

DACUM Research Chart for Business Professional (Mid-Level)

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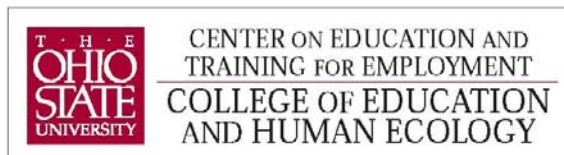
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Duties		← Tasks				
A	Establish Operational Plan	A-1 Review organizational mission	A-2 Review organizational goals & objectives	A-3 Determine business unit scope	A-4 Conduct research (e.g., market, best practices, competition)	A-5 Integrate market indicators
		A-11 Establish benchmarks	A-12 Establish policies & procedures	A-13 Formalize business plan	A-14 Secure senior management approval	A-15 Revise business plan based on senior management review
B	Manage Employees	B-1 Conduct job/staff needs analysis	B-2 Complete hiring process	B-3 Conduct business unit orientation/onboarding	B-4 Create positive atmosphere (e.g., wellness, employee recognition, morale)	B-5 Measure work performance
C	Provide Staff/Self Development	C-1 Conduct self-assessment for education/training	C-2 Conduct departmental training needs assessment (e.g., competencies, skills)		C-3 Conduct staff assessment for education/training	C-4 Research education/training trends (e.g., training types, methods)
		C-11 Initiate training requests (e.g., self/employee)	C-12 Provide education/training (e.g., web, OJT, formal courses, self-directed)		C-13 Participate in professional organizations	C-14 Evaluate results of education/training
D	Provide Customer Service	D-1 Identify customers	D-2 Identify customers' needs	D-3 Meet customers' needs	D-4 Deliver quality goods & services	D-5 Anticipate customers' future needs
E	Manage Performance Benchmarks (e.g., KPIs)	E-1 Gather benchmark data	E-2 Assign benchmark responsibility(ies)	E-3 Analyze benchmark data	E-4 Establish benchmark timelines	E-5 Adjust for obstacles [e.g., staffing, financial, equipment, performance, supply/demand (economic)]
F	Monitor Fiscal Responsibilities	F-1 Define scope of fiscal responsibilities	F-2 Collect financial data	F-3 Analyze financial data	F-4 Provide timely & accurate reporting	F-5 Maximize profit
G	Manage Infrastructure (facilities & equipment)	G-1 Maintain safe work place environment	G-2 Inventory infrastructure	G-3 Identify infrastructure needs	G-4 Arrange for internal/external support (e.g., maintenance contractors)	

A-6 Set goals & objectives (e.g., quality , performance, fiscal, service/products)		A-7 Conduct needs analysis (e.g., personnel, equipment)		A-8 Establish a budget (e.g., capital & operational)		A-9 Set a timeline		A-10 Establish metrics (e.g., quality, performance, fiscal, service/products)	
A-16 Disseminate business plan		A-17 Implement business plan							
B-6 Provide performance feedback to employees		B-7 Elicit feedback from employees		B-8 Recognize employee performance		B-9 Provide future performance expectations		B-10 Implement employee policy/ disciplinary actions	
B-11 Complete exit process (e.g., fire, transfer, promote)									
C-5 Develop formal/informal training (e.g., who, what, when, where, why, & how)		C-6 Publicize training opportunities		C-7 Document employee training/ education history		C-8 Schedule training time & place		C-9 Develop employee career paths	
C-10 Provide educational assistance (e.g., tuition, travel)									
C-15 Provide ongoing training									
D-6 Monitor staff delivery of customer service		D-7 Measure customer satisfaction (e.g., survey, customer retention, increased sales)		D-8 Analyze competition's customer service		D-9 Adjust customer service based on feedback/data			
E-6 Monitor benchmark progress		E-7 Revise benchmarks based on information							
F-6 Minimize losses		F-7 Compare financial data with goals		F-8 Contract with external resources		F-9 Make financial adjustments			
G-5 Dispose of non-functional inventory		G-6 Request new or updated inventory		G-7 Assess impact of infrastructure changes (e.g., production, service, personnel)		G-8 Plan for future infrastructure needs			

General Knowledge and Skills

Company policies
Organizational culture
Problem-solving
Critical thinking
Basic math skills
Ethical behavior
Computer skills
Interpersonal relations
Comprehension skills
Organizational mission
Basic human resources skills
Product/service knowledge
Emergency (crisis) management
Rules, regulations, covenants, and guidelines
Communication (written, verbal, interactive)

Tools, Equipment, Supplies, and Materials

Computers (Microsoft Office suite, equipment, and supplies)
Basic office equipment and supplies
Balance sheet
Communication equipment
Safety equipment
Inspection tools
Training manuals, job descriptions
Trade magazines
Business forms
Safety manual

Worker Behaviors

Take or give criticism
Team player
Accountability
Ethical
Trustworthy
Positive-minded
Open-minded
Follows direction
Honest
Patient
Sense of humor
Self-motivated
Punctual
Focused
Emotional intelligence

Respectful
Professional
Independent thinker
Collegial
Goal-oriented
Flexibility
Dependable
Loyal
Community-minded
Environmentally aware
Forward thinking
Give direction
Willingness to learn
Polite

Future Trends and Concerns

Software updates
Management trends
Internet-based activities (webinars on sales, training, business)
Diversity
Religious trends
Globalization of work
Changing demographics
Telecommuting
Virtual office
Computer security
Robotics (in manufacturing)
Outsourcing
Off-shoring
Terrorism
Next generation of workforce
New languages
Workforce development
Global economy
Global warming
Constant change of rules/regulations
Stock market
Buyouts/mergers
Job security
Political climate
European Union standards
Industry specific trends
Lack of skilled workers
Lack of workers
Immigration
Future financial trends
Retirement security
Medical costs