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## APPENDIX B

### EOTA Workforce Analysis – Key Questions - Summary

EOTA Staff Responses

Interview/Focus Group Dates: July–August 2010

#### 1. A competent EOTA staff member knows ...

*Familiar with subject matter expertise of others present in the workplace*  
*Familiar with EOTA Business Processes (systematic-ISO and day to day operations)*  
*Effective verbal and written communication skills; how to listen*  
*Good analytical skills*  
*Customer and customer service; educating customers and users*  
*ISO program and its importance to the contract*  
*MS Office tools*  
*How to be a team player; how to get along with people*  
*Handle content requirements and processes in their area of expertise*  
*Purpose and project background*  
*Expectations – final outcome – end result*  
*Review and editorial skills*  
*Appropriate DOE regulations*  
*Decision-making and negotiation skills; solving your own problems*  
*Working with a lot of material and zeroing in on what is important*  
*When to say 'No' and having the justification to support the leaders saying 'No'*  
*Project management skills*

#### 2. A competent EOTA staff member can ...

*Take care of anything thrown your way; work with minimum direction*  
*Communicate effectively; Interface with internal and external customers;*  
*Be called upon at any time and be solution oriented; negotiate; facilitate resolution*  
*Organize documents, tools, equipment and data*  
*Support a team environment; collaborate; develop effective working relationships*  
*Give briefings as appropriate*  
*Pull together a lot of data*  
*Troubleshoot, solution oriented*  
*Offer assistance as needed*  
*Take the initiative*  
*Stay on track*  
*Meet quality standards*  
*Delegate effectively and appropriately*  
*Research*  
*Recognize change management issues and develop appropriate strategies*  
*Stay current*

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**3. To be a successful EOTA staff member, I must know ... when I start my job.**

*Familiar with the DOE language*

*Familiar with the ISD curriculum*

*Familiar with other facets related to training (graphics, IT, etc)*

*Resources and limitations*

*Good verbal and written communication skills; ask the right questions; listen and figure out what is really wanted/needed*

*Good writing skills (90% of the job)*

*Defined goals and objectives; Know what the end goal is*

*Work with people and ideas; good working relationships; fostering cooperation among others; manage a team*

*Be very, very flexible; Adaptability*

*How to figure out how to do it differently; think out of the box; visualize the end result*

*Customer service*

*Troubleshoot*

*Conversant with training methodologies*

*Access to SMEs*

*Time management skills*

*Research skills*

**4. What are the minimum requirements for an EOTA staff member to do their job?**

*College education or years of experience as appropriate to role*

*Familiarity with ISD and or training related activities*

*Work with MS Office products*

*Be a good listener and be able to formulate responses*

*Organization skills – be able to juggle multiple projects*

*Be goal oriented – understand what the final product is*

*Be a team builder; have people skills; communication with all types of people*

*Verbal and written communication skills; able to ask questions*

*Willingness to figure out how to do it; willing to learn*

*Able to work independently*

*Ability to stay current with new technologies/methodologies*

*Adapt to the DOE environment*

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**5. What support does an EOTA staff member need to do their job?**

*Competent IT team; tool and technology support*

*Competent staff – people familiar with course development and also having good communication and people skills*

*Administrative support*

*People cross-trained*

*Recognition for work accomplished*

*Federal support to identify SMEs for web-based curriculum; resources to SMEs*

*Technical editor*

*Basic resources applicable to doing the job*

*Leadership direction; clarity in task directions*

*Management support at all levels*

*Background information to clarify outcomes*

*Appropriate funding*

*Team building skills*

*Realistic expectations*

**6. To be successful in your role as an EOTA staff member, what did you not know when you started that you wished you had known?**

*That I would be given so much responsibility*

*Know the organization, who they are, what/how to support; who to contact for what; resource network*

*Know the customers and the assignments; how broad the scope of the work is*

*Roles and responsibilities for other roles in the organization*

*Learning the job would be based on OJT processes*

*Stronger analysis skills*

*How to function in a political environment; DOE environment/culture/politics*

*Anticipate risk and mitigate project short falls*

*DOE language and acronyms*

*DOE is entrenched in their model of ISD – PowerPoint based*

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**7. What are frequently and infrequently performed activities?**

*(Note\*\*Frequently is defined as tasks completed daily, weekly, monthly.*

*Infrequent tasks are those that occur quarterly, semi-annually, annually.)*

<u>Frequently (constant)</u>	<u>Infrequently</u>
<i>Problems to resolve daily – (IT, customer, course management, reports, scripts, etc)</i>	<i>Managing property</i>
<i>Review/ editing documents</i>	<i>Reconciliation of reports and audits</i>
<i>Stat and document reviews</i>	<i>Audits – internal or external driven</i>
<i>Customer support</i>	<i>ISO process reviews</i>
<i>Status reports, monthly</i>	<i>Meeting participation</i>
<i>Data entry</i>	<i>Performance reviews</i>
<i>Continual improvement</i>	<i>Additional resource agreements</i>
<i>Adherence to federal guidelines</i>	<i>Procurement</i>
<i>Follow-ups</i>	<i>Professional development training</i>
<i>Providing guidance</i>	<i>Reports/updates</i>
<i>Activity coordination</i>	
<i>Analysis activities</i>	
<i>Re-design</i>	
<i>Relationship management</i>	
<i>Presentations to customers</i>	
<i>Project management</i>	
<i>Troubleshooting</i>	

**8. What are the big issues EOTA staff members routinely face, are challenged with and need to move to resolution?**

*Empower people to do more on their own*

*Build confidence*

*More project delegation*

*Obtaining SMEs; getting accurate data*

*Lack of autonomy; management approvals and interactions leading to rework*

*Early communication on projects; consistent and on-going to be kept in the loop*

*Trust*

*Approvals as needed*

*So many vacancies and lack of available resources*

*Server problems*

*Lack of communication and follow through on projects; comprehensive project status awareness*

*Quality of products*

*HQ support*

*Staff is one-deep and not necessarily with right skill set*

*Scope definition and constantly expanding*

*Workload / priority / time management*

*Need for follow-up to staff concerns*

*Conflicting information from HQ / Management*

*Dealing with difficult people*

*Ergonomic work-related injuries*

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**9. What, if any, high-risk work are you involved with in your roles?**

*None*

*Some for publication of materials on web-site if inaccurate*

*Budget projections*

*Political and reputation*

*Clearance requirements for some work*

**10. What are the Lessons Learned in the past 1-2 years in your role?**

*Have good Project Management skills*

*Have good organizational skills – maintain some kind of daily planner, schedule (like day timer)*

*Ask a lot of questions*

*Think out of the box*

*Learn what you can from everyone and be a resource to everyone – so much going on; know a little bit of everything*

*Every day is different*

*Proofread everything; verify and re-verify*

*Pay attention to the people*

*Projects evolve*

*Do everything to the best of your ability*

*Communicating with right people at the right time; communication is really important*

*Let them know your priorities; let them know your progress; let them know when the project is complete*

*Important to adhere to approved processes*

*Policy is dependent on interpretation*

*Need for cross-training*

*Get things in writing*

*Get support from management on initiatives*

*Need a thick skin*

*Patience and how to manage time better*

**\*\*Was there a question you thought I was going to ask and I did not? What is the question and your answer?**

*Level of satisfaction with my job – now at a 4-5*

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