## JOB MODEL FOR: WEB HOST MANAGER

### A. OVERVIEW OF THE COMPETENCIES BY CLUSTER

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

I. Process Management Cluster

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

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

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.

- Sends 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

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

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.

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.

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

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

*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.

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* 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