

Operations Manager Job Analysis Project

Prepared for:

The Sherwin-Williams Company

Prepared by:

Cleveland State University
Industrial-Organizational Research Program



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Project Outline



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- Presentation by Sherwin-William representatives about the company
- Creation of structured interview questions
- Structured phone interviews with Operations Managers
- Focus groups
- Creation of questionnaire
- Data analysis
- Final results and implications

Methodology

- **Initial Preparation**
 - Created list of standardized interview questions
 - Sherwin-Williams job descriptions
 - O*Net
- **Interviews**
 - Conducted 15 individual phone interviews
 - Areas covered:
 - Background info
 - Tasks, duties, and responsibilities
 - KSAO's
 - Final thoughts



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Methodology Continued...

- On-site Job Shadow
 - Bedford Heights, OH- Union Aerosol plant
 - Lead by HR and Ops Manager
 - In-person experience of what Operations Managers do
- Creation of Initial Task List
 - Items derived from information gathered during interviews and job shadow
- Focus Group 1
 - 6 participants
 - Held over conference call using WebEx
 - Participants worked together to revise and add/delete items from the task list
 - Sorted revised items into dimensions
 - Named the dimensions



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Methodology Continued...



- Focus Group 2
 - 7 new participants
 - Also held over WebEx
 - Participants worked together to revise and add/delete items from the task list that was a result of Focus Group 1
 - Sorted revised items into pre-named dimensions
 - Dimension names from Focus Group 1
- Creation of Questionnaire
 - Participants rated items on *Importance* and *Frequency*
 - Safety, Quality, People/HR, Service, Cost/Productivity, Professional Development, Maintenance
 - KSAO's
 - Organizational and Demographics

Questionnaire

- Created using Survey Monkey
- Distributed to 82 Operations Manager all over the world
- Available for 2 weeks
- 52 Respondents with a response rate of 63.41%
- Example Items:
 - *Consider relative costs and benefits to make appropriate decisions.*
 - *Perform safety audits to ensure best practices are being followed.*



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Importance & Frequency Scales



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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

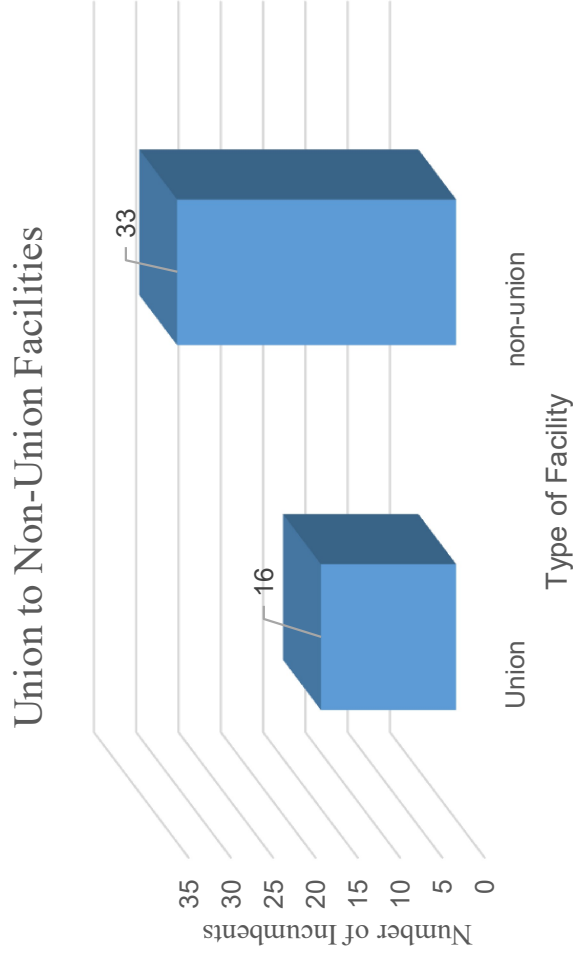
Task Dimensions



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

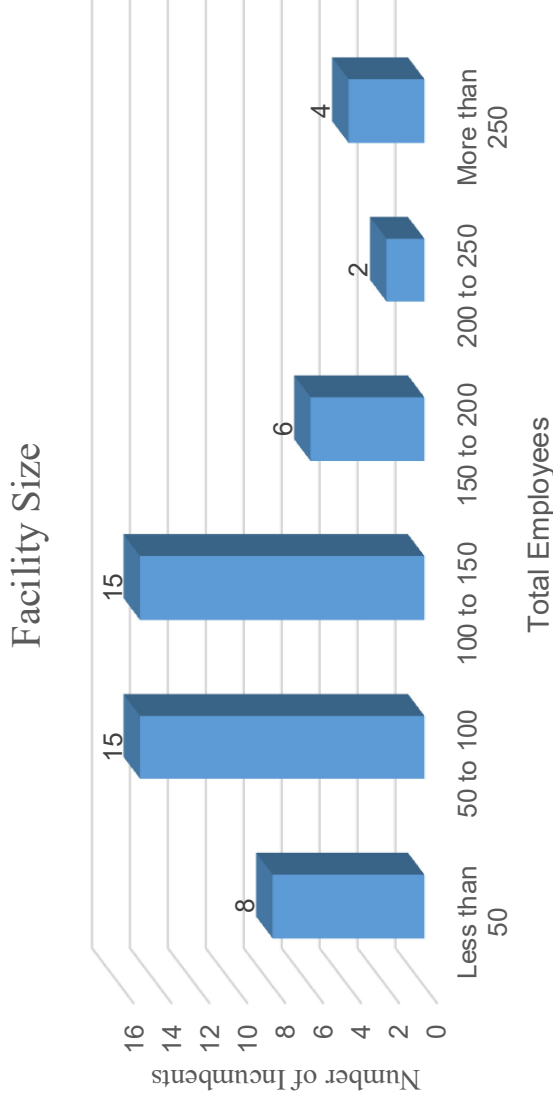
Union/Non-union

- 49 Respondents
- 16 Union employees (32.65%)
- 33 Non-union employees (67.35%)



Demographics (Total number of employees at Plant)

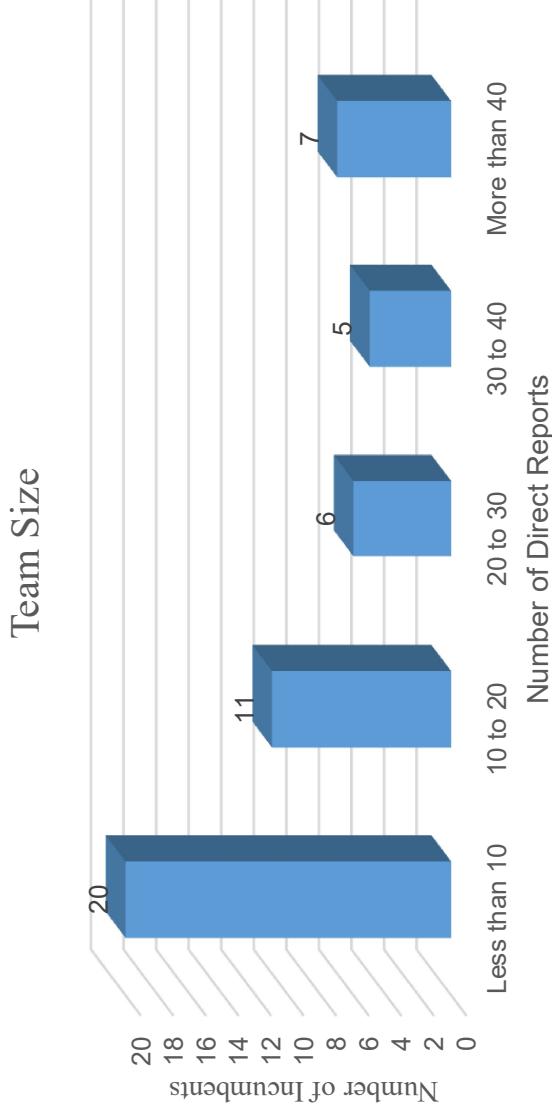
- 50 Respondents
- Smallest Group
 - 200-250 employees
 - 2 respondents
- Largest Group
 - Tied- 50-100, 100-150 employees
 - 15 respondents



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Demographics (Number of Direct Reports)

- 49 Respondents
- Smallest Group
 - 30-40 direct reports
 - 5 respondents
- Largest Group
 - Less than 10 direct reports
 - 20 respondents



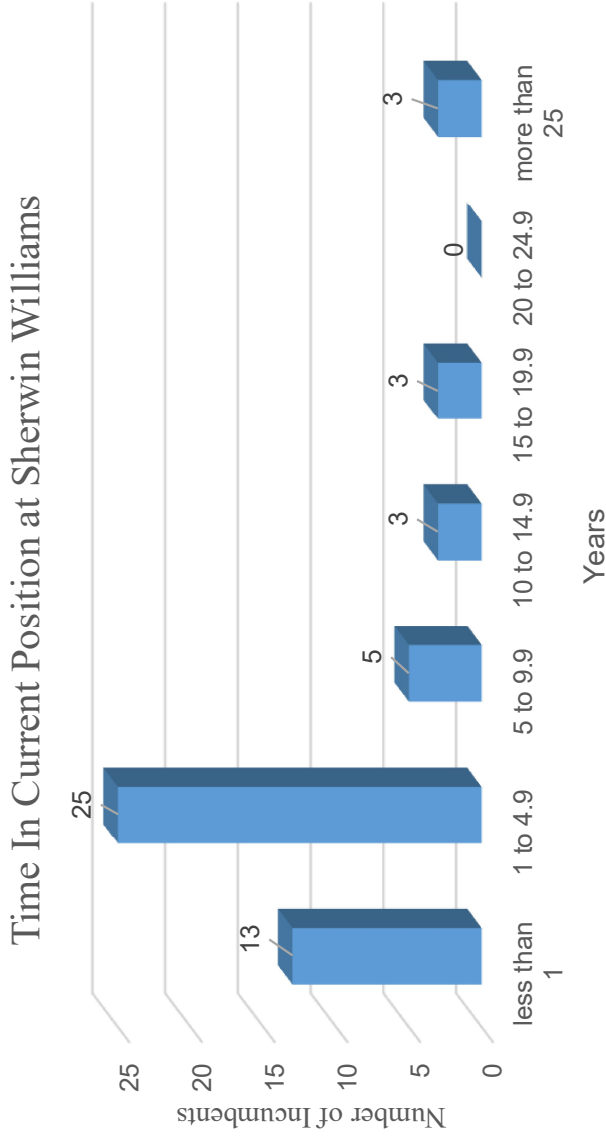
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Job Experience in Current Position at

Sherwin Williams

- 52 Respondents
- Smallest Group
 - 20 to 24.9 years
 - 0 respondents
- Largest Group
 - 1 to 4.9 years
 - 25 respondents

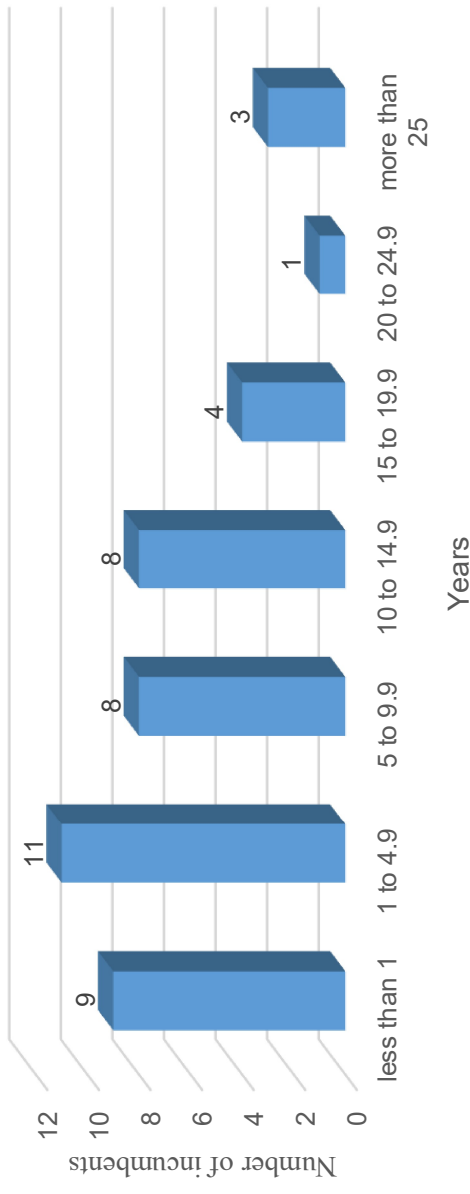


Job Experience in Other Positions Within Sherwin Williams

Williams

- 44 Respondents
- Smallest Group
 - 20 to 24.9 years
 - 1 respondent
- Largest Group
 - 1 to 4.9 years
 - 11 respondents

Time in Other Positions at Sherwin Williams

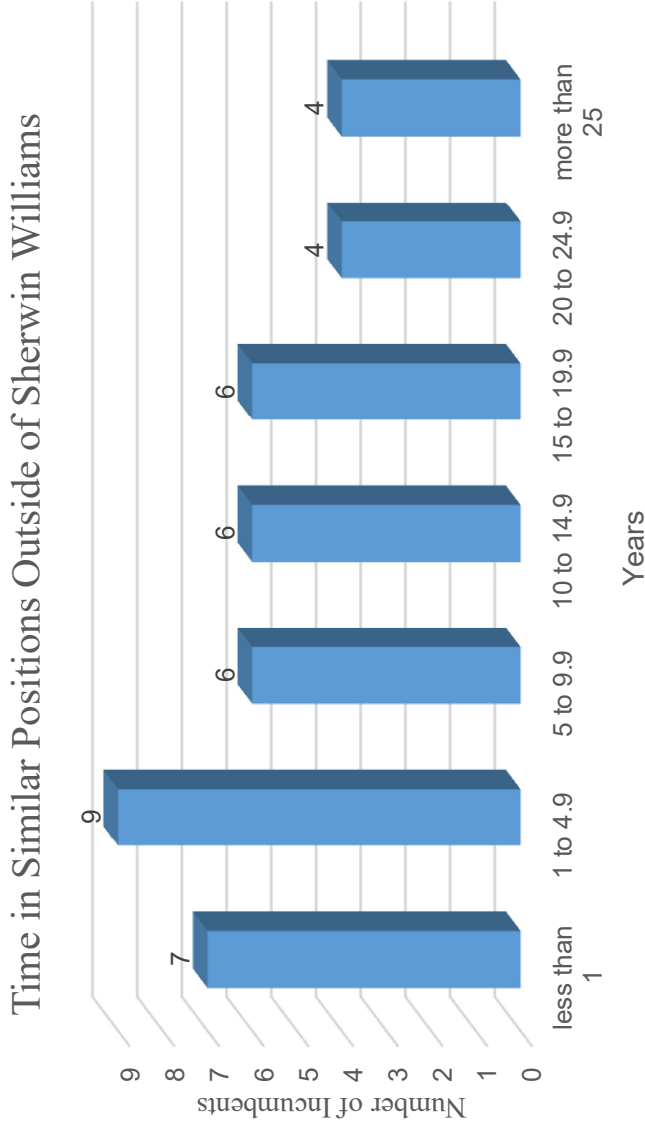


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Job Experience Outside of Sherwin-Williams

- 42 Respondents
- Smallest Group
 - Tied- 20 to 24.9 & more than 25 years
 - 4 respondents
- Largest Group
 - 1 to 4.9 years
 - 9 respondents



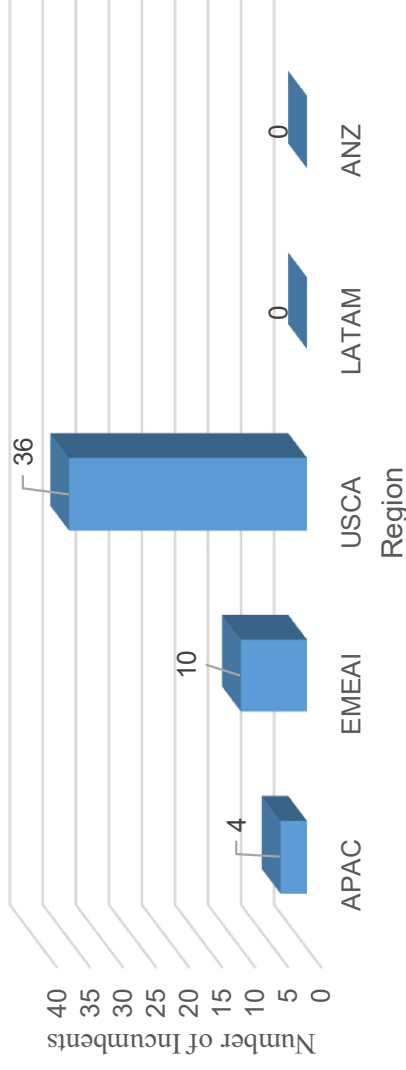
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Region

- 50 Respondents
- Asia Pacific (APAC)
 - 4 respondents
- Europe, Middle East, Africa & India (EMEA)
 - 10 respondents
- United States & Canada (USCA)
 - 36 respondents

Incumbents by Region



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Top 10 Most Important Tasks

Task	Mean Task Importance
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

Tasks	Mean Frequency Response
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, Other

KSAOs	Mean 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

Results Overview

- Measured reliability of the survey task dimensions.
- Top 10 items for *Importance* and *Frequency* differences between Union vs Non-Union.
- Measured regional and Union/Non-Union differences in ratings of *Importance* and *Frequency*.



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Task Dimension Reliability

- Cronbach's alpha was calculated for each task dimension to determine internal consistency.
- Any value above .70 implies good internal consistency.

Dimension	Importance	Frequency
Safety	0.806*	0.637
Quality	0.727*	0.68
People/HR	0.91*	0.851*
Service	0.658	0.773*
Cost/Production	0.911*	0.872*
Professional Development	0.877*	0.805*
Maintenance	0.724*	0.601

* Indicates good internal reliability



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Union vs Non-Union Differences Task Importance

Task Statement Importance Rating	Union Mean Importance	Non-Union Mean Importance	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 Task Frequency

Task Statement	Union Mean Frequency	Non-Union Mean Frequency	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

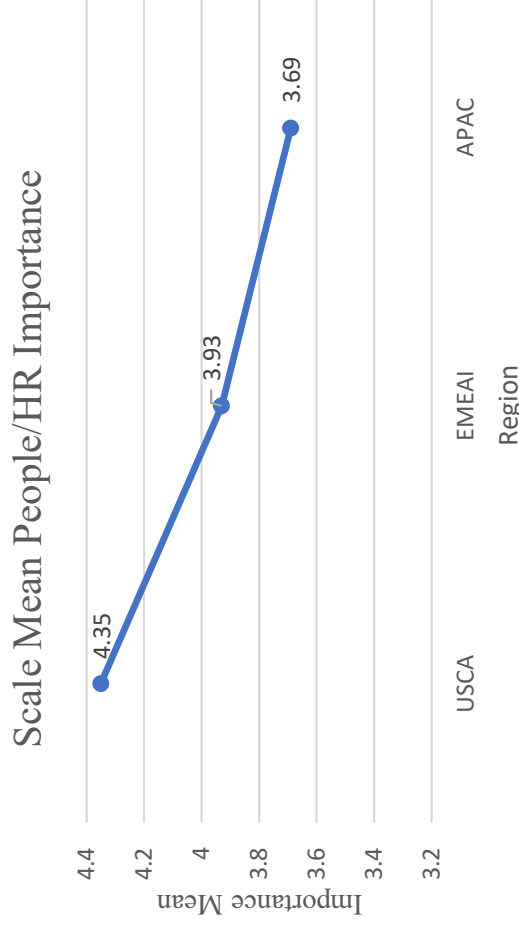
Union vs Non-Union Differences KSAO

Rating

KSAO Importance Ratings	Union Mean Importance	Non-Union Mean Importance	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

Results- Regional Differences in Ratings

- *Importance* Ratings
 - To examine if there were differences between regions on *Importance* ratings of the task statements, separate ANOVAs were conducted.
 - 1. Significant differences were found between regions for the rating of *importance* for People/HR.

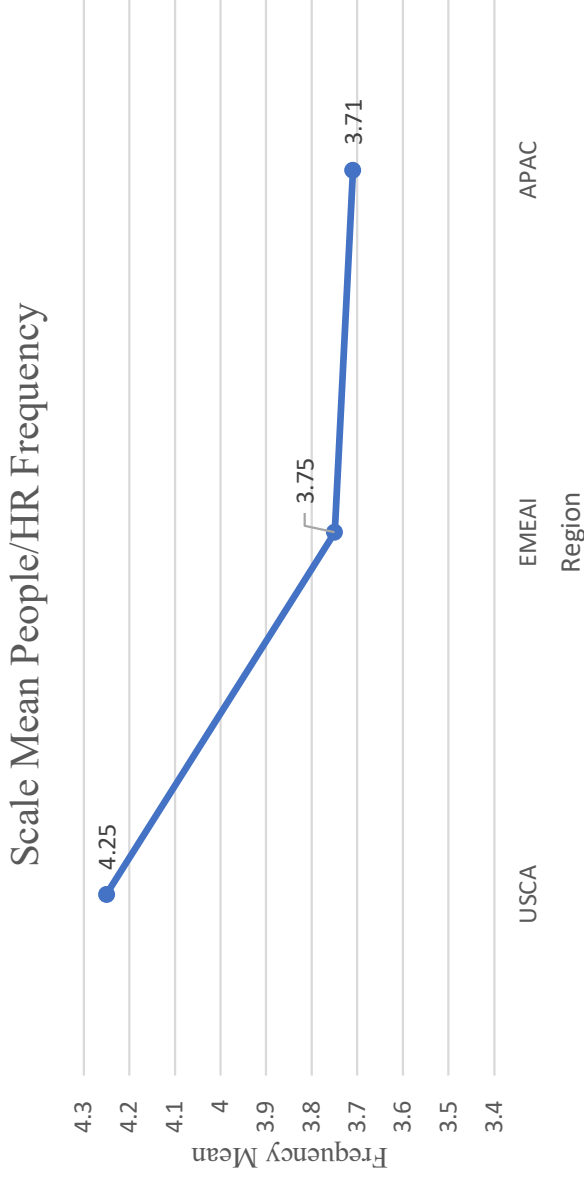


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Results- Regional Differences in Ratings

- *Frequency Ratings*
 - To examine if there were differences between regions on *Frequency* ratings of the task statements, separate ANOVAs were conducted.
 - 1. Significant differences were found between regions for the rating of *frequency* for People/HR.

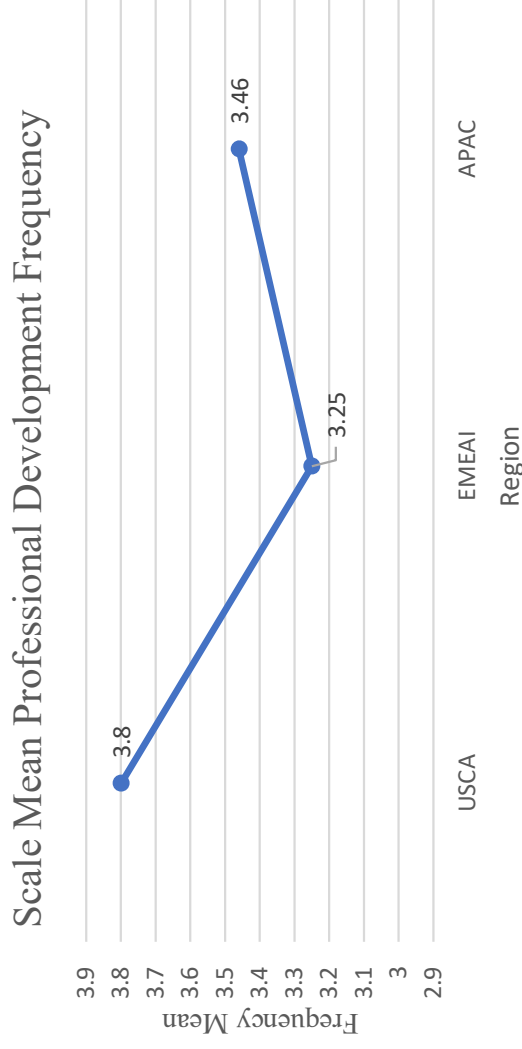


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Results- Regional Differences in Ratings

- *Frequency* Ratings
 - To examine if there were differences between regions on *Frequency* ratings of the task statements, separate ANOVAs were conducted.
 - 2. Significant differences were found between regions for the rating of *frequency* for Professional Development.



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Regional Differences

- The USCA region 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 are 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 is assessed 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.

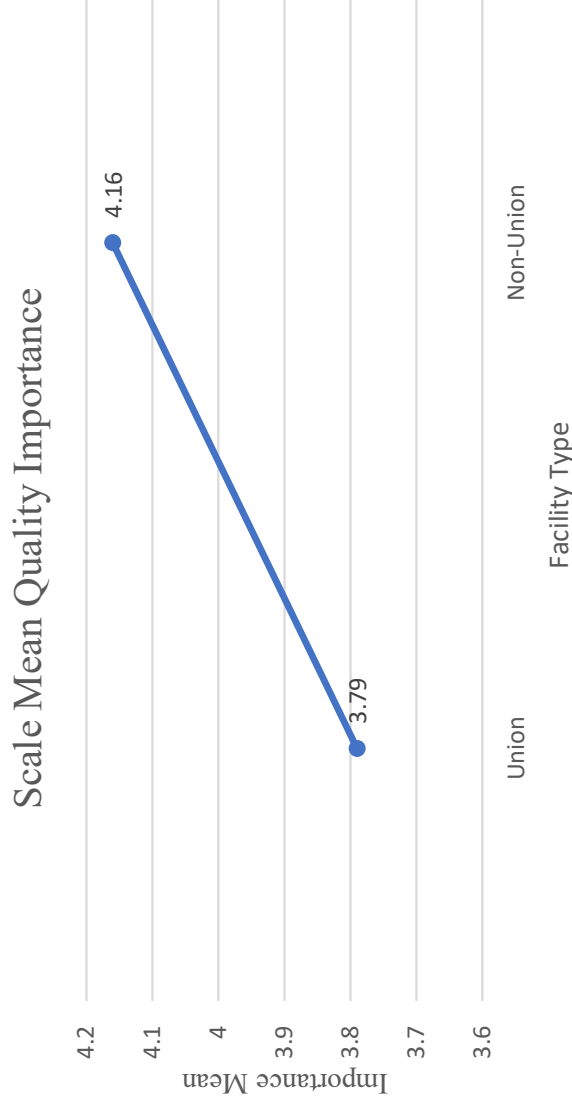


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Results- Union/Non-Union Differences in Ratings

- *Importance* Ratings
 - To examine if there differences between union and non-union facilities on *Importance* ratings of the task statements, separate ANOVAs were conducted.
 - 1. Significant differences were found between union and non-union facilities for *importance* ratings for Quality.



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Results- Union/Non-Union Differences in Ratings

- *Frequency Ratings*
 - To examine if there differences between union and non-union facilities on *Frequency* ratings of the task statements, separate ANOVAs were conducted.
 - 1. Significant differences were found between union and non-union facilities for *frequency* ratings for People/HR.

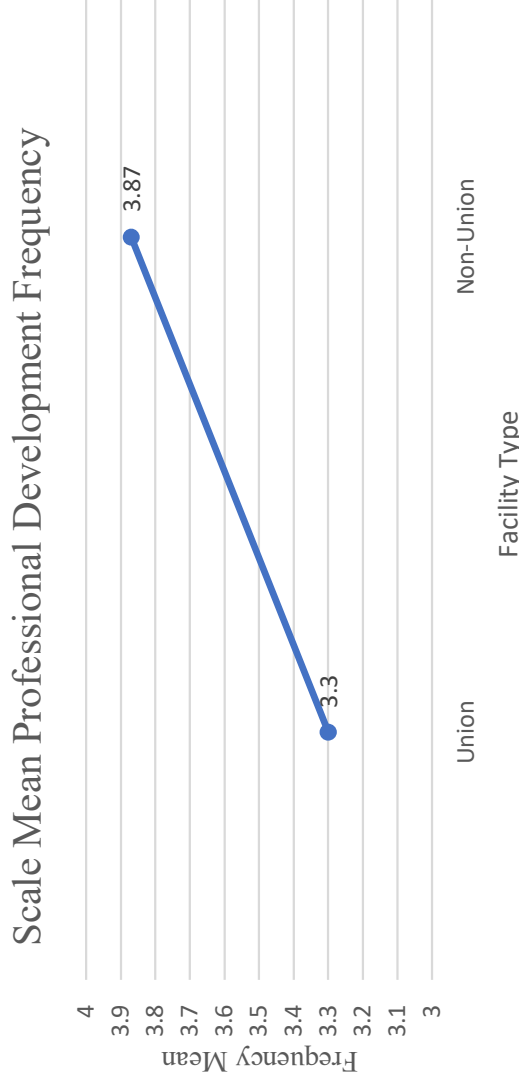


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Results- Union/Non-Union Differences in Ratings

- *Frequency* Ratings
 - To examine if there were differences between union and non-union facilities on *Frequency* ratings of the task statements, separate ANOVAs were conducted.
 - 2. Significant differences were found between union and non-union facilities for *frequency* for Professional Development.



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Success Profile

- *Job Summary*
 - 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.
- *Experience*
 - High School Diploma (or equivalent)



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Success Profile

- *Operations Manager Competencies*

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

- *Essential Tasks*

- *Safety* – Enforce use of PPE to ensure employee safety.
- *People/HR*- Maintain positive relationships with employees to minimize personal conflicts.
- *Service*- Review production and operating reports to prevent operational and manufacturing delays.
- *Cost/Production*- Direct supervisors, shift leads, and others to ensure safe, timely, cost effective production and packaging operations.



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Success Profile

- *Operations Manager Personal Attributes*
- 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.



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Final Questions??



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