Policy Analyst

CLASS TITLE	CLASS CODE	SALARY GROUP	SALARY RANGE
POLICY ANALYST I	1695	B21	$54,278 - $87,046
POLICY ANALYST II	1696	B23	$61,184 - $99,658
POLICY ANALYST III	1697	B25	$69,572 - $114,099

GENERAL DESCRIPTION

Performs policy analysis work involving assessing the impact of federal and state laws, regulations, and legislation on agency operations; providing data-driven recommendations; and collaborating with internal and external stakeholders to support the development, evaluation, and implementation of state policies and programs.

DISTINGUISHING CHARACTERISTICS

The Policy Analyst job classification series is intended for positions responsible for analyzing and assessing the impact of policies, laws, and regulations on agency programs, with a focus on policy development and its effects on programs and services. In contrast, the Management Analyst job classification series focuses on improving internal organizational systems and processes, which is not the primary function of the Policy Analyst role.

EXAMPLES OF WORK PERFORMED

Conducts policy research and analysis of federal and state laws, regulations, rules, legislation, policies, and guidance and gathers and analyzes data from various sources, including government reports, public records, academic studies, to assess their impact on agency programs and services.

Prepares concise and clear reports, presentations, policy briefs, and other materials, including testimony, to communicate findings and recommendations and to support legislative hearings.

Collaborates with internal staff, agency leadership, and external stakeholders to gather input, discuss findings, and inform policy recommendations.

Develops actionable policy recommendations to improve programs, based on research, data analysis, and stakeholder feedback, while tracking and assessing the performance of policies and programs to provide ongoing insights for improvement.

Monitors and tracks relevant state and federal legislation to ensure alignment with agency policies and strategic goals.

Aligns policies with long-term goals and objectives, helping to shape the direction of key initiatives.
Drafts responses to policy-related inquiries from agency leadership, external stakeholders, legislative staff, and the media.

Provides guidance and technical assistance to agency staff on relevant policy matters.

Performs related work as assigned.

DESCRIPTION OF LEVELS

Examples of work and descriptions are meant to progress through the levels. For example, an employee at a level III may also perform work listed within the previous levels.

***Note**: Factors that may distinguish between levels include the risk, complexity, impact, and scope of the work performed; scope of responsibility, oversight, and authority; hierarchy, reporting relationships, and placement within the organization; and the employee's related work experience, education, and certifications. Employees at the journey levels may independently perform the full range of work within current levels and may assist others in performing work of greater complexity.*

POLICY ANALYST I: Performs moderately complex (journey-level) policy analysis work. Works under general supervision, with limited latitude for the use of initiative and independent judgment. Employees at this level may rely on direction from others to solve problems that are not standard and may routinely assist others in performing work of greater complexity.

POLICY ANALYST II: Performs complex (journey-level) policy analysis work. Works under general supervision, with moderate latitude for the use of initiative and independent judgment. Employees at this level may work more independently than the previous level and may routinely assist other staff in performing work of greater complexity. Employee may:

- Develop and present policy proposals, reports, and recommendations for agency leadership.
- Monitor and evaluate the implementation of policies and programs, ensuring alignment with strategic goals and providing actionable insights for continuous improvement.
- Represent the agency at legislative hearings and provide expert testimony on policy issues affecting agency operations and services.

POLICY ANALYST III: Performs highly complex (senior-level) policy analysis work. Works under limited supervision, with considerable latitude for the use of initiative and independent judgment. Employees at this level may serve in a lead or supervisory role, may perform the full range of work identified in the levels preceding their own, may coordinate or oversee the work of others, and may:

- Develop and execute the agency's long-term policy strategy, collaborating with agency leadership and external stakeholders.
- Manage complex policy analysis projects from inception to completion, including coordinating efforts across multiple teams and stakeholders.

- Design and conduct advanced studies to assess the impact of new laws, regulations, and policies on agency operations and public services.
- Coordinate cross-agency working groups to develop policy solutions for multi-faceted issues, leveraging diverse expertise and perspectives.
- Anticipate future policy trends and regulatory changes, preparing the agency for potential impacts and proactively developing policy responses.

GENERAL QUALIFICATION GUIDELINES

EXPERIENCE AND EDUCATION

Agencies have the discretion to identify the general or specialized experience, education, or certifications required for positions and may tailor qualification requirements to specifically meet the agency's business needs. Agencies may substitute experience, education, military service, apprenticeships, and relevant credentials for one another, if appropriate and allowed by statute.

KNOWLEDGE, SKILLS, AND ABILITIES

For all levels

- Knowledge of public policy analysis principles and governmental structures; state and federal legislative and policy development processes; and relevant policy areas.

- Skill in researching and analyzing complex data and policies; in identifying policy options and impacts for decision-makers; in collaborating with internal and external stakeholders; in developing clear and concise written and verbal communication; in problem-solving, critical thinking, and independent decision-making; in the use of a computer and applicable software.

- Ability to research, analyze or evaluate data; to identify issues and propose solutions; to assess potential policy impacts; to develop and present alternative solutions; to conduct studies; to interpret and implement policies and procedures; to work independently and collaboratively, to manage multiple projects and deadlines; to prepare concise reports; and to communicate effectively.

Additional for Policy Analyst lll level

- Ability to oversee and/or supervise the work of others.