

# Incorporating Employee-Job Fit into Talent Development and Career Planning

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- What is employee-job fit?
- What is the traditional role of employee-job fit?
- How can employee-job fit influence employee and career development?
- How can organizations articulate employee-job fit factors?
- Discussion and demonstration of the use of employee-job fit factors
- Discussion of potential challenges and opportunities



# What is Employee-Job Fit?

Two Subsections:

- Complementary Fit – Degree to which employee sees themselves as a “fit” or “match” to their current position
  - KSAs, competencies
  - Are you able to perform job duties?
- Supplementary Fit – employee “supplements, embellishes, or possesses characteristics which are similar to other individuals”
  - Are you gregarious? Are your coworkers also gregarious?
  - How much autonomy do you prefer in your job?
  - Where we will focus today

Kristof-Brown et al, 2005

de Beer, L.T., Rothmann Jr., S., & Mostert, K., 2016



# What is Employee-Job Fit?

Why do we care about Employee-Job fit?

- Higher E-J fit associated with higher job performance and job satisfaction
- More subtle impacts:
  - Increased motivation
  - Proactive behavior
  - Better relationship with supervisors
  - Engagement

How do you measure Employee-Job fit?

- You ask! Employee-Job fit is highly subjective as it is largely a measure of perception and feelings.

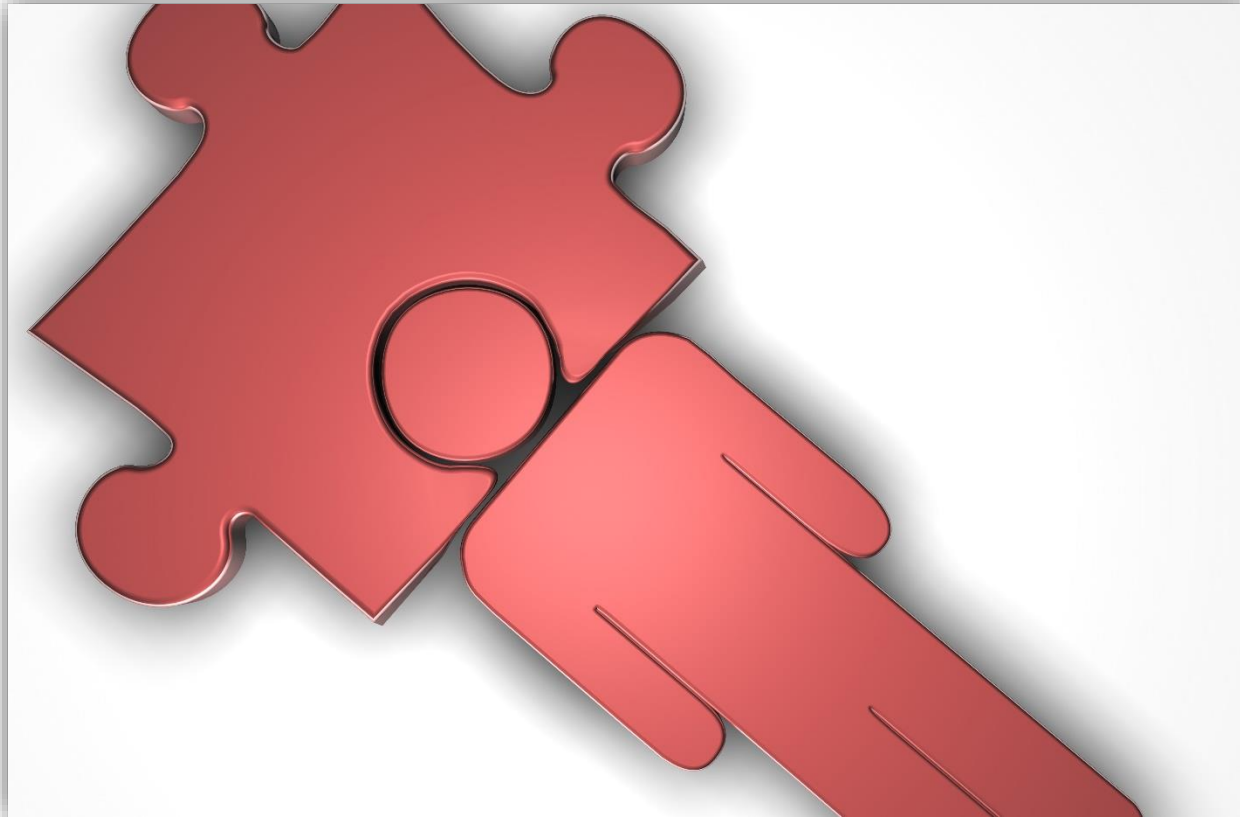
Bakker, 2010

Hackman, 1980



# Fit and Employee and Career Development

- How does employee-job fit affect your organization?
  - Positively?
  - Negatively?
- How does your organization account for employee-job fit?





- “They’d fit right in!”
- Culture preview

- Interviews
- Organizational culture
- KSA assessments

[illegible]





# Typical Career Development Resources

[Add Position to Builder](#)[Compare Position](#)

## Position

### ✓ HR Team Lead (Payroll)

**HR Team Leads (Payroll)** oversee and address complex issues associated with employee payroll records, time, and attendance. These specialists:

Oversee audit functions, billing, and special projects;

Are responsible for interpreting policy, creating standard operating procedures/job aides, and mentoring less-experienced payroll specialists

Engage in a quality review process with predefined touch-points to meet with staff and discuss work progress

Assist less-experienced coworkers with complex situations (e.g., interacting with management, fixing payroll discrepancies)

### ✓ Competencies

- ☐ Assessment and Evaluation
- ☐ Attention to Detail
- ☐ Customer Service
- ☐ Data Entry
- ☐ Data Gathering and Analysis
- ☐ Federal Human Resource Laws and Regulations
- ☐ Integrity/Honesty
- ☐ Payroll
- ☐ Project Management
- ☐ Written Communication

Position

Budget Administrative Officer (F,G)

Occupational Series

Administrative Officer

Pay Band

G

[Compare Position](#)[Add Position to Career Builder](#)[Download](#)

#### Position Description

Budget Administrative Officers (AO) support all phases of budget formulation, execution, and administration (e.g., monitoring, planning, and recommending the reallocation of funds; monitoring spending rates and trends; examining, analyzing and interpreting accounting information; fund certification) in accordance with agency policies and regulations (e.g., Federal Appropriations Law). They interact with district personnel, SSC, and other support organizations in order to plan and coordinate work activities.

#### On the job you would...

This job may be a good fit for you if you...

#### Knowledge

#### Skills

#### Strategic leadership capabilities..

#### Development Recommendations



# Typical Career Development Resources

## Position Description +

### On the job you would... +

- Provide procedural information and consult with managers to ensure that budget adjustments are made in accordance with program changes
- Evaluate budgetary and fiscal data and documentation for completeness, accuracy, and conformance with procedures and regulations
- Track, reconcile, allocate, and certify funds using automated budget tools
- Compute and analyze data using information systems or other software
- Prepare financial or budget related recommendations, solutions, and briefings based on financial analyses
- Advise employees on policy compliance in assigned programs

### This job may be a good fit for you if you... +

- are dependable and reliably fulfill your obligations
- are detail oriented
- are good at communicating information and ideas verbally
- are good at coping with pressure, stress, and criticism
- are pleasant and adept at getting along well with others
- are good at communicating information and ideas in writing
- are good at adjusting to changing work conditions and demands



# Typical Career Development

Hire – Train – Promote –  
Retire

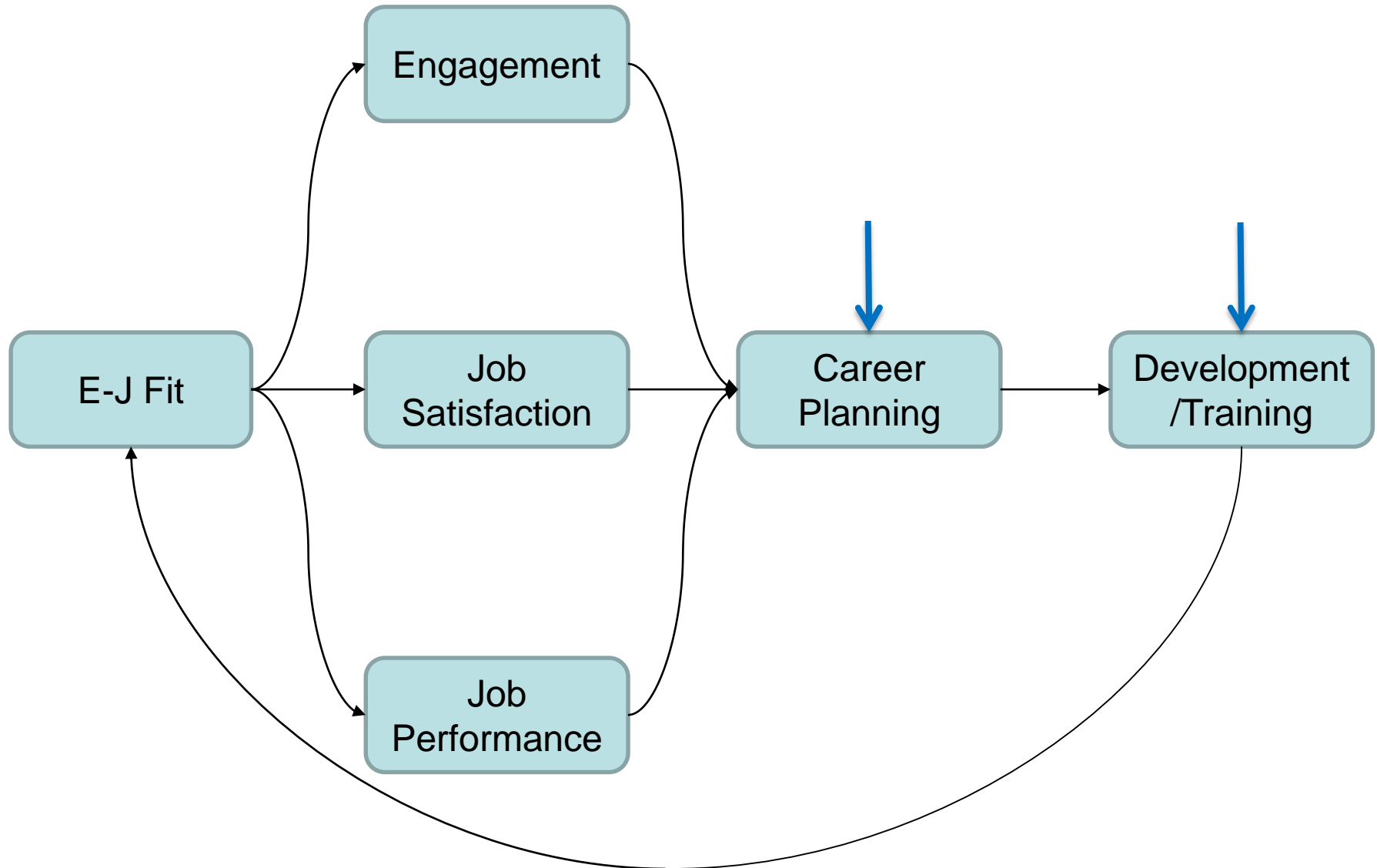
- Autopilot
- Passive
- Lack of engagement

Might wind up in the right  
spot but might not.





# How Does Fit Affect Development?





# Articulating Fit Factors

Can easily be performed alongside job analysis or along with other organizational development activities. Similar to other activities organizations often model:

- Realistic Job Previews (RJPs)
- Critical Incidents

What sets these factors apart is the ability to assess an individual against the set factors:

- KSAs (complementary E-J Fit) often assessed with yearly performance reviews
- Supplemental E-J Fit – often neglected



## Two Step Process:

- Individual Responses
  - Data provided from the “front lines”
  - Diversity of responses
  - Good and bad
  - Buy-in
- Leadership Review
  - Tempered language
  - Alignment with organizational objectives/strategy
  - Buy-in



## Network Administrator

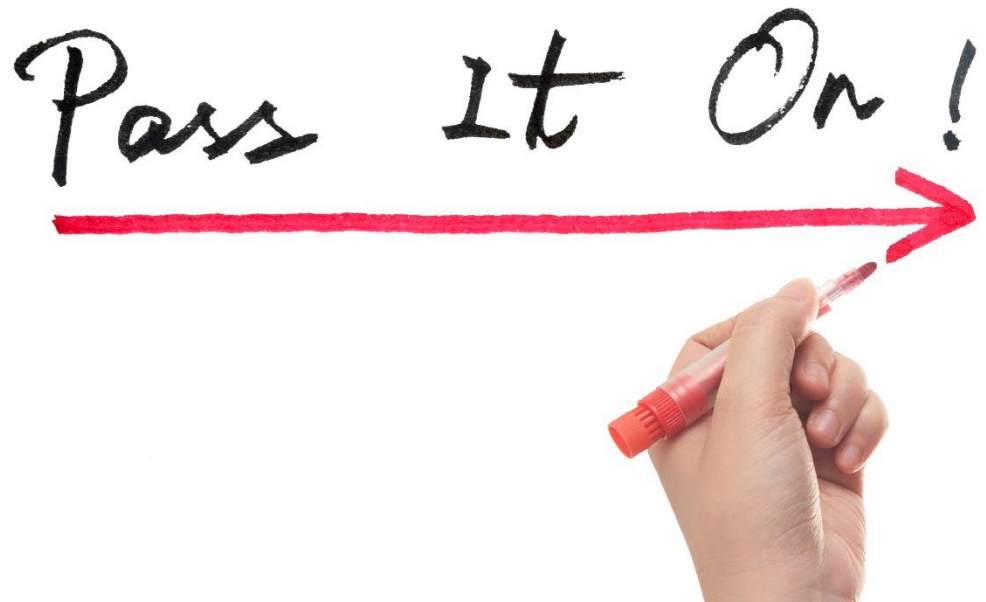
- KSAs (Complementary Fit):
  - Database Management
  - Software Development
  - Network Monitoring
  - Computers and Electronics Knowledge
  - Critical Thinking
- Additional Fit Factors (Supplemental Fit):
  - Potentially high stress exchanges with coworkers
  - Frequent interaction with supervisors/management
  - Works well with the rest of the IT department



# Fit and Development

Once assessed, the organization can disseminate potential “Fit Factor” information alongside other talent/career development resources:

- Competency Guides
- Online resources
- Career coaches/HR
- Managers







## Career Planning

Employees then review the provided “Fit Factors” alongside other talent/career development resources.

- “That sounds great! I’d love to work in that environment!”
- “Well... maybe that isn’t for me.”
- Regardless of whether a positive or negative assessment occurs, employees learn something important about the position
- Increases the eventual fit for both the organization and the employee!



## Talent Development and Training

Once the employee settles on a new position (or positions), they engage in talent development toward it

- Excitement and engagement
- Increased training and development
- Thoughtful, strategic selection of training and developmental activities

Once new positions are attained, the employee will have an even greater E-J Fit!

- Iterative process



# Example Fit Factor Development

## Volunteers?

**DILBERT**



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# Challenges and Opportunities

How can this benefit your organization?

What are the barriers to using Employee-Job fit in your organization?

How can these barriers be mitigated?





# Questions or Comments?

Cody Caddell and Matt Tripp can also be found at the C<sup>2</sup> booth in the Exhibit Hall if you have additional questions. Thanks!



- De Beer, L.T., Rothmann Jr., S., & Mostert, K. (2016). The bidirectional relationship between person-job fit and work engagement: a three-wave study. *Journal of Personnel Psychology*, 15(1), 4-14.
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