ENTRY-LEVEL MANAGER

Description: Entry-level managers will be able to use the latest technology and management techniques to organize, plan, and manage human resources, assets, and other business resources and functions. An entry-level manager should demonstrate interpersonal skills, professionalism, effective communication, leadership, and problem-solving skills.

A. PROFESSIONALISM

A.1 Presents professional appearance
A.2 Demonstrates initiative, motivation, loyalty, and positive attitude
A.3 Demonstrates business/work ethics; i.e., honesty, integrity, character and sensitivity
A.4 Demonstrates flexibility; e.g., adapt to change, willingness to perform various functions (cross training)
A.5 Demonstrates resourcefulness and creativity
A.6 Prioritizes and practices time management; e.g., multi-tasking
A.7 Produces high-quality work consistently
A.8 Demonstrates business etiquette as appropriate for the position/environment
A.9 Practices stress management
A.10 Balances personal and professional responsibilities
A.11 Participates actively in civic/community functions
A.12 Develops a path for professional growth
A.13 Practices self control

B. COMMUNICATION SKILLS

B.1 Communicates effectively within all levels of the organization; e.g., solicit feedback when appropriate
B.2 Communicates effectively with diverse audiences; e.g., age, race, gender, experience
B.3 Demonstrates active listening skills
B.4 Recognizes and applies appropriate tone and body language
B.5 Demonstrates acceptable business writing style; i.e., concise, grammatically correct, comprehensible, communicates purpose
B.6 Choose appropriate medium to communicate message; e.g., face-to-face, email, telephone
B.7 Reads and interprets documents
B.8 Delivers presentations using appropriate technology; e.g., multimedia
B.9 Leads and participates in meetings; local, remote, webinar

C. LEADERSHIP

C.1 Supports and relates organizational vision and mission
C.2 Establishes and communicates goals for self and others
C.3 Defines expectations and standards
C.4 Develops the team by empowering, setting common objectives, setting standards, negotiating, compromising, and setting work priorities
C.5 Leads by example (role model)
C.6 Uses decision-making skills
C.7 Delegates authority – how, when, and why
C.8 Motivates and supports employees

C.9 Manages conflict
C.10 Sells ideas/develops persuasive technique
C.11 Celebrates successes
C.12 Learns from mistakes and shares best practices

D. PROBLEM SOLVING

D.1 Recognizes, defines, and understands the problem
D.2 Identifies possible solutions using other resources
D.3 Evaluates and prioritizes alternatives based on feasibility
D.4 Makes decisions in a timely manner
D.5 Implements decision
D.6 Evaluates results (outcomes)
D.7 Follows up

E. HUMAN RESOURCES/EMPLOYEE RELATIONS

E.1 Develops/maintains partnership with HR representative
E.2 Adheres to all federal and state laws as applicable
E.3 Manages selection and retention of personnel
E.4 Follows industry and company protocol
E.5 Works with employee to create a professional development plan
E.6 Recognizes strengths and weaknesses of personnel and provides professional development opportunities
E.7 Trains and develops staff effectively
E.8 Demonstrates understanding of group dynamics and teamwork
E.9 Acknowledges and embraces diversity within the organization
E.10 Applies basic counseling/coaching techniques
E.11 Receives and/or gives constructive criticism
E.12 Conducts timely and effective performance reviews
E.13 Allocates human resources; e.g., creates work schedules
E.14 Maintains a safe work environment; e.g., OSHA, DHEC

F. BUSINESS FUNCTIONS

F.1 Promotes an awareness of industry and organization structure, chain of command and company culture
F.2 Participates in strategic planning
F.3 Facilitates planning processes with team
F.4 Provides internal and external customer service
F.5 Adheres to quality/process improvement plans
F.6 Develops a business proposal
F.7 Is familiar with the company’s advertising/marketing initiatives
F.8 Demonstrates negotiation skills
F.9 Generates and interprets reports; e.g., productivity, accountability, progress

G. RESOURCE MANAGEMENT

G.1 Prepares and manages budget
G.2 Develops and manages financial forecasting

G.3 Uses and interprets accounting and finance date; e.g., P&L
G.4 Applies basic business math skills
G.5 Ensures effective and efficient use of company resources; e.g., tools, equipment, supplies, people, scheduling
G.6 Selects and evaluates vendors/suppliers

H. CHANGE MANAGEMENT

H.1 Implements and follows company guidelines, policies, and practices
H.2 Facilitates and embraces change
H.3 Seeks employee input when appropriate
H.4 Adapts to economic changes
H.5 Solicits innovative ideas

I. TECHNOLOGY

I.1 Demonstrates proficiency in appropriate computer software; e.g., Microsoft Office, proprietary software
I.2 Utilizes communication technology; e.g., wireless, voice mail, pagers, PDA, cell phone, email, IM
I.3 Navigates Internet for business needs
I.4 Utilizes office technology; e.g., phone systems, copiers, fax machines
I.5 Demonstrates proficiency in current computer functions; e.g., file storage, networking, information transfer

DESIRABLE WORKER TRAITS AND ATTITUDES

Accountable
Be a coach
Be on time
Compassionate
Consistent
Empathy
Ethical
Flexible
Have fun
Inviting attitude
Knowing your hot buttons
Open to change
Positive attitude
Productivity
Safety awareness
Self-motivated
Transparent
Work-life balance

SKILLS AND KNOWLEDGE

Ability to work with senior management and other levels
Basic math
Behavioral
Critical thinking
Communication
- Verbal
- Written

Customer service
Influencing
Motivational
Negotiation
Problem solving
Relationship building/partnership
Resourcefulness
Sales
Software
- Word
- Excel
- Outlook
- PowerPoint

Teamwork
Time management

DACUM PANEL PARTICIPANTS

Panelists

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Ms. Troy Fitzpatrick, VP Business Training Manager, Citi, Fort Mill, SC
Mr. Kenneth Samer, Director of Environmental Services, Piedmont Medical Center, Rock Hill, SC
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Adapted from DACUM competency profile developed at York Technical College in 1994. Any changes, additions, or deletions have been made by listed panelists participating in a DACUM validation workshop at York Technical College on November 18, 2009.