

## **JOB MODEL FOR: WEB HOST MANAGER**

### **A. OVERVIEW OF THE COMPETENCIES BY CLUSTER**

<b>I. Process Management</b>	<b>II. Interpersonal Management</b>	<b>III. Communication and Influence</b>
<p><b>1. Functional/Technical Knowledge:</b> The ability to use functional , and technical knowledge and skills to do the job at a high level of accomplishment.</p> <p><b>2. Action/Results:</b> The ability to seize opportunities, achieve objectives and maintain focus.</p> <p><b>3. Multi-Task Management:</b> The ability to complete multiple tasks in an organized, effective and timely manner while maintaining priorities and balancing resources.</p> <p><b>4. Diagnostic Information Gathering:</b> The ability to seek information from a variety of sources and in a variety of ways in order to clarify situations and facilitate problem solving, planning and decision making.</p> <p><b>5. Problem Solving.</b> The ability to solve difficult problems with effective solutions using resources, logic and in depth analysis.</p>	<p><b>6. Teamwork:</b> The ability and desire to work cooperatively with others on a team sharing expertise, providing assistance, and offering constructive feedback to other team members.</p> <p><b>7. Self Development and Learning Agility</b> The ability to recognize what one needs to learn and takes the initiative to improve oneself and is agile and versatile in learning.</p> <p><b>8. Perseverance:</b> The ability to overcome resistance while <u>sticking</u> to the course using a variety of ways to get things done.</p>	<p><b>9. Written Communication:</b> The ability to express oneself clearly and concisely in business writing while tailoring the communication to effectively reach an audience.</p> <p><b>10. Oral Communication:</b> The ability to express oneself clearly with persuasive impact during conversations, interactions, and presentations.</p> <p><b>11. Customer Orientation:</b> The ability to focus one's own and one's organization toward meeting the needs of internal and external customers.</p>

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### **B. WEB HOST MANAGER COMPETENCY MODEL**

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#### ***1. Process Management Cluster***

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##### **1. Functional/Technical Knowledge**

***Definition:*** *The ability to use functional and technical knowledge and skills to do the job at a high level of accomplishment.*

- Describes the basic function of the Internet.
- Implements new skills or tech knowledge to a situation.
- Demonstrates proficiency in presentations.
- Serves as coach to fellow team members.

##### **2. Action/Results Orientation**

***Definition:*** *The ability to seize opportunities, achieve objectives and maintain focus.*

- Gets things done on time.
- Initiates communication to access interdepartmental resources.
- Delivers results consistently.
- Constantly and consistently a top performer.

##### **3. Multi-Task Management**

***Definition:*** *The ability to complete multiple tasks in an organized, effective, and timely manner while maintaining priorities and balancing resources*

- Handles and resolves multiple priorities in timely fashion.
- Concentrates effort on most important priorities.
- Has a plan or method for handling multiple tasks.
- Is organized and effectively manages time and resources.

##### **4. Diagnostic Information Gathering**

**Definition:** *The ability to seek information from a variety of sources and in a variety of ways in order to clarify situations and facilitate problem solving, planning and decision making*

- Collects information to track progress of top 50.
- Analyzes customer needs to configure a solution.
- Accurately interprets statistical information.
- Establishes and maintains an information resource network.

## **5. Problem Solving**

**Definition:** *The ability to solve difficult problems with effective solutions using rigorous logic and in depth analysis.*

- Works with customers to identify problems and provide appropriate resources
- Amends processes to reduce response time.
- Looks beyond the obvious and doesn't stop at the first answer.
- Asks penetrating questions and sees hidden patterns.

## ***II. Interpersonal Management Cluster***

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### **6. Teamwork**

***Definition:*** *The ability and desire to work cooperatively with others on a team sharing expertise, providing assistance, and offering constructive feedback to the other team members.*

- Proactively sharing knowledge, tools, ideas, and information.
- Working together to complete a task.
- Asking for help when appropriate.
- Open to taking on extra work to accomplish team goals.

### **7. Self-Development and Learning Agility**

***Definition:*** *The ability to recognize what one needs to learn, takes the initiative to improve oneself, and is agile and versatile in learning.*

- Takes course to develop new skills associated with job responsibilities.
- Applies newly acquired skills current to job tasks.
- Exceeds expectations for project completion.
- Learns quickly when facing new problems and is open to change.

### **8. Perseverance**

***Definition:*** *The ability to overcome resistance while sticking to the course using a variety of ways to get things done.*

- Successfully navigates through unforeseen obstacles.
- Ensures that all actions/measures are taken to get desired results.
- Pursues everything with energy, drive, and a need to finish.
- Is comfortable with rejection.

### **III. Communication and Influence Cluster**

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#### **9. Written Communication**

**Definition:** *The ability to express oneself clearly and concisely in business writing while tailoring the communication to effectively reach an audience.*

- Provides customer with accurate written information about the Web Hosting function.
- Sends e-mail messages that explicitly lend information, ask for a specific response, and obtain desired results.
- Writes letter indicating status of a current effort to audience at multiple levels (supervisors, managers, directors, VP, etc.)
- Writes clearly and succinctly in a variety of communication settings and styles.

#### **10. Oral Communication**

**Definition:** *The ability to express oneself clearly with persuasive impact during conversations, interactions, and presentations.*

- Send voice mail messages that explicitly lend information, ask for a specific response, and obtain desired results.
- Commands attention and manages group process during presentations/meetings.
- Adjusts presentations style to fit audience
- Provides customer with accurate verbal information about the Web Host function.

#### **11. Customer Orientation**

**Definition:** *The ability to focus one's own and one's organization toward meeting the need of internal and external customers.*

- Develops a personal relationship with the customer that promotes contract renewals.
- Prioritizes according to customer needs and still finish all tasks.
- Finds ways to measure and track customer satisfaction.
- Is a trusted advisor to internal and external customers.

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### **C. DESCRIPTION OF MOST IMPORTANT RESPONSIBILITIES FOR WEB HOST MANAGER**

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***Responsibility I. Act as first point of contact for all new business entering the I.S.C.***

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#### **Major Tasks:**

- Qualify Web hosting leads
- Analyze customer's technical requirements
- Research technical issues
- Engage appropriate ISC resources
- Document customer requirements
- Contract and statement of work preparation
- Conduct customer tours and presentations

***Responsibility II. Manage internal processes that impact the pre-sale process.***

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#### **Major Tasks:**

- Maintain currency of knowledge of hosting products and hardware options
- Prepare requests for quotes
- Align internal ISC pre-sales, policies, procedures and resources
- Pre-implementation process of servers

***Responsibility III. Manage special projects, initiatives and unique task assignments.***

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***Major Tasks:***

- Manage special projects, initiatives and unique task assignments.
- Tracking/reporting data
- Marketing /product research
- System impact studies
- Product re-definition
- Administrative tasks

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### **D. TECHNICAL & FUNCTIONAL KNOWLEDGE REQUIREMENTS FOR WEB HOST MANAGERS**

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1. UNIX
2. Windows NT
3. TCP/IP
4. HTTP
5. FTP
6. HTML
7. SQL
8. C
9. VB
10. Linux
11. \_\_\_\_\_ structure, operations, and key players
12. Knowledge of the sponsor organization's key customers
13. \_\_\_\_\_ procedures
14. \_\_\_\_\_ organizational knowledge
  - Goals and strategies
  - Internal politics and priorities
  - Knowledge of how to get things done within C&W
  - Procedures
  - Administrative system
15. \_\_\_\_\_ Blueprint: what types of work ISC can and cannot do
16. Domain knowledge of servers
17. Project management knowledge



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### E. RECOMMENDATIONS ON ENSURING THAT WEB HOSTING MANAGERS HAVE THE ELEVEN COMPETENCIES

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**Selection** involves assessing candidates or staff to ensure that they have demonstrated a certain level of the competency before placing them in the position.

**Development** involves enabling people to learn on the job through observing others, trying out competency-related behaviors, and receiving coaching and mentoring.

**Training** involves providing candidates with structured courses and learning experiences.

RECOMMENDATIONS			
COMPETENCY	SELECT	DEVELOP	TRAIN
1. Team Work	✓ *	✓ **	✓
2. Customer Focus	✓ *	✓	✓
3. Functional/Technical Skills		✓ **	✓ ***
4. Self Development and Learning Agility	✓ *	✓ **	✓
5. Action/Results Orientation	✓ *		
6. Written Communication	✓ *	✓	✓ ***
7. Verbal Communication	✓ *	✓	✓ ***
8. Multi-Task Management	✓ *	✓ **	✓
9. Perseverance	✓ *		
10. Diagnostic Information Gathering	✓ *	✓ **	
11. Problem Solving	✓ *	✓ **	✓ ***

\* Select to ensure that candidates at least possess a moderate level

\*\* Develop to a high level through work assignments

\*\*\* Train to a high level through courses