City of Detroit
JOB SPECIFICATION

PROGRAM ANALYST

OCCUPATIONAL INFORMATION

The Program Analyst occupation encompasses a wide range of functions and activities associated with program and project planning, management and evaluation. Within the context of this broad based job specification there are a number of duties and responsibilities that encompass portfolio, program, project management, and evaluation. The Program Analyst professional primarily serves as an advisor to management on the evaluation of the effectiveness of government programs and operations. Examples, which are not all inclusive but are illustrative in nature, might include the following:

- Grants Administration
- Records Management
- Project Management
- Housing Development
- Strategic Affairs
- Program Specific Technology Applications

A Program Analyst might focus on reviewing, evaluating, and recommending approval of applications for grants and contracts. Program Analysts within this context are responsible for assisting with the implementation and ongoing maintenance of the City's centralized grants management system and provides day-to-day support for the following groups: (1) Neighborhood, Community, and Economic Development, (2) Public Safety, Health, and Private Foundations, and (3) Transportation and Public Works and Government Operations. Program Analysts assist with continual timely and accurate tracking of activity and spending of City grants to ensure compliance with state and federal regulations and audit requirements. Program Analysts also support the implementation and data integrity of the grants management system for the Office of Grants Management (OGM) and perform financial, set-up, and post-award management and administrative duties.

A Program Analyst might have responsibility for policies and standards for in-house programs and projects, cross-functional project management support and coordination, and business process support functions. These might include the implementation of new technology applications, the implementation of new programs or initiatives, or special one-time only projects. They support the administration of daily project management. The Program Analyst might coordinate team members on the implementation and effective usage of project management methodologies. They also develop plans and coordinate project scheduling, budgeting, and perform administrative tasks.

Illustrations of Major Program Management and Analysis Functions for Grants Management

Three major functions performed by a Program Analyst include review, evaluation, and administration of grants and contracts, compliance with reporting requirements, and cost analysis. These functions are described below.

Review, Evaluation, and Administration of Grants and Contracts. Program Analysts focus on reviewing, evaluating, and recommending approval of applications for grants and contracts. The principal form of Federal assistance to State agencies and other public and nonprofit organizations and institutions is the financial grant. Financial grants are used by State and local agencies for direct money payments, contracts for services, personnel and material vendor payments for medical care, training of personnel, and administering of service programs. Program Analysts review and recommend approval or disapproval of program plans and other materials submitted by State and/or local agencies; analyze and develop legislative proposals or provisions in terms of the impact on program resource requirements; conduct reviews of the administration and operation of programs; and provide advice to management.

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Compliance with Reporting Requirements. Program Analysts track the activity and spending of City grants to ensure compliance with state and federal regulations and audit requirements. Program Analysts develop new and revised operating procedures and standards to incorporate legislative provisions that affect operating activities requirements. Program Analysts are responsible for the day-to-day operation of active grant programs and monitor, assess, and ensure that the City complies with all terms and conditions of each award. Adequate documentation must be contained within OGM's centralized grants management system to assess compliance of grant-funded programs, including complete back-up documentation for all expenditures and draws. Program Analysts may also initiate and/or recommend that an audit be performed. If an audit is performed by an external agency, Program Analysts will conduct resolution of audit findings or monitor audit resolution in partnership with resolution officials.

Cost Analysis. Program Analysts support the implementation and data integrity of the grants management system for the OGM and perform financial, set-up, and post-award management and administrative duties. Program Analysts gather and analyze information and documentation to support grant reimbursement requests, monitor required matching funds, and ensure grant post-award and close-out management is conducted in a timely and compliant manner. In performing this function, Program Analysts contribute to the promotion of compliance with regulatory and audit requirements by closely monitoring and reviewing grants to ensure that all spending is allowable and properly documented.

Illustrations of Major Program Management and Analysis Functions for Information Technology

Four major functions performed by a Project Manager (Program Analyst) include leading complex technical projects, enforcing information technology change control, providing guidance related to project management to employees within other City agencies, and developing standard operating procedures based upon process analysis and design

Leading Complex Technical Projects. Project Managers (Program Analysts) focus on using formal project management processes, resource management, risk management, scope and change request management, schedule management, communication plans, and internal controls and quality management to lead projects from the planning phase to project closeout. Project Managers (Program Analysts) have a clear sense of business and technology interdependencies and have the ability to reflect such in project plans. Project Managers provide leadership and oversight to teams of individuals, and coordinate the schedule, communication, documentation, formulation of deliverables, as well as the financials of projects.

Enforcing Information Technology Change Control. Project Managers (Program Analysts) enforce information technology change control by designing, utilizing, and applying a formal and standardized process to ensure changes to products or systems are conducted in a controlled and coordinated manner. This function promotes business benefits while minimizing risk and service disruption.

Providing Project Management Services and Guidance to City Agencies. Project Managers (Program Analysts) provide counsel, training and guidance related to Project Management to less experienced staff and to staff from other City agencies. Project Managers (Program Analysts) act as a conduit between technical subject matter experts and end users and their supervisors. This may include executing communication plans and/or carrying out socialization of technology and/or process changes associated with projects.

Developing Standard Operating Procedures and Conducting Process Analysis and Design. Project Managers (Program Analysts) utilize process analysis and design techniques to develop project plans and standard operating procedures to be utilized by DoIT staff and staff within other City agencies. Project

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Managers (Program Analysts) develop communication and training plans to compliment newly developed standard operating procedures, as well as build and maintain a knowledgebase of project tool templates and best practices.

Illustrations of Major Program Management and Analysis Functions for General Program and Project Management

Three major functions performed by a Program Analyst include analyze and evaluate the effectiveness of program operations, perform a variety of complex financial, technical, and support services, and maintain and manage business applications. These functions are described below.

Analyze and Evaluate the Effectiveness of Program Operations. Program Analysts analyze and evaluate, on a quantitative or qualitative basis, the effectiveness of program operations in meeting established goals and objectives. Program Analysts create and maintain databases to assist in the evaluation of program operations and produce custom reports.

Perform a Variety of Complex Financial, Technical, and Support Services. Program Analysts perform a variety of complex financial, technical, and support services involving data analysis, event, grant, and project coordination, department budget maintenance, and other related duties.

Maintain and Manage Business Applications. Program Analysts maintain and manage business applications, information systems, relational databases, and other related applications necessary to the operations of various divisions of the Office of the Chief Financial Officer (OCFO).

Illustrations of Major Program Management and Analysis Functions for Positions in the Management Supervisory Service

Some incumbents of the Program Analyst occupation serve as Program and/or Project Managers. These positions would be included as part of the Management Supervisory Service (MSS) class. These positions engage in work as defined by the Project Management Institute, such as:

- Initiating and Planning
  - Guidelines and criteria for tailoring the organization's set of standard processes and procedures to satisfy specific needs of a program or project
  - Specific organizational standards, products, and project life cycles, and quality policies and procedures
  - Templates for such items as risk registers, work structures, project schedule network diagrams, and contract templates
- Executing, Monitoring, and Controlling
  - Identification of steps by which performing organization standards, policies, plans, and procedural or any project documents will be modified and how changes will be approved and validated
  - Financial control procedures such as time reporting required expenditures and disbursement reviews, accounting codes, and standard contract provisions
  - Issue and project defect management procedures defining issue and defect controls, issue and defect identification and resolution, and action item tracking
  - Organization communication requirements
  - Procedures for prioritizing, approving, and issuing work authorizations

- o Risk control procedures, including risk categories, risk statement templates, probability impact definitions, and probability and impact matrices
    - o Standardized guidelines, work instructions, proposal evaluation criteria, and performance measurement criteria
- Closing
    - o Project closure guidelines, work instructions, lesson learned, final project audits, project evaluations, acceptance criteria, and control plans

DEFINITION OF CLASS
The Program Analyst class includes positions that primarily serve as analysts and advisors to management on the evaluation of the effectiveness of government programs and operations or the productivity and efficiency of the management of Federal agencies or both. Positions in this series require knowledge of: the substantive nature of agency programs and activities; agency missions, policies, and objectives; management principles and processes; the analytical and evaluative methods and techniques for assessing program development or execution and improving organizational effectiveness and efficiency; and principles and standards of enterprise information systems, software applications, and relational database management concepts. Some positions also require an understanding of basic budgetary and financial management principles and techniques as they relate to long range planning of programs and objectives. The work requires skill in: application of fact-finding and investigative techniques; oral and written communications; and development of presentations and reports.

Some positions in this class are Program or Project Managers. A Program or Project Manager or Leader is the individual assigned to lead the team that is responsible for achieving program or project objectives.

The Program or Project Manager or Leader may ensure:
- The development of a project charter that provides the Project Manager with the authority to apply organizational resources to the program or project activities;
- An analysis of current state processes, including how technology amalgamates with such, is performed prior to recommending changes;
- The development of a project management plan that defines, prepares, and coordinates all subsidiary plans and integrates them into a comprehensive project management plan;
- The development of a monitoring and control process of tracking, reviewing, and reporting project progress against the performance objectives defined in the program/project management plan;
- The development of a process for change control by reviewing all change requests, approving changes, and managing changes to deliverables, organizational processes, project documents, and the program/project management plan;
- The adherence to project budgets;
- The adherence to established change control policies; and
- The development of a program/project close-out and evaluation plan.

DUTIES AND RESPONSIBILITIES (Illustrative)
The duties and responsibilities specified below are representative of the range of duties and responsibilities assigned to this job class and are not intended to be an inclusive list.

Program Analysts with a specialization in general program and project management may perform a range of duties including, but not limited to:
- Analyzes and evaluates, on a quantitative or qualitative basis, the effectiveness of program operations in meeting established goals and objectives

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- Develops cost analyses of projects or performs cost benefit or economic evaluations of current or projected programs
- Independently conducts field surveys and carries out routine research in connection with budget, legislative or management studies and/or performs analysis of actual expenditures compared to the budget or public policy issues
- Utilizes data collection and analysis techniques to evaluate individual programs or projects; submits oral and written reports to management personnel for their consideration and decision-making
- Performs data integration procedures which extracts data from various sources and identifies or creates a unique identifier so that a broad analysis may occur
- Receives from the Office of Departmental Financial Services financial and financial-related information to perform analysis of program effectiveness
- Researches and investigates new or improved business and management practices for application to agency programs or operations
- Advises on and works with the Department of Innovation and Technology regarding the potential benefits/uses of automation to improve the efficiency of administrative support or program operations
- Provides system support services, which includes maintaining, updating, and querying various business applications in the OCFO; Oversees system permissions
- Maintains OCFO division-specific applications critical to the needs of those divisions
- Identifies solutions to problems found in supported business applications and/or information technology systems and determines when to evaluate feasibility for required upgrades
- Acts as liaison to vendors of OCFO supported systems
- Provides and monitors system / business application reports on daily production, year-end issues, and other special reports
- Analyzes new or proposed legislation or regulations to determine impact on program operations and management
- Develops new or modified administrative program policies, regulations, goals, or objectives
- Initiates and/or recommends that an audit be performed
- Reviews audit and investigative reports to determine appropriate changes or corrective action required
- Provides assistance to Federal, State, and local agency officials in developing proposals and in preparing program plans and project application documents
- Performs special projects and other duties as assigned

Program Analysts with a specialization in grants administration may perform a range of duties including, but not limited to:
- Performs and supports grant application development as directed and in coordination with City department staff
- Oversees, reviews, analyzes, and evaluates grants/assistance applications, plans, and estimates
- Prepares, processes, issues, and tracks grants/assistance awards in collaboration with and in cooperation with the Office of Grants Management and ensures and monitors compliance with all terms and conditions of reporting requirements
- Gathers grant-related data and reports from City departments and performs the electronic filing of that information into the centralized grants management system
- Monitors and analyzes grantee financial and progress reports in accordance with the requirements of the grant award to assure funds are properly expended

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- Performs final review of completed awards, makes appropriate adjustments or disallowances, and processes close-outs in a timely and compliant manner
- Conducts post-award reviews and analyses to identify management, financial, and administrative issues
- Testifies before grant committees and at other public forums with recommendations in the area of funding, special conditions and grant administration to provide expert technical advice
- Identifies promising and strategic grant opportunities in both the private and public sectors
- Performs special projects and other duties as assigned

Program Analysts with a specialization in housing development may perform a range of duties including, but not limited to:
- Develops, administers, monitors or evaluates economic and community development programs, grants and/or contracts for conformance, effectiveness and timeliness
- Attends meetings of other governmental agencies, business, and community groups as assigned and summarizes discussion and action items; drafts responses to requests for information
- Assists in drafting proposed statements of work, requests for proposals, and requests for qualifications
- Upon award of contracts, tracks contractor performance
- Collaborates and participates with the Office of Contracting and Procurement in the coordination of the bid process with other staff, contractors, and vendors to ensure bids are obtained in a timely manner
- Performs cost estimates for required rehabilitation, modernization, and/or structural repairs and ensures that work is in compliance with program guidelines and/or HUD requirements
- Responds to HUD monitoring findings as a result of periodic audits
- Manages and provides oversight over the utilization of various City tax abatements, primarily regarding housing and mixed-use developments
- Inspects potential and ongoing projects to ensure they have met Housing Quality Standards and other building quality standards including audit for completion, requirements for minimum health and safety standards, and mechanical, engineering, and technical standards
- Provides assistance to agencies/departments in preparing for internal and external HUD audits and maintains internal record inventory system providing ease of access as audit requests are made
- Reports to management about asset utilization and audit results and recommends changes in operations and financial activities
- Enforces Federal and local labor relations regulations, including but not limited to the Davis-Bacon related acts
- Reviews payroll reports and worksheets for labor compliance to meet certain grant requirements
- Serves as liaison with grantors, grant recipients, grant sub-recipients, and assigned neighborhoods to clarify, interpret, and resolve issues
- Responds to and resolves difficult and sensitive citizen inquiries and complaints
- Performs special projects and other duties as assigned

Program Analysts with a specialization in Strategic Affairs may perform a range of duties including, but not limited to:
- Collaborates with all City departments to develop and implement economic and housing development projects throughout the City
- Seeks and promotes economic development opportunities in the City including residential, commercial, and industrial initiatives

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- Attempts to integrate housing and mixed-use development whenever possible
- Develops and implements land-use policy for the City
- May work in coordination with the Mayor's Office and the Department of Transportation to integrate transportation and transportation accessibility into City housing development initiatives
- Provides project oversight over staff, contractors and vendors to ensure that project status, issues, and successes are communicated to project team, stakeholders, sponsors, vendors, and all levels of management, and are documented appropriately
- Develops, administers, monitors or evaluates economic and community development programs, grants and/or contracts for conformance, effectiveness and timeliness
- Attends meetings of other governmental agencies, business, and community groups as assigned and summarizes discussion and action items; drafts responses to requests for information
- Assists in drafting proposed statements of work, requests for proposals, and requests for qualifications
- Upon award of contracts, tracks contractor performance
- Collaborates and participates with the Office of Contracting and Procurement in the coordination of the bid process with other staff, contractors, and vendors to ensure bids are obtained in a timely manner
- Manages and provides oversight over the utilization of various City tax abatements, primarily regarding housing and mixed-use developments
- Provides assistance to agencies/departments in preparing for internal and external HUD audits and maintains internal record inventory system providing ease of access as audit requests are made
- Reports to management about asset utilization and audit results and recommends changes in operations and financial activities
- Serves as liaison with grantors, grant recipients, grant sub-recipients, and assigned neighborhoods to clarify, interpret, and resolve issues
- Responds to and resolves difficult and sensitive citizen inquiries and complaints
- Performs special projects and other duties as assigned

Program Analysts with a specialization in information technology project management may perform a range of duties including, but not limited to:
- Ensures that project status, issues, and successes are communicated to project team, stakeholders, sponsors, steering committee, and all levels of management, and are documented appropriately
- Conducts process analysis to understand how business practices are supported by technology and which process changes will be necessary per technology changes
- Designs new processes and standard operating procedures associated with changes
- Recognizes problems or situations that are new or without clear precedent; Evaluates alternatives and finds solutions using a systematic, multi-step approach
- Develops improvements and innovations to enhance performance
- Pro-actively engages present and future stakeholders in design, priority setting, and implementation
- Builds coalitions among the various stakeholders; negotiates authority to move the project forward
- Creates a sense of belonging and ownership among team members; assembles a team with the right mix of skills; coaches and motivates team members; delegates responsibility; and promotes mutual support and interaction
- Consults and provides advice, facilitates discussion, and resolves conflict; establishes trust; builds and uses cross-functional relationships to accomplish work objectives

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- Conveys goals and objectives clearly and in a compelling manner; listens effectively and clarifies information as needed; interprets verbal and non-verbal messages that others communicate; produces clear status reports; communicates tactfully and candidly
- Ensures open communication on the project team; Addresses delicate situations and handles conflicts in such a way as to maximize opportunity and minimize risk
- Acts as a champion for business process changes and technology changes
- Exerts strong influencing skills to impact choices on immediate and long-term directions
- Understands and effectively uses established policies and procedures and assists in developing policies and procedures where none exist
- Undertakes continual adjustments with stakeholders in a persuasive manner to keep the project on course, by use of positive win/win negotiation
- Prioritizes work; Anticipates consequences of actions, potential problems, or opportunities for change
- Sets and meets realistic deadlines; Forecasts changes and communicates current and projected issues
- Ensures a high level of fiscal control and accountability for project budget
- Creates work standards for project; establishes and defines roles and responsibilities, specific outcomes, and clear measures for quality and success of the team
- Performs special projects and other duties as assigned

KNOWLEDGE, SKILLS, AND ABILITIES
The knowledge, skill, and ability of a Program Analyst increases with the level of responsibility and experience.

At the entry-level, knowledge requirements might include basic professional knowledge of:
- Principles, practices and techniques of program development, implementation, and evaluation
- Formal project management methodologies
- Federal, State, and local laws, regulations, rules, policies, procedures, and methods governing the economic development and the administration of grants, cooperative agreements, and awards
- Obtaining, compiling, and summarizing narrative information and quantitative data for use by others
- Standardized bookkeeping processes and general accounting terminology
- Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, and coordination of people and resources
- Structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar
- Standard procurement/contract management policies and practices
- Personal computer capabilities and the application of computer systems to issues of format and content in City and departmental financial management
- Enterprise resource planning systems for finance, budget, general ledger, human resources, and other management systems and software programs, including centralized grants management systems
- Information Technology Change Control and interdependencies between business processes and technology

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At the intermediate level knowledge requirements might include detailed, intensive knowledge of:
- Concepts, principles, practices, and methods of budget formulation, enactment and execution, accounting and finance functional area(s)
- Principles, practices and techniques of program development, implementation, and evaluation
- Formal project management processes, resource management, risk management, scope, and change request management, schedule management, communication plans and internal controls, and quality management
- Federal, State, and local laws, regulations, rules, policies, procedures, and methods governing the economic development and the administration of grants, cooperative agreements, and awards
- Schedule of Expenditures of Federal Awards (SEFA) preparation
- Grants/assistance management processes and techniques consistent with sound business and industry practices
- Obtaining, compiling, and summarizing narrative information and quantitative data for use by others
- Data and/or statistical analysis
- Process improvement tools and methodologies
- Interdependencies between business processes and technology
- Standardized bookkeeping processes and general accounting terminology
- Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, and coordination of people and resources
- Structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar
- Standard procurement/contract management policies and practices
- Personal computer capabilities and the application of computer systems to issues of format and content in City and departmental financial management
- Enterprise resource planning systems for finance, budget, general ledger, human resources, and other management systems and software programs, including centralized grants management systems

At the advanced level knowledge requirements might include comprehensive knowledge of:
- Financial theory and principles of business management operations and practices
- Concepts, principles, practices, and methods of budget formulation, enactment and execution, accounting and finance functional area(s)
- Principles, practices and techniques of program development, implementation, and evaluation
- Principles and standards of relational database management concepts
- Formal project management processes, resource management, risk management, scope, and change request management, schedule management, communication plans and internal controls, and quality management
- Federal, State, and local laws, regulations, rules, policies, procedures, and methods governing the economic development and the administration of grants, cooperative agreements, and awards
- OMB "super-circular" ("Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards") on financial administration and cost principles, in particular proper cash management
- Schedule of Expenditures of Federal Awards (SEFA) preparation
- Grants/assistance management processes and techniques consistent with sound business and industry practices
- Techniques commonly used in locating errors in financial and operational reports and statements

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- Obtaining, compiling, and summarizing narrative information and quantitative data for use by others
- Data and/or statistical analysis
- Process improvement tools and methodologies
- Interdependencies between business processes and technology
- Diplomacy in communication techniques
- Prioritization among competing interests and resource and budgetary constraints
- Standardized bookkeeping processes and general accounting terminology
- Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, and coordination of people and resources
- Structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar
- Standard procurement/contract management policies and practices
- Personal computer capabilities and the application of computer systems to issues of format and content in City and departmental financial management
- Enterprise resource planning systems for finance, budget, general ledger, human resources, and other management systems and software programs, including centralized grants management systems

Skill in:
- Identifying, synthesizing, and evaluating program related issues and assignments, consolidating information from a variety of sources, and selecting appropriate analytical approaches
- Making decisions or recommendations significantly changing, interpreting, or developing important public policies or programs
- Assessing customer requirements, analyzing business processes and data, evaluating possible solutions, and presenting recommendations to stakeholders and higher-grade personnel
- Identifying key performance indicators and reliable ways to collect data related to such
- Providing direction and guidance to project teams in a collaborative manner
- Negotiating challenging situations with both internal and external stakeholders
- The use of relational and distributed database technology
- Analyzing and displaying data to support recommendations for improving applications and processes, advise on system / business application updates, and develop requirements for new systems
- Reconciling accounts against multiple systems
- Presenting concise financial and operational information (orally, written, and/or using PowerPoint or Word) to a variety of audiences
- Use of Microsoft Office (i.e. Word, Excel, Access, PowerPoint, and / or other office suite software packages)
- Use of Excel (e.g. Pivot Tables, Vlookup, Hlookup, charts, tables, and / or other related software packages) functionality
- Communicating in writing clearly and effectively, demonstrate this skill by rendering technical details and reports in a form readily understandable to management and the public
- Understanding written sentences and paragraphs in work related documents
- Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times
- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems

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- Talking to others to convey information effectively
- Establishing and maintaining good working relationship with other City employees and the public

Ability to:
- Collect, quickly interpret, and analyze information from a variety of sources, apply criteria, draw conclusions and develop recommendations, guidelines, and policies
- Utilize a variety of fact-finding techniques (e.g. interview, case analysis, observation) to elicit appropriate data and to identify areas of operation which significantly deviate from Federal requirements
- Utilize process analysis techniques to identify opportunities for process and/or technology improvements
- Learn and use contemporary grants management software and other related software for program and financial management
- Read, interpret, and effectively analyze professional and technical reports
- Choose the right mathematical methods or formulas to solve a problem
- Plan, coordinate, set priorities, and supervise staff and others engaged in program management activities
- Develop cost-benefit and business case analyses by consolidating information, identifying relevant data, and making logical assumptions to provide insight and recommendations with minimal errors regarding cost savings, optimal organization and financial structure, and program offering
- Participate in decision-making sessions, provide guidance, and advise a number of program managers on legal and regulatory requirements, financial policies, the interpretation of data, potential roadblocks, and program improvements through analysis of fund requests, program operations, monthly reports, and special analysis
- Communicate information and ideas clearly and effectively both orally and in writing so they can be understood
- Read and understand information and ideas presented in writing
- Add, subtract, multiply, or divide quickly and correctly
- Apply general rules to specific problems to produce answers that make sense
- Work tactfully and effectively with employees, supervisors and managers, grantors, sub-recipients, and with elected and appointed officials and senior staff in assigned Departments and Agencies
- Take initiative to acquire additional knowledge and education to remain current in field
- Work as part of a team

SUPERVISORY CONTROLS
The level and nature of the supervision given to a Program Analyst will vary depending on their experience and level, i.e. whether they are entry, intermediate, or advanced professional levels. Supervision may be close up to cursory.

At the entry-level, the Program Analyst works as instructed and consults with the supervisor, higher-grade Program Analyst professionals, or other designated authority on matters not specifically covered in the original instructions. All work is closely controlled either through the structured nature of the work itself, through review in-progress, or through review of completed work for accuracy, adequacy, and adherence to instructions and established procedures.

At the intermediate level, the supervisor, higher-grade Program Analyst professionals, or other designated authority may provide standing instructions on recurring assignments by indicating what is to be done,

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applicable policies and procedures to follow, quality and quantity of work expected, deadlines, and priority of assignments.

At the advanced level, the Program Analyst takes initiative to perform recurring or individual assignments. The Program Analyst also resolves recurring problems independently (e.g. investigates recurring discrepancies in procurement documents, obtains missing information from originators, or explains procedural requirements). The Program Analyst refers situations not covered by instructions or precedents to the supervisor for decision or help. The supervisor provides administrative and policy direction in terms of broadly defined missions or functions of the organization and evaluates the accuracy and adequacy of completed work and methods used through indicators, such as the frequency and nature of problems resulting from errors in processing, problems with responding to inquiries or requests, the nature and frequency of complaints from serviced employees or others, and through a review of reports or other controls built into the system.

GUIDELINES
Guidelines exist for Program Analysts. The differences in Program Analyst levels is determined by the judgment required to identify which guidelines to use, how to interpret the guidelines, and the ability to make judgments with missing, incomplete, or conflicting information. Guidelines exist in the form of agency regulations, legislation, procedures, manuals, and requirements; local, state, and federal rules and regulations; budget guidelines; appropriations language from City of Detroit, Wayne County, the State of Michigan, the Federal government, grants, and agencies; and tax regulation. The City of Detroit Charter also offers guidelines for how the City should be run, therefore the Program Analyst involved in financial or grant accounting activity must ensure financial compliance to the Charter in addition to compliance to General Accepted Accounting Principles (GAAP), IRS, Treasury Department, Office of Budget, other accounting standard bodies, City Finance Directives, and granting authorities. Judgment is required to determine applicability of these guidelines.

COMPLEXITY
The complexity of the work derives from the nature, number, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work. Work complexity is further driven by the policies and procedures that guide the work or from communications with City employees unfamiliar with program analysis, grant reporting, information technology project management, compliance with reporting requirements and/or operations, and ability to translate finance, accounting, operational, or project-related data into reports easily understood by people with and without the requisite background.

SCOPE & EFFECT
The scope and effect of the work centers on support to the supervisor, higher-grade Program Analyst professionals, or other designated authority in the preparation of grant applications, administration of grants, management of records, administration of housing development, or administration of information technology project management. The accuracy and timeliness of the work impact the reliability of the daily output of the individual or office.

PERSONAL CONTACTS
At the entry-level, contacts are usually with employees in the immediate organizational unit or in closely related support units. Contacts are with employees outside the organization or with members of the general public in very highly structured situations. At the intermediate or advanced levels, contacts are with executives, officials, managers, and/or professionals, including officials and employees of other agencies and outside organizations and businesses. Examples may include: Executive, Legislative, and Judicial

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Branch staff members making inquiries on behalf of constituents; Various levels of agency management; Representatives of federal, state, county and local governments; Representatives of contacts including attorneys and accountants; and/or Administrators, professors, and staff of universities and hospitals. Contacts may or may not be routine or recurring and are dependent on the Program Analyst level.

PURPOSE OF CONTACTS

At the entry-level, the purpose of contacts is to plan, arrange, acquire, coordinate, or advise on work efforts and/or arrange for interviews and meetings to obtain information; and, as required, to obtain data to verify questionable items. Though differences of opinion may exist, the persons contacted are usually working toward a common goal and generally are cooperative. At the intermediate and advanced levels, the purpose of contacts is to influence, motivate, and persuade program managers and other officials in positions of decision-making authority with widely differing goals and interests to follow a recommended course of action consistent with established budget/financial management policies, objectives, or regulations.

PHYSICAL DEMANDS

The work is characterized as sedentary. Typically Program Analysts sit comfortably to do their work, interspersed by brief periods of walking, standing, bending, carrying of papers and books, and extended periods requiring the use of computer terminals to accomplish work objectives.

WORK ENVIRONMENT

Work is performed in a comfortable office environment which is appropriately lighted, heated and cooled. The work environment contains no significant hazards. Some work may require walking and standing in conjunction with travel to and attendance at meetings and conferences away from the work site. The Program Analyst may encounter individuals that are upset.
During extended periods each year, Program Analysts may be required to work considerable overtime.

MINIMUM QUALIFICATIONS

These minimum qualifications establish the education, training, experience, special skills, and/or license(s) which are required for employment in the classification. Minimum qualifications increase based on the level of the position. Note: additional qualifications (i.e., special conditions) may apply to a particular position.

Education
For all Program Analysts it is a requirement to have completed a bachelor's degree from an accredited college or university, with major course of work in business administration, public administration, public policy, economics, finance, accounting, urban studies, information technology, or a closely related field.

In addition, Program Analysts with a master's degree, such as Masters in Business Administration, Masters in Public Administration, Masters in Finance, Masters in Economics, Masters in a technology-related field, and other appropriate and related courses of study meet the minimum experience required for Program Analyst II. Program Analysts with a juris doctor degree (J.D.) specializing in Strategic Affairs meet the minimum experience required for Program Analyst II.

Experience
In addition to the minimum education requirements, the following experience requirements also apply:

For entry into the Program Analyst position, one (1) year of professional experience providing project management-related activities or a systematic review, analysis, interpretation, and evaluation of grants,

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housing development or other financial/operational data is preferred but not required. Program Analyst must demonstrate proficiency with integrated word processing and spreadsheet functions.

For selection, appointment to a Program Analyst level II or higher, in addition to the minimum education requirements, more progressive levels of experience are required based on the following:
Program Analyst II – at least two (2) years of experience
Program Analyst III – at least three (3) years of experience
Program Analyst IV – at least four (4) years of experience

License / Certificates
Some positions within the Office of the Chief Financial Officer may require certification as a Michigan Certified Assessing Technician. Positions within the Office of Grants Management do not require licenses or certifications.

Some positions within the Department of Innovation and Technology may require certification in specific hardware, software, project management, or other technology related matters. Preferred certifications include the following: PMP Certification; PgMP Certification; CAPM Certification; PMI-PBA Certification; PMI-ACP Certification; Lean Six Sigma Certification; or ITIL Certification.

Some positions within the Planning and Development Department and Housing and Revitalization Department may require certification in specific programs, including loan origination and mediation, as well as environmental or other related matters.

Equivalency
Equivalent combinations of education and experience that provide the required knowledge, skills, and abilities will be evaluated on an individual basis.

WRITTEN TEST REQUIREMENTS
Applicants may be required to illustrate proficiency in the use of software packages such as the Microsoft Office Suite including Word and Excel. Applicants may be required to take written tests or work simulations to illustrate proficiency in other skill sets as may be determined based on the duties and responsibilities to be performed. These written tests might include mathematical skills and writing skills, including grammar and reading comprehension.

BACKGROUND AND OTHER CHECKS
Applicants may be subject to background, criminal, and credit checks.

POSITION TITLES
There are four positions in the Program Analyst job class specification:

Program Analyst I
This is the entry level. As a trainee, the Program Analyst carries out a range of professional analyst assignments while learning the methods of the work.

Program Analyst II
This is the intermediate level. The Program Analyst performs an expanding range of professional analyst assignments in a developmental capacity.

PROGRAM ANALYST

Program Analyst III
This is the experienced level. The Program Analyst performs a full range of professional analyst assignments. Considerable independent judgment is used to make decisions in carrying out assignments that have significant impact on services or programs.

Program Analyst IV
This is the advanced level. The Program Analyst may function as a lead analyst or head analyst. At this level, Program Analysts are responsible for overseeing the work assignments of other professionals or have regular assignments which have been recognized as having significantly greater complexity than those assigned at the experienced level.

Based on the program functional area, parenthetical titling may be used when special subject matter knowledge of a specific functional area is required.

For positions in the Management Supervisory Service (MSS) class, the position titles are as follows:
Program Management Officer III (Manager III)
Program Management Officer IV (Manager IV)

Program Analysis Officer III (Supervisor III)
Program Analysis Officer IV (Supervisor IV)

(See the Management Supervisory Service Job Specification for specific experience and educational requirements.)

PROBATIONARY PERIOD
Individuals appointed to a position in this class will be required to serve a probationary period of six months with the possibility of a six month extension for a total of twelve months. If promoted to a position in this class, an individual will be required to serve a probationary period of six months. Performance will be carefully evaluated during the probationary period. Continued employment in this class will be contingent upon successful completion of the probationary period.

For probationary period requirements for the Management Supervisory Service, refer to the Job Specification for the Management Supervisory Service.

CODE DESIGNATIONS
Class Code: 13-1111-00
EEO Code: 2
MSS Class Code: 13-1111-00
EEO Code: 1.2
Date Revised: 05/06/2016