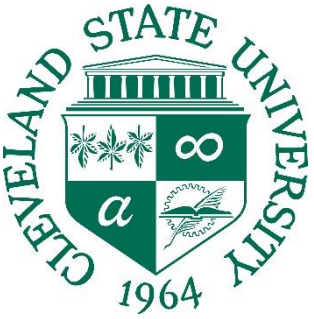

Operations Manager Job Analysis
Final Report

Cleveland State University
Industrial – Organizational Psychology Program

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I. I-O Program and Project Background

CSU I-O Team

The CSU I-O team that was assigned to analyze the Operations Manager position consists of five first-year graduate students who are educated in I-O psychology related topics, such as personnel research, univariate and multivariate statistics, research methods and design, and job analysis through the Cleveland State University Industrial-Organizational Research Master's program. With these skills, the CSU I-O team is well-versed in the disciplines of survey design, structured interviewing, data collection, and data analysis. For these reasons, the CSU I-O team was given the privilege of collaborating with Sherwin-Williams on a job analysis for the Operations Manager position.

In addition to the above training, the CSU I-O team has dedicated the majority of the academic semester to understanding the process of conducting a job analysis. During this time, the CSU I-O team has studied classic literature regarding job analysis development, has learned multiple methods for gathering information about jobs, has created an original interview script, and has created a quantitative job questionnaire.

Project Background

This project began as an agreement between Sherwin-Williams and Dr. Chieh-Chen Bowen, the director of the Industrial-Organizational Research program at Cleveland State University. This is not the first time the CSU I-O program and Sherwin-Williams have collaborated for a job analysis. The purpose of this project was to analyze the roles of Operations Managers with the overall goal of creating a success profile for this position. This collaborative project not only benefited the CSU I-O program by allowing graduate students to have a hands-on experience with conducting a real job analysis, but also allowed Sherwin-Williams the opportunity to have a high quality job analysis conducted for the position.

There were certain goals established for this project, all of which the CSU I-O team was able to accomplish. These are: (1) understand the current role of an Operations Manager, (2) gather new information and verify existing information about the job, (3) analyze results to determine the current roles and responsibilities of an Operations Manager, and (4) create a success profile for the Operations Manager position.

II. Project Description and Deliverables

Project Description

The initial phase of the job analysis began with a meeting between Sherwin-Williams Global Supply Chain, Talent Management Specialist, Sarah Ballog, Director of Organizational Development, Allison Hatton, and the CSU I-O team at Cleveland State University. At this

meeting, the CSU I-O team was briefed about the current state and culture of Sherwin-Williams, as well as the positions that would be analyzed for the current project.

Sherwin-Williams provided current job descriptions and an example success profile for the Operations Manager position to assist in the initial gathering of information. Further details for this position were gathered from an external source, O*Net. This additional information was used to determine the general knowledge, skills, and abilities required for the Operations Manager position.

Individual phone interviews of job incumbents were conducted within United States by the CSU I-O team. To conduct these interviews, a structured interview with a list of questions was created to gather job information of the Operations Manager position. These questions can be referenced in Appendix A. The purpose of these individual interviews was to create the specific and relevant content of the final questionnaire.

To ensure the quality of job information collected from the interviews, the interview responses were compiled into a task list that was then revised during two separate focus groups to ensure the items accurately and completely reflected the roles of an Operations Manager at Sherwin-Williams. The participants of the focus groups modified, added, and deleted statements that were then categorized by the participants into job dimensions.

The finalized questionnaire, which consisted of the revised task statements from the focus groups and additional demographic items, was then distributed to Operations Managers globally throughout Sherwin-Williams. The questionnaire can be referenced in Appendix B. The questionnaire provided insightful, quantitative data regarding the following:

- Importance and Frequency ratings of tasks, duties, and responsibilities
- Importance ratings of various knowledge, skills, abilities, and other characteristics
- Organizational and demographic information

Goals and Deliverables

The overarching goal of this job analysis project was to gather information to create an updated a success profile for the Operations Manager position at Sherwin-Williams. In addition to this primary goal, the CSU I-O team was able to identify regional differences when analyzing the importance and frequency of the tasks, duties, responsibilities as well as the importance of the knowledge, skills, abilities, and other characteristics of an Operations Manager at Sherwin-Williams. These results will benefit Sherwin-Williams by providing the organization with important information regarding the current state of the Operations Manager position. Sherwin-Williams can use the information gathered by the job analysis to not only create a success profile, but also to use as a reference for future recruitment, training, and other relative human resource related purposes.

III. Methodology

A combination of qualitative and quantitative techniques was used in order to gain the appropriate information needed to create a success profile for the Operations Manager position. The qualitative techniques included interviews, job shadowing, and focus groups. A questionnaire was then created for the purpose of obtaining quantitative data that could be analyzed for the position.

An on-site job shadow was held at the Bedford Heights plant. The job shadow lasted for two hours and consisted of a plant tour for the CSU I-O team as well as a brief Q&A session with the Operations Manager for that site. This allowed the CSU I-O team to gather additional information for use in combination with interview results to create a task list.

Individual phone interviews with 15 Operations Managers in the United States were conducted by five members of the CSU I-O team. Each interview consisted of 47 standard questions and lasted no longer than 90 minutes. The questions were derived from the current Sherwin-Williams job descriptions for the Operations Manager positions. An external source (O*Net) provided supplemental information about the necessary knowledge, skills, and abilities of the Operations Managers. The main purpose for the phone interviews was to gather general background information to improve understanding of the essential tasks, duties, responsibilities, knowledge, skills, and abilities required to be an Operations Manager. Each interview was recorded and later transcribed to assist in the creation of the Operations Manager task list.

The last qualitative technique used before the creation of the quantitative questionnaire was the focus group sessions. Both focus groups were 90 minutes long and were conducted via conference call using WebEx. This allowed the CSU I-O team and the participants to share screens and make an introductory presentation, as well as an Excel document with the task list items identified from the interviews and job shadow. Both focus groups were led by the CSU I-O team with support from Sarah Ballog who was responsible for scheduling and hosting the sessions as well as taking notes in real time on the Excel document. Both focus groups contained 6-7 participants.

The first focus group required the participating Operations Managers to closely examine the task list and revise any tasks they felt needed to be changed. This process consisted of rephrasing tasks, making minor edits, or deleting entire task statements when necessary. The participants were given five minutes to examine sets of ten tasks at a time, followed by a five-minute open discussion about necessary revisions. The newly revised tasks were added next to the original tasks to reflect changes in real-time. This process continued until all of the original tasks were addressed.

The final step of the first focus group required participants to categorize the tasks (including new or revised tasks) into groups. Participants worked together to decide which tasks fit into the same dimensions. Once the dimensions were formed, participants were asked to create a title for each dimension of task statements.

The second focus group was very similar to the first. This new group of participants was asked to review the revised task list from group one. They were still given five minutes to analyze groups of ten tasks, followed by a five-minute discussion of any revisions needed. Just as the first focus group, this process continued until all tasks were revised or confirmed. The participants then worked together to place each task into dimensions that were named by focus group one. This final set of task dimensions was then used to create the quantitative questionnaire.

Once the qualitative techniques of gathering information about the Operations Manager position were complete, a quantitative questionnaire was constructed using all of the previously obtained information. The questionnaire consisted of 7 main dimensions created and named during the focus groups. The dimensions were Safety, Quality, People/HR, Service, Cost/Production, Professional Development, and Maintenance.

The questionnaire was created using Survey monkey, an online survey creation platform. It was distributed to Sherwin-Williams Operations Manager incumbents throughout the world.

The typical time to complete the questionnaire was about 15 minutes and it required the participants to rate the importance and frequency of each task listed. The rating scales that were used for the tasks can be found below:

Importance

0. Not Part of My Job
1. Minimally Important
2. Somewhat Important
3. Important
4. Very Important
5. Extremely Important

Frequency

0. Never
1. Very Rarely
2. Rarely
3. Sometimes
4. Frequently
5. Very Frequently

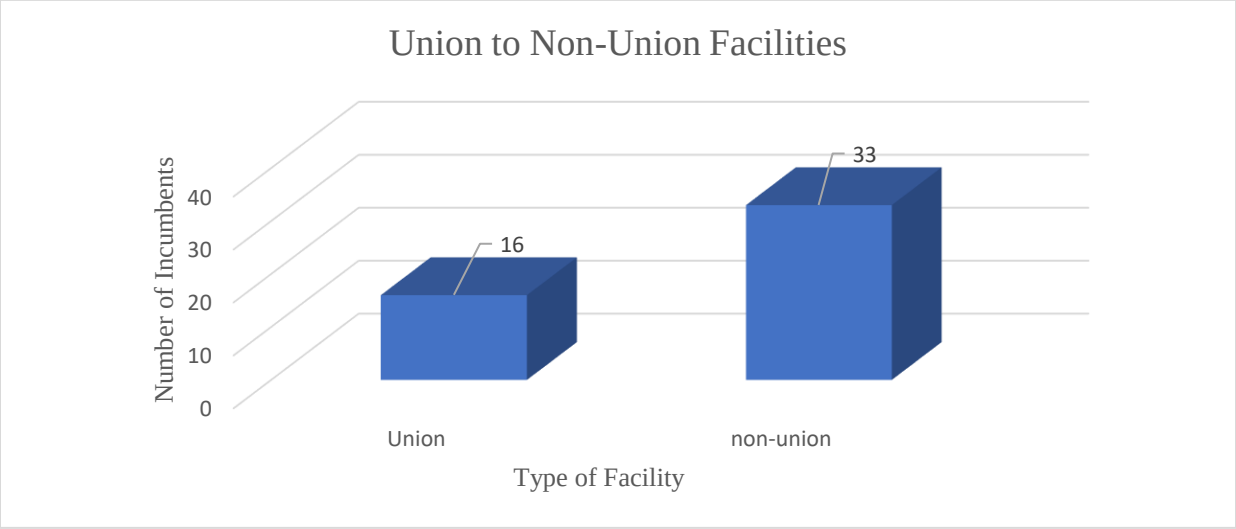
The questionnaire also consisted of 11 items that describe essential knowledge, skills, abilities, and other characteristics required to be an Operations Manager. These items were derived from the interviews, focus groups, and O*Net and were only rated on importance. The importance scale for these items matched the scale used for the task statements.

The questionnaire was sent out to 82 Operations Managers globally and available to be completed online for two weeks, and within this time period, participants could complete the questionnaire at their own convenience. Two reminder messages were sent via email to ask for their participation. A total of 52 operations managers completed the job analysis questionnaire and the final response rate was 63.41% which was better than the initial planned 50% response rate. Participants were required to answer all task statements and KSAO items. However, the demographic items were optional.

IV. Results

Operations Manager Characteristics

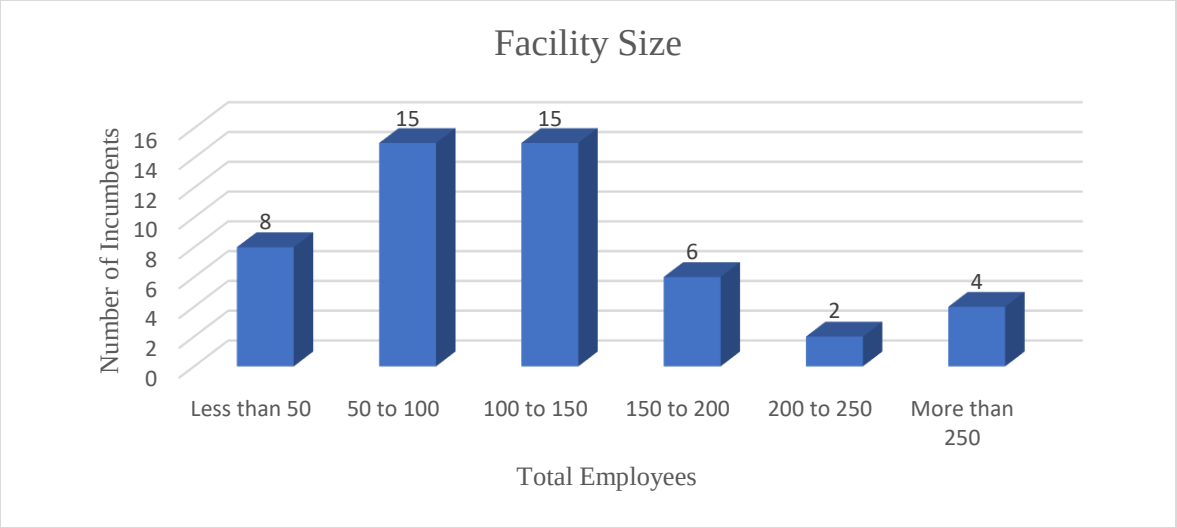
Organizational information was gathered to describe Operations Managers who completed the questionnaire. In total, there were 52 initial respondents, 50 of whom fully completed the questionnaire. Of those respondents, 16 reported working in a Union facility and 33 reported working in a non-union facility.



- Union facility workers (32.65%)
- Non-Union facility workers (67.35%)

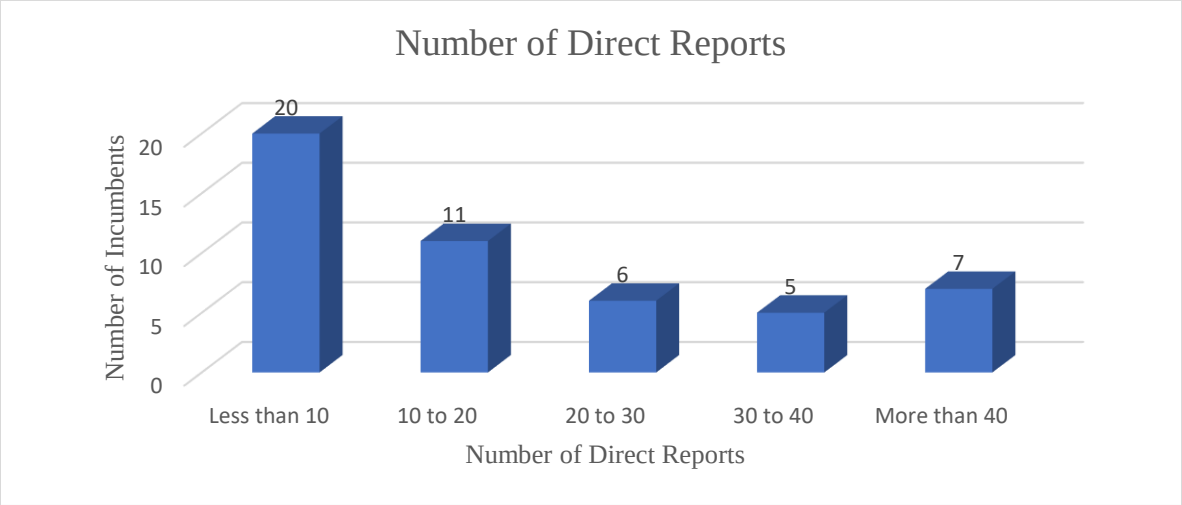
Scope of Responsibility

The size of facility as well as the number of direct reports for each incumbent, were collected to better understand the differences in Operations Manager scope of responsibility from site to site.



- Less than 50 employees (16% of respondents)
- 50 to 100 employees (30% of respondents)
- 100 to 150 employees (30% of respondents)
- 150 to 200 employees (12% of respondents)
- 200 to 250 employees (4% of respondents)
- More than 250 employees (8% of respondents)

In terms of facility size, most incumbents (72%) work in facilities that employ between 50-200 people. 12% of incumbents work in facilities of more than 200 people.

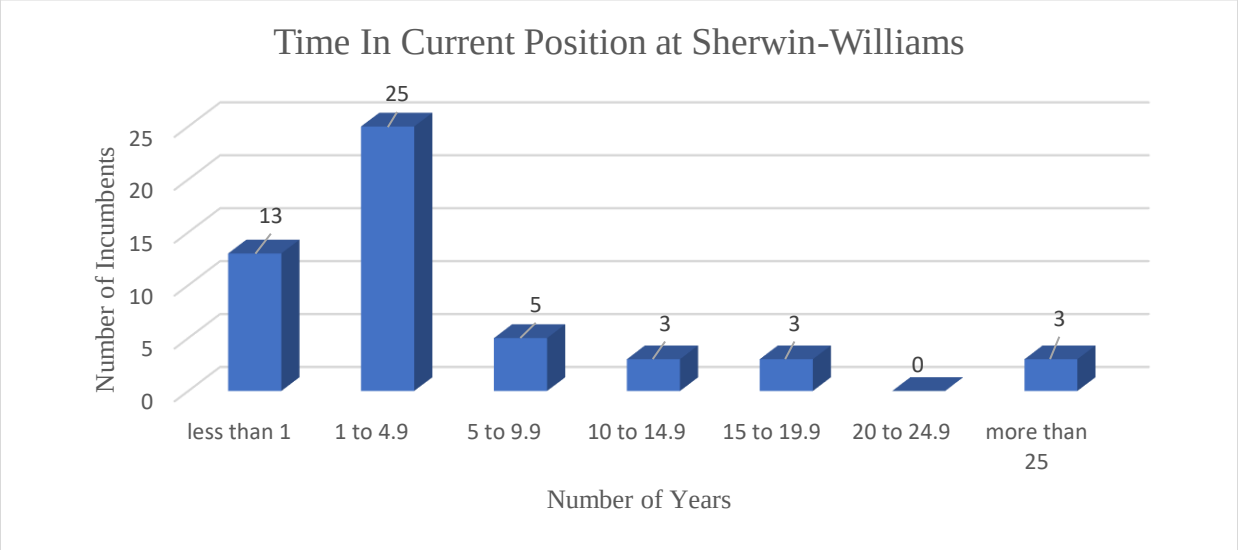


- Less than 10 direct reports (41% of respondents)
- 10 to 20 direct reports (22% of respondents)
- 20 to 30 direct reports (12% of respondents)
- 30 to 40 direct reports (10% of respondents)
- More than 40 direct reports (14% of respondents)

In terms of number of direct reports, most operations managers (63.27%) were responsible for less than 20 and 36.73% of them had more than 20 direct reports.

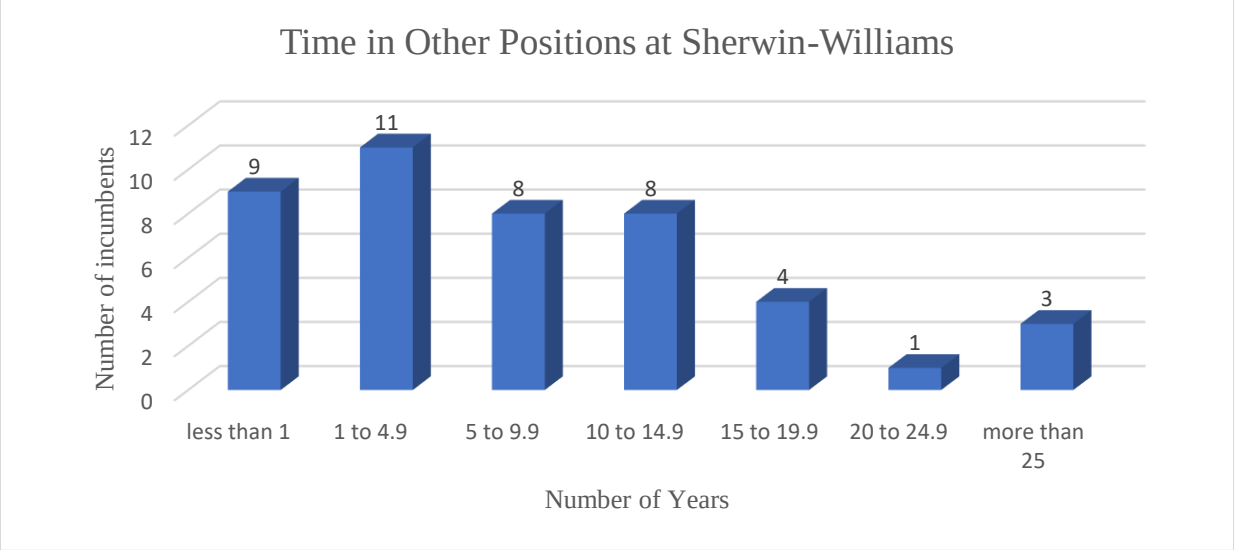
Previous Positions

The number of years of job experience that the operations managers had in their current position at Sherwin-Williams, other positions within Sherwin-Williams, and outside of Sherwin-Williams, was assessed.



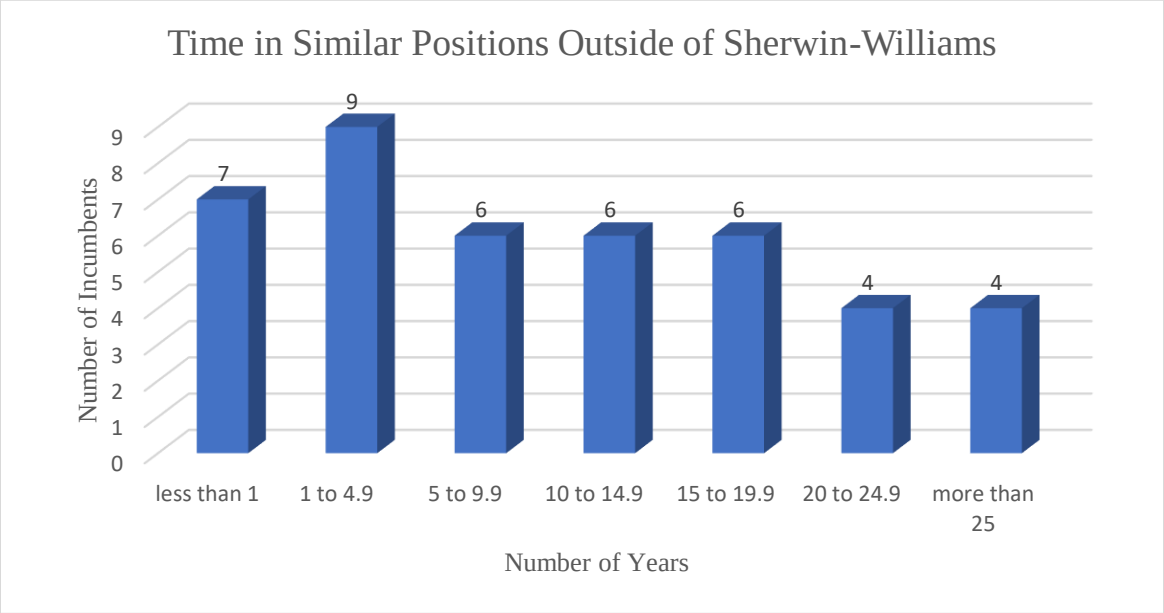
- Less than one year (25% of respondents)
- 1 to 4.9 years (48% of respondents)
- 5 to 9.9 years (10% of respondents)
- 10-14.9 years (6% of respondents)
- 15 to 19.9 years (6% of respondents)
- 20 to 24.9 years (0% of respondents)
- More than 25 years (6% of respondents)

A large majority (73.08%) of the Operations Managers surveyed had held their current position at Sherwin-Williams for 5 years or less.



- Less than one year (20% of respondents)
- 1 to 4.9 years (45% of respondents)
- 5 to 9.9 years (18% of respondents)
- 10-14.9 years (18% of respondents)
- 15 to 19.9 years (9% of respondents)
- 20 to 24.9 years (2% of respondents)
- More than 25 years (7% of respondents)

A large majority (81.82%) of the Operations Managers surveyed had worked at Sherwin-Williams in other roles up to 15 years.

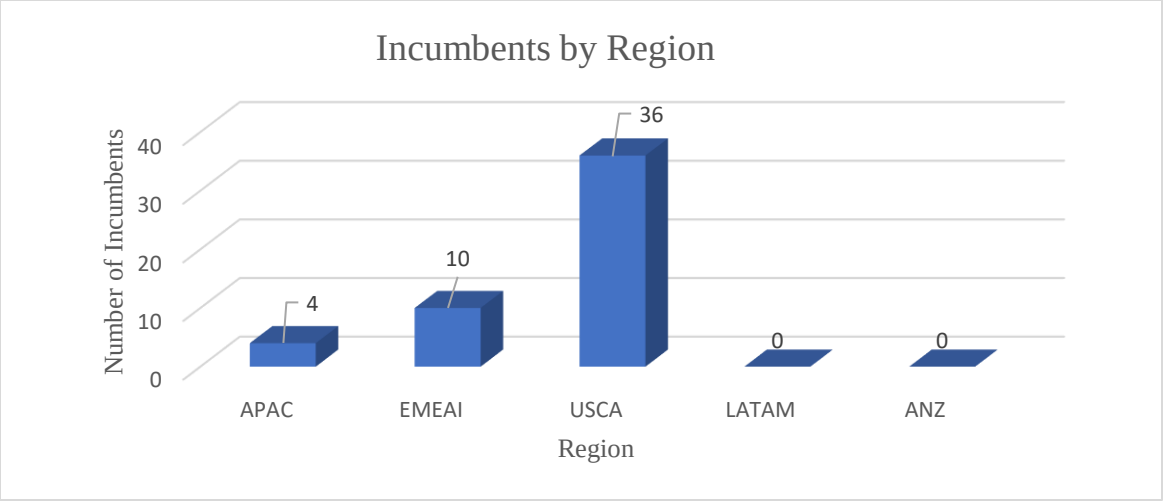


- Less than one year (17% of respondents)
- 1 to 4.9 years (21% of respondents)
- 5 to 9.9 years (14% of respondents)
- 10-14.9 years (14% of respondents)
- 15 to 19.9 years (14% of respondents)
- 20 to 24.9 years (10% of respondents)
- More than 25 years (10% of respondents)

Additionally, 40.48% of incumbents surveyed had up to 5 years of experience as an Operations Manager (or similar role) outside of Sherwin-Williams.

Region

Sherwin-Williams is a global organization; therefore, Operations Manager incumbents come from many different regions throughout the world. The graph below shows the distribution of operations managers from each of the five regions, as defined by Sherwin-Williams.



- APAC (Asia Pacific) 8% of respondents
- EMEAI (Europe, Africa, Middle East, Africa and India) 20% of respondents
- USCA (United States and Canada) 72% of respondents
- LATAM (Latin America) 0% of respondents
- ANZ (Australia and New Zealand) 0% of respondents

The majority of incumbents who responded (72%) are from the United States and Canada. Zero responses were received from Latin America, Australia, and New Zealand.

Task Dimensions

Each task dimension contained a different number of task statements that were rated by the respondents. A table portraying the number of tasks per dimension can be referenced below:

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

Task Statements

For each task, incumbents were asked to rate the importance of the task as well as the frequency in which it is performed for the Operations Manager position. A total of 45 tasks were rated. Analyses were conducted to determine the top ten most important and most frequently performed tasks based on the incumbents' responses. The reliability analysis, and the top ten lists are below:

Task Statement Reliability Analysis

Dimension	Importance	Frequency
Safety	0.81	0.64
Quality	0.73	0.68
People/HR	0.91	0.85
Service	0.66	0.77
Cost/Production	0.91	0.87
Professional Development	0.88	0.81
Maintenance	0.72	0.60

Cronbach's alpha was calculated for each task dimension to determine internal consistency. Any value above .70 implies good internal consistency. Responses were consistent among incumbents for all dimensions, with the exceptions of Service *importance* (.66), Safety *frequency* (.64), Quality *frequency* (.68), and Maintenance *frequency* (.60). Both Personal Development and Maintenance only had two items per dimension, explaining the low internal consistency.

The top 10 most important and top 10 most frequently performed tasks are presented in the following two tables. Tasks highlighted in yellow indicate commonality between importance and frequency; they are both the most important and most frequently performed tasks for Operations Managers.

Top 10 Most Important Tasks Based on Incumbent Responses

Task	Importance Rating
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 Based on Incumbent Responses

Tasks	Frequency Rating
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

Knowledge, Skills, Abilities, and Other (KSAO) based on Incumbent Responses

As with the importance ratings of the task statements, incumbents were asked to rate the importance levels of each KSAO. The following table represents how Operations Managers rated the importance of each KSAO pertaining to their position. For interpretation purposes, the actual name of each KSAO is provided below:

KSAOs	Importance Rating
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

Union vs. Non-Union Differences in Task Importance Ratings

The top ten most important tasks rated by Union and Non-Union facilities are outlined below. Although the ratings are not the same in the mean importance between the two groups, the differences are not significant ($p > .05$).

Task Statement Importance Rating	Union	Non-Union	p-value
Enforce use of PPE to ensure employee safety.	4.63	4.76	0.426
Review production and operating reports to prevent operational and manufacturing delays.	4.56	4.58	0.944
Maintain positive relationships with employees to minimize personal conflicts.	4.25	4.58	0.117
Follow On Time and In Full (OTIF) requirements to ensure production is on schedule.	4.38	4.56	0.353
Allocate manpower appropriately to effectively manage absenteeism and overtime needs within budget constraints.	4.50	4.45	0.829
Direct supervisors, shift leads, and others to ensure safe, timely, cost effective production and packaging operations.	4.44	4.45	0.932
Perform safety audits to ensure best practices are being followed.	4.44	4.45	0.929
Perform regular check-ins with production supervisors and shift leads throughout the day.	4.19	4.45	0.192
Assign housekeeping responsibilities to employees to ensure a safe, clean workplace.	4.00	4.39	0.100
Follow and enforce company's point system to manage absenteeism.	4.33	3.85	0.148

Union vs. Non-Union Differences in Task Frequency Ratings

The top ten most frequently performed tasks for Union and Non-Union facilities are outlined below. Although the ratings are not the same in the mean frequency between the two groups, the differences are not significant ($p > .05$). Overall, non-union incumbents tended to rate frequency of tasks slightly higher than union incumbents.

Task Statement Frequency Rating	Union	Non-Union	p-value
Enforce use of PPE to ensure employee safety.	4.25	4.58	0.100
Review production and operating reports to prevent operational and manufacturing delays.	4.56	4.47	0.580
Maintain personal accountability to promote a trusting work environment.	4.19	4.52	0.112
Follow On Time and In Full (OTIF) requirements to ensure production is on schedule.	4.44	4.50	0.690
Maintain positive relationships with employees to minimize personal conflicts.	4.19	4.48	0.108
Direct supervisors, shift leads, and others to ensure safe, timely, cost effective production and packaging operations.	4.37	4.45	0.607
Assign housekeeping responsibilities to employees to ensure a safe, clean workplace.	4.00	4.39	0.100
Allocate manpower appropriately to effectively manage absenteeism and overtime needs within budget constraints.	4.19	4.39	0.370
Monitor the production floor to maintain a superior safety program.	4.13	4.36	0.204
Perform regular check-ins with production supervisors and shift leads throughout the day.	4.19	4.36	0.381

Union vs. Non-Union Differences in KSAO Ratings

Some minor differences in KSAO ratings were found between Union and Non-Union facilities and are outlined below. Although the ratings are not the same in the mean importance between the two groups, the differences are not significant ($p > .05$). A cut-off of 4.00 was used. Overall, non-union incumbents tended to rate KSAOs slightly higher than union incumbents.

KSAO Importance Ratings	Union	Non-Union	p-value
Knowledge of safety regulations and enforcement of safety rules and policies.	4.31	4.61	0.159
Ability to build trust and earn respect from employees.	4.31	4.55	0.243

Ability to implement a team culture to effectively work together.	4.25	4.45	0.322
Using interpersonal communication and active listening skills when interacting with others.	4.13	4.42	0.117
Ability to incorporate data and relevant information into decision-making process.	4.06	4.21	0.481
Ability to identify the causes of problems quickly and seeking for potential solutions.	4.13	4.21	0.698
Knowledge of principles and applications of manufacturing operations, maintenance, and engineering.	4.07	4.18	0.624
Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	3.94	4.12	0.313
Knowledge of financial and accounting practices to maximize profit and minimize loss.	3.8	4.03	0.375

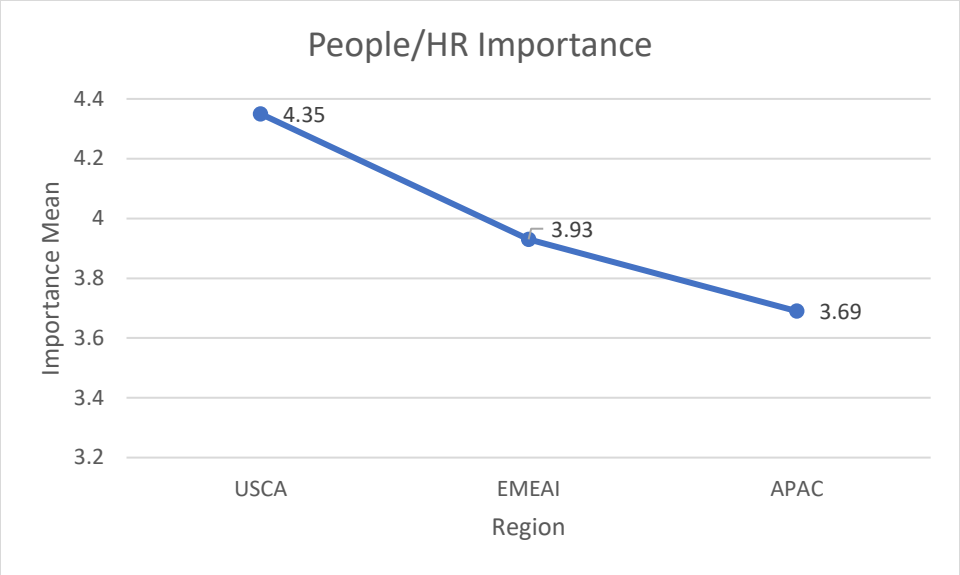
Regional Differences in Importance and Frequency Ratings

The questionnaire was distributed to five different regions, as defined by Sherwin-Williams. These regions were (1) USA and Canada, (2) Latin America, (3) Europe, Africa, Middle East, and India, (4) Asia, and (5) Australia and New Zealand. Tables reporting the number of respondents from each region can be found below:

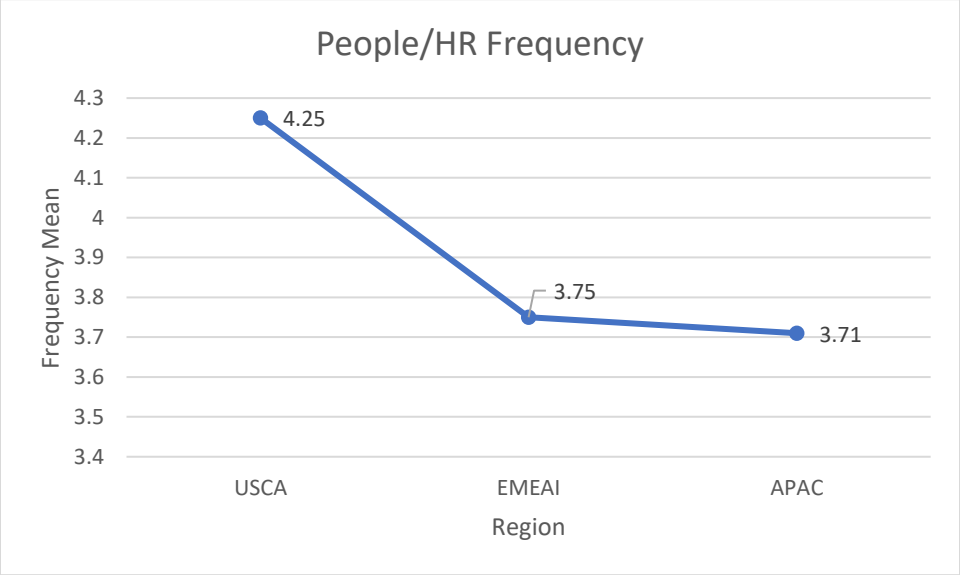
Region	**Number Respondents**
APAC	4
EMEAI	10
USCA	36
LATAM	0
ANZ	0

To examine if there were differences between regions on the *Importance* and *Frequency* ratings of the task statements separate ANOVAs were conducted. For both *Frequency* and *Importance* there were no significant differences by region for the dimensions: Safety, Quality, Service, Cost/Production, and Maintenance.

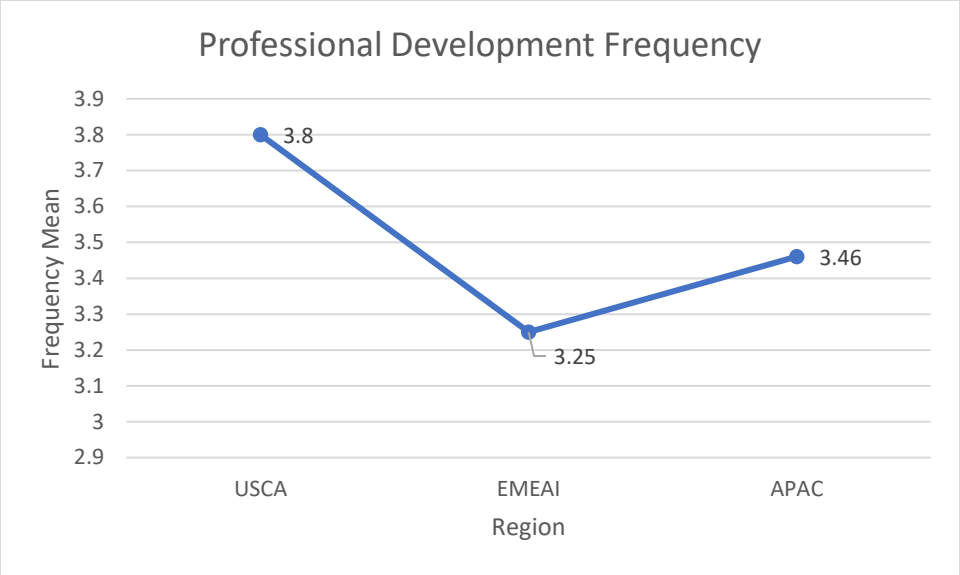
Significant differences were found between regions for the rating of *importance* for People/HR, $p = .015$. USCA ($M = 4.35$, $SD = .435$) rated the importance of people/HR significantly higher than EMEAI ($M = 3.93$, $SD = .820$), $p = .030$ and APAC ($M = 3.69$, $SD = .431$), $p = .022$. EMEAI rated the importance of people/HR higher than APAC.



Significant differences were found between regions for the ratings of *frequency* for People/HR, p = .003. USCA (M = 4.25, SD = .464) rated the frequency of people/HR significantly higher than EMEAI (M = 3.75, SD = .470), p = .003, and APAC (M = 3.71, SD = .276), p = .030. There were no differences between EMEAI and APAC.



Significant differences were found between regions for the *frequency* rating of Professional Development, p = .015. USCA (M = 3.80, SD = .566) rated the frequency of Professional Development significantly higher than EMEAI (M = 3.25, SD = .432), p = .005. There were no differences between USCA and APAC or between EMEAI and APAC in the frequency ratings of professional development.



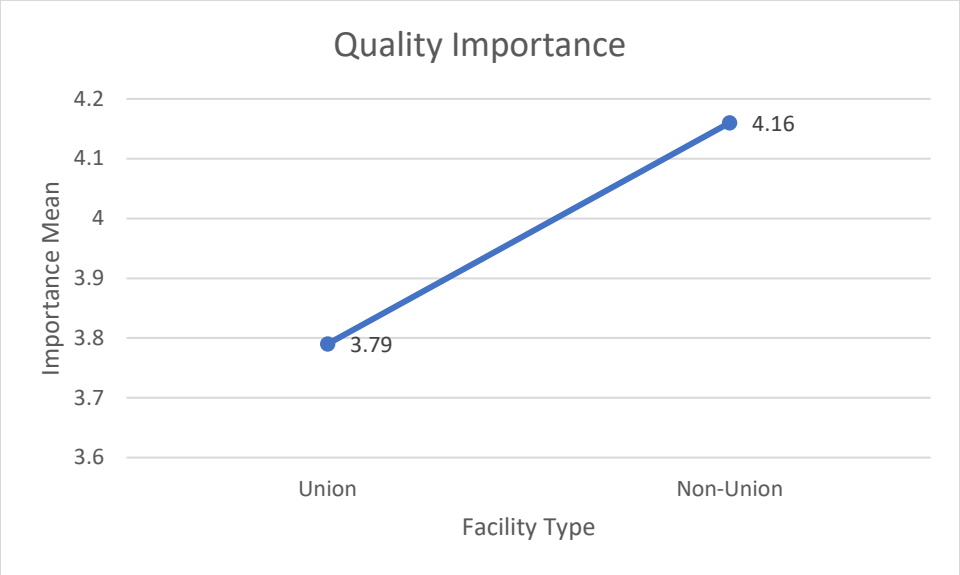
Union vs. Non-Union Differences in Importance and Frequency Ratings

In total, there were 16 Union facilities, and 33 non-union facilities that responded to the questionnaire. ANOVAs were conducted to examine if there were significant differences between *importance* and *frequency* ratings for the task statements.

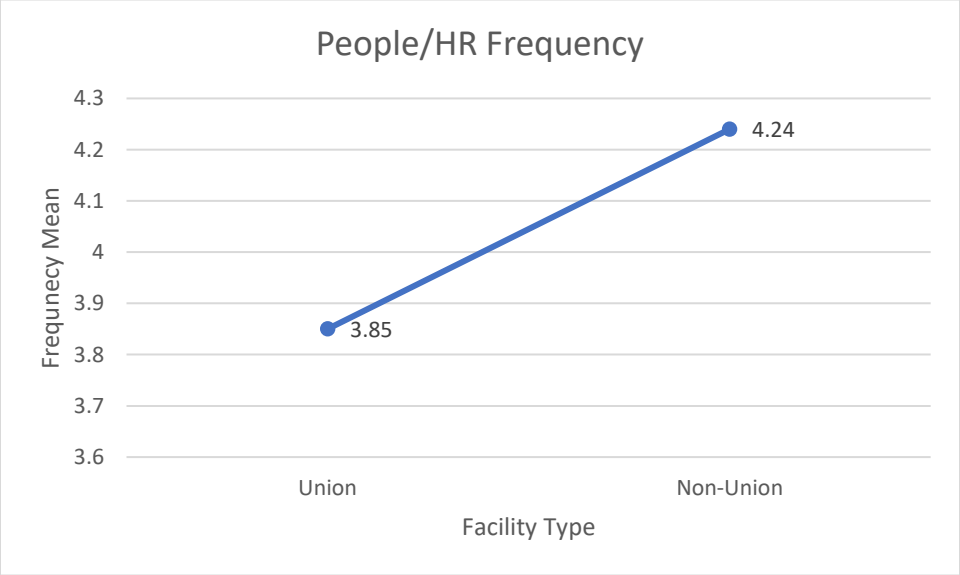
Union	Non-Union
16	33
33%	67%

There were no significant differences between Union and Non-Union facilities *importance* and *frequency* ratings for the dimensions: Safety, Cost/Production, Maintenance.

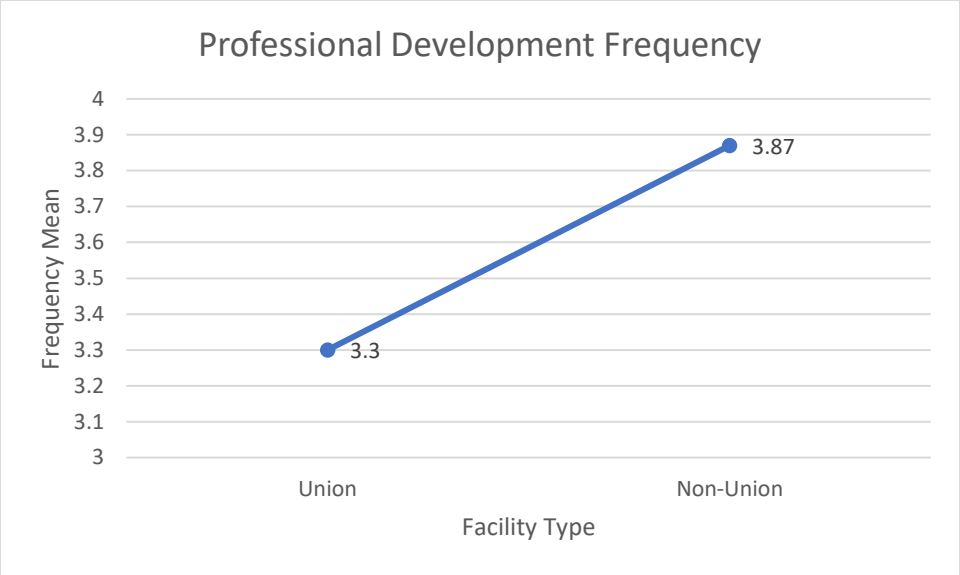
Significant differences were found between Union and Non-Union facilities for the *Importance* ratings for Quality. Union facilities (M = 3.79, SD = .558), were found to rate the importance of quality as significantly less important than Non-Union facilities (M = 4.16, SD = .590), p = .038.



Significant differences were found between Union and Non-Union facilities for the *Frequency* rating for People/HR. Union facilities (M = 3.85, SD = .522), were found to rate the frequency of People/HR significantly lower than Non-Union facilities (M = 4.24, SD = .448), p = .008.



Significant differences were found between Union and Non-Union facilities for the *Frequency* ratings for Professional Development. Union facilities (M = 3.30, SD = .517) were found to rate the frequency of Professional Development significantly lower than Non-Union facilities (M = 3.87, SD = .460), p < .001).


Professional Development Frequency
4
3.9
3.8
3.7
3.6
3.5
3.4
3.3
3.2
3.1
3
Frequency Mean
3.87
3.3
Union
Non-Union
Facility Type

V. Success Profile

Division: Global Supply Chain		**Business Unit:**
Job Title: Operations Manager	**Leadership Pipeline:** Manager of Others	**Job Family:**
Job Summary (Overview of the Role): Take charge of the manufacturing and packaging of high-quality finished goods with quick response and cycle times, as well as the constant improvement of manufacturing efficiencies as required by the plant operation schedule. Develop and maintain a safe work environment in compliance with all state and federal laws, maintain plant manufacturing programs within budget, continuous improvement in the quality of the products, and direct and drive all company continuous improvement efforts in the 5 focus areas of Operational Excellence: Safety, People, Service, Quality and Cost.		

The components of the Success Profile are listed below.

EXPERIENCE

Educational and work achievements needed to successfully perform job activities and required skills.

Education/Certifications (subject, level of degree, degree type):

a. Required:
Basic Qualifications

- High School Diploma or GED certificate

b. Preferred:
Associate's or Bachelor's Degree, working towards a degree, or willingness to pursue a degree

Previous Job Experience:

80% of operations managers had more than one-year experience working for Sherwin-Williams in other capacity

COMPETENCIES

Observable and coachable behaviors associated with success across jobs in a leadership pipeline level and/or job family.

- Aligning Performance for Success
- Leading a Culture of Trust & Integrity
- Customer Focus
- Building Influential Partnerships
- Supporting Organizational Strategy
- Business Acumen

• Decision Making	Visit SW Talent Management Connections page for the competency key actions.

ESSENTIAL TASKS

Tasks necessary for someone in this role to do in order to accomplish work.

Safety

- Enforce use of PPE to ensure employee safety.
- Perform safety audits to ensure best practices are being followed.
- Monitor the production floor to maintain a superior safety program.
- Assign housekeeping responsibilities to employees to ensure a safe, clean workplace.

People/HR

- Maintain positive relationships with employees to minimize personal conflicts.
- Allocate manpower appropriately to effectively manage absenteeism and overtime needs within budget constraints.
- Perform regular check-ins with production supervisors and shift leads throughout the day.
- Maintain personal accountability to promote a trusting work environment.
- Resolve employee conflicts and concerns in a timely fashion to promote high morale within the facility.

Service

- Review production and operating reports to prevent operational and manufacturing delays.
- Follow On Time and In Full (OTIF) requirements to ensure production is on schedule.

Cost/Production

- Direct supervisors, shift leads, and others to ensure safe, timely, cost effective production and packaging operations.
- Delegate tasks for direct reports to complete to meet production goals.

PERSONAL ATTRIBUTES

Enduring traits relevant to successful performance of job tasks. Add qualities someone would need to perform the essential tasks. Do not include attributes that are preference, but not absolutely necessary.

- Ability to build trust and earn respect from employees.
- Ability to implement a team culture to effectively work together.
- Ability to identify the causes of problems quickly and seeking for potential solutions.
- Ability to incorporate data and relevant information into decision-making process.
- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- Using interpersonal communication and active listening skills when interacting with others.
- Knowledge of financial and accounting practices to maximize profit and minimize loss.
- Knowledge of principles and applications of manufacturing operations, maintenance, and engineering.

VI. Discussion and Implications

Previous Work Experience

It was revealed in the demographics portion of the results that the majority of Operations Managers at Sherwin-Williams have been in their current position with the company for five years or less. In addition, a majority of the respondents have up to 15 years of experience in other positions at Sherwin-Williams and in other positions outside of Sherwin-Williams. It is important to note that the response option of "five years or less" includes zero, meaning that it is possible that some of the respondents that selected this response option may not have had any experience in another position within and/or outside of Sherwin-Williams. Taken together, these results seem to indicate that current Operations Managers at Sherwin-Williams are relatively new to the role, but not new to the company.

Essential Tasks

An important finding of this job analysis is that the top ten most important tasks rated by Operations Managers aligned nearly perfectly with the top ten most frequent tasks. The overarching task dimensions represented are Service, People/HR, Safety, and Cost/Production, with People/HR accounting for more than 40% of top importance and frequency tasks. Two tasks appeared on the importance top ten but did not appear on the frequency top ten: "*Perform safety audits to ensure best practices are being followed"* and "*Resolve employee conflicts and concerns in a timely fashion to promote high morale within the facility".* Additionally, two tasks appeared on the frequency top ten but did not appear on the importance top ten: *"Assign housekeeping responsibilities to employees to ensure a safe, clean workplace*" and "*Delegate tasks for direct reports to complete to meet production goals*". These results imply that many of the most important tasks done by Operations Managers on a regular basis are also tasks done most frequently, and a successful Operations Manager at Sherwin-Williams must be able to frequently and effectively perform the tasks that fall under the People/HR, Safety, and Service dimensions. The two tasks rated most important but not most frequent are related to events that can be highly critical when they occur; however, a successful Operations Manager will likely not encounter safety noncompliance and employee conflicts on a regular or frequent basis.

Regional Differences

Overall, Operations Managers at Sherwin-Williams were consistent across regions in ratings of importance and frequency for all the task dimensions, with the exceptions of importance and frequency ratings for People/HR, as well as the frequency rating of Professional Development. USCA rated the importance and frequency for People/HR significantly higher than both EMEAI and APAC, which could indicate key cultural differences between the regions. Tasks under the People/HR dimension related to managing performance and creating an inclusive team environment. It may be that the highly individualistic culture of the USCA region requires a stronger emphasis on these tasks, whereas a highly collectivist culture may allow the daily focus to be on other task dimensions. The USCA also rated the frequency of the Professional Development dimension significantly higher than EMEAI, but not significantly higher than

APAC. This may indicate that the EMEAI region places a lower emphasis on how often training and development needs to be done in the workplace. It could also imply that the role of an Operations Manager in the EMEAI region does not include these Professional Development tasks.

Union vs. Non-Union Facilities

Operations Managers at Sherwin-Williams were consistent across Union and Non-Union facilities in ratings of importance and frequency for the Safety, Cost/Production, and Maintenance task dimensions. Significant differences between Union and Non-Union facilities were found for the importance ratings on Quality, as well as the frequency ratings for People/HR and Professional Development. Importance ratings for Quality were rated lower overall by Union facilities when compared to Non-Union facilities. Frequency ratings for both People/HR and Professional Development were rated significantly lower by Union facilities when compared to Non-Union facilities.

Conclusion

Overall, the findings of this job analysis reveal that Sherwin-Williams has done an excellent job of communicating to its Operations Managers around the world what their major tasks, duties, and responsibilities are. Although there were apparent regional differences and Union vs. Non-Union differences in how some dimensions of the role are emphasized, the overwhelming agreement between incumbents in regard to the most important and frequently performed tasks implies that Sherwin-Williams has set clear expectations about the various tasks that need to be completed as well as the knowledge, skills, abilities, and other characteristics that are essential to be able to perform these tasks. The results and example success profile that are provided within this job analysis report will hopefully provide a clear picture of what it means to be an Operations Manager at Sherwin-Williams.

VII. Appendices

Appendix A (Interview Questions)

- Introduce yourself to the interviewee and ask if he/she has received the letter we sent.
- If not, use the following script:
    - The purpose of today's conversation is to gather information on your current job tasks and duties to help determine the most relevant knowledge, skills, abilities and experiences for someone in this position.
    - You were recommended as an interviewee because you are identified as one of the high performers in this position.
    - The outcome of this project is to use the information to create a Success Profile so it can be used to design training, job descriptions, succession plans and recruiting.
    - Do you have any questions for me before we start?
    - May I have your permission to tape this interview so I can have accurate information?

Interviewee information

- Name of Employee:
    - Job Title:
    - Org Unit Name/Division:
    - Business Group:
- Job Analyst:
    - Date:

Section I. Background Information About Position

1. Where is the location of your job and what products are produced?
2. How many employees are employed at your facility?
    - Of these employees how many directly report to you?
    - How many shifts does your facility run, and how long has it been this way?
    - How do you handle the demands of multiple shifts in your facility? How does this affect your schedule and does this vary from week to week?
3. How long have you been an Operations Manager?
    - How long have you been with Sherwin-Williams?

Section II. Operational Manager Tasks, Duties, and Responsibilities

Overview

4. What are the tasks that you typically perform daily?
    - Has your routine changed over time?
    - Are there any other tasks that are not day-to-day, but you only perform periodically?

5. What are the most important tasks you need to accomplish on a daily/weekly/monthly basis?

Empower Employees

6. How involved are you with hiring and training new employees?
7. What percent of your job is spent managing and coordinating others' tasks and work?
8. How do you mentor and empower your direct reports to make sure that they can meet their performance goals? Please provide an example.
9. In what ways do you guide, develop, and motivate direct reports? Please provide a few examples.
10. How do you manage employees who need growth or help to improve their job performance?
11. What does work with your direct reports look like? For example, do you purely delegate work for them to complete or are there times where you work on the same task together?
12. What do you do to maintain and promote positive employee relations?
13. What is your process of tracking and evaluating individuals' performance?
14. How do you train team members on the critical knowledge they need on the job?

Aligning Performance for Success

15. How do you ensure that production goals are met or exceeded?
16. How do you maintain HKE standards for shift and department?
17. What is your process for managing absenteeism?

Strategic Planning/Decision Making

18. What is your role in developing and executing manufacturing budgets?
19. How do you decide what organizational changes should be made as it relates to increased profit margin or to cut cost? Please provide an example.
20. How do you improve manufacturing efficiencies according to Lean strategies? Please provide examples.
21. How do you establish timelines for projects and how do you promote quality time management?
22. When a strategic decision must be made, what factors do you consider?
    - How do you obtain information needed for the decision?
    - How much influence do you have in the final decision?
23. Describe the level of responsibility or involvement that your position requires you to have regarding P&L (Profit and Loss)?
24. How do you prioritize when facing multiple demands at the same time? Please provide an example.

Conflict Resolution

25. What level of responsibility or involvement does your position require you to have in conflict resolution?
    - What kinds of conflict resolution do you have to handle in your position?
    - How do you handle such situations?
    - What conflict resolution methods do you find most effective based on your experience?
    - Please provide an example of difficult interaction with conflict resolution.

Safety Leadership

26. How do you ensure all team members are up to date and informed on safety policies and procedures?
27. How do you maintain a safe working environment? Provide an example.

Communication

28. Who do you communicate with most frequently, both within your business unit and outside your business unit?
29. How do you ensure that there is open communication?
30. What is your level of interaction with suppliers?

Customer Service

31. Who are your customers?
    - What is your role regarding contact with customers?
    - How frequently do you interact with them?
32. How does your business unit provide innovative products or value-added services to meet customers' needs? Please provide an example.

Section III. KSAOs

Experience

33. What are your previous positions in Sherwin-Williams and/or other companies that were helpful in preparing you for this position?
34. What types of knowledge is necessary to be successful for this position?
35. What other experiences you wish you had that would have better prepared you for this position?

Technology

36. What technology (software, hardware, etc.) do you utilize on a regular basis at work?
37. What level of expertise is required for the technology you use regularly?

Skills

38. What skills would you recommend an Operations Manager have before being hired into the position, and what skills could be learned on the job?
39. What technical skills do you feel are most valuable to your role?
40. What are the most important interpersonal skills that facilitate and enhance your job performance as an Operations Manager?

Personality

41. What personal characteristics and/or principles are vital for a successful Operations Manager?
42. What is the most important shared value for an Operations Manager to possess?

Section IV. Final Thoughts

Critical Incident

43. Sometimes situations arise on the job that go far beyond the typical level of expected difficulty of daily operations. What was one particularly difficult situation that you encountered on the job?
    - What did you have to do in order to solve it and/or help the team move forward?
44. Give an example of the best and worst memorable events. In each situation, what happened?
    - What actions did you take?
    - What was the outcome?
45. What are the biggest challenges that you currently face as an Operations Manager?

Conclusion

46. What else would you like us to know about your job?
47. Is there anything not currently in your job description/specifications that should be included?

Appendix B (Questionnaire)

Dear Operations Manager/Production Manager at Sherwin-Williams:

You have been invited to participate in a questionnaire that will provide the quantitative data needed to successfully complete a job analysis for your position. The goal of this questionnaire is to learn the most essential tasks and duties of your position, as well as to understand the skills it takes to be successful in your role.

On the following pages, you will find a variety of task statements that have been developed from the qualitative interviews and focus groups that have previously been conducted during the initial stages in the job analysis. You will be asked to provide frequency and importance ratings for each task. You should provide the ratings based on your current position. This process should take no longer than a half hour. By collecting this information from all individuals in this position, we will be able to determine overall importance and frequency ratings for each task, allowing us to identify the core tasks in your position.

Your responses on this questionnaire are anonymous. The information you provide in this questionnaire will aid in creating a Success Profile for the Operations/Production Manager position. Your feedback will ultimately provide the necessary information to document what it takes to be successful in this job.

Thank you for your participation,

The Cleveland State I-O Psychology Job Analysis Team

Please feel free to contact Dr. Chieh-Chen Bowen at c.c.bowen@csuohio.edu if you have any question regarding this job analysis project.

Tasks, Duties, and Responsibilities

Please rate each task in terms of how important it is for the success of your job and how frequently you perform it.

On the importance ratings, 0 means "not part of my job", 1 means "minimally important" and 5 means "extremely important."

Importance

0. Not Part of My Job
1. Minimally Important
2. Somewhat Important
3. Important
4. Very Important
5. Extremely Important

On the frequency ratings, 0 means "never", 1 means "rarely" and 5 means "very frequently."

Frequency

0. Never
1. Very Rarely
2. Rarely
3. Sometimes
4. Frequently
5. Very Frequently

***Safety**

1. Assign housekeeping responsibilities to employees to ensure a safe, clean workplace.
2. Perform safety audits to ensure best practices are being followed.
3. Enforce use of PPE to ensure employee safety.
4. Coordinate with EHS Manager to promote eco-friendly values.
5. Monitor the production floor to maintain a superior safety program.
6. Perform HKE audits on workstations and machines to promote good housekeeping.

***Quality**

1. Oversee all training programs to ensure they are aligned with SOPs.
2. Perform quality audits to ensure customer satisfaction.
3. Ensure SOPs are followed to achieve quality products.
4. Resolve quality issues by communicating with quality service team and other teams to ensure a positive customer experience.

***People/HR**

1. Allocate manpower appropriately to effectively manage absenteeism and overtime needs within budget constraints.
2. Keep plant employees up to date on policies and procedures.
3. Create an inclusive environment for all workers to promote a cohesive team.
4. Follow and enforce company's point system to manage absenteeism.
5. Interview job candidates to ensure high-quality employees are hired.
6. Maintain personal accountability to promote a trusting work environment.
7. Maintain positive relationships with employees to minimize personal conflicts.
8. Resolve employee conflicts and concerns in a timely fashion to promote high morale within the facility.
9. Establish positive interpersonal relationships to promote cooperation in the plant.
10. Maintain flexible personal work hours to meet the demands of all shifts.
11. Monitor progress of direct reports to promote a continuously improving environment.
12. Oversee staff schedules and assign specific duties to ensure staff members are being assigned as effectively as possible.
13. Perform regular check-ins with production supervisors and shift leads throughout the day.

***Service**

1. Follow On Time and In Full (OTIF) requirements to ensure production is on schedule.
2. Review production and operating reports to prevent operational and manufacturing delays.

***Cost/Production**

1. Collaborate with Global Supply Chain to ensure adequate supplies are available to fulfill production orders.
2. Consider relative costs and benefits to make appropriate decisions.
3. Delegate tasks for direct reports to complete to meet production goals.
4. Direct supervisors, shift leads, and others to ensure safe, timely, cost effective production and packaging operations.
5. Implement organizational process or policy changes to meet plant-specific goals and objectives.
6. Use quantifiable characteristics of products to estimate costs, resources, and materials needed.
7. Monitor the movement of goods into and out of production facilities to ensure efficiency, effectiveness, or sustainability of operations.
8. Prepares production reports by collecting, analyzing, and summarizing data from the floor.
9. Remove waste and constraints from the production process to improve efficiencies and resolve operational and manufacturing problems to fulfill production requirements.
10. Review budgets to ensure team is on track to meet budgetary goal.

11. Establish timelines to manage and prioritize multiple projects to ensure production goals are met.
12. Work with plant manager to generate and submit reports to manage productivity, product quality and monitor budget.

***Professional Development**

1. Coach, train, manage and motivate direct reports to achieve their full individual potential.
2. Identify successful staff members to promote high-quality candidates from within.
3. Identify training needs to promote employee growth through coaching.
4. Perform evaluations of direct reports to identify continuous improvement opportunities.
5. Provide guidance to ensure direct reports meet or exceed performance standards and expectations.
6. Update job knowledge to stay ahead of the curve on industry changes.

***Maintenance**

1. Meet with maintenance staff to discuss equipment conditions and repairing of machinery.
2. Utilize knowledge of machinery to troubleshoot problems.

Please rate each statement in terms of how important it is for the success of your job.

On the Importance ratings, 0 means "Not Part of My Job", 1 means "Minimally Important" and 5 means "Extremely Important."

***Knowledge, Skills and Abilities**

1. Knowledge of principles for human resources such as training, recruitment, compensation, labor union negotiation, and personnel information systems.
2. Knowledge of financial and accounting practices to maximize profit and minimize loss.
3. Knowledge of principles and applications of manufacturing operations, maintenance, and engineering.
4. Knowledge of safety regulations and enforcement of safety rules and policies.
5. Knowledge of raw material and production process.
6. Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
7. Using interpersonal communication and active listening skills when interacting with others.
8. Ability to identify the causes of problems quickly and seeking for potential solutions.
9. Ability to incorporate data and relevant information into decision-making process.
10. Ability to build trust and earn respect from employees.
11. Ability to implement a team culture to effectively work together.
12. Knowledge of product families and associated raw materials involved in plant production.

Organizational and Demographic Information

Please answer the following optional questions regarding organizational and demographic information. This information is used strictly for statistical analyses purposes.

1. **What region of the world do you work in?**
    - USCA (United States and Canada)
    - LATAM (Latin America)
    - EMEAI (Europe, Middle East, Africa and India
    - APAC (Asia Pacific)
    - ANZ (Australia and New Zealand)

2. **How many people are employed at your plant?**
    - Less than 50
    - 50-100
    - 100-150
    - 150-200
    - 200-250
    - More than 250

3. **How many people at your plant report directly to you?**
    - Less than 10
    - 10-20
    - 20-30
    - 30-40
    - More than 40

4. **Is your plant a Union or Non-Union facility?**
    - Union
    - Non-Union

5. **How many years of experience do you have in your current position?**

    - Less than 1 year
    - 1 to 3 years
    - 3 to 5 years
    - 6 to 10 years
    - 11 to 15 years
    - 16 to 20 years

- More than 21 years

6. **How many years of experience do you have in other positions at Sherwin-Williams?**

    - Less than 1 year
    - 1 to 3 years
    - 3 to 5 years
    - 6 to 10 years
    - 11 to 15 years
    - 16 to 20 years
    - More than 21 years

7. **How many years of experience do you have in similar positions to your current one, outside of Sherwin-Williams?**

    - Less than 1 year
    - 1 to 3 years
    - 3 to 5 years
    - 6 to 10 years
    - 11 to 15 years
    - 16 to 20 years
    - More than 21 years

8. **Thank you for taking time answering this job analysis questionnaire. Your answers will help identify the core tasks, duties and responsibilities of your job. If you have any comments regarding this job analysis project, please provide them in the comment box.**