

I. DESCRIPTION OF WORK

Positions in this banded class provide consultative/analytical work in planning, developing, implementing, evaluating, organizing, and promoting operations/processes in the related program, specialization, and/or field of study. Work involves designing, conducting, and evaluating projects and/or planning studies. Positions collect, organize, and present data; conduct system and/or planning studies; develop, coordinate, and formulate project proposals; develop services, studies, program objectives, and operational plans; evaluate and monitor projects; select, collect and analyze data; prepare reports; and provide training and consultation in related activities and/or programs. Employees are responsible for analyzing information related to program objectives, strategies, and budget; identifying project parameters; and selecting analytical techniques. Employees are responsible for process monitoring, analysis, and quality improvement. Employees are responsible for developing, communicating, training, presenting, advising, and assisting citizens, local and government officials, and clients in the applicable proposals and plans/programs.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level provide assistance in planning, implementing, developing, evaluating, organizing and promoting activities in the program and/or study area. They design, conduct, and evaluate projects and plan system studies. They develop services, studies, program objectives, and operational plans. They evaluate and monitor projects, select, collect, and analyze data, and formulate and prepare reports. They are responsible for analyzing information related to program objectives, strategies, and budget, and make presentations on the analyses.</p>	<p>Positions at this level assign, review, approve, and provide consultation in planning, developing, implementing, evaluating, organizing, and promoting activities in the related program and/or study area. Positions at this level make recommendations based on the analysis.</p>	<p>Positions at this level oversee, direct, and promote the planning activities of multiple programs that are interrelated and considered to be complex and/or technical in nature because of the area of study/discipline. Employees at this level may design, conduct, evaluate, and supervise multiple projects of a large-scale nature. Employees develop services, studies, program objectives, and operational plans and structure program evaluation. Employees at this level are responsible for analyzing information related to program objectives, strategies, and budget, and make recommendations/projections to management concerning the future direction/impact of the program.</p>

III. COMPETENCIES

Competency	Definition
Knowledge - Professional	Knowledge of the appropriate area of expertise and ability to keep current with developments and trends in those areas.
Strategic Planning and Decision Making	Ability to use the results of strategic analysis to establish and commit to a course of action in order to accomplish long-range goals or the vision of the organization. Ability to use effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences.
Communication	Ability to communicate information to individuals or groups. Ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information orally and in writing clearly and concisely to individuals or groups to ensure that they understand the information and the message. Ability to listen and respond appropriately to others.
Program Management	Ability to lead one or more programs and all related activities, serving as the program's credible activist and advocate. Ability to assess and develop operational plans to accomplish work initiatives and objectives concurrent with maintaining day-to-day operations. Ability to analyze the entirety of the situation despite pressure, ambiguity, risk and unknown outcomes. Ability to deliver results with integrity. Ability to advocate and share knowledge and critical thinking process to achieve consensus. Ability to evaluate the relationships and interrelationships of all the issues across organizational boundaries. Ability to take appropriate risks, provide candid observations, and advocate and promote best practices for the program. Ability to accomplish work in an ethical and efficient manner and achieve mutually beneficial results. Ability to ensure fair and consistent application of program policies, procedures and fiscal accountability.

Note: Competency statements are progressive and not all competencies apply to every position/employee. Evaluate only those that apply. For positions with some supervision consider the highest level of professional work performed.

IV. COMPETENCY STATEMENTS BY LEVEL

Knowledge – Professional

Knowledge of the appropriate area of expertise and ability to keep current with developments and trends in those areas.

Contributing	Journey	Advanced
<p>General knowledge of technical planning methodology and principles/practices of public administration and planning in the applicable area.</p> <p>General knowledge of programs, modes, and services in the applicable area.</p> <p>General knowledge of statistical and analytical planning techniques applied in the collection and analysis of data and information pertaining to subject area.</p> <p>General knowledge of the methods and techniques of research and evaluation process.</p> <p>General knowledge of applicable state and federal laws, rules, and regulations.</p>	<p>Considerable knowledge of technical planning methodology and principles/practices of public administration and planning in the applicable area.</p> <p>Considerable knowledge of programs, modes, and services in the applicable area.</p> <p>Considerable knowledge of statistical and analytical planning techniques applied in the collection and analysis of data and information pertaining to subject area.</p> <p>Considerable knowledge of the methods and techniques of research and evaluation process.</p> <p>Considerable knowledge of applicable state and federal laws, rules, and regulations.</p>	<p>Thorough knowledge of technical planning methodology and principles/practices of public administration and planning in the applicable area.</p> <p>Thorough knowledge of programs, modes, and services in the applicable area.</p> <p>Thorough knowledge of statistical and analytical planning techniques applied in the collection and analysis of data and information pertaining to subject area.</p> <p>Thorough knowledge of the methods and techniques of research and evaluation process.</p> <p>Thorough knowledge of applicable state and federal laws, rules, and regulations.</p>

Strategic Planning and Decision Making

Ability to use the results of strategic analysis to establish and commit to a course of action in order to accomplish long-range goals or the vision of the organization. Ability to use effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences.

Contributing	Journey	Advanced
<p>Ability to analyze data using standard methodologies to evaluate program. May require the ability to assist in the formulation of recommendations based on results of project analysis. Ability to analyze information related to program objectives, strategies and budget and make presentations on the analysis. Ability to develop plans for recommendation on applicable areas and designs data gathering instruments. Ability to evaluate problems related to the services.</p>	<p>Ability to identify areas where existing systems may require modification. Ability to research alternatives, formulate changes to the structure, and prepare reports for management use. Ability to analyze information related to program objectives, strategies, and budget and make recommendations on the analysis. Ability to assign, review, and approve planning of programs. Ability to analyze programs, services, problems, needs, and requests for assistance. Ability to recommend project priorities. Ability to recommend policies and methods to coordinate and integrate planning and management activities with applicable services.</p>	<p>Ability to formulate the changes in the planning systems structure. Ability to analyze information related to program objectives, strategies, and budget. Ability to make recommendations/projections to management concerning the future direction/impact of the program. Ability to administer and/or direct planning and management of activities. Ability to review completed plans, implementation progress, and the planning process for consistency with program policies and planning methodology. Ability to recommend funding priorities and evaluate program effectiveness.</p>

Communication

Ability to communicate information to individuals or groups. Ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information orally and in writing clearly and concisely to individuals or groups to ensure that they understand the information and the message. Ability to listen and respond appropriately to others. Listens and responds appropriately to others.

Contributing	Journey	Advanced
<p>Ability to make oral and written presentations on the analysis of project/study and participates in meetings with local officials, community leaders, representatives project consultants and others explaining plans and processes. Ability to recommend course of action.</p> <p>Ability to initiate and maintain relationships with representatives, co-workers and others. Ability to interact with internal and external clients/customers using both oral and written communication skills to discuss financial processes or issues.</p> <p>Ability to organize and format reports to comply with applicable guidelines and provides appropriate documentation to support conclusions.</p>	<p>Ability to represent the department in meetings and conferences with local, state, and federal government, community leaders, representatives, project consultants and others. Ability to interact with management, co-workers and officials to analyze or resolve issues.</p> <p>Ability to maintain a variety of professional working relationships. Ability to interact with officials and executives.</p> <p>Ability to document complex issues and articulate written conclusions effectively. Ability to review and edit work of others.</p>	<p>Ability to confer with officials of lead organizations, citizens' groups, local governing bodies and state and federal agencies, institutions, planners and consultants community leaders, representatives, project consultants and others to assure coordination of effort and information exchange with the region. Ability to interpret compliance and make recommendations to top management.</p> <p>Ability to establish and maintain professional working relationships. Ability to interact with officials and executives to plan, negotiate and coordinate complex written findings.</p> <p>Ability to document more complex or unique issues and articulate written conclusions effectively. Ability to approve final versions of more sensitive documents.</p>

Program Management

Ability to lead one or more programs and all related activities, serving as the program’s credible activist and advocate. Ability to assess and develop operational plans to accomplish work initiatives and objectives concurrent with maintaining day-to-day operations. Ability to analyze the entirety of the situation despite pressure, ambiguity, risk and unknown outcomes. Ability to deliver results with integrity. Ability to advocate and share knowledge and critical thinking process to achieve consensus. Ability to evaluate the relationships and interrelationships of all the issues across organizational boundaries. Ability to take appropriate risks, provide candid observations, and advocate and promote best practices for the program. Ability to accomplish work in an ethical and efficient manner and achieve mutually beneficial results. Ability to ensure fair and consistent application of program policies, procedures and fiscal accountability.

Contributing	Journey	Advanced
<p>Ability to plan short-term and long-term work assignments to assure exemplary customer service and mutually beneficial results and to accomplish new work initiatives and objectives concurrent with maintaining day-to-day operations.</p> <p>Ability to make logical adjustments in methods or procedures.</p> <p>Ability to deliver results with integrity. Ability to advocate and share knowledge and critical thinking process to achieve consensus. Ability to evaluate the relationships and interrelationships of all the issues across organizational boundaries (as needed). Ability to take appropriate risks. Ability to provide candid observations, and advocate and promote best practices for the program(s). Ability to facilitate the resolution of problems to achieve mutually beneficial results.</p>	<p>Ability to define the broad target and identify the monthly, quarterly and annual activities to assure exemplary customer service and mutually beneficial results. Ability to accomplish major work initiatives and objectives concurrent with maintaining day-to-day operations.</p> <p>Ability to assess, plan, and evaluate service delivery needs. Ability to develop and implement changes in procedures, workflow, and assignments.</p> <p>Ability to take a position and advocate a course of action in controversial or non-routine situations. Ability to direct a wide variety of projects, and program areas requiring considerable initiative and latitude in decision-making and problem solving. Ability to commit the organization to action. Ability to integrate program/project goals and objectives with the direction of the organization in order to provide services in the most effective and efficient manner. .</p>	<p>Ability to coordinate and collaborate with other business leaders to define mutually beneficial long-term, comprehensive strategic programs. Ability to determine and advocate for a mutually beneficial course of action in controversial or precedent-setting situations.</p> <p>Ability to give final approval to standards, guidelines, and policies governing quality and quantity of work.</p> <p>Ability to anticipate internal and external factors, which influence the organization and integrate these with planning program/project goals and objectives. Ability to develop concepts and direct innovative approaches to address organizational-wide issues. Ability to translate program goals into operational plans and strategy.</p>

Program Management, cont.

Contributing	Journey	Advanced
<p>Ability to determine and maintain appropriate levels of resources to meet organizational needs.</p> <p>Ability to review work performance on an on-going basis through personal observation, written reports, conferences with the employees and feedback from others with whom they may interact. Ability to manage and guide staff with day-to-day work functions in assigned program area(s). Ability to coach staff to be credible when applying program policies and procedures within the organization and persuasive in advocating role as a business partner. Ability to assign work to use limited resources efficiently. Ability to assimilate competing needs and adjust priorities.</p>	<p>Ability to analyze resources and determines proper allocation. Ability to make adjustments. Ability to assess and perform cost analyses, determine budget needs and request additional funding in future budget proposals.</p>	<p>Ability to analyze and forecast resource needs and formulate cost analyses and final budget proposals. Ability to justify to higher-level authorities. Ability to ensure execution of budget in compliance with fiscal policies. Ability to develop procedures for monitoring and evaluating effective and efficient use of resources.</p>

V. MINIMUM TRAINING & EXPERIENCE

Bachelor’s degree in a discipline related to the area of assignment; or equivalent combination of training and experience. All degrees must be received from appropriately accredited institutions.

Notes: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class but may not be applicable to all positions.