

**Presidential Management Fellows (PMF) Program**

**Program Analyst Career Ladder Position Description Templates**

The PMF Program Office has partnered with the OPM Talent Acquisition and Workforce Shaping Office and with our Human Resources Solutions Colleagues at the Human Resources Strategy Branch to develop a set of Program Analyst (GS-0343) Position Description (PD) Templates that agencies can adopt to recruit and hire PMFs into their agencies. The goal of these PD Templates is to help expedite the process for agencies to identify and classify needed PMF position descriptions in order to hire a wide variety of Fellows with different backgrounds and experiences **and develop them into a specified target position to convert into at the end of their 2-year fellowship.**

This process is a highly effective strategy to hire and develop PMFs versus the more traditional route of trying to hire for a very specific position at the beginning of the process that have very restrictive qualification requirements that Finalists recently coming out of graduate school are unlikely to meet.

*For example, an agency looking for individuals to serve as a Public Affairs Specialist (GS-1035) can adopt and use the career ladder PD templates to hire a PMF as a GS-0343-9 Program Analyst with a Full Performance Level of a GS-12, specifying at the outset to develop the individual to be ready to assume the target position of a GS-1035-12 Public Affairs Specialist. The PD template gives the agency the flexibility to ensure that job duties, work assignments, and developmental work prepare the Fellow to meet the qualifications of the Public Affairs Specialist at the end of the 2-year fellowship.*

These PD Templates allow an agency to establish career-ladder Program Analyst positions that start at the GS-9, or equivalent, level and can go as high as the GS-13 level during the term of the Fellowship. Below are instructional guidelines and steps for how agencies can adopt and use these PMF Program Analyst PD Templates:

1. **Agencies will need to work with their HR offices to classify these PD Templates for use at their agency**- this is the process that agencies use to approve Position Descriptions for use at their organizations. Agencies are encouraged to work with their Agency PMF Coordinators and HR Offices to classify these PD Templates at their agencies. The PD Templates can be customized to include any agency-specific requirements or could be placed through the classification process as-is depending on the needs of the agency. Each PD at the GS-09 through GS-13 level would need to be approved/classified to be used either individually or as part of a career ladder.
   1. ***Factors to keep in mind during the classification process:*** Depending on how high you may want to establish your career ladder for these positions (whether the full performance level is at the GS-11, GS-12 or GS-13), you may need to adjust some of the supervisory controls in the PD Templates to match the level of supervision required for PMFs based on each grade level and what the full performance level of the position will be. We have included two distinct GS-0343-11 PD Templates to help with this determination.
2. **If your agency wishes to use these PD Templates to help develop PMFs to assume target positions that are different than the Program Analyst position, agencies should specify the target position UP FRONT in their PMF Appointment Opportunity announcements as much as possible.** Once the PD Templates are classified for use at your agency, you should make sure to include language in your PMF appointment opportunity announcement around what is the intended target position at the end of the fellowship if it is different than a Program Analyst. This helps ensure a clear understanding of expectations for both the Fellow and the supervisor on making sure the job duties and responsibilities, training and development, and other factors align with preparing the Fellow to meet the qualification requirements of the target position and be converted into that position at the end of the fellowship.

* 1. If for some reason that near the end of the fellowship, both the supervisor and the Fellow believe that a target position different than the one specified up front would be a better choice for conversion, you would need to make the case with your agency’s Human Resources Office that (1) the Fellow meets the qualification requirements of the new target position at the grade level desired and (2) that the Fellow’s job duties, work assignments, and developmental work prepared the Fellow to meet the qualifications of the new target position. If your HR office agrees that the Fellow meets the qualifications of the new target position and the Executive Resources Board (ERB) agrees that the Fellow successfully completed all fellowship requirements, then the Fellow can be converted to that target position either as a permanent or term appointment in the competitive service.

1. All of the PD Templates for the GS-0343-09 through 13 are included in these instructions and provide as an MS Word file for agencies to copy and edit to fit their needs. These PD Templates are being provided to agencies as samples, which will need to be properly classified to the agency’s qualifications and needs. Agencies would need to replace any references to OPM’s logo and contacts with their own.

This Guide has is available under the “Agencies\Resources” section on the PMF website at [www.pmf.gov](http://www.pmf.gov) and under the “Resources” section on the Portal Site of the PMF TMS (Talent Management System) at https://portal.pmf.gov.

When recording a PMF appointment in the PMF TMS, agencies are prompted to it identify the PD Number associated to the position; this field is optional but may help in differentiating the PD associated to the initial appointment vs. the target position upon conversion.

**For additional guidance and questions on how to adopt and use these PD Templates, please contact the PMF Program office at** [**pmf@opm.gov**](mailto:pmf@opm.gov)

**List of PD Templates included:**

* [Program Analyst, GS-0343-09](#GS9)- Starts on Page 3
* [Program Analyst, GS-0343-11 (Full Performance Level)](#GS11FPL)- Starts on Page 10
* [Program Analyst, GS-0343-11 (for use in a Career Ladder that goes higher than a GS-11)](#GS11)- Starts on Page 17
* [Program Analyst, GS-0343-12](#GS12)- Starts on Page 24
* [Program Analyst, GS-0343-13 (Full Performance Level of the Career Ladder)](#GS13)- Starts on Page 32

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| **Revision Date** | **Revision Summary** |
| 08-04-2020 | * Initial release |
| 09-30-2020 | * Added **SAMPLE** to the “Position Description & Summary Evaluation Statements” |

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| **SAMPLE** | | **POSITION DESCRIPTION**  **&**  **SUMMARY EVALUATION STATEMENT** | | | | | |
| **Prepared for the Office of Personnel Management (OPM) headquarters by the Office of Personnel Management (OPM), Human Resources Solutions (HRS), Human Resources Strategy Branch. [Agency to modify to fit their needs (e.g., agency logo, evaluator, and reviewer)]** | | | | | | | |
| **RECOMMENDED TITLE/SERIES/GRADE:**  Program Analyst, GS-0343-09 | | | | **AGENCY:** | | | |
| **FIRST SUBDIVISION:** | | | |
| **POSITION ID NUMBER:**  **PMF-0343-9** | | | | **SECOND SUBDIVISION:** | | | |
| **LOCATION:** | | | |
| **FACTORS** | | | **POINTS** | | **FACTOR LEVEL** | **COMMENTS** | |
| **1. KNOWLEDGE REQUIRED**  **BY THE POSITION** | | | 950 | | 1-6 | See Evaluation Statement | |
| **2. SUPERVISORY CONTROLS** | | | 275 | | 2-3 |
| **3. GUIDELINES** | | | 275 | | 3-3 |
| **4. COMPLEXITY** | | | 150 | | 4-3 |
| **5. SCOPE AND EFFECT** | | | 150 | | 5-3 |
| **6. PERSONAL CONTACTS**  **7. PURPOSE OF CONTACTS** | | | 75 | | 6/7-2b |
| **8. PHYSICAL DEMANDS** | | | 5 | | 8-1 |
| **9. WORK ENVIRONMENT** | | | 5 | | 9-1 |
| **SUMMARY:** | **Total Points** | | 1855 | |  | | |
| **Grade Conversion** | | GS-09 | |
| **REMARKS**: Point Range: GS-09 (1855-2100)  References:   1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990 2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990 | | | | | | | |
| **AGENCY CONCURRENCE:** | | | **DATE:** | | **EVALUATED BY:**  Erin Bernasek, HR Specialist | | **DATE:**  04/27/2020 |
|  | | | | | **REVIEWED BY:**  Jason Hohman, Suprv HR Specialist | | **DATE:**  04/27/2020 |

**POSITION DESCRIPTION**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-09**

**Terms of Use:**

This position description is intended for use without modification. Any changes (e.g., pen-and-ink, etc.) to the duty statements, factor level descriptions and benchmarks may jeopardize the classification allocation. Contact (*applicable agency HR staff*) for further assistance. The classification of this position may be appealed. Published standards or other information upon which the classification is based may be reviewed. Information may be obtained from the employee’s immediate supervisor.

**I. Introduction:**

The position serves as a developmental trainee program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. In this position, the incumbent will be responsible for planning, evaluating, and/or improving the effectiveness of administrative/ management operations and/or technical programs and policies.

**II. Major Duties and Responsibilities:**

**All duties 100%**

Works with and assists senior-level analysts to evaluate existing internal processes and procedures, drafting proposed findings and recommendations for the improvement of administrative systems, legislation, and regulations in order to promote efficiency and to achieve mission-oriented programs and organizational objectives.

Uses qualitative and quantitative analysis methods to analyze program-related data and identify and analyze program or policy issues using quantitative data. Identifies data requirements for effective program evaluations; monitors program trends through analyses of statistical data; designs statistically valid surveys, questionnaires, and data analyses techniques to evaluate programs. Through analyses of statistical data and participation in on-site surveys, conducts comparative studies of organizations and programs to ascertain relative levels of efficiency, quality of customer services, and most efficient and cost-effective ways of performing business.

With guidance provided by senior-level analysts, reviews new or proposed legislation, regulations, or policies, focusing on the potential impact on programs, operations, and/or management within a specific functional or well-defined program area of limited scope.

Provides operational technical and administrative support to critical projects, programs, and policies within the organization.

In a developmental capacity, participates in the planning of special and recurring projects to include formulating the project methodology, identifying resources required to support operations, and providing analytical techniques for evaluating the accomplishment of program objectives.

Assists with drafting, reviewing, editing, and/or providing input to written materials, including program guidance, informational/decision memoranda, pre-meeting background briefings, talking points for senior-level managers’ meetings (from informal to international), speeches, testimony, and decision proposals/justifications.

Performs other duties as assigned.

**Factor 1, Knowledge Required by the Position Level 1-6, 950 Points**

Fundamental knowledge of agency mission, functions and organizational structure as they relate to the implementation of program goals and objectives.

Knowledge and skill in applying analytical and evaluative methods and techniques, both qualitative and quantitative, and/or management and organizational principles to apply to readily observable programs, projects, and studies concerning the efficiency and effectiveness of operations and means to improve them.

Ability to communicate orally and in writing in order to prepare draft reports/documents; to utilize technology, websites, and email, and to disseminate information throughout the agency.

Knowledge of networking and relationship building to develop and maintain effective liaisons with internal/external stakeholders and customers.

Knowledge of and ability to collaborate and interact on project teams with multiple stakeholders, including peers, management, and external stakeholders.

**Factor 2, Supervisory Controls Level 2-3, 275 Points**

With new assignments, the supervisor or project leader provides background, objectives, relationship of assignment to other work, and the general nature of the results expected. Work is accomplished independently, but supervisor or project leader gives advice on anticipated problems and on specific unexpected problems that arise. Completed work is reviewed for technical soundness and accomplishment of objectives.

**Factor 3, Guidelines Level 3-3, 275 Points**

Guidelines consist of standard reference materials, texts, and manuals covering the application of analytical methods, techniques (statistical, descriptive, or evaluative), and instructions applicable to the agency mission. Analytical methods contained in the guidelines are not always directly applicable to specific work assignments. However, precedent studies of similar subjects are available for reference. The employee uses judgment in choosing, interpreting, or adapting available guidelines to specific issues or subjects studied. The incumbent analyzes current guidelines which cover subject studies, e.g., workflow, delegations of authority, or regulatory compliance and makes recommendations for changes. The work includes assignments in which the agency missions are covered by a wide variety of administrative regulations and procedural guidelines. The incumbent gains experience and builds necessary skills by developing specific guidelines, such as implementing regulations, that may require researching other available regulations.

**Factor 4, Complexity Level 4-3, 150 Points**

Assignments involve identifying and analyzing issues and developing recommendations to address organizational problems or implement changes that affect the efficiency and effectiveness of work operations of a function or program. The subjects and projects assigned usually consist of issues, problems, or concepts that are not always susceptible to direct observation and analysis. The incumbent analyzes the issues in the assignment, then selects and applies accepted analytical techniques to the resolution of procedural problems affecting the efficiency, effectiveness, or productivity of the organization and/or workers studied. Findings are presented in a narrative report containing a statement of the issue or problem, background, observations, options for change, and recommendations for action.

**Factor 5, Scope and Effect Level 5-3, 150 Points**

The purpose of the work is to plan and carry out projects for the purpose of improving the efficiency and productivity of organizations. The incumbent is assigned a portion of a broader study or project or participates in the evaluation of program effectiveness at the operating level. Completed reports and recommendations assist decision-makers concerning program operations within their organization and has minimal impact on other organizations.

**Factors 6&7, Personal Contacts/Purpose of Contacts Level 6-2/7b, 75 Points**

Contacts are with functional area technical experts, internal/external agency employees, and all levels of management in moderately unstructured settings. Contacts are for the purpose of sharing information, for gaining cooperation, and coordinating activities; for the purpose of sharing and coordinating information and determining the best options in the methods of developing and presenting data. The purpose of contacts includes presentation and discussion of the agency’s position on complex and controversial issues and consideration of opposing viewpoints. Contacts typically involve such matters as: identification of decision-making alternatives; appraisals of success in meeting goals; or recommendations for resolving administrative problems requiring considerable collaboration, technical competence, and effective communication skills.

**Factor 8, Physical Demands Level 8-1, 5 Points**

The work is primarily sedentary, requiring no special physical demands although occasional travel is required.

**Factor 9, Work Environment Level 9-1, 5 Points**

Work is typically performed in an adequately lighted and climate-controlled office.

**IV. Classification Summary:**

**References:**

1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990;
2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Factor Levels and Points:** 1-6/950, 2-3/275, 3-3/275, 4-3/150, 5-3/150, 6-2/7b/75, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 1855 points falls within the range for GS-09 (1855-2100).

**Classification Recommendation:** Program Analyst, GS-0343-09

**SUMMARY EVALUATION STATEMENT**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-09**

**Background:**

By Interagency Agreement between the Office of Personnel Management (OPM) headquarters and the OPM, Division for Human Resources Solutions (HRS), Human Resources Strategy Branch, HRS was engaged to conduct a classification review of selected positions for the organization.

**References:**

1. Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Series and Title Determination:**

Per the job series definition found under reference (A), Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990, covers positions that involve a wide variety of analytical and administrative management advisory and support activities that require planning and conducting a wide range of analytical studies and evaluations and advising management on ways to improve the efficiency and effectiveness of operations.

As written in the position description, the incumbent serves as a developmental trainee program/ policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. In this position, the incumbent will be responsible for planning, evaluating, and/or improving the effectiveness of administrative/management operations and/or technical programs and policies.

Work of this type is appropriately assigned to GS-0343, Management and Program Analysis Series, which includes positions that serve as analysts and advisors to management on the evaluation and effectiveness of Government programs and operations, the assessment of program efficiency, effectiveness, and development, and assisting managers in long-range planning of program and objectives.

Titling requirements are specific for this series. Positions primarily involved in planning, analyzing, and/or evaluating the effectiveness of line or operating programs are titled *Program Analyst.*

This position is properly allocated as a **Program Analyst, GS-0343**, for titling and series determination.

**Grade Determination:**

The position’s grade has been evaluated using reference (B). The Administrative Analysis Grade Evaluation Guide is written in the Factor Evaluation System (FES) format, which uses nine factors. Each factor is evaluated separately and is assigned a point value consistent with the factor level definitions described in the standard.

**Factor Levels and Points:** 1-6/950, 2-3/275, 3-3/275, 4-3/150, 5-3/150, 6-2/7b/75, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 1855 points falls within the range for GS-09 (1855-2100).

**Final Classification Recommendation:** Program Analyst, GS-0343-09

***END OF PROGRAM ANALYST, GS-0343-09 PD TEMPLATE***

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| **SAMPLE** | | **POSITION DESCRIPTION**  **&**  **SUMMARY EVALUATION STATEMENT** | | | | | |
| **Prepared for the Office of Personnel Management (OPM) headquarters by the Office of Personnel Management (OPM), Human Resources Solutions (HRS), Human Resources Strategy Branch. [Agency to modify to fit their needs (e.g., agency logo, evaluator, and reviewer)]** | | | | | | | |
| **RECOMMENDED TITLE/SERIES/GRADE:**  Program Analyst, GS-0343-11 | | | | **AGENCY:** | | | |
| **FIRST SUBDIVISION:** | | | |
| **POSITION ID NUMBER:**  **PMF-0343-FPL-11** | | | | **SECOND SUBDIVISION:** | | | |
| **LOCATION:** | | | |
| **FACTORS** | | | **POINTS** | | **FACTOR LEVEL** | **COMMENTS** | |
| **1. KNOWLEDGE REQUIRED**  **BY THE POSITION** | | | 1250 | | 1-7 | See Evaluation Statement | |
| **2. SUPERVISORY CONTROLS** | | | 450 | | 2-4 |
| **3. GUIDELINES** | | | 275 | | 3-3 |
| **4. COMPLEXITY** | | | 225 | | 4-4 |
| **5. SCOPE AND EFFECT** | | | 225 | | 5-4 |
| **6. PERSONAL CONTACTS**  **7. PURPOSE OF CONTACTS** | | | 110 | | 6/7-3b |
| **8. PHYSICAL DEMANDS** | | | 5 | | 8-1 |
| **9. WORK ENVIRONMENT** | | | 5 | | 9-1 |
| **SUMMARY:** | **Total Points** | | 2545 | |  | | |
| **Grade Conversion** | | GS-11 | |
| **REMARKS**: Point Range: GS-11 (2355-2750)  References:   1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990 2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990 | | | | | | | |
| **AGENCY CONCURRENCE:** | | | **DATE:** | | **EVALUATED BY:**  Erin Bernasek, HR Specialist | | **DATE:**  04/27/2020 |
|  | | | | | **REVIEWED BY:**  Jason Hohman, Suprv HR Specialist | | **DATE:**  04/27/2020 |

**POSITION DESCRIPTION**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-11(Full Performance Level)**

**Terms of Use:**

This position description is intended for use without modification. Any changes (e.g., pen-and-ink, etc.) to the duty statements, factor level descriptions and benchmarks may jeopardize the classification allocation. Contact (*applicable agency HR staff*) for further assistance. The classification of this position may be appealed. Published standards or other information upon which the classification is based may be reviewed. Information may be obtained from the employee’s immediate supervisor.

**I. Introduction:**

The position serves as a program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. In this position, the incumbent will be responsible for planning, evaluating, and/or improving the effectiveness of administrative/management operations and/or technical programs and policies.

**II. Major Duties and Responsibilities:**

**All duties 100%**

Evaluates programmatic or business operations to aid managers and other key stakeholders in making informed decisions on program, planning, and policy issues.

Evaluates existing internal processes and procedures, drafting proposed findings and recommendations to administrative systems, legislation, and regulations. Analytical outcomes serve to promote efficiency and to achieve mission-oriented programs and organizational objectives.

Uses qualitative and quantitative analysis methods to analyze program-related data and identify and analyze program or policy issues using quantitative data. Identifies data requirements for effective program evaluations; monitors program trends through analyses of statistical data; designs statistically valid surveys, questionnaires, and data analyses techniques to evaluate programs. Through analyses of statistical data and participation in on-site surveys, conducts comparative studies of organizations and programs to ascertain relative levels of efficiency, quality of customer service being provided, and more efficient and cost-effective ways of conducting agency business.

Analyzes new or proposed legislation, regulations, or policies to determine impact on programs, operations, and/or management within a specific functional or well-defined program area of relatively narrow scope.

Provides operational, technical, and administrative support on critical projects, programs, and policies within the organization.

Plans and manages special and recurring projects on well-defined subject matter areas to include the formulation of the project methodology, identifying resources required to support the operational and analytical techniques for accomplishment of program objectives.

Plans, coordinates, and assists leadership with the establishment of operating methods and procedures for accomplishment of program and/or project mission.

Drafts, reviews, edits, and/or provides input to written materials, including program guidance, informational/decision memoranda, pre-meeting background briefings, talking points for senior-level managers’ meetings (from informal to international), speeches, testimony, and decision proposals/justifications.

Establishes and maintains continuous liaison with the staff, appropriate counterparts, and higher authority on all areas of responsibility. Participates in and operates as a team member, working groups, and ad hoc committees as they relate to program studies and changes.

Performs other duties as assigned.

**Factor 1, Knowledge Required by the Position Level 1-7, 1250 Points**

Comprehensive knowledge of agency mission and program objectives especially those policies, procedures, and directives related to the implementation of program goals and objectives.

Comprehensive knowledge and understanding of pertinent regulations, policies, directives, and procedures that are relevant to the area of specialization.

Comprehensive knowledge of, and the ability to apply, a wide range of analytical and evaluative methods and techniques, both qualitative and quantitative, and/or management and organizational principles to apply to programs, projects, and studies concerning the efficiency and effectiveness of operations and means to improve them.

Skills within a team environment to identify, develop, and resolve complex issues and to serve in a developmental capacity as a team leader.

Thorough knowledge of agency policies, procedures, and regulations to issue instructions for, provide guidance on, and review the formulation of, justification for, and execution of the major and secondary item missions and related program requirements.

Knowledge and experience in oral and written communication techniques to enable presentation of sensitive and sometimes controversial material and recommendations to higher authority and other government agencies. This includes the skills required to deliver briefings and provide written justification of programs to top level management in order to influence decisions and guidance.

Skill in networking and relationship building to develop and maintain effective liaisons with internal/external stakeholders and customers.

Skill in collaborating and interacting on projects or teams with multiple stakeholders, including peers, management, and external stakeholders.

**Factor 2, Supervisory Controls Level 2-4, 450 Points**

The incumbent works under the supervision of a manager, although the majority of duties are conducted without direct technical supervision. The incumbent and supervisor develop a mutually acceptable project plan, which typically includes identification of the work to be done, the scope of the project, and deadlines for its completion. The incumbent is responsible for independently planning, analyzing, coordinating, and directing all actions necessary to accomplish analyses and support program activities, with wide latitude in the selection of methodology and techniques and time phasing of various projects.

Completed work is reviewed by the supervisor for compatibility with organizational goals. Completed work is also reviewed critically outside the incumbent's immediate office by staff and line management officials whose programs and employees would be affected by implementation of the recommendations.

**Factor 3, Guidelines Level 3-3, 275 Points**

Guidelines consist of standard reference material, texts, and manuals covering the application of analytical methods and techniques (statistical, descriptive, or evaluative) and instructions and manuals covering the agency mission.

Analytical methods contained in the guidelines are not always directly applicable to specific work assignments. However, precedent studies of similar subjects are available for reference. The employee uses judgment in choosing, interpreting, or adapting available guidelines to specific issues or subjects studied. The incumbent analyzes current guidelines which cover subject studies, e.g., workflow, delegations of authority, or regulatory compliance and makes recommendations for changes. The work includes assignments in which the agency missions are covered by a wide variety of administrative regulations and procedural guidelines. Incumbent may be requested to build experience in developing specific guidelines, such as implementing regulations requiring researching other available regulations.

**Factor 4, Complexity Level 4-4, 225 Points**

The assignments involve identifying and analyzing issues and developing recommendations to resolve substantive problems or implementation of changes that affect the efficiency and effectiveness of work operations of a function or programs. The subjects and projects assigned usually consist of issues, problems, or concepts that are not always susceptible to direct observation and analysis. The duties require originality in refining existing work methods and techniques for application to the analysis of specific issues or resolution of problems. Decisions about how to proceed in planning, organizing, and conducting studies are complicated by conflicting program goals and objectives. Each issue is unique and requires investigation and analysis to gain an understanding of what is needed to arrive at an appropriate determination.

**Factor 5, Scope and Effect Level 5-4, 225 Points**

The purpose of the work is to study, analyze, and evaluate administrative aspects of program operations. The Analyst’s purpose is to provide management with objectively based information for making decisions on the administrative and programmatic aspects of agency operations and management. Results of the work contribute to improvement at different echelons of the organization and/or affect the plans, goals, and effectiveness of the mission and programs.

**Factors 6&7, Personal Contacts/Purpose of Contacts Level 6-3/7b, 110 Points**

Contacts are with coworkers, program staff, and senior office officials throughout the organization as well as externally with other agency stakeholders. Contacts are for the purpose of providing noncontroversial organization or program related issues and concerns. Contacts typically involve such matters as: identification of decision-making alternatives; appraisals of success in meeting goals; or recommendations for resolving administrative problems; and sharing and coordinating information and determining the best options in the methods of developing and presenting data.

**Factor 8, Physical Demands Level 8-1, 5 Points**

The work is primarily sedentary, requiring no special physical demands although occasional travel is required.

**Factor 9, Work Environment Level 9-1, 5 Points**

Work is typically performed in an adequately lighted and climate-controlled office.

**IV. Classification Summary:**

**References:**

1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Factor Levels and Points:** 1-7/1250, 2-4/450, 3-3/275, 4-4/225, 5-4/225, 6-3/7b/110, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 2545 points falls within the range for GS-11 (2355-2750).

**Classification Recommendation:** Program Analyst, GS-0343-11

**SUMMARY EVALUATION STATEMENT**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-11**

**Background:**

By Interagency Agreement between the Office of Personnel Management (OPM) headquarters and the OPM, Division for Human Resources Solutions (HRS), Human Resources Strategy Branch, HRS was engaged to conduct a classification review of selected positions for the organization.

**References:**

1. Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Series and Title Determination:**

Per the job series definition found under reference (A), Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990, this series covers positions that involve a wide variety of analytical and administrative management advisory and support activities that require planning and conducting a wide range of analytical studies and evaluations and advising management on ways to improve the efficiency and effectiveness of operations.

As written in the position description, the incumbent serves as a journey-level developmental program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. In this position, the incumbent will be responsible for planning, evaluating, and/or improving the effectiveness of administrative/management operations and/or technical programs and policies.

Work of this type is appropriately assigned to GS-0343, Management and Program Analysis Series, which includes positions that serve as analysts and advisors to management on the evaluation and effectiveness of Government programs and operations, the assessment of program efficiency, effectiveness, and development, and assisting managers in long-range planning of program and objectives.

Titling requirements are specific for this series. Positions primarily involved in planning, analyzing, and/or evaluating the effectiveness of line or operating programs are titled *Program Analyst.*

This position is properly allocated as a **Program Analyst, GS-0343**, for titling and series determination.

**Grade Determination:**

The position’s grade has been evaluated using reference (B). The Administrative Analysis Grade Evaluation Guide is written in the Factor Evaluation System (FES) format, which uses nine factors. Each factor is evaluated separately and is assigned a point value consistent with the factor level definitions described in the standard.

**Factor Levels and Points:** 1-7/1250, 2-4/450, 3-3/275, 4-4/225, 5-4/225, 6-3/7b/110, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 2545 points falls within the range for GS-11 (2355-2750).

**Final Classification Recommendation:** Program Analyst, GS-0343-11

***END OF PROGRAM ANALYST, GS-0343-11 (FULL PERFORMANCE LEVEL) PD TEMPLATE***

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| **SAMPLE** | | **POSITION DESCRIPTION**  **&**  **SUMMARY EVALUATION STATEMENT** | | | | | |
| **Prepared for the Office of Personnel Management (OPM) headquarters by the Office of Personnel Management (OPM), Human Resources Solutions (HRS), Human Resources Strategy Branch. [Agency to modify to fit their needs (e.g., agency logo, evaluator, and reviewer)]** | | | | | | | |
| **RECOMMENDED TITLE/SERIES/GRADE:**  Program Analyst, GS-0343-11 | | | | **AGENCY:** | | | |
| **FIRST SUBDIVISION:** | | | |
| **POSITION ID NUMBER:**  **PMF-0343-11** | | | | **SECOND SUBDIVISION:** | | | |
| **LOCATION:** | | | |
| **FACTORS** | | | **POINTS** | | **FACTOR LEVEL** | **COMMENTS** | |
| **1. KNOWLEDGE REQUIRED**  **BY THE POSITION** | | | 1250 | | 1-7 | See Evaluation Statement | |
| **2. SUPERVISORY CONTROLS** | | | 275 | | 2-3 |
| **3. GUIDELINES** | | | 275 | | 3-3 |
| **4. COMPLEXITY** | | | 225 | | 4-4 |
| **5. SCOPE AND EFFECT** | | | 225 | | 5-4 |
| **6. PERSONAL CONTACTS**  **7. PURPOSE OF CONTACTS** | | | 110 | | 6/7-3b |
| **8. PHYSICAL DEMANDS** | | | 5 | | 8-1 |
| **9. WORK ENVIRONMENT** | | | 5 | | 9-1 |
| **SUMMARY:** | **Total Points** | | 2370 | |  | | |
| **Grade Conversion** | | GS-11 | |
| **REMARKS**: Point Range: GS-11 (2355-2750)  References:   1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990 2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990 | | | | | | | |
| **AGENCY CONCURRENCE:** | | | **DATE:** | | **EVALUATED BY:**  Erin Bernasek, HR Specialist | | **DATE:**  04/27/2020 |
|  | | | | | **REVIEWED BY:**  Jason Hohman, Suprv HR Specialist | | **DATE:**  04/27/2020 |

**POSITION DESCRIPTION**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-11 [Career Ladder Version]**

**Terms of Use:**

This position description is intended for use without modification. Any changes (e.g., pen-and-ink, etc.) to the duty statements, factor level descriptions and benchmarks may jeopardize the classification allocation. Contact (*applicable agency HR staff*) for further assistance. The classification of this position may be appealed. Published standards or other information upon which the classification is based may be reviewed. Information may be obtained from the employee’s immediate supervisor.

**I. Introduction:**

The position serves as a program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. In this position, the incumbent will be responsible for planning, evaluating, and/or improving the effectiveness of administrative/management operations and/or technical programs and policies.

**II. Major Duties and Responsibilities:**

**All duties 100%**

Evaluates programmatic or business operations to aid managers and other key stakeholders in making informed decisions on program, planning, and policy issues.

Evaluates existing internal processes and procedures, drafting proposed findings and recommendations to administrative systems, legislation, and regulations. Analytical outcomes serve to promote efficiency and to achieve mission-oriented programs and organizational objectives.

Uses qualitative and quantitative analysis methods to analyze program-related data and identify and analyze program or policy issues using quantitative data. Identifies data requirements for effective program evaluations; monitors program trends through analyses of statistical data; designs statistically valid surveys, questionnaires, and data analyses techniques to evaluate programs. Through analyses of statistical data and participation in on-site surveys, conducts comparative studies of organizations and programs to ascertain relative levels of efficiency, quality of customer service being provided, and more efficient and cost-effective ways of conducting agency business.

Analyzes new or proposed legislation, regulations, or policies to determine impact on programs, operations, and/or management within a specific functional or well-defined program area of relatively narrow scope.

Provides operational, technical, and administrative support on critical projects, programs, and policies within the organization.

Plans and manages special and recurring projects on well-defined subject matter areas to include the formulation of the project methodology, identifying resources required to support the operational and analytical techniques for accomplishment of program objectives.

Plans, coordinates, and assists leadership with the establishment of operating methods and procedures for accomplishment of program and/or project mission.

Drafts, reviews, edits, and/or provides input to written materials, including program guidance, informational/decision memoranda, pre-meeting background briefings, talking points for senior-level managers’ meetings (from informal to international), speeches, testimony, and decision proposals/justifications.

Establishes and maintains continuous liaison with the staff, appropriate counterparts, and higher authority on all areas of responsibility. Participates in and operates as a team member, working groups, and ad hoc committees as they relate to program studies and changes.

Performs other duties as assigned.

**Factor 1, Knowledge Required by the Position Level 1-7, 1250 Points**

Comprehensive knowledge of agency mission and program objectives especially those policies, procedures, and directives related to the implementation of program goals and objectives.

Comprehensive knowledge and understanding of pertinent regulations, policies, directives, and procedures that are relevant to the area of specialization.

Comprehensive knowledge of, and the ability to apply, a wide range of analytical and evaluative methods and techniques, both qualitative and quantitative, and/or management and organizational principles to apply to programs, projects, and studies concerning the efficiency and effectiveness of operations and means to improve them.

Skills within a team environment to identify, develop, and resolve complex issues and to serve in a developmental capacity as a team leader.

Thorough knowledge of agency policies, procedures, and regulations to issue instructions for, provide guidance on, and review the formulation of, justification for, and execution of the major and secondary item missions and related program requirements.

Knowledge and experience in oral and written communication techniques to enable presentation of sensitive and sometimes controversial material and recommendations to higher authority and other government agencies. This includes the skills required to deliver briefings and provide written justification of programs to top level management in order to influence decisions and guidance.

Skill in networking and relationship building to develop and maintain effective liaisons with internal/external stakeholders and customers.

Skill in collaborating and interacting on projects or teams with multiple stakeholders, including peers, management, and external stakeholders.

**Factor 2, Supervisory Controls Level 2-3, 275 Points**

With new assignments, the supervisor or project leader provides background, objectives, relationship of assignment to other work and the general nature of the results expected. Work is accomplished independently, but supervisor or project leader gives advice on anticipated problems and on specific unexpected problems that arise. Completed work is reviewed for technical soundness and accomplishment of objectives.

**Factor 3, Guidelines Level 3-3, 275 Points**

Guidelines consist of standard reference material, texts, and manuals covering the application of analytical methods and techniques (statistical, descriptive, or evaluative) and instructions and manuals covering the agency mission.

Analytical methods contained in the guidelines are not always directly applicable to specific work assignments. However, precedent studies of similar subjects are available for reference. The employee uses judgment in choosing, interpreting, or adapting available guidelines to specific issues or subjects studied. The incumbent analyzes current guidelines which cover subject studies, e.g., workflow, delegations of authority, or regulatory compliance and makes recommendations for changes. The work includes assignments in which the agency missions are covered by a wide variety of administrative regulations and procedural guidelines. Incumbent may be requested to build experience in developing specific guidelines, such as implementing regulations requiring researching other available regulations.

**Factor 4, Complexity Level 4-4, 225 Points**

The assignments involve identifying and analyzing issues and developing recommendations to resolve substantive problems or implementation of changes that affect the efficiency and effectiveness of work operations of a function or programs. The subjects and projects assigned usually consist of issues, problems, or concepts that are not always susceptible to direct observation and analysis. The duties require originality in refining existing work methods and techniques for application to the analysis of specific issues or resolution of problems. Decisions about how to proceed in planning, organizing, and conducting studies are complicated by conflicting program goals and objectives. Each issue is unique and requires investigation and analysis to gain an understanding of what is needed to arrive at an appropriate determination.

**Factor 5, Scope and Effect Level 5-4, 225 Points**

The purpose of the work is to study, analyze, and evaluate administrative aspects of program operations. The Analyst’s purpose is to provide management with objectively based information for making decisions on the administrative and programmatic aspects of agency operations and management. Results of the work contribute to improvement at different echelons of the organization and/or affect the plans, goals, and effectiveness of the mission and programs.

**Factors 6&7, Personal Contacts/Purpose of Contacts Level 6-3/7b, 110 Points**

Contacts are with coworkers, program staff, and senior office officials throughout the organization as well as externally with other agency stakeholders. Contacts are for the purpose of providing noncontroversial organization or program related issues and concerns. Contacts typically involve such matters as: identification of decision-making alternatives; appraisals of success in meeting goals; or recommendations for resolving administrative problems; and sharing and coordinating information and determining the best options in the methods of developing and presenting data.

**Factor 8, Physical Demands Level 8-1, 5 Points**

The work is primarily sedentary, requiring no special physical demands although occasional travel is required.

**Factor 9, Work Environment Level 9-1, 5 Points**

Work is typically performed in an adequately lighted and climate-controlled office.

**IV. Classification Summary:**

**References:**

1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Factor Levels and Points:** 1-7/1250, 2-3/275, 3-3/275, 4-4/225, 5-4/225, 6-3/7b/110, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 2370 points falls within the range for GS-11 (2355-2750).

**Classification Recommendation:** Program Analyst, GS-0343-11

**SUMMARY EVALUATION STATEMENT**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-11**

**Background:**

By Interagency Agreement between the Office of Personnel Management (OPM) headquarters and the OPM, Division for Human Resources Solutions (HRS), Human Resources Strategy Branch, HRS was engaged to conduct a classification review of selected positions for the organization.

**References:**

1. Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Series and Title Determination:**

Per the job series definition found under reference (A), Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990, this series covers positions that involve a wide variety of analytical and administrative management advisory and support activities that require planning and conducting a wide range of analytical studies and evaluations and advising management on ways to improve the efficiency and effectiveness of operations.

As written in the position description, the incumbent serves as a journey-level developmental program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. In this position, the incumbent will be responsible for planning, evaluating, and/or improving the effectiveness of administrative/management operations and/or technical programs and policies.

Work of this type is appropriately assigned to GS-0343, Management and Program Analysis Series, which includes positions that serve as analysts and advisors to management on the evaluation and effectiveness of Government programs and operations, the assessment of program efficiency, effectiveness, and development, and assisting managers in long-range planning of program and objectives.

Titling requirements are specific for this series. Positions primarily involved in planning, analyzing, and/or evaluating the effectiveness of line or operating programs are titled *Program Analyst.*

This position is properly allocated as a **Program Analyst, GS-0343**, for titling and series determination.

**Grade Determination:**

The position’s grade has been evaluated using reference (B). The Administrative Analysis Grade Evaluation Guide is written in the Factor Evaluation System (FES) format, which uses nine factors. Each factor is evaluated separately and is assigned a point value consistent with the factor level definitions described in the standard.

**Factor Levels and Points:** 1-7/1250, 2-3/275, 3-3/275, 4-4/225, 5-4/225, 6-3/7b/110, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 2370 points falls within the range for GS-11 (2355-2750).

**Final Classification Recommendation:** Program Analyst, GS-0343-11

***END OF PROGRAM ANALYST, GS-0343-11 (CAREER LADDER) PD TEMPLATE***

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **SAMPLE** | | **POSITION DESCRIPTION**  **&**  **SUMMARY EVALUATION STATEMENT** | | | | | |
| **Prepared for the Office of Personnel Management (OPM) headquarters by the Office of Personnel Management (OPM), Human Resources Solutions (HRS), Human Resources Strategy Branch. [Agency to modify to fit their needs (e.g., agency logo, evaluator, and reviewer)]** | | | | | | | |
| **RECOMMENDED TITLE/SERIES/GRADE:**  Program Analyst, GS-0343-12 | | | | **AGENCY:** | | | |
| **FIRST SUBDIVISION:** | | | |
| **POSITION ID NUMBER:**  **PMF-0343-12** | | | | **SECOND SUBDIVISION:** | | | |
| **LOCATION:** | | | |
| **FACTORS** | | | **POINTS** | | **FACTOR LEVEL** | **COMMENTS** | |
| **1. KNOWLEDGE REQUIRED**  **BY THE POSITION** | | | 1250 | | 1-7 | See Evaluation Statement | |
| **2. SUPERVISORY CONTROLS** | | | 450 | | 2-4 |
| **3. GUIDELINES** | | | 450 | | 3-4 |
| **4. COMPLEXITY** | | | 225 | | 4-4 |
| **5. SCOPE AND EFFECT** | | | 225 | | 5-4 |
| **6. PERSONAL CONTACTS**  **7. PURPOSE OF CONTACTS** | | | 180 | | 6/7-3c |
| **8. PHYSICAL DEMANDS** | | | 5 | | 8-1 |
| **9. WORK ENVIRONMENT** | | | 5 | | 9-1 |
| **SUMMARY:** | **Total Points** | | 2790 | |  | | |
| **Grade Conversion** | | GS-12 | |
| **REMARKS**: Point Range: GS-12 (2755-3150)  References:   1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990 2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990 | | | | | | | |
| **AGENCY CONCURRENCE:** | | | **DATE:** | | **EVALUATED BY:**  Erin Bernasek, HR Specialist | | **DATE:**  04/27/2020 |
|  | | | | | **REVIEWED BY:**  Jason Hohman, Suprv HR Specialist | | **DATE:**  04/27/2020 |

**POSITION DESCRIPTION**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-12**

**Terms of Use:**

This position description is intended for use without modification. Any changes (e.g., pen-and-ink, etc.) to the duty statements, factor level descriptions and benchmarks may jeopardize the classification allocation. Contact (*applicable agency HR staff*) for further assistance. The classification of this position may be appealed. Published standards or other information upon which the classification is based may be reviewed. Information may be obtained from the employee’s immediate supervisor.

**I. Introduction:**

The position serves as a program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. In this position, the incumbent will be responsible for planning, evaluating, and/or improving the effectiveness of administrative/management operations and/or technical programs and policies.

**II. Major Duties and Responsibilities:**

**All duties 100%**

Performs advanced evaluation of programmatic or business operations to aid managers and other key stakeholders in making informed decisions on program, planning, and policy issues.

Evaluates existing internal processes and procedures, drafting proposed findings and recommendations to administrative systems, legislation, and regulations to promote efficiency and to achieve mission-oriented programs and organizational objectives.

Uses qualitative and quantitative analysis methods to analyze program-related data and identify and analyze program or policy issues using quantitative data. Identifies data requirements for effective program evaluations; monitors program trends through analyses of statistical data; designs statistically valid surveys, questionnaires, and data analyses techniques to evaluate programs. Through analyses of statistical data and participation in on-site surveys, conducts comparative studies of offices and programs to ascertain relative levels of efficiency, quality of customer service delivered, and most efficient and cost-effective ways of performing business.

Develops and evaluates alternative program evaluation and costs benefits analysis tools for consistent, continuing, effective program evaluation. Emphasis is on the development of methodologies that minimize labor intensive on-site visits and promote consistency of program measurements and evaluative ratings using data generated by on-site surveys and program information.

Analyzes and interprets new or proposed legislation, regulations, or policies to determine impact on programs, operations, and/or management within a specific functional or well-defined program area.

Provides advice and input and participates in the preparation of operating plans for critical projects, programs, and policies within the organization. Provides technical assistance to agency stakeholders. Applies an in-depth knowledge of a variety of analytical and evaluative tools to projects within the organization.

Plans, manages, and completes special and recurring projects to include the formulation of the project methodology, identifying resources required to support the operational and analytical techniques for accomplishment of program objectives.

Drafts, reviews and edits, written materials, which can include program guidance, informational/decision memoranda, pre-meeting background briefings, talking points for senior-level managers’ meetings (from informal to international), speeches, testimony, and proposals / justifications for decision makers.

Develops and provides briefings and reports to leadership and other stakeholders on status of programs and operations, including justifying and defending proposals and resource needs in order to influence decisions and guidance. Negotiates as necessary to gain acceptance of analyses and recommendations concerning proposed changes which would significantly alter the assigned programs. Establishes and maintains continuous liaison with the staff, appropriate counterparts, and higher authority on all areas of responsibility. Participates in and operates as a team lead in working groups and ad hoc committees as they relate to program studies and changes.

Works with key internal and external agency stakeholders on proposed project planning to include the identification of work to be performed, scope of the project and timelines for completion.

Performs other duties as assigned.

**III. Factor Level Descriptions:**

**Factor 1, Knowledge Required by the Position Level 1-7, 1250 Points**

Comprehensive knowledge of agency mission and program objectives, especially those policies, procedures, and directives related to the implementation of program goals and objectives.

In-depth knowledge and understanding of pertinent regulations, policies, directives, and procedures that are relevant to the area of specialization. Ability to apply knowledges in order to provide guidance on, and review the formulation of, justification for, and execution of the major and secondary item missions and related program requirements.

Comprehensive knowledge of, and the ability to apply, a wide range of analytical and evaluative methods and techniques, both qualitative and quantitative, and/or management and

organizational principles to apply to programs, projects, and studies concerning the efficiency and effectiveness of operations and means to improve them.

Knowledge and experience of oral and written communication techniques to enable presentation of sensitive and sometimes controversial material and recommendations to higher authority and other government agencies. This includes the skills required to deliver briefings and provide written justification of complex programs to top level management in order to influence decision-making.

Ability to negotiate and persuade high-level managers to adjust operating plans and modify established methods and procedures, as well as developing and implementing new ones.

Skill in networking and relationship building to develop and maintain effective liaisons with internal/external stakeholders and customers.

Skill in collaborating and interacting on projects or teams with multiple stakeholders, including peers, management, and external stakeholders.

**Factor 2, Supervisory Controls Level 2-4, 450 Points**

The incumbent works under the supervision of a manager, although the majority of duties are conducted without direct technical supervision. The incumbent and supervisor develop a mutually acceptable project plan, which typically includes identification of the work to be done, the scope of the project, and timelines for completion. The incumbent is responsible for independently planning, analyzing, coordinating, and directing all actions necessary to accomplish analyses and support program activities, with wide latitude in the selection of methodology and techniques and time phasing of various projects.

Completed work is reviewed by the supervisor for compatibility with organizational goals. Completed work is also reviewed critically outside the incumbent's immediate office by staff and line management officials whose programs and employees would be affected by implementation of the recommendations.

**Factor 3, Guidelines Level 3-4, 450 Points**

Guidelines consist of general administrative policies and management and organizational theories which require considerable adaptation and/or interpretation for application to issues and problems studies. The incumbent conducts extensive analysis and interpretation in applying the provisions of the numerous and vague guidelines. The guidelines provide a basic overview of the results desired but do not provide detailed information or methods used to accomplish the task. Independent research is conducted to determine the applicability of the guidelines for many unique and difficult assignments and modify them accordingly. The incumbent exercises a great deal of judgment and discretion in interpreting and applying guidelines.

**Factor 4, Complexity Level 4-4, 225 Points**

Assignments involve identifying and analyzing issues and developing recommendations to resolve substantive problems or implementation of changes that affect the efficiency and effectiveness of work operations of a function or programs. The subjects and projects assigned usually consist of issues, problems, or concepts that are not always susceptible to direct observation and analysis. The work often requires originality in refining existing work methods and techniques for application to the analysis of specific issues or the resolution of problems. Decisions about how to proceed in planning, organizing, and conducting studies are complicated by conflicting program goals and objectives. Each issue is unique and requires investigation and analysis to gain an understanding of what is needed to arrive at an appropriate determination.

**Factor 5, Scope and Effect Level 5-4, 225 Points**

The purpose of the work is to study, analyze, and evaluate administrative aspects of program operations. The Analyst’s purpose is to provide management with objectively based information for making decisions on the administrative and programmatic aspects of agency operations and management. Results of the work contribute to improvement at different echelons of the organization and/or affect the plans, goals, and effectiveness of the mission and programs.

**Factors 6&7, Personal Contacts/Purpose of Contacts Level 6-3,7c, 180 Points**

Contacts are with coworkers, program staff, and senior officials throughout the organization as well as externally with agency stakeholders and clients. The purpose of the contacts is to influence managers or other officials to accept and implement findings and recommendations related to program objectives. May encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems. Contacts involve sharing information, gaining cooperation, and coordinating program evaluation activities to determine the best options for developing and presenting data.

**Factor 8, Physical Demands Level 8-1, 5 Points**

The work is primarily sedentary, requiring no special physical demands although occasional travel is required.

**Factor 9, Work Environment Level 9-1, 5 Points**

Work is typically performed in an adequately lighted and climate-controlled office.

**IV. Classification Summary:**

**References:**

1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Factor Levels and Points:** 1-7/1250, 2-4/450, 3-4/450, 4-4/225, 5-4/225, 6-3/7c/180, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 2790 points falls within the range for GS-12 (2755-3150).

**Classification Recommendation:** Program Analyst, GS-0343-12

**SUMMARY EVALUATION STATEMENT**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-12**

**Background:**

By Interagency Agreement between the Office of Personnel Management (OPM) headquarters and the OPM, Division for Human Resources Solutions (HRS), Human Resources Strategy Branch, HRS was engaged to conduct a classification review of selected positions for the organization.

**References:**

1. Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Series and Title Determination:**

Per the job series definition found under reference (A), Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990, this series covers positions that involve a wide variety of analytical and administrative management advisory and support activities that require planning and conducting a wide range of analytical studies and evaluations and advising management on ways to improve the efficiency and effectiveness of operations.

As written in the position description, the incumbent serves in an advanced developmental capacity as a program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. The incumbent provides expert technical, procedural, and administrative guidance on the planning, evaluating, and/or improving the effectiveness of agency operations, programs, and policies.

Work of this type is appropriately assigned to GS-0343, Management and Program Analysis Series, which includes positions that serve as analysts and advisors to management on the evaluation and effectiveness of Government programs and operations, the assessment of program efficiency, effectiveness, and development, and assisting managers in long-range planning of program and objectives.

Titling requirements are specific for this series. Positions primarily involved in planning, analyzing, and/or evaluating the effectiveness of line or operating programs are titled *Program Analyst.*

This position is properly allocated as a **Program Analyst, GS-0343**, for titling and series determination.

**Grade Determination:**

The grade level of this position has been evaluated using reference (B). The Administrative Analysis Grade Evaluation Guide is written in the Factor Evaluation System (FES) format, which uses nine factors. Each factor is evaluated separately and is assigned a point value consistent with the factor level definitions described in the standard.

**Factor Levels and Points:** 1-7/1250, 2-4/450, 3-4/450, 4-4/225, 5-4/225, 6-3/7c/180, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 2790 points falls within the range for GS-12 (2755-3150).

**Final Classification Recommendation:** Program Analyst, GS-0343-12

***END OF PROGRAM ANALYST, GS-0343-12 PD TEMPLATE***

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **SAMPLE** | | **POSITION DESCRIPTION**  **&**  **SUMMARY EVALUATION STATEMENT** | | | | | |
| **Prepared for the Office of Personnel Management (OPM) headquarters by the Office of Personnel Management (OPM), Human Resources Solutions (HRS), Human Resources Strategy Branch. [Agency to modify to fit their needs (e.g., agency logo, evaluator, and reviewer)]** | | | | | | | |
| **RECOMMENDED TITLE/SERIES/GRADE:**  Program Analyst, GS-0343-13 | | | | **AGENCY:** | | | |
| **FIRST SUBDIVISION:** | | | |
| **POSITION ID NUMBER:**  **PMF-0343-13** | | | | **SECOND SUBDIVISION:** | | | |
| **LOCATION:** | | | |
| **FACTORS** | | | **POINTS** | | **FACTOR LEVEL** | **COMMENTS** | |
| **1. KNOWLEDGE REQUIRED**  **BY THE POSITION** | | | 1550 | | 1-8 | See Evaluation Statement | |
| **2. SUPERVISORY CONTROLS** | | | 450 | | 2-4 |
| **3. GUIDELINES** | | | 450 | | 3-4 |
| **4. COMPLEXITY** | | | 325 | | 4-5 |
| **5. SCOPE AND EFFECT** | | | 325 | | 5-5 |
| **6. PERSONAL CONTACTS**  **7. PURPOSE OF CONTACTS** | | | 180 | | 6/7-3c |
| **8. PHYSICAL DEMANDS** | | | 5 | | 8-1 |
| **9. WORK ENVIRONMENT** | | | 5 | | 9-1 |
| **SUMMARY:** | **Total Points** | | 3290 | |  | | |
| **Grade Conversion** | | GS-13 | |
| **REMARKS**: Point Range: GS-13 (3155-3600)  References:   1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990 2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990 | | | | | | | |
| **AGENCY CONCURRENCE:** | | | **DATE:** | | **EVALUATED BY:**  Erin Bernasek, HR Specialist | | **DATE:**  04/27/2020 |
|  | | | | | **REVIEWED BY:**  Jason Hohman, Suprv HR Specialist | | **DATE:**  04/27/2020 |

**POSITION DESCRIPTION**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-13**

**Terms of Use:**

This position description is intended for use without modification. Any changes (e.g., pen-and-ink, etc.) to the duty statements, factor level descriptions and benchmarks may jeopardize the classification allocation. Contact (*applicable agency HR staff*) for further assistance. The classification of this position may be appealed. Published standards or other information upon which the classification is based may be reviewed. Information may be obtained from the employee’s immediate supervisor.

**I. Introduction:**

The position serves as a program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. In this position, the incumbent provides expert technical, procedural and administrative guidance on the planning, evaluation, and/or improvement of the effectiveness of agency operations, programs and policies.

**II. Major Duties and Responsibilities:**

**All duties: 100%**

Serves as a subject matter expert on the evaluation of agency programs and business operations in order to advise leaders and other key stakeholders in making informed decisions on program, planning, and policy issues.

Evaluates existing internal processes and procedures and prepares proposed findings and recommendations for improvement to administrative systems, legislation and regulations. These actions strive to promote efficiency and to achieve organizational objectives in mission-oriented programs. Uses quantitative analytical methods to evaluate programmatic data and to identify and analyze program or policy issues. Identifies data requirements needed for effective program evaluations; monitors program trends through analyses of statistical data; designs statistically valid survey questionnaires and data analysis techniques. Through the use of statistical analyses and participation in on-site surveys, conducts comparative studies of offices and programs to ascertain relative levels of efficiency, quality of customer services and most efficient and cost-effective methods of performing business.

Develops and evaluates alternative tools for program evaluation and cost-benefit analysis in order to perform consistent, continuing, effective assessment. Emphasis is on the development of methodologies that minimize labor intensive on-site visits and promote consistent program measurements and evaluation ratings resulting from on-site surveys and reviews of obtained data.

Analyzes and interprets new or proposed legislation, regulations, or policies in order to determine the impact on programs, operations, and/or management within a specific functional or well-defined program area of limited scope.

Provides expert advice and responds to requests for information and collaboration in the identification, review, development, and resolution of issues. Responsible for applying a variety of analytical and evaluative knowledge and skills to the organization’s programs and projects.

Plans, manages, and implements special and recurring projects to include the formulation of project methodology, identification of resources required to support the operations, and specifying analytical techniques for accomplishment ofproject objectives.

Drafts, reviews, and edits written materials, including program guidance, informational/decision memoranda, pre-meeting background briefings, talking points for seniors’ meetings (from informal to international), speeches, testimony, and decision proposals/justifications.

Develops and provides briefings and reports to leadership and other stakeholders on program status including justifying and defending operational proposals and requests for resources in order to influence guidance and decision-making. As required, negotiates to gain acceptance of analytical outcomes and recommendations concerning significant alterations to assigned programs. Establishes and maintains continuous liaison with agency staff, appropriate counterparts, and senior-level positions on all areas of responsibility. Participates in and operates as a team lead in working groups and ad hoc committees as they relate to program studies and changes.

Works with key internal and external agency stakeholders regarding proposed project planning to include the identification of work to be performed, project scope, and timelines for completion.

Performs other duties as assigned.

**III. Factor Level Descriptions:**

**Factor 1, Knowledge Required by the Position Level 1-8, 1550 Points**

Expert knowledge of agency missions and operating programs, especially those policies, procedures and directives related to the implementation of program goals and objectives.

Comprehensive knowledge and understanding of pertinent agency regulations, policies, directives, and operating procedures relevant to the area of specialization.

Mastery knowledge of and the ability to apply a wide range of analytical and evaluative methods and techniques, both qualitative and quantitative, and/or management and organizational principles to apply to programs, projects and studies concerning the efficiency and effectiveness of operations and methods to improve them.

Expert knowledge of agency policies, procedures, and regulations to develop and disseminate instructions for, provide guidance on, and review the formulation of, justification for, and execution of the major and secondary agency missions and related program requirements.

Knowledge and experience of oral and written communication techniques sufficient to present sensitive and often controversial material and recommendations to senior-level agency staff and other government agencies. This includes the skills required to deliver briefings and to provide written justification of complex programs to top managers in order to influence decisions and guidance.

Ability to negotiate with and persuade high-level managers regarding the adjustment of operating plans and modification of established methods and procedures, as well as developing and implementing new ones.

Skill in networking and relationship building in order to establish, develop, and maintain effective liaison with internal/external stakeholders and agency clientele.

Skill in collaborating and interacting on projects or teams with multiple stakeholders, including peers, managers, and external stakeholders.

**Factor 2, Supervisory Controls Level 2-4, 450 Points**

The incumbent works under the supervision of a manager, although the majority of duties are conducted without direct technical supervision. The incumbent and supervisor develop mutually acceptable project plans, which typically include identification of the work to be done, the scope of the project, and timelines for completion. Incumbent is responsible for independently planning, analyzing, coordinating, and directing all actions necessary to accomplish analyses and support program activities, with wide latitude in the selection of methodology and techniques and time phasing of various projects.

Completed work is reviewed by the supervisor for compatibility with organizational goals. Completed work is also reviewed critically outside the incumbent's immediate office by staff and line management officials whose programs and employees may be affected by implementation of the recommendations.

**Factor 3, Guidelines Level 3-4, 450 Points**

Guidelines consist of general administrative policies and management and organizational theories which require considerable adaptation and/or interpretation for application to issues and problems studies. The incumbent conducts extensive analysis and interpretation in applying the provisions of the numerous and vague guidelines. The guidelines provide a basic overview of the results desired but do not provide detailed information or methods used to accomplish the task. Independent research is conducted to determine the applicability of the guidelines for many unique and difficult assignments and modify them accordingly. The incumbent exercises a great deal of judgment and discretion, in interpreting and applying guidelines.

**Factor 4, Complexity Level 4-5, 325 Points**

Assignments consist of identifying projects and studies which require analysis of interrelated issues of effectiveness, and productivity of substantive mission-oriented programs.

The incumbent exercises a high-level of technical skill required to develop detailed plans, goals, and objectives for the long-range implementation and administration of assigned programs, including the establishment of overall program objectives, from which detailed milestone schedules are developed to monitor and evaluate program progress. Decisions about how to proceed in planning, organizing, and conducting studies are complicated by conflicting program goals and objectives. Options, recommendations, and conclusions developed must give appropriate weight to uncertainties regarding data and other variables which affect long-range program performance. Issues are typically unique, requiring extensive probing and analysis is required in order to gain an understanding of what is needed to arrive at an appropriate determination.

**Factor 5, Scope and Effect Level 5-5, 325 Points**

The purpose of the work is to analyze and evaluate major administrative aspects of substantive, mission-oriented program operations. The purpose of the work is to provide senior management with objective, fact-based findings and recommendations for making decisions on the administrative systems, legislation, regulations and programmatic aspects of agency operations. Results of the work contribute to improvement at different echelons of the organization and/or affect the plans, goals, and effectiveness of the agency’s programs.

**Factors 6&7, Personal Contacts/Purpose of Contacts Level 6-3/7c, 180 Points**

Contacts are with coworkers, program staff, and senior officials throughout the organization as well as externally with agency stakeholders and clients. The purpose of the contacts is also to influence managers or other officials to accept and implement findings and recommendations related to program objectives. May encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems. Contacts involve sharing information, gaining cooperation, and coordinating program evaluation activities to determine the best options for developing and presenting data.

**Factor 8, Physical Demands Level 8-1, 5 Points**

The work is primarily sedentary, requiring no special physical demands although occasional travel is required.

**Factor 9, Work Environment Level 9-1, 5 Points**

Work is typically performed in an adequately lighted and climate-controlled office.

**IV. Classification Summary:**

**References:**

1. U.S. Office Personnel Management (OPM) Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. U.S. OPM Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Factor Levels and Points:** 1-8/1550, 2-4/450, 3-4/450, 4-5/325, 5-5/325, 6-3/7-c/180, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 3290 points falls within the range for GS-13 (3155-3600)

**Classification Recommendation:** Program Analyst, GS-0343-13

**SUMMARY EVALUATION STATEMENT**

**[Agency Name]**

**[Organization Name]**

**Program Analyst, GS-0343-13**

**Background:**

By Interagency Agreement between the Office of Personnel Management (OPM) headquarters and the OPM, Division for Human Resources Solutions (HRS), Human Resources Strategy Branch, HRS was engaged to conduct a classification review of selected positions for the organization.

**References:**

1. Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990
2. Administrative Analysis Grade Evaluation Guide, TS-98 August 1990

**Series and Title Determination:**

Per the job series definition found under reference (A), Position Classification Flysheet for Management and Program Analysis Series, GS-0343, TS-98 August 1990, covers positions that involve a wide variety of analytical and administrative management advisory and support activities that require planning and conducting a wide range of analytical studies and evaluations and advising management on ways to improve the efficiency and effectiveness of operations.

As written in the position description, the incumbent serves in an advanced developmental capacity as a program/policy analyst, evaluator, and advisor to management and key internal/external agency stakeholders. The incumbent provides expert technical, procedural and administrative guidance on the planning, evaluating, and/or improving the effectiveness of agency operations, programs and policies.

Work of this type is appropriately assigned to GS-0343, Management and Program Analysis Series, which includes positions that serve as analysts and advisors to management on the evaluation and effectiveness of Government programs and operations, the assessment of program efficiency, effectiveness, and development, and assisting managers in long-range planning of agency program and objectives.

Titling requirements are specific for this series. Positions primarily involved in planning, analyzing, and/or evaluating the effectiveness of line or operating programs are titled *Program Analyst.*

This position is properly allocated as a **Program Analyst, GS-0343**, for titling and series determination.

**Grade Determination:**

The grade level of this position has been evaluated using reference (B). The Administrative Analysis Grade Evaluation Guide is written in the Factor Evaluation System (FES) format, which uses nine factors. Each factor is evaluated separately and is assigned a point value consistent with the factor level definitions described in the standard.

**Factor Levels and Points:** 1-8/1550, 2-4/450, 3-4/450, 4-5/325, 5-5/325, 6-3/7-c/180, 8-1/5, and  
9-1/5

**Point Conversion:** A total of 3290 points falls within the range for GS-13 (3155-3600)

**Final Classification Recommendation:** Program Analyst, GS-0343-13

***END OF PROGRAM ANALYST, GS-0343-13 PD TEMPLATE***