



SHERWIN-WILLIAMS®



Operations Manager Job Analysis Executive Summary

Cleveland State University Industrial-Organizational Research Program

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Purpose

The main purpose of conducting this job analysis was to analyze the role of the Operations Manager position at Sherwin-Williams with the intent of creating an updated success profile. In collaboration with Sherwin-Williams, five members of the Cleveland State University Industrial-Organizational Psychology team gathered information about essential tasks, duties, and responsibilities of Operations Managers, as well as identified the necessary knowledge, skills, abilities, and other characteristics that are required to be successful in the position.

Methodology (Details are available in the full report)

- Job Shadowing
- 15 Individual phone interviews with Operations Managers in United States
- 2 Focus Groups to verify the accuracy of the qualitative information collected
- Questionnaire was sent to 82 Operations Managers globally and 52 participated in the questionnaire. The response rate was 63.41%
 - The Questionnaire consists of 8 different dimensions, each with a different number of tasks:

Task Dimension	Number of Tasks
Safety	6
Quality	4
People/HR	13
Service	2
Cost/Production	12
Professional Development	6
Maintenance	2

- Each task was rated by the Operations Manager by *Importance* and *Frequency*:

Importance Scale	Frequency Scale
0: Not Part of My Job	0: Never
1: Minimally Important	1: Very Rarely
2: Somewhat Important	2: Rarely
3: Important	3: Sometimes
4: Very Important	4: Frequently
5: Extremely Important	5: Very Frequently

- In addition to these tasks, respondents also rated knowledge, skills, abilities, and other characteristics (KSAO) based on perceived *Importance*.
- Respondents also answered items containing demographic information such as regions, years of experience in the company, years of experience in the Operations Manager position, and other job-related items.

Results

- The questionnaire was completed by Operations Managers in three different regions as well as Union versus Non-Union facilities.

Region	Number of Respondents
Asia Pacific	4
Europe, Middle East, Africa, India	10
United States and Canada	36

Facility	Number of Respondents
Union Plant	16
Non-Union Plant	33

Ratings of Tasks and KSAOs

Tasks highlighted in yellow are tasks both most important and most frequently done by Operations Managers.

Top 10 Most Important Tasks By Operations Managers

Task	Importance Rating (out of 5)
Enforce use of PPE to ensure employee safety.	4.73
Review production and operating reports to prevent operational and manufacturing delays.	4.59
Follow On Time and In Full (OTIF) requirements to ensure production is on schedule.	4.52
Maintain positive relationships with employees to minimize personal conflicts.	4.47
Allocate manpower appropriately to effectively manage absenteeism and overtime needs within budget constraints.	4.47
Perform safety audits to ensure best practices are being followed.	4.46
Direct supervisors, shift leads, and others to ensure safe, timely, cost effective production and packaging operations.	4.44
Perform regular check-ins with production supervisors and shift leads throughout the day.	4.38
Maintain personal accountability to promote a trusting work environment.	4.35
Resolve employee conflicts and concerns in a timely fashion to promote high morale within the facility.	4.33
Monitor the production floor to maintain a superior safety program.	4.33

Top 10 Most Frequently Performed Tasks By Operations Managers

Tasks	Frequency Rating (out of 5)
Follow On Time and In Full (OTIF) requirements to ensure production is on schedule.	4.5
Review production and operating reports to prevent operational and manufacturing delays.	4.5

Enforce use of PPE to ensure employee safety.	4.48
Maintain personal accountability to promote a trusting work environment.	4.43
Direct supervisors, shift leads, and others to ensure safe, timely, cost effective production and packaging operations.	4.42
Maintain positive relationships with employees to minimize personal conflicts.	4.39
Allocate manpower appropriately to effectively manage absenteeism and overtime needs within budget constraints.	4.35
Delegate tasks for direct reports to complete to meet production goals.	4.28
Perform regular check-ins with production supervisors and shift leads throughout the day.	4.28
Monitor the production floor to maintain a superior safety program.	4.27
Assign housekeeping responsibilities to employees to ensure a safe, clean workplace.	4.27

- Statistically significant differences were found among regions for the importance rating of People/HR. USCA (M = 4.35, SD = .435) rated People/HR more important than EMEAI (M = 3.93, SD = .820) and APAC (M = 3.69, SD = .431). EMEAI rated the importance of people/HR as more important than APAC. Similarly, USCA (M = 4.25, SD = .464) conducted People/HR tasks more frequently than EMEAI (M = 3.75, SD = .470) or APAC (M = 3.71, SD = .276). USCA (M = 3.80, SD = .566) conducted Professional Development tasks more frequently than EMEAI (M = 3.25, SD = .432).
- Statistically significant differences were found between Union and Non-Union facilities for the Importance ratings for the Quality dimension. Operations Managers from Non-Unionized facilities (M = 4.16, SD = .590), rated the importance of quality as significantly more important than those from Unionized facilities (M = 3.79, SD = .558). Similar patterns also found on the frequency ratings for People/HR and Professional Development.

KSAOs	Importance Rating (out of 5)
Knowledge of safety regulations and enforcement of safety rules and policies.	4.5
Ability to build trust and earn respect from employees.	4.48
Ability to implement a team culture to effectively work together.	4.4
Using interpersonal communication and active listening skills when interacting with others.	4.32

Ability to identify the causes of problems quickly and seeking for potential solutions.	4.2
Knowledge of principles and applications of manufacturing operations, maintenance, and engineering.	4.16
Ability to incorporate data and relevant information into decision-making process.	4.16
Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	4.08
Knowledge of financial and accounting practices to maximize profit and minimize loss.	3.96
Knowledge of human resources principles such as training, recruitment, compensation, labor union negotiation, and personnel information systems.	3.89
Knowledge of product families and associated raw materials involved in plant production.	3.78

Conclusion of Important Findings

- The task dimensions that contained the most important and most frequently done tasks are Safety and People/HR.
- Significant differences between regions in task importance (mainly the Asia Pacific and United States/Canada regions) may be caused by the differences between the two regions in which tasks are emphasized when Operations Managers are trained.
- Operations Managers from non-unionized facilities rated the Quality dimension as more important than unionized facilities.
- Operations Managers from non-unionized facilities performed both People/HR and Professional Development tasks more frequently than unionized facilities.
- Success Profile for Operations Managers can be found in the full report.