affirmative Action and Workforce Diversity principles.

**ANNOTATION: The percentage of time spent doing supervisory tasks varies by position, but supervisory positions perform most of the tasks described in this responsibility. Refer to M.S. 179A.03 Subd. 17 for the statutory definition of supervisory employee.**

### **II. Supervise projects and studies initiated by clients from all divisions in the department.**

### **A-35-A**

1. Conduct preliminary interviews with clients.
2. Define and write scope of study or project, including objectives, methodology, timetable, assumptions and constraints.
3. Select project team members from across department, allocate work assignments to project team, hold regular team meetings.
4. Guide the project team in the development of appropriate data collection tools and techniques such as: questionnaires, work sheets, information gathering forms, and on-site observations.
5. Guide the project team in the analysis of data and prepare recommendations.
6. Write project report.
7. Present findings and recommendations to client(s).
8. Offer consultant services for implementation.

**ANNOTATION: Studies are based on principles of organizational theory and advanced analytical techniques. The MAS2 directs and evaluates the activities and outcomes of the professional team to assure quality and improved work processes.**

### **III. Assist the Department's program managers with developing legislation and rules.**

### **A-15-A**

1. Participate in discussions with managers to identify legislative issues.
2. Analyze legislative proposals and identify issues and their affect on program operations and services.
3. Write drafts of rules and statements of need and reasonableness.
4. Initiate and properly file on schedule all documents required by M.S. 14.

5. Provide technical assistance to managers in writing and filing statements in response to substantive comments made at hearings.
6. Write final draft of rules.

**IV. Supervise the Department's purchasing and inventory operations.**

**A-20-A**

1. Meet with users to determine their needs, evaluate resources, and determine the scope of services provided by the units.
2. Evaluate policies, procedures and operations to determine the most effective way to provide services. Develop and modify policies, procedures and operations to maximize services.
3. Develop administrative guidelines and procedure manuals to ensure consistency within the Department.
4. Recommend budgets for each unit and monitor units' expenses.
5. Develop and implement studies, initiate reports on special projects affecting inventory center and department-wide operations so new methods and techniques can be developed and implemented.

**ANNOTATION: The Department's inventory system has 18,000 items. Consumable inventory is valued at \$2 million and fixed assets inventory at approximately \$3 million. An MAS2 supervises large and diverse administrative functions. Large is typically measured in terms of volume, dollars, and complexity. In contrast, an MAS1 supervises smaller units. At both the MAS1 and MAS2 levels, there is an emphasis on analyzing and improving work methods and processes within designated work units.**

# Management Analyst Supervisor 3

Sample of a Typical Position (Benchmark)\*

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## Position Purpose

Supervise studies of the Department's organization, methods and systems.

**ANNOTATION: An MAS3 is the department's expert in systems, methods, and organization analysis. They direct studies with little or no procedural precedent. Studies have major department and state-wide implications. Studies may lead to major departmental reorganizations and long-range changes in agencies services.**

## Reports to:

Assistant Commissioner, Operations

## Supervises:

1 Management Analyst 3  
2 Management Analysts 2  
1 Management Analyst 1  
1 Systems Analyst  
Contracted Consultants as needed

**Budget (annual):** \$850,000

## Clients:

Executive Staff  
Program Managers  
Intertech staff  
Legislative staff and committee chairs

**\*This is a composite of several positions.**

## Principal Responsibilities

- I. **Supervise employees in the Management Analyst unit so that the mission, goals and functions of the unit are achieved.**

### A-30-A

1. Analyze unit's needs and develop and implement short and long range work plans for each unit.
2. Determine structure of work unit and specific job assignments.
3. Hire, transfer, and promote employees.
4. Train employees to enhance their knowledge of the principles and methodologies used in organizational and methods analysis.

5. Determine work priorities, assign work, and monitor completion of work.
6. Evaluate work performance.
7. Analyze and recommend courses of action to resolve employee problems. Discipline, suspend, demote, or terminate employees if necessary.
8. Mediate and adjust employees' grievances according to the requirements of the appropriate collective agreement or plan.
9. Ensure understanding and practice of Affirmative Action and Workforce Diversity principles.

**ANNOTATION: The percentage of time spent doing supervisory tasks varies by position, but supervisory positions perform most of the tasks described in this responsibility. Refer to M.S.179A.03 Subd.17 for the statutory definition of supervisory employee.**

- II. **Supervise studies and projects initiated by clients from all divisions in the department to ensure that organizations and systems support the Department's strategic plan and the intentions of enabling legislation.**

#### **A-55-A**

1. Conduct preliminary interviews with clients to determine need for studies and projects.
2. Develop study work plans to reflect legislative and policy requirements. This includes defining the scope of studies and projects, their objectives, methodology, timetables, assumptions, and restraints.
3. Select project teams (including staff from program areas), allocate work assignments to individual team members, and establish parameters for study teams.
4. Prepare project budgets for approval by the Assistant Commissioner.
5. Approve all study and project expenditures. Ensure that adequate controls are in place to meet legislative audit requirements and good business practices.
6. Guide project teams in the development of data collection tools and techniques such as questionnaires, work sheets, information gathering forms, and on-site observations.
7. Ensure that the following steps are built into studies and projects: involvement of Senior management; involvement by key division and unit staff; communication to management and employees during study period; flexibility for gathering additional information, conducting additional analysis, and pursuing non traditional alternatives to resolve study and project problems.
8. Guide study and project teams in the analysis of data and preparation of recommendations.
9. Guide study and project teams in writing project and study reports.
10. Present findings and recommendations to clients.

**ANNOTATION: An MAS3 supervises complex, high risk studies; there are few precedents to follow in developing study parameters and studies often have significant legislative interest.**

- III. **Develop plans to implement studies and projects.**

#### **A-15-A**

1. Identify specific steps necessary to implement studies and projects.
2. Work with management and staff to determine resources necessary for successful implementation.
3. Coordinate transition planning so there is minimal disruption in work and services.

4. Ensure that study teams develop training curriculum and trainers to teach staff new processes and procedures.

# Management Analyst 2

Sample of a Typical Position (Benchmark)\*

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## Position Purpose

As an internal management consultant, study managerial/organizational productivity and effectiveness within a Department; draft legislation and rules.

**Reports to:** Manager, Financial and Management Analysis Unit

**Supervises:** As a project leader, one or more Management Analysts for studies of limited scope and specific work assignment objectives.

**ANNOTATION: Management Analyst 2s may act as lead analyst on projects/studies, but serving as a lead analyst isn't necessary for allocation to this level.**

**Budget:** No direct budget control. Position has indirect impact on areas within the department where studies increase efficiency and reduce costs.

## Clients:

Department managers and employees  
County service providers  
Program participants

**\*This position is a composite of several positions.**

## Principal Responsibilities

- I. **As project leader and/or team member, conduct studies that focus on organizational and staffing functions: work flow and workload distribution; staffing needs, reporting relationships, and efficiency; automation; service delivery; and fiscal planning:**

## A-50-A

1. Research and review historical and background information.
2. Define the scope of the project, including objectives, timetables, assumptions, constraints, resources, background, and client.
3. Obtain agreement from client management.
4. Develop data collection tools such as questionnaires, interview guides, activity logs, work sheets, flowcharts, and on-site observations.
5. Determine data needs and collect relevant data.

6. Develop and analyze alternative solutions.
7. Develop recommendations for modifications and/or new policies and procedures.
8. Present findings, recommendations, and implementation suggestions.
9. Design implementation strategy and obtain agreement with client management.
10. Prepare implementation tools such as manuals, procedures, training materials, new or redesigned forms.
11. Present informational or training sessions to personnel affected by changes or modifications.

**As project leader for study:**

1. In cooperation with project team, establish project schedule, assign tasks, monitor progress.
2. Set standards for team performance.
3. Anticipate and identify problems confronting team and solve as necessary.
4. Regularly advise supervisor and client on project status.
5. Coordinate and edit written project reports and review for clarity, quality, completeness of documentation, appropriate depth of analysis, and logic in formulating recommendations.

**ANNOTATION: Management Analyst 2s determine analytical methods and project design. Although studies and projects are complex but related to single or related procedures and processes. Studies and projects are limited in financial and human resources.**

**II. Assist Department Management in preparing for legislative session:**

**A-25-A**

1. Coordinate preparation of briefing papers on departmental issues.
2. Draft portions of departmental legislation.
3. Determine methodology and analyze administrative and programmatic affects of proposed legislation.
4. Participate in management team meetings to develop legislative strategy for the session.
5. Coordinate and prepare portions of legislative status reports for the previous year.

**ANNOTATION: Management Analyst 2s determine appropriate analytical methods and adapt them to multiple legislative issues. Issues may affect the cost and delivery of programs for a department or large division. A Management Analyst 2 is expected to gain sufficient program knowledge to draft portions legislation. As issues become more complicated and affect larger segments of the population, the MA2 works under closer direction from a higher level Management Analyst or manager.**

**III. Develop and promulgate rules for a system to register Occupational Therapy practitioners in Minnesota.**

**A-25-A**

1. Research and review literature, legislation and rules from other states, evidence submitted at public forums, Occupational Therapy Association application for regulation, and information from Occupational Analysis staff.
2. Prepare issue statements which identify critical provisions of the rules.

3. Prepare a written workplan detailing tasks and deadlines for completion of the rulemaking process.
4. Organize work groups composed of occupational representatives and consumers, and agency personnel knowledgeable about registration systems to analyze issues and develop proposed rules.
5. Draft and edit language for proposed rules, including written justification for rules.
6. Prepare and file all required documents for public hearings.
7. Participate at public hearings and prepare comments for the department prior to the closing of the hearing record, if necessary.
8. After necessary approvals, develop final rule document and adoption.

**ANNOTATION: A Management Analyst 2 is expected to take a proposed rule from initial research through to the final rule. As rules become more complicated, involving multiple issues and interrelated policies, the Management Analyst 2 receives more support from higher level analysts or managers.**

# Management Analyst 3

## Sample of a Typical Position (Benchmark)\*

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### Position Purpose

Design and implement studies for the department. Current project: Design, develop and implement a study of the quality assurance system for the Reimbursement Division.

**ANNOTATION: Studies conducted by Management Analyst 3s are generally large and complex. They affect larger state agencies, multiple divisions, multiple smaller agencies, or services provided to a significant segment of the public. The benchmark has an impact on the State's eight Regional Treatment Centers and one nursing home.**

**Reports to:** Management Analyst Supervisor 3

**Supervises:** Provides work direction to study and project teams. Several teams may work on studies and projects concurrently.

**Budget:** No direct budget control. Position has an indirect impact on areas within the department where studies increase efficiency and reduce costs.

### Clients:

Department management and staff  
Regional Treatment Center management and staff  
Local, state, and federal agencies working with the Department

**\*This position is a composite of several positions.**

### Principal Responsibilities

- I. **Direct projects and studies initiated by clients from all divisions in the department.**

#### A-65-A

1. Conduct preliminary interviews with clients.
2. Define and write scope of studies or projects, including objectives, methodology, timetables, assumptions and constraints.
3. Select employees to serve on project teams from across department, allocate work assignments to project teams, hold regular team meetings.
4. Guide project teams in the development of appropriate data collection tools and techniques such as questionnaires, work sheets, information gathering forms, and on-site observations.
5. Write project reports.
6. Present findings and recommendations to clients.

7. Design manuals, training curriculum and pilots for implementation of study results.

**ANNOTATION: A Management Analyst 3 is accountable for an entire study through the implementation stage. MA 3s determine study methodology and parameters, implement study methodology, monitor progress, write study reports, make final recommendations to agency management, and implement study recommendations.**

**II. EXAMPLE OF A TYPICAL STUDY: Plan, design, and implement a quality assurance study of the Reimbursement Division work units and operations.**

1. Define and write scope of study, including objectives, methodology, timetable, assumptions, and constraints.
2. Select project team from among Division staff.
3. Establish timeframes and review schedule.
4. Develop data collection tools and techniques such as: questionnaires, work sheets, information gathering forms, and on-site observations.
5. Develop customer service surveys, standards, and strategies for using the quality assurance data in short and long-term planning.
6. Determine methodology and guide team in analyzing data and preparing recommendations.
7. Write project report and present recommendations to clients.

**ANNOTATION: Studies are complex at the 3 level as indicated by the multiple operations included in the Quality Assurance study: billing, collections, accounting, insurance claims, CCDFT administration, cost accounting, MA parental fee, financial analysis and reporting. Complexity is enhanced by the fact that these systems affect complementary systems in the eight Regional Treatment Centers and one nursing home.**

**III. Implement the Department's quality assurance system on an ongoing basis.**

**A-35-A**

1. Conduct surveys, gather data, and recommend solutions to correct problems.
2. Review operations at the Regional Treatment Centers and Central Office.
3. Identify operational problems and substandard/out-of-compliance performance.
4. Recommend corrective actions.

# Management Analyst 4

Sample of a Typical Position (Benchmark)\*

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## Position Purpose

Develop and implement studies of the Department's organization, work methods, and systems.

**ANNOTATION: An MA4 is the department's expert in systems, methods, and organization analysis. They direct studies with little or no procedural precedent. Studies have major department and state-wide implications. Studies may lead to major departmental reorganizations and long-range changes in agencies services.**

**Reports to:** Assistant Commissioner, Administrative Services

**Supervises:** As a study/project leader, one or more Management Analysts and staff from program areas.

**Budget (annual):** \$50,000 project dollars

## Clients:

Executive staff  
Program managers  
Intertech staff  
Legislative staff and committee chairs  
Citizens receiving the department's services

**\*This is a composite of several positions.**

## Principal Responsibilities

- I. **Direct studies and projects initiated by clients from all divisions in the department to ensure that organizations and systems support the Department's strategic plan and the intentions of enabling legislation.**

## A-65-A

1. Conduct preliminary interviews with clients to determine need for studies and projects.
2. Develop study work plans to reflect legislative and policy requirements. This includes defining the scope of studies and projects, their objectives, methodology, timetables, assumptions, and restraints.
3. Select project teams (including staff from program areas), allocate work assignments to individual team members and establish parameters for study teams.
4. Prepare project budgets for approval by the Assistant Commissioner.

5. Approve all study and project expenditures. Ensure that adequate controls are in place to meet legislative audit requirements and good business practices.
6. Guide project teams in the development of data collection tools and techniques such as questionnaires, work sheets, information gathering forms, and on-site observations.
7. Ensure that the following steps are built into studies and projects: involvement of senior management; involvement by key division and unit staff; communication to management and employees during study period; flexibility for gathering additional information, conducting additional analysis, and pursuing non-traditional alternatives to resolve study and project problems.
8. Guide study and project teams in the analysis of data and preparation of recommendations.
9. Guide study and project teams in writing project and study reports.
10. Present findings and recommendations to clients.

**ANNOTATION: An MA4 directs complex, high risk studies; there are few precedents to follow in developing study parameters; studies often have significant legislative interest.**

## **II. Develop plans to implement studies and projects.**

### **A-15-A**

1. Identify specific steps necessary to implement studies and projects.
2. Work with management and staff to determine resources necessary for successful implementation.
3. Coordinate transition planning so there is minimal disruption in work services.
4. Ensure that study teams develop training curriculum and trainers to teach staff new processes and procedures.

**ANNOTATION: An MA4 frequently implements study results. This may involve developing training manuals and curriculum. Implementation may affect state employees in multiple departments, county and municipal employees, and program recipients in the community.**

## **III. Administer contracts with private consultants hired to assist the Department with major studies.**

### **A-20-A**

1. Review potential consultant firms and prepare hiring recommendations for the Assistant Commissioner.
2. Along with the Assistant Commissioner, negotiate consultant contracts for multiple studies.
3. Review and maintain familiarity with all the provisions of all contracts.
4. Meet regularly with consultants to discuss personnel, facility and production matters.
5. Negotiate modifications to contracts in the best interest of the department and submit to Assistant Commissioner for approval.
6. Participate in interstaff meetings and joint production efforts.
7. Conduct periodic evaluations of consultants' work to ensure compliance with contracts.
8. Direct the flow of information, materials, and data between the Department and consultants to maintain uninterrupted production.

**ANNOTATION: An MA4 may be responsible for several major contracts at the same time. Contract dollars may exceed several million dollars annually.**

# Management Analyst 1

Sample of a Typical Position (Benchmark)\*

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## Position Purpose:

Implement organization and methods studies of divisions and organizational units within the Department.

**Reports to:** Budget Director

**Supervises:** On occasion, the incumbent coordinates other project team members in completing work tasks.

**Budget:** NA

## Clients:

Department managers and staff  
Budget Task Force  
Department of Finance

**\*This position is a composite of several positions.**

## Principal Responsibilities

- I. **Independently or as part of team, conduct studies that focus on organizational and staffing functions: work flow and workload distribution; staffing needs, reporting relationships, and efficiency.**

### A-100-A

1. Review historical and background information.
  2. Develop survey instruments, determine data needs and collect study data.
  3. Analyze data.
  4. Recommend modifications or new policies and procedures.
  5. Write portions of the study or project report.
  6. Present portions of the recommendations to clients.
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- II. **EXAMPLE OF A TYPICAL STUDY: Analyze and develop recommendations for restructuring the Department's budget allocation process.**
    1. Develop flow charts of existing budget process.

2. Review cost center data to determine if the information that's collected reflects administrative requirements.
3. Review alternate methods of cost analysis.
4. Prepare recommendation.
5. Implement a uniform method of analysis for cost comparisons among different budget levels.
6. Establish protocol for projecting program use, staffing needs, operating costs, capital investment, and revenue forecasts.
7. Recommend an equitable allocation process for different program areas.

**ANNOTATION: The budget allocation process and operating problems in this situation are clearly defined. An MA1 typically studies less complicated problems within limited parameters.**

**III. EXAMPLE OF A TYPICAL STUDY: Analyze pension fund and benefits data from Police and Fire Relief Associations and recommend new or modified reporting requirements.**

1. Collect, classify, and analyze financial data from Police and Fire Pension funds.
2. Summarize data using basic statistics.
3. Prepare recommendations.
4. Present recommendations to supervisory.

**ANNOTATION: An MA1 makes few decisions about the methodology and scope of studies. If an MA1 works independently, studies usually have established precedents to follow. The MA1 works as part of a team on larger studies requiring more complex analysis.**

# Management Analyst Supervisor 1

Sample of a Typical Position (Benchmark)\*

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## Position Purpose

Supervise several administrative service areas including: Methods and Organizational Analysis, document center, graphics and forms design, and records retention.

**Reports to:** Director, Management Services

## Supervises:

1 Management Analyst  
3 Word Processing Operators 2  
1 Clerk 4  
1 Clerk-Typist 4

**Budget (annual):** Approximately \$255,000 for staff salaries and supplies.

## Clients:

Department staff  
County service providers  
Contractors and vendors

**\*This position is a composite of several positions.**

## Principal Responsibilities

1. **Supervise employees in the Methods and Organization Analysis unit, document center, graphics and forms design, and records retention units.**

## A-30-A

1. Analyze units' needs and develop and implement short and long range work plans for each unit.
2. Determine structure of work units and specific job assignments.
3. Hire, transfer, and promote employees.
4. Train employees in technical areas, safety policies and procedures.
5. Determine work priorities, assign work, and monitor completion of work.
6. Evaluate work performance.
7. Analyze and recommend courses of action to resolve employee problems. Discipline, suspend, demote or terminate employees if necessary.
8. Mediate and adjust employees' grievances according to the requirements of the appropriate contract or plan.
9. Administer the existing labor agreements and contracts negotiated with MMA and AFSCME.
10. Ensure understanding and practice of Affirmative Action and Workplace Diversity principles.

**ANNOTATION: The percentage of time spent doing supervisory tasks varies by position, but supervisory positions perform most of the tasks described above. Refer to M.S. 179A.03 Subd. 17 for the statutory definition of supervisory employee.**

**II. Supervise projects and studies initiated by clients from all divisions in the department.**

**A-40-A**

1. Conduct preliminary interviews with clients.
2. Define and write scope of study or project, including objectives, methodology, timetable, assumptions and constraints.
3. Select project team members from across department; allocate work assignments to project team, hold regular team meetings.
4. Guide the project team in the development of appropriate data collection tools and techniques such as: questionnaires; work sheets; information gathering forms; and on-site observations.
5. Guide the project team in the analysis of data and prepare recommendations.
6. Write project report.
7. Present findings and recommendations to clients.

**ANNOTATION: An MAS1 typically supervises special projects and studies of clearly defined problems. Studies and projects are conducted within defined parameters. The results affect operations and systems such as records and publication management, office space organization, work information flow, data processing, fiscal and budgetary analysis, cost/benefit analysis, and legislative review. Results usually do not redefine the way business is done, but rather improve existing processes.**

**III. Supervise all functions in the document center, graphic and form's design, and records retention units.**

**A-30-A**

1. Meet with users to determine their needs, evaluate resources, and determine the type and scope of services that the unit will provide.
2. Evaluate policies, procedures and operations to determine the most affective way to provide services.
3. Recommend budgets for each unit and monitor units' expenses
4. Monitor the progress of projects through the units to ensure that work remains on schedule.
5. Design and maintain Macintosh network hardware and software.
6. Determine need and purchase new equipment; schedule repair and maintenance for existing equipment.
7. Manage computerized inventory of all projects.

**ANNOTATION: The administrative functions typically supervised by an MAS1 link department wide processes and procedures to program operations and client services. A second characteristic of an MAS 1 is their emphasis on analyzing and improving work methods and processes within the units they supervise. Tasks 1 and 2 illustrate this.**

# Management Analyst Class Series At a Glance Chart

MAPE)

Management Analyst 1  
(14-D:5L MAPE)

Management Analyst 2  
(14-D:7L MAPE)

Management Analyst 3  
(14-D:10L MAPE)

Management Analyst 4  
(14-D:15L)

Management Analyst Supv. 1  
(16-F:12K MMA)

Management Analyst Supv. 2  
(16-F:15K MMA)

Management Analyst Supv. 3  
(16-F:19K MMA)

Nature & Scope / Key Work Activities

**Work Context**

Scope of Work

- Division
- Inter-Divisional
- Department/Statewide

Nature of Work Assignments

- Recurring
- Non-recurring/Similar
- Non-recurring/New/Novel

**Work Content**

Policy & Procedures/ Organizational Analysis

- Apply current procedures/policies
- Modify current procedures/policies
- Formulate new procedures/policies/ legislative language
- Redesign organizational structures

Diagnostics/Problem solving

- Deductive Reasoning
  - Identify
  - Summarize
- Inductive Reasoning
  - Evaluate
  - Advise
- Hypothesis Development
  - Design
  - Consult

Data/Information Technology and Resource Management

- Collects, verifies, analyzes data
- Converts data to meaningful information
- Creates understanding by evaluating information
- Creates “applied knowledge” from understanding

Administrative

- Office Administration
  - Employee supervision
  - Office Budget
- Project/Study Leadership
  - Project/Study Staff Direction
  - Project/Study Budget

Report Results

- Construct tables and graphs
- Prepare & deliver oral presentations
- Write narrative reports for entire project/study

	Management Analyst 1 (14-D:5L MAPE)	Management Analyst 2 (14-D:7L MAPE)	Management Analyst 3 (14-D:10L MAPE)	Management Analyst 4 (14-D:15L)	Management Analyst Supv. 1 (16-F:12K MMA)	Management Analyst Supv. 2 (16-F:15K MMA)	Management Analyst Supv. 3 (16-F:19K MMA)
<b>Work Context</b>							
<u>Scope of Work</u>							
• Division	-----	-----	-----	-----	-----	-----	-----
• Inter-Divisional	-----	-----	-----	-----	-----	-----	-----
• Department/Statewide	-----	-----	-----	-----	-----	-----	-----
<u>Nature of Work Assignments</u>							
• Recurring	-----	-----	-----	-----	-----	-----	-----
• Non-recurring/Similar	-----	-----	-----	-----	-----	-----	-----
• Non-recurring/New/Novel	-----	-----	-----	-----	-----	-----	-----
<b>Work Content</b>							
<u>Policy &amp; Procedures/ Organizational Analysis</u>							
• Apply current procedures/policies	-----	-----	-----	-----	-----	-----	-----
• Modify current procedures/policies	-----	-----	-----	-----	-----	-----	-----
• Formulate new procedures/policies/ legislative language	-----	-----	-----	-----	-----	-----	-----
• Redesign organizational structures	-----	-----	-----	-----	-----	-----	-----
<u>Diagnostics/Problem solving</u>							
• Deductive Reasoning	-----	-----	-----	-----	-----	-----	-----
- Identify	-----	-----	-----	-----	-----	-----	-----
- Summarize	-----	-----	-----	-----	-----	-----	-----
• Inductive Reasoning	-----	-----	-----	-----	-----	-----	-----
- Evaluate	-----	-----	-----	-----	-----	-----	-----
- Advise	-----	-----	-----	-----	-----	-----	-----
• Hypothesis Development	-----	-----	-----	-----	-----	-----	-----
- Design	-----	-----	-----	-----	-----	-----	-----
- Consult	-----	-----	-----	-----	-----	-----	-----
<u>Data/Information Technology and Resource Management</u>							
• Collects, verifies, analyzes data	-----	-----	-----	-----	-----	-----	-----
• Converts data to meaningful information	-----	-----	-----	-----	-----	-----	-----
• Creates understanding by evaluating information	-----	-----	-----	-----	-----	-----	-----
• Creates “applied knowledge” from understanding	-----	-----	-----	-----	-----	-----	-----
<u>Administrative</u>							
• Office Administration	-----	-----	-----	-----	-----	-----	-----
• Employee supervision	-----	-----	-----	-----	-----	-----	-----
• Office Budget	-----	-----	-----	-----	-----	-----	-----
• Project/Study Leadership	-----	-----	-----	-----	-----	-----	-----
• Project/Study Staff Direction	-----	-----	-----	-----	-----	-----	-----
• Project/Study Budget	-----	-----	-----	-----	-----	-----	-----
<u>Report Results</u>							
• Construct tables and graphs	-----	-----	-----	-----	-----	-----	-----
• Prepare & deliver oral presentations	-----	-----	-----	-----	-----	-----	-----
• Write narrative reports for entire project/study	-----	-----	-----	-----	-----	-----	-----

----- Broken line indicates work activity occurs less frequently in job class.  
 ----- Solid line indicates work activity is typical of job class.

# Management Analyst-series Class Concepts

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**Title:** Management Analyst-series

**Career Family:** Planning, Research and Analysis

**Kind of work:** Professional, professional-supervisory organization and administrative analysis work. Positions evaluate and make recommendations to improve agency organizational structure, administrative policy/procedure, and work methods in such areas as records and publications management, organization of office space, work and information flow, information systems, fiscal and budgetary analysis, cost-benefit analysis, legal or regulatory requirements, etc.

Even though there are approximately 40 different class options associated with Management Analyst classes, they can be assigned to 5 general categories: Policy, Procedures and Organizational Analysis (e.g., Administrative Rules, Contract Coordination, Data Practices, School District Organization); Data/information Technology and Resource Management (e.g., Telecommunications, EDP User Training, Disaster Recovery); Financial Management (e.g., Budgeting Process, Automated Financial Systems, Fiscal Management); Facilities Management (e.g., Real Estate Management, Building Space, Construction Management); Agency/Program-Specific Options (e.g., Dislocated Worker, Motor Carrier, Social Services, etc.).

**Key activities (responsibilities/behaviors/tasks):**

Policy and Procedures/Organizational Analysis

- Design forms for agency use which accomplish their intent, while addressing work processing requirements, mailing and other requirements.
- Assure forms and procedures conform with data privacy requirements.
- Design studies to assess the impact of program and/or organizational changes.
- Conduct structured observations of work processes to diagnose organizational problems.
- Advise decision makers of constraints on implementing changes in organization, staffing levels, assignments and equipment, for example, collective bargaining agreements, procurement policies.
- Consult with management to identify need to propose or oppose rules, legislative changes or administrative procedures.
- Summarize alternatives and the pros and cons of each orally or in writing for decision makers.
- Identify informational resources and collect the data required to determine the need for changes in law, rule, procedure, organization or program content.
- Identify the current fiscal, human and equipment resources available for use in implementing program changes.
- Analyze alternatives for the physical location and layout of facilities, balancing costs and program needs.

Diagnostics/Problem Solving

- Apply principles of logical thinking to a wide range of intellectual and practical problems. Apply non-verbal symbolism (formulas, scientific equations, graphs, etc.) in its most difficult phases. Interpolate a variety of abstract and concrete variables. Understand the most abstract concepts.
- Apply principles of logical thinking to define problems, collect data, establish facts, and draw valid conclusions. Understand an extensive variety of technical instructions in mathematical or diagrammatic form. Understand several abstract and concrete variables.
- Apply principles of logical thinking and rational systems to solve practical problems with a variety of concrete variables in situations where only limited standardization exists. Interpret a variety of instructions furnished in written, oral, diagrammatic, or schedule form.
- Apply principles of rational systems to solve practice problems with a variety of concrete variables in situations where only limited standardization exists. Understand a variety of instructions furnished in written, oral, diagrammatic or schedule form. (Examples of rational systems include: forms design, records maintenance, etc.)

#### Data/Information Technology and Resource Management

- Design, construct and/or administer databases (e.g., using statistical analysis, database management or spreadsheet software) to facilitate retrieval, manipulation and analysis on data.
- Analyze and interpret data/results, draw conclusions, and make recommendations (i.e., decide what the data/results mean, and what should be done).
- Inform division/agency personnel of organizational, equipment, fiscal and personnel considerations involved in planning feasibility studies for information technology and management systems.
- Review telecommunications - micro-computer, word processing system, hardware and software proposals in terms of their suitability in meeting program objectives.
- Provide technical information on system capabilities to system liaison staff and users to reduce effort required to develop solutions to system design problems.

#### Administrative: Office Administration; Project/Study Leadership

- Supervise work of employees as per M.S. 179A.03, Subd. 17.
- Write work plan summaries to ensure a clear understanding of goals and objectives.
- Analyze annual and/or biennial budget/grant requirements and request information from Department of Finance or funding agency to clarify any issues in order to develop and control budget.
- Provide leadwork direction to co-workers (i.e., prioritize, schedule, assign, direct, guide and report on the work of co-workers, while also performing similar work).

#### Report Results

- Write narrative reports (both summary memoranda or other short papers, as well as major reports), describing purpose, methodology, data collected, results, and recommendations based on analyses or research studies.
- Construct tables, graphs and maps displaying data/results, using statistical analysis, database, spreadsheet, and presentation graphics software.
- Prepare and deliver oral presentations describing analyses or research to both small/large internal/external audiences.

**Number of levels in series: 7**

**Related class-series:**

Planner-series

Program Evaluation Specialist-series

Project-series

Research Analyst-series

# Glossary of Key Words

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The following words are valuable for identifying and defining the activities of a job. Through the use of concise terminology, it is possible to minimize ambiguity or misunderstanding. Unless otherwise indicated, these key word definitions are derived from *Describing Job Content: How to Write Class Specifications*, 1993 edition.

ADMINISTERS	To carry out or regulate organizational or program operations, policies, and procedures; to apply a remedy.
ADVISES	To provide, based on specialized knowledge and usually only on request, information, ideas, suggestions, or informed opinions which aid/support others in deciding on a course of action or making a decision.
ALIGNS	To be in or come into precise adjustment or correct relative position; when a group of people functions as a whole - e.g., jazz musicians "in the groove." Webster Dictionary; Unclassified Project Class Series Guidebook (7/94).
ANALYZES	To separate all or any part of something into its constituent parts for the purpose of identifying and examining relationships of the parts to one another and to other factors.
APPLIES	To put to use for a purpose.
COLLECTS	To bring data or material together in a group or mass.
CONSULTS	To give expert/definitive professional advice.
CONSTRUCTS	To make or form by combining parts; to draw with suitable instruments and under specified conditions.
CONVERTS	To alter the physical or chemical nature of something.
COORDINATES	To guide, regulate, or adjust the interrelated and interdependent activities of individuals or functions of a unit(s) to facilitate a common action and to attain a common purpose or goal.
CREATES	To bring into existence; to produce through imaginative skill.
DEFINES	To determine and state the limits and nature of; to give the distinguishing characteristics of.
DESIGNS	To conceive, create, and execute the form or shape of a physical object or the method for doing something.
DEVELOPS	To expand or realize the potentialities of; to bring gradually to a fuller, greater, or better state.
DIAGNOSES	To identify a disease, malfunction, or cause of disorder by symptoms or distinguishing characteristics.
ENVISIONS	To picture the future that one seeks to create; to define the governing ideas or fundamental concepts that originate the project. Unclassified Project Class Series Guidebook (7/94).
EVALUATES	To judge reports, data, plans, or performances in relation to established goals, policies, and standards; to compare critically to a standard for suitability.

FACILITATES	To coordinate and make easier. Webster Dictionary.
FORMULATES	To prepare mentally a rough plan, policy or procedure.
HYPOTHESIZES	To form a tentative assumption to test its logical or empirical consequences.
IDENTIFIES	To recognize, acknowledge, or establish based on the characteristics of.
IMPLEMENTS	To carry out or into effect a plan, program, or operation.
INTERPRETS	To explain meanings or intentions, not immediately apparent to others, in light of individual judgment; to translate.
INTERVIEWS	To obtain facts or opinions through oral inquiry or examination.
INVESTIGATES	To make a methodical, searching inquiry into a situation.
LEADWORK (Noun)	Under limited supervision, leadwork is the ongoing, daily responsibility to prioritize, schedule, assign, direct, guide and report on the work activities of other state employees so that the work is completed in an efficient and effective manner. This is accomplished by recommending to the supervisor or manager the allocation of human and financial resources; by distributing and reassigning work tasks to other state employees; by directing other state employees on daily work assignments; by instructing other state employees on how to complete their work tasks; by taking immediate remedial action to correct and improve their work; and by reporting on the quality, quantity and timeliness of work performance to the supervisor or manager. Leadwork Study Team (10/93).
MANAGES	To guide and coordinate worker activities and organizational or program policies, rules, practices, methods, and standards.
MODIFIES	To limit or restrict the meaning of; to make minor changes in.
NON-RECURRING	Unique, special work events and/or activities that tend not to repeat themselves and occur sporadically or on a one-time-only basis. Statewide Class Standards Team.
OPERATIONALIZES	To allocate resources and identify individual and collective authority, responsibility, and accountability prior to implementing the strategic plan. Unclassified Project Class Series Guidebook (7/94).
ORGANIZES	To take steps to setup the administrative structure or functions of an office or process.
ORIGINATES	To bring into being; to initiate.
PLANS	To devise a detailed means of course of action for attaining an objective/goal.
PROJECT (Noun)	A combination of organizational resources pulled together for a specified period of time to create something that did not previously exist. A project's life cycle has 4 phases: Phase I - Defining; Phase II - Planning; Phase III - Implementing; Phase IV - Completing. Unclassified Project Class Series Guidebook (7/94).
QUANTIFIES	To determine or express the amount of.
RECOMMENDS	To suggest and support for adoption a course of action.
RECURRING	Work events and/or activities that repeat themselves daily, weekly, monthly, quarterly, etc. They may also repeat themselves periodically, on a more limited as-needed-basis. Statewide Class Standards Team.
REFINES	To free from impurities, imperfections, or vulgarities; to make more polished.

REPORTS	To give an account, in detail, of facts and figures.
RESEARCHES	To perform a systematic, critical, intensive investigation directed toward development of new or fuller knowledge of the topic or issue studied.
SCHEDULES	To plan a timetable; to set specific time for.
STUDIES	To contemplate; to learn all the possibilities, applications, variations, or relations or a subject before making plans and/or taking action.
STUDY (Noun)	A work assignment to analyze a specific subject/topic or organizational component. The study's outcome is frequently a written report, recommending solutions/alternatives and a course of further action. A study may lead to a project, but it differs from a project because it has a more limited discretionary budget, is of shorter duration and usually does not include Project Phase III - Implementation. Statewide Class Standards Team.
SUMMARIZES	To present in a concise and compact manner.
SUPERVISE	The authority to perform or effectively recommend the following actions: hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline other employees or responsibility for directing them or adjusting their grievance. To be defined as a supervisor, positions must meet the criteria listed in M.S. 179A.03, Subd. 17.
SYNTHESIZES	To compose or combine parts or elements in order to form a whole.
SYSTEMATIZES	To arrange or make by the use of a method or orderly planning.
VERIFIES	To establish the truth, accuracy and reality. Webster Dictionary.
WRITES	To set down letters, words, sentences, or figures on paper or other suitable material.

## **Project-series**

Professional/supervisory/managerial unclassified project planning, administration, implementation and evaluation work. This class series is only intended to staff projects of limited duration. Although the subject matter and purpose of the project will vary, these projects have defined starting and ending dates, clearly specified objectives which define the scope of the work to be performed and frequently have a temporary organization that will be dismantled once the project is completed.

## **Research Analyst-series**

Professional, professional-supervisory or managerial work collecting, compiling, analyzing, interpreting, and reporting numerical/statistical data. Work involves the application of quantitative methods in a subject area and focuses on the performance, direction and/or evaluation of one or more of the following activities:

- determining research/study scope (problems, issues or questions to be addressed) and design (data needed, sources, collection methods, sampling technique and analytical strategy);
- data collection (design/development of data collection forms, collection of data, and organization of data);
- analysis of data using quantitative methods and statistical analysis software;
- computer modeling (to simulate operations, analyze interactions, forecast trends or make projections);
- interpretation of results, drawing conclusions and making recommendations; and/or
- reporting results (writing reports, including graphical presentation of data/results, preparation and delivery of oral presentations, and preparation of oral and written replies to inquiries).