

## Matrix of Responsibilities vs. Skills

<b><i>Critical Skills That Are Universal to All Responsibilities Listed</i></b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Cultivate effective and positive working relationships</li> <li><input type="checkbox"/> Diplomacy and strong non-verbal communication skills</li> <li><input type="checkbox"/> Verbal skills, including:                             <ul style="list-style-type: none"> <li><input type="checkbox"/> Ability to communicate clearly, concisely, and persuasively</li> <li><input type="checkbox"/> Ability to adapt communication style to be effective with audience at any level of a business or organization</li> </ul> </li> <li><input type="checkbox"/> Write concisely and in plain language in a way that is meaningful to a wide range of audiences</li> <li><input type="checkbox"/> Develop and maintain a stakeholder network</li> </ul>

<b><i>Responsibilities of SBOs</i></b>	<b><i>Critical Skills</i></b>
<ul style="list-style-type: none"> <li>• Make recommendations to regulators about regulations impacting small businesses</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand the regulatory process and the key points of input (State and Federal)</li> <li><input type="checkbox"/> Understand regulatory requirements including triggers and thresholds for applicability</li> <li><input type="checkbox"/> Facilitation and negotiation</li> <li><input type="checkbox"/> Advocate for and sell the program</li> <li><input type="checkbox"/> Cultivate effective working relationships with regulators</li> </ul>
<ul style="list-style-type: none"> <li>• Develop, or review and comment on, pertinent materials and guidance about environmental matters for small business</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Research and organize information in a logical manner and select the appropriate depth of information to provide</li> <li><input type="checkbox"/> Strong editorial skills</li> <li><input type="checkbox"/> Provide constructive criticism in a persuasive and positive manner</li> </ul>
<ul style="list-style-type: none"> <li>• Assist with disseminating pertinent materials and guidance about environmental matters to small businesses</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify stakeholders</li> <li><input type="checkbox"/> Filter materials to prioritize information to be disseminated</li> </ul>
<ul style="list-style-type: none"> <li>• Advocate for small businesses within the agency</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Cultivate effective working relationships with senior agency management</li> <li><input type="checkbox"/> Facilitation and negotiation</li> <li><input type="checkbox"/> Advocate for and sell the program</li> </ul>
<ul style="list-style-type: none"> <li>• Facilitate and promote discussion of issues between small businesses and the agency</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain objectivity</li> <li><input type="checkbox"/> Moderate a wide range of viewpoints</li> </ul>

*Synchronize Your Program – A Three Part Harmony*  
SBO/SBAP/CAP Training Workshop – June 12, 2005

<b><i>Responsibilities of SBAPs</i></b>	<b><i>Critical Skills</i></b>
<ul style="list-style-type: none"> <li>● Provide general and sector-specific information on existing and upcoming rules and regulations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand the regulatory process and the key points of input (State and Federal)</li> <li><input type="checkbox"/> Understand regulatory requirements including triggers and thresholds for applicability</li> </ul>
<ul style="list-style-type: none"> <li>● Provide info and assistance to small businesses on:</li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Applicable requirements</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand the regulatory process and the key points of input (State and Federal)</li> <li><input type="checkbox"/> Understand regulatory requirements including triggers and thresholds for applicability</li> <li><input type="checkbox"/> Cultivate and maintain effective working relationships with regulators</li> <li><input type="checkbox"/> Organize contact information and resources to quickly get answers to questions</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Rights of small businesses</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Knowledge of rights and process for exercising them</li> <li><input type="checkbox"/> Facilitation, advocacy, and negotiation</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Compliance methods and control technologies</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand regulatory requirements</li> <li><input type="checkbox"/> Technical and practical knowledge</li> <li><input type="checkbox"/> Facilitate mentoring relationships among small businesses</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> P2 and release prevention</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Technical and practical knowledge of P2, incident response, and release prevention</li> <li><input type="checkbox"/> Cultivate and maintain key pollution prevention contacts</li> <li><input type="checkbox"/> Identify P2 opportunities and formulate realistic recommendations</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Permitting guidance and assistance</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand the permit process</li> <li><input type="checkbox"/> Understand triggers and thresholds for permitting</li> <li><input type="checkbox"/> Develop effective relationships with key permit writers</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Audit programs</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand audit process and standards as well as associated opportunities and liabilities</li> <li><input type="checkbox"/> Understand EPA and state audit disclosure policies</li> <li><input type="checkbox"/> Basic audit skills</li> <li><input type="checkbox"/> Cultivate and maintain contacts with qualified auditors</li> </ul>
<ul style="list-style-type: none"> <li>● Refer small businesses to appropriate specialists</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand which specialists are reliable communicators with small business, and act as a translator as needed</li> </ul>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Cultivate and maintain effective working relationships with cross-media experts</li> <li><input type="checkbox"/> Organize contact information to quickly get answers to questions</li> </ul>

<b><i>Responsibilities of CAPs</i></b>	<b><i>Critical Skills</i></b>
<ul style="list-style-type: none"> <li>• Render advisory opinions on effectiveness of SBAPs and difficulties encountered by small business</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organize and analyze complex information to provide clear opinions</li> <li><input type="checkbox"/> Solicit, gather, organize, and effectively communicate input received</li> <li><input type="checkbox"/> Maintain objectivity</li> <li><input type="checkbox"/> Advocate for small business interests</li> </ul>
<ul style="list-style-type: none"> <li>• Review materials, regulations, and legislation to be sure they are understandable to small business</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understand legislative process</li> <li><input type="checkbox"/> Provide constructive criticism in a persuasive and positive manner</li> <li><input type="checkbox"/> Solicit, gather, organize, and effectively communicate input received</li> <li><input type="checkbox"/> Advocate for small business interests</li> </ul>
<ul style="list-style-type: none"> <li>• Identify issues of concern to small businesses</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Have a general awareness of key state small business sectors and their issues</li> <li><input type="checkbox"/> Develop effective relationships with key small business sector representatives</li> <li><input type="checkbox"/> Understand regulations to recognize how small businesses are likely to be impacted</li> <li><input type="checkbox"/> Coordinate with key small business stakeholders to achieve consensus</li> <li><input type="checkbox"/> Formulate, communicate, and discuss key issues with fellow CAP members and SBAP staff</li> </ul>
<ul style="list-style-type: none"> <li>• Advocate for small businesses with legislators and senior agency management</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Facilitation and negotiation</li> <li><input type="checkbox"/> Coordinate with key small business stakeholders to achieve consensus</li> <li><input type="checkbox"/> Develop effective working relationships with legislators</li> <li><input type="checkbox"/> Advocate for and sell the program</li> <li><input type="checkbox"/> Develop clear and brief communications</li> <li><input type="checkbox"/> Make “get-to-the-point” presentations to legislators in five minutes or less</li> <li><input type="checkbox"/> Represent small business with poise and, when necessary, panache before legislators</li> </ul>