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Office of Personnel Management

Management and Program Analysis Series

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SERIES DEFINITION

This series includes positions which 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; and the analytical and evaluative methods and techniques for assessing program development or execution and improving organizational effectiveness and efficiency. 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 factfinding and investigative techniques; oral and written communications; and development of presentations and reports.

This standard supersedes the standard for the Management Analysis Series, GS-0343, issued February 1972 (TS-9) and the standard for the Program Analysis Series, GS-0345, issued October 1965 (TS-58).

EXCLUSIONS

1. Positions primarily engaged in conducting, supervising, or managing the line program activities or functions of the employing agency. Depending on the specific knowledges and skills required, such positions should be classified either in the appropriate subject-matter series, the [Program Management Series, GS-0340](#), or the [Miscellaneous Administration and Program Series, GS-0301](#).
2. Analytical positions which have as their paramount qualification requirement specialized subject-matter knowledge and skills equivalent to those required of a fully-trained employee in the particular subject-matter occupations. Such positions should be classified in the appropriate specialized series, or if none is established, in the [Miscellaneous Administration and Program Series, GS-0301](#).
3. For other excluded work, see the classification standards for:

[Computer Specialist Series, GS-0334](#);

[Management Clerical and Assistance Series, GS-0344](#);

[Budget Analysis Series, GS-0560](#);

[Industrial Engineering Series, GS-0896](#);

[Financial Analysis Series, GS-1160](#); and

[Operations Research Series, GS-1515](#).

OCUPATIONAL INFORMATION

This series includes positions formerly classified in the Management Analysis Series, GS-0343, and the Program Analysis Series, GS-0345. This new series combines in one occupation positions which perform similar duties and require many of the same, or closely related, knowledges and skills. The intent in establishing this series is to cover staff administrative analytical and evaluative work related to program operations, and management and organizational efficiency and productivity. Staff positions which require full competence in a particular specialized or subject-matter field for satisfactory performance of the work are excluded from this series.

The work of this occupation is typically performed in a staff capacity in that the results of the work support the accomplishment of the principal mission or line program(s) of the agency or organizational component in which the positions are located. In some cases, particularly in the larger agencies, the distinction may not always be readily apparent. For example, the mission or line work of an organizational component may be the development of staffing standards to be used throughout the agency. Positions involved in this work may be considered as performing the line work of the immediate organizational component. However, since the results of the work (i. e., the staffing standards) support accomplishment of the overall programs and mission of the agency, the positions are in fact performing staff work for the agency.

Positions in this series serve as staff analysts, evaluators, and advisors to management on the effectiveness and efficiency with which agencies and their components carry out their assigned programs and functions. Such positions may be found at any organizational level within Federal agencies. The primary purpose of the work is to provide line managers with objectively based information for making decisions on the administrative and programmatic aspects of agency operations and management. Positions in this series are concerned with a wide variety of assignments. Listed below are some illustrations of the nature of the work and the intended coverage of this series. This list should not be considered as a definitive catalog of all of the specific kinds or combinations of work performed by positions in this series.

- analyzing and evaluating (on a quantitative or qualitative basis) the effectiveness of line program operations in meeting established goals and objectives;
- developing life cycle cost analyses of projects or performing cost benefit or economic evaluations of current or projected programs;
- advising on the distribution of work among positions and organizations and the appropriate staffing levels and skills mix;

- advising on the potential benefits/uses of automation to improve the efficiency of administrative support or program operations;
- evaluating and advising on the organization, methods, and procedures for providing administrative support systems such as records, communications, directives, forms, files, and documentation;
- researching and investigating new or improved business and management practices for application to agency programs or operations;
- analyzing management information requirements to develop program or administrative reporting systems including the systems specifications, data gathering and analytical techniques, and systems evaluation methodology;
- analyzing new or proposed legislation or regulations to determine impact on program operations and management;
- developing new or modified administrative program policies, regulations, goals, or objectives;
- identifying data required for use in the management and direction of programs;
- developing data required for use in the management and direction of programs;
- developing management and/or program evaluation plans, procedures, and methodology;
- conducting studies of employee/organizational efficiency and productivity and recommending changes or improvements in organization, staffing, work methods, and procedures;
- developing procedures and systems for establishing, operating, and assessing the effectiveness of administrative control systems such as those designed to prevent waste, loss, unauthorized use, or misappropriation of assets;
- performing management surveys to determine compliance with agency regulations, procedures, sound management practices, and effective utilization of staff;
- developing workload based staffing standards to determine organizational manning levels;
- analyzing and evaluating agency functions and activities being considered for conversion to contract operations;
- identifying resources (staff, funding, equipment, of facilities) required to support varied levels of program operations;

- reviewing administrative audit and investigative reports to determine appropriate changes or corrective action required;
- analyzing and evaluating proposed changes in mission, operating procedures and delegations of authority.

TITLES

Nonsupervisory positions primarily concerned with analyzing, evaluating, and/or improving the efficiency of internal administrative operations, organizations, or management are titled *Management Analyst*.

Nonsupervisory positions primarily involved in planning, analyzing and/ or evaluating the effectiveness of line or operating programs are titled *Program Analyst*.

Positions which involve a mix of these functions, where neither is predominant are titled *Management and Program Analyst*.

Positions which involve a mix of these functions, where neither is predominant are titled *Management and Program Analyst*.

Agencies may supplement the basic position titles by adding parenthetical titles, where necessary, to identify duties and responsibilities which reflect specific knowledge and skills required in the work.

Supervisory is prefixed to the title of positions which meet the criteria in the [GS Supervisory Guide](#)(GSSG). (In Department of Defense components, titling instructions in other guides should be used.)

Management Analysis Officer, Program Analysis Officer, and Management and Program Analysis Officer titles are established for positions which have responsibility for establishing, planning, and directing programs in their respective functional specializations.

GRADING POSITIONS

Nonsupervisory positions at grade GS-9 and above are evaluated by reference to the [Administrative Analysis Grade Evaluation Guide](#). Due to the diversity of assignments in this occupation, users should not seek a one-to-one correspondence between the duties of a particular position and the factor level descriptions and work illustrations in the guide. Instead, users should strive to match the intent of the various factor levels and seek to locate concepts and examples which are comparable.

For trainee and developmental positions GS-5 and GS-7, follow the guidance provided in the Administrative Analysis Grade Evaluation Guide.

Evaluate supervisory positions by the criteria in Part II of the [GSSG](#). (In Department of Defense components, criteria in other guides should be used.)