

DACUM Research Chart for Mid-Level Manager

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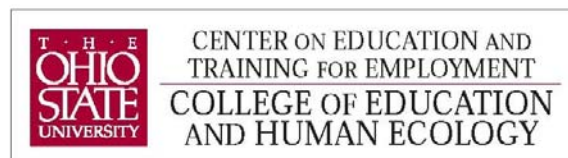
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Duties		← Tasks →				
A	Develop Organizational/ Business Unit Plan	A-1 Develop list of marketing goods/services	A-2 Develop organizational flow chart	A-3 Create goods/services bill of materials	A-4 Identify primary/secondary suppliers	A-5 Identify labor requirements
		A-13 Consult with upper management	A-14 Verify strategic plan			
B	Manage Business Unit Finances	B-1 Establish annual budget	B-2 Determine alternate sources of finance	B-3 Create P/L statement	B-4 Analyze actual vs. forecast income & expenses	B-5 Monitor revenue
C	Manage Business Unit Personnel	C-1 Create EE job descriptions	C-2 Assist with recruitment of business unit personnel	C-3 Maintain staffing levels	C-4 Conduct business unit team meetings	C-5 Direct EE training
		C-13 Adjudicate EE special situations (e.g., conflict, violation of company policy)		C-14 Facilitate EE career development plan	C-15 Support intern programs	
D	Manage Business Relationships	D-1 Sustain contacts with internal departments	D-2 Maintain strategic customer relationships	D-3 Interface with community groups	D-4 Interface with vendors	D-5 Interface with government regulatory agencies
E	Manage Business Unit Resources	E-1 Identify operations schedule	E-2 Order raw materials	E-3 Inventory raw materials	E-4 Execute operations schedule	E-5 Manage goods/services delivered
		E-13 Manage contracted services	E-14 Implement best practices (e.g., benchmarking)			
F	Perform Market Analysis	F-1 Research market needs	F-2 Research market competitors	F-3 Create ROI analysis	F-4 Secure management approval of market analysis	F-5 Manage customer focus groups
G	Execute Business Unit Marketing/Sales Strategies	G-1 Identify target market	G-2 Determine distribution channels	G-3 Forecast sale of goods/services	G-4 Develop sales cycle steps	G-5 Secure goods/sales advertising
H	Maintain Business Unit Metrics	H-1 Determine business unit metrics	H-2 Develop master report format (e.g., dashboard)	H-3 Analyze variance from goals	H-4 Adjust milestones (e.g., goals, sales project)	H-5 Implement CAPA
I	Maintain Personal Professional Development	I-1 Consult with manager on professional development	I-2 Identify opportunities for improvement (e.g., 360°)	I-3 Develop continuous education plan	I-4 Participate in professional groups	I-5 Attend mandatory training

A-6 Identify labor supply	A-7 Establish standard cost of goods/ services	A-8 Determine target prices/ expected profits	A-9 Implement needed process changes	A-10 Determine organization structure (e.g., staffing, manpower)	A-11 Perform SWOT analysis	A-12 Establish business unit metrics
B-6 Monitor gross profit margin	B-7 Manage YTD cash flow by category	B-8 Renegotiate contract prices	B-9 Manage non-recurring expenses	B-10 Revise budget projections		
C-6 Direct EE work activity	C-7 Monitor EE job performance	C-8 Conduct EE performance reviews	C-9 Conduct EE salary reviews	C-10 Conduct EE PIP	C-11 Articulate policies & procedures to EE's	C-12 Coach EE's
D-6 Maintain labor union relationships	D-7 Network with business related groups					
E-6 Develop inventory method	E-7 Reconcile inventory variances	E-8 Process customer orders	E-9 Manage delivery/ logistics process	E-10 Manage capital assets (e.g., equipment, buildings, land)	E-11 Manage utilities agreements	E-12 Dispose of surplus materials
F-6 Execute beta test	F-7 Establish test market	F-8 Create differential comparison	F-9 Execute product change orders	F-10 Create marketing materials		
G-6 Conduct sales training on new products	G-7 Launch marketing campaign	G-8 Monitor market response	G-9 Address customer/ consumer response	G-10 Adjust advertising campaign		
H-6 Review CAPA results with management	H-7 Affirm CAPA completion	H-8 Review KPIs with management				
I-6 Complete career path courses	I-7 Participate in vendor sponsored training	I-8 Obtain professional certification	I-9 Maintain professional certification	I-10 Consult with career path mentor	I-11 Participate in job shadowing program	

General Knowledge and Skills

Company policies and procedures
Budgeting
Terminology
Negotiation skills
Analytical skills
Training skills
Facilitation skills
Delegation skills
Planning skills
Organizational skills
Time management skills
Oral/written communication skills

Worker Behaviors

Focused
Persistent
Mature
Honest
Creative
Collaborative
Responsible
Loyal
Multi-tasker

Tools, Equipment, Supplies and Materials

PC & software
2007 MS Office
Journal
Calendar
To do list
Desk
Calculator
Cell phone
Telephone
Cabinets
Filing system

Future Trends and Concerns

Economy
Workforce demographics
Fuel prices/commodity prices
Global politics
Globalization
Market demographics
Telecommuting
Virtual communications
Enterprise management
Electronic data interchange
Information security
Environmental issues (e.g., global warming)
Employee health care
Workforce diversity
Cost of higher education
New marketing vehicles
Changes in marketing ethics/tactics
Corporate reengineering

Acronyms

CAPA	Corrective Action Preventive Action
EE	Employee
KPI	Key Process Indicators
P/L	Profit & Loss
PIP	Performance Improvement Plan
ROI	Return on Investment
SWOT	Strengths, Weaknesses, Opportunities, Threats