



Karan Norman

Departmental Analyst

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STRENGTHS

- 🔍 **Evidence based research**
Policy questions became organized issue summaries, giving project partners a clearer basis for practical recommendations.
- 💬 **Clear customer guidance**
Complex findings became plain language instructions, and testers found updated labels easier to follow.
- ⚙️ **Process improvement**
Workflow mapping exposed duplicate effort and unclear ownership, creating a more practical sequence for change.
- 📊 **Data quality focus**
SQL checks and validation notes brought unusual records into view, helping reviewers trust analytical conclusions.
- 👥 **Collaborative leadership**
A five student team stayed aligned through shared requirements, testing, and feedback, with peers seeking help on difficult decisions.

SKILLS

Process Analysis

System Improvement SQL

Custom Queries Data Analysis

Requirements Documentation

User Testing Research

Policy Analysis

Customer Guidance

Procedure Development

Microsoft Excel Microsoft Teams

Data Quality Access Controls

SUMMARY

Early career analyst with a Bachelor of Science in Public Administration and hands on academic work across **tax administration**, **process analysis**, **system improvement**, data querying, policy research, and customer guidance. Built custom SQL queries against large instructional datasets, investigated exceptions, reviewed data quality, documented functional needs, and tested workflow changes through structured scenarios. Translated technical findings, **policy questions**, and procedural observations into clear recommendations for varied audiences. Capstone work covered registration, return review, fee processing, customer inquiries, role based access, and minimum necessary data practices. Collaborative project leadership included stakeholder interviews, user stories, acceptance criteria, usability sessions, procedure guides, and change communication. Prepared to contribute thoughtful research, practical analysis, secure information handling, and clear guidance within a flexible Michigan based public service environment.

EDUCATION

Bachelor's Degree in Public Administration

Grand Valley State University 🎓 GPA: 0 📅 2026 📍 Grand Rapids, MI

Coursework: *Tax administration, policy analysis, public budgeting, data analysis*

TECHNICAL SKILLS

- **Data Querying:** SQL, Custom Queries, Parameterized Queries
- **Data Analysis:** Microsoft Excel, Pattern Analysis, Record Review
- **Process Analysis:** Workflow Mapping, Current State Analysis, Future State Analysis
- **Requirements Analysis:** Functional Requirements, User Stories, Acceptance Criteria
- **System Improvement:** Workflow Prototypes, Defect Documentation, Feature Evaluation
- **User Testing:** Structured Scenarios, Usability Sessions, Edge Case Review
- **Policy Research:** Statute Review, Agency Guidance, Issue Summaries
- **Tax Administration:** Tobacco Tax, Miscellaneous Fees, Return Review
- **Customer Guidance:** Procedure Guides, Plain Language, Customer Inquiries
- **Data Quality:** Data Dictionaries, Validation Checks, Duplicate Review
- **Access Controls:** Role Based Access, Minimum Necessary Data, Secure Records
- **Change Communication:** Adoption Support, User Questions, Process Explanations

EXPERIENCE

Departmental Analyst Capstone Researcher

Capstone Project 📅 January 2026 - May 2026 📍 Grand Rapids, MI

Supported a supervised capstone examining simulated state **tax administration** operations, system **functionality**, data quality, customer inquiries, secure information handling, and practical change recommendations.

LANGUAGES

English	Native
Spanish	Beginner

MY CAREER



- Departmental Analyst
Capstone Researcher at
Capstone Project (4 Months)
- Business Process Analysis
Project Lead at University
Project (3 Months)
- Policy and Data Research
Assistant at Academic Research
(4 Months)

- Mapped 18 tax workflow decision points across registration, return review, fee processing, and customer inquiries.
- Built custom **SQL** queries against 35,000 records, revealing exceptions, duplicates, delays, and recurring **data quality** patterns.
- Converted stakeholder interviews into functional requirements, maintaining traceable links between needs, tests, and proposed changes.
- Tested revised workflow rules through structured scenarios, documenting defects, edge cases, and **adoption recommendations**.
- Researched tax controls and applied role based access with minimum necessary data principles to proposed operations.
- Presented findings to 22 attendees, explaining technical evidence plainly and addressing implementation and change adoption questions.

Business Process Analysis Project Lead

University Project 📅 September 2025 - December 2025 📍 Grand Rapids, MI

Led a supervised five student analysis of a public service process, connecting **customer experience** findings with workflow redesign, **data analysis**, user testing, and implementation sequencing.

- Mapped service request handoffs, exposing unclear ownership, duplicate entry, and inconsistent customer instructions.
- Designed a future state workflow and procedure guide covering intake, review, escalation, closure, and controls.
- Analyzed 12,000 sample records with spreadsheets and SQL, identifying request patterns, delays, and rework causes.
- Created user stories and acceptance criteria linking customer pain points with workflow prototype changes.
- Facilitated usability sessions with 10 testers, revising labels and guidance after recurring comprehension issues.
- Delivered an implementation briefing separating immediate procedure changes from longer term system enhancements.

Policy and Data Research Assistant

Academic Research 📅 January 2025 - May 2025 📍 Grand Rapids, MI

Completed supervised policy and data research, organizing evidence, validating records, explaining findings for nontechnical readers, and maintaining controlled files for sensitive academic materials.

- Synthesized statutes, agency guidance, and secondary sources into documented summaries of administrative **policy questions**.
- Cleaned and categorized 7,500 **research** records, preserving a data dictionary and validation notes for transparency.
- Wrote parameterized SQL queries and spreadsheet checks that surfaced missing values and unusual records.
- Drafted plain language explanations of methods, findings, limitations, and appropriate interpretation for varied readers.
- Maintained source files and controlled records through defined naming, access, and retention practices.
- Presented findings at an undergraduate research forum, incorporating faculty feedback into methodology and **recommendations**.

PROJECTS

Tax Administration Workflow Analysis 📅 2026

Mapped simulated tobacco tax and miscellaneous fee operations, analyzed filing exceptions, and proposed practical system, policy, and user guidance improvements.

Public Service Process Redesign 📅 2025

Compared current and future state workflows, reviewed customer pain points, and sequenced procedural improvements alongside longer term system changes.

LEADERSHIP & AWARDS

- Public Service Capstone Excellence Award, 2026

- Undergraduate Research Showcase Recognition, 2026
- Dean's List, 2025

CERTIFICATIONS

- Microsoft Learn Career Essentials in Data Analysis 📅 2026
- Coursera SQL for Data Science 📅 2025

PROFESSIONAL AFFILIATIONS

- Student Government Policy Committee, Research Volunteer, 2025 to 2026
- Public Administration Student Association, Peer Project Mentor, 2025 to 2026
- Campus Data Collaborative, Workshop Participant, 2024 to 2026

ADDITIONAL INFORMATION

Work Status : Authorized to work in United States. No sponsorship required.

REFERENCES

AVAILABLE ON REQUEST