

ANALYST SPECIALIST SERIES – COMPARISON OF CLASSIFICATIONS AND SKILL LEVELS

(As described in the CQS)

	AAS – NON-EXEMPT	AAS – EXEMPT I	AAS – EXEMPT II	AAS – EXEMPT III
General Description	<p>Incumbents in positions at this level serve primarily as individual contributors providing day-to-day administration of a program, and/or performing a variety of administrative and technical duties requiring knowledge of methods and procedures in support of an organizational unit.</p> <p>Administrative and analytical work relates primarily to operations and procedures.</p>	<p>Incumbents in positions at this level perform the full range of work related to program and policy research, analysis, development, evaluation, and/or operational and fiscal analysis related to an administrative specialty. Work requires applying a theoretical knowledge base to develop recommendations and conclusions. Incumbents often serve as program administrators.</p>	<p>Incumbents in positions at this level often provide program leadership of a strategic nature through program or organizational unit planning activities and the analysis, development, and evaluation of highly complex programs with broad impact.</p>	<p>Incumbents in positions at this level provide advanced-level functional expertise and leadership to a highly complex or critical program, specialty or organizational unit. Work is primarily strategic in nature with broad and far reaching impact at the campus and/or systemwide level.</p>
Entry Qualifications	<p>Entry to this classification requires general knowledge and skills in the applicable administrative and/or program field with a foundational knowledge of public administration principles, practices, and methods. This foundation would normally be obtained through a bachelor's degree and/or equivalent training and administrative work experience involving study, analysis, and/or</p>	<p>Entry qualifications are defined for entry to the first position skill level of the classification. Further progression within the classification depends first, on the need for a position at that skill level, second, on the duties and requirements of the position, and third, on an employee's demonstrated and applied skills and abilities.</p>	<p>Entry qualifications are defined for entry to the first position skill level of the classification. Further progression within the classification depends first, on the need for a position at that skill level, second, on the duties and requirements of the position, and third, on an employee's demonstrated and applied skills and abilities.</p>	<p>Entry qualifications are defined for entry to the first position skill level of the classification. Further progression within the classification depends first, on the need for a position at that skill level, second, on the duties and requirements of the position, and third, on an employee's demonstrated and applied skills and abilities.</p>

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evaluation leading to the development or improvement of administrative policies, procedures, practices, or programs.			

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Knowledge and Skill Requirements				
General Requirements	<p><i>Entry qualifications as described above.</i></p> <p>Working knowledge of general practices, program, and/or administrative specialty. Basic knowledge of and ability to apply fundamental concepts. Working knowledge of budget policies and procedures.</p>	<p><i>In addition to Position Skill Level - Non-Exempt knowledge and skill requirements, work assignments typically require:</i></p> <p>Working knowledge of and ability to apply standard theories, principles, practices, and techniques applicable to the program and/or administrative specialty to develop conclusions and make recommendations.</p>	<p><i>In addition to Position Skill Levels - Non-Exempt and Exempt I knowledge and skill requirements, work assignments typically require:</i></p> <p>Thorough knowledge of and ability to apply extensive expertise to complex programs and/or administrative specialties, including pertinent laws and regulations.</p>	<p><i>In addition to Position Skill Levels - Non-Exempt, Exempt I and Exempt II knowledge and skill requirements, work assignments typically require:</i></p> <p>Extensive and in-depth knowledge of and ability to apply expertise in the advanced theories, principles, methods and practices associated with the functional specialty, program, and/or organizational unit, including applicable internal policies and procedures and pertinent</p>

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			<p>laws and regulations. Laws and regulations are highly complex and require substantial judgment and discretion in interpreting and applying them to the specialty or program area. Incumbents at this level often may have certification in a specialty area.</p>
<p>Analytical Skills</p>	<p>Knowledge of basic methods and procedures for research and statistical analysis and the ability to apply them.</p> <p>Ability to analyze data and make accurate projections using business mathematics and basic statistical techniques.</p>	<p>Working knowledge of operational and fiscal analysis and techniques.</p> <p>Skill in the research, development and evaluation of policies and programs, including skill in the collection, evaluation, and interpretation of data to develop sound conclusions and make appropriate recommendations.</p> <p>Expertise in investigating and analyzing problems with a broad administrative impact and implications. Ability to</p>	<p>Expertise in administrative survey techniques, operations and systems analysis, statistical and research methods, and the ability to interpret and evaluate results to develop sound conclusions and recommend new or revised policies.</p> <p>Ability to understand problems from a broad, interactive perspective and discern applicable underlying principles to</p> <p>Extensive and in-depth knowledge in project management including research and analytical methodologies.</p> <p>Ability to interpret and integrate complex data and information to formulate appropriate courses of action which have broad and far reaching impact.</p> <p>Ability to understand and analyze complex problems from a future-oriented and broad interactive perspective and readily</p>

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		anticipate problems and address them proactively.	conceive of and develop strategic solutions.	develop proactive solutions that integrate strategic goals into tactical operations.
<i>Independence</i>	<p>Ability to make independent decisions and exercise sound judgment.</p> <p>Ability to organize and plan work and projects including handling multiple priorities.</p>	Ability to take initiative and independently plan, organize, coordinate, and perform work in various situations where numerous and diverse demands are involved.		
<i>Program Specific Knowledge</i>	Ability to learn, interpret, and apply a wide variety of policies and procedures relating to and impacting the applicable program, organizational unit, and/or administrative specialty.	Thorough knowledge of policies, procedures, and outside regulations pertaining to the applicable program and/or administrative specialty.	Demonstrated expertise in and advanced knowledge of the principles, problems, and methods of public and business administration and operational and fiscal management.	Substantial and broad knowledge of public and private entities including their organizational and operating structures, internal systems, and functional areas, as well as the impact of critical external entities on an organization. Ability to integrate and apply this knowledge to anticipate problems and assess the impact of proposed solutions on various organizational areas.
<i>Communication</i>	Ability to compile, write, and present reports	Demonstrated ability to effectively interpret,	Ability to effectively present ideas and	Ability to effectively use applicable information

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	related to program or administrative specialty.	organize, and present information and ideas in written or presentation form.	concepts in written or presentation format and use consultative and facilitation skills to gain consensus.	systems and applications in analysis, research, and reporting activities and projects.
<i>Interpersonal Skills</i>	Demonstrated ability to establish and maintain effective working relationships within and outside the work group and serve as a liaison for the organizational unit.	Ability to work with representatives from public and private entities and handle potentially sensitive situations. Demonstrated consultative skills in working with internal and external constituent groups.		Ability to effectively communicate with and influence high-level and diverse contacts inside and outside of the CSU system. Ability to effectively use all communication methods and formats and to use expertise, as well as persuasion and negotiation skills, to build consensus to achieve short- and long-term goals and objectives.
<i>Lead Responsibilities</i>	Unlike the administrative support series, positions in the first level of this classification are not primarily responsible for leading or coordinating the clerical operations or support function for an organizational unit.	Ability to train others on new skills and procedures and provide lead work direction.		

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Typical Nature of Work Assignments				
<i>Scope and Complexity of Position</i>	<p>Work is usually limited to immediate organizational unit, but may coordinate projects within or with other units. Assignments require handling of multiple work priorities and accountability for own work results.</p> <p>Performance of a variety of administrative, technical and analytical duties of limited to moderate complexity and/or day-to-day administration of a program within an organizational unit under general supervision. Work activities relate primarily to operations and procedures.</p>	<p>Independent performance of varied or specialized administrative and analytical duties and/or service as a program administrator. Work is reviewed against goals and involves independently planning and performing research and participating in the development, alteration, implementation, and evaluation of the organizational unit's and/or program's policies and procedures.</p>	<p>Under general direction, performance of administrative and/or program leadership in a large and/or complex organizational unit with broad impact. Required to assess, formulate, and evaluate the impact of recommended or implemented policies from a strategic and operational perspective. Work requires regular participation in planning and development activities and, as required, independent determination of methods to meet programmatic or administrative goals.</p>	<p>Under general direction, performance of administrative and/or program leadership in a highly complex or critical program, specialty, and/or organizational unit having broad campus and potentially systemwide impact, requiring broad knowledge of organizational structures and systems. Performance of high-level and specialized functions involving the analysis, interpretation, integration, compilation, application, and presentation of complex data and information. Results are used for the development and implementation of new methods and strategic, long-term planning to meet programmatic and administrative goals.</p>

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				Lead business innovation and process improvement efforts, often developing new strategic approaches and solutions. Address problems from a broad interactive perspective using advanced research and analytical skills to conceive new solutions.
<i>Independence and Accountability</i>	Assignments regularly require the use of independent judgment to make decisions, interpret, and apply a wide range of policies and procedures related to the program area and/or administrative specialties. Standard procedures and practices are followed.	Contribution to the completion of broader and more complex organizational or program projects and goals. Often provides project leadership or represents the work unit on key projects within and outside the organization. Accountable for own work results which are reviewed for soundness of judgment.	Independent determination of approaches to project and priorities. Work is reviewed against overall goals and objectives, with full accountability for results.	Independently manage and implement highly complex projects and business solutions with broad scope within and outside the organization. Impact is often both at the campus and systemwide level. Work is reviewed against demonstrated results. Accountable for short- and long-term goals and objectives
<i>Problem Solving</i>	A wide range of administrative problems	Analyze and address problems using reasoning	Use of appreciable judgment in the	Use of substantial judgment in the analysis,

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	<p>related to day-to-day work unit and program operations will require solutions. Precedents may often be relied on to determine appropriate solutions.</p> <p>Typically, the work requires limited innovation, but some ingenuity may be used to meet new needs.</p>	<p>and the interpretation and application of theories and principles to develop and recommend alternatives and best courses of action.</p> <p>Considerable judgment and discretion reflective of a thorough knowledge of a professional administrative specialty and/or program and/or policy areas need to be exercised. Policies and practices referenced for guidance.</p> <p>Ingenuity in determining methods to achieve programmatic goals and develop and implement program policies required.</p>	<p>development of policies and procedures related to issues frequently not covered by existing policies and procedures. Precedents and policies to guide development activities may be available for reference.</p> <p>Use of appreciable ingenuity and innovation to conceive of new approaches and solutions to address complex problems and issues.</p>	<p>interpretation, integration, and application of complex data and information and the subsequent development of policies and procedures. Precedents often do not exist and expertise and research must serve as reference guides.</p>
Lead Responsibilities	<p>The work focuses primarily on own work assignments and projects, rather than lead work direction. However, duties may include overseeing clerical operations and providing lead direction to support</p>	<p>As required, day-to-day program or work unit operations are overseen and lead work direction to administrative staff, including accountability for results, is provided.</p>	<p>May oversee day-to-day program or organizational unit operations and provide lead work direction to other professional or administrative staff, with accountability for results.</p>	<p>Serve as a high-level individual contributor providing expertise and functional leadership and/or may oversee the day-to-day operations of the program or functional area including providing</p>

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staff.			lead work direction to other professional and/or technical staff.
<i>Organizational Relationships</i>	Work requires coordination with individuals at all levels within the organization. As needed, acts as a representative to outside entities.	<p>Serve as the prime contact for the program, specialty, and/or organizational unit. May manage relationships with outside entities or agencies and manage sensitive information and situations.</p> <p>Influence over key objectives and longer term goals of an organizational unit and/or program with high visibility or broad impact within and outside the organization.</p>	<p>Serve as the key contact and expert for a highly complex program, specialty, and/or organizational unit. Typically, maintains high-level and diverse contacts within the university system and with outside entities and agencies.</p> <p>Serve as a key technical advisor to executives and management exercising considerable influence over strategic objectives and methods which have a broad and far reaching policy and operational impact.</p>