

JOB MODEL FOR: WEB HOST MANAGER

A. OVERVIEW OF THE COMPETENCIES BY CLUSTER

I. Process Management	II. Interpersonal Management	III. Communication and Influence
<p>1. Functional/Technical Knowledge: The ability to use functional , and technical knowledge and skills to do the job at a high level of accomplishment.</p> <p>2. Action/Results: The ability to seize opportunities, achieve objectives and maintain focus.</p> <p>3. Multi-Task Management: The ability to complete multiple tasks in an organized, effective and timely manner while maintaining priorities and balancing resources.</p> <p>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.</p> <p>5. Problem Solving. The ability to solve difficult problems with effective solutions using resources, logic and in depth analysis.</p>	<p>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.</p> <p>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.</p> <p>8. Perseverance: The ability to overcome resistance while <u>sticking</u> to the course using a variety of ways to get things done.</p>	<p>9. Written Communication: The ability to express oneself clearly and concisely in business writing while tailoring the communication to effectively reach an audience.</p> <p>10. Oral Communication: The ability to express oneself clearly with persuasive impact during conversations, interactions, and presentations.</p> <p>11. Customer Orientation: 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

1. 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.*

- 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

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.

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