Person-environment fit

What type of job are you most suited for?
- What is the type of job you would like most like to do.
- What are the UNIQUE demands of that job in comparison to other types of jobs
- What skills do you have to help you meet the job demands.
- Why would an employer be interested in gathering this information?
PE fit is concerned

- With the development of individuals in a given work context to increase performance potential.

What is the nature of the work environment?

- Some possible dimensions of the work environment to consider?

What is the nature of the Person?

- What personal qualities are needed?
• Development is key term here. Seldom a perfect fit.

Two types in this course

• Person job
• person organization.

• Person group and Person occupation are also relevant but less developed.

• Need to systematically determine fit.
• Logical basis for determining fit and be enduring.
• What happens if job keeps changing all the time?
Person-job fit

Why it is important?
• Recruitment
• Selection
• orientation
• training

• performance appraisal
• compensation
• discipline
• Risk management
• Bottom line--efficiency and proficiency.
• Specialized labor (ideally).
• Individual accountability

All of the projects will use your job analysis.
• Example with recruitment. Realistic job previews. Develop a brochure to give recruits.

Key terms
• Occupation--groups of related jobs that share similar functional responsibilities.
• Job a group of position that share similar tasks, duties, and skills.
• Position--the activities of one employee
• Task--one work activity (area of responsibility).
Judgement in group these

- Is a janitor a janitor. Or trash collectors, cleaners, minor maintenance, light changers, etc.
- Depends on numbers as well as common sense--do these people use similar types of equipment, have similar demands, and require similar skills.

- Also degree of specialization--broad banding. General Mills has moved from specific to general responsibilities. Why?

You will really be doing a position description.

- If job description--need to interview multiple position holder. Make decisions what is a job.
- Assume position is similar to other positions and hence need for a job description.
Steps to Job analysis

• Determine Purpose. What will job analysis be used for. In our case--everything but compensation.
• Some companies just use it for developmental purposes.
• Others selection.
• It influences the type of data one needs to collect and report.

Identify Jobs

• Strategic--how specific does one get?

Explain the process

• Why is job being analyzed.
• What is the impact of the job analysis.
• What will it be used for.
• How will you collect information
• Employee involvement in the review
In your case

- For classroom purposes--no impact on their job.
- Need to offer it to the employee for comment before turning it in to me.

Collecting information about the job and personal qualities

- Observation
- Critical incident--report real incidents that consider critical to the job.
- Interviewing--see copyworks; see p. 217.
- Both employee and supervisor
- Questions tend to be a function of the purpose.

- Questionnaires Standardized ones (p.220-223). Consulting firms have their own forms. These are usually used for compensation.
Process

• Write the data collected.
• What to include.

Purpose

• Work Activities--essential For everything.
• Machines/equipment. Used for selection, training, performance appraisal.
• Work performance used for performance appraisal.
• Job related tangibles or intangibles--training and orientation.

Job context

• Hazards--recruitment, ADA, development.
Personal Requirements (essential)
• SKAs. Selection, performance appraisal, training, compensation.

Job description
• Describes the job

Job specification
• Addresses the SKAs—personal attributes.
Tricks match duties with skills

• Computer
• works with clients to solve technical problems
• Provides documentation

• Microsoft office
• Technical knowledge
• Problem solving skills
• Oral and Written Communication skills
• Type 30 WPM.

If no skills

• Why list the activity? Just other duties.
• Some skills may be listed more than once.
• Communication skill is good example
Always an issue of detail.

Go through examples.
• What is purpose?
• Good or poor and why?
• Do you understand what person does.
• Can you use the information? If so, how?
• Keep in mind broad enough for more than one position.

The assignment.
• Turn in a Position/job description.
• Interview, with feedback.
• Need to spreadsheet with tasks and skills.
• Great to observe or interview supervisor.
• Perhaps have others complete a checklist.
• Tell me what you did.
• Provide contact person and phone number.
Summary of Job analysis

• PE-fit.
• Used to guide all HR practices. Risk management.
• Need to get a feel of how it is conducted.

Organizational analysis

• Same as job analysis.
• Focus on organizational values and demands persistent throughout the organization.
• Examples of organizational vision/values (Norwest). Video.
• Important for people to have these qualities.

• Purpose.
• All but compensation. No variation in pay.
Bowen Ledford and Nathan.

- Cultural audit.
- What are the visions and corporate values about the way employees should interact with customers.
- What is the organizational identity? How do others perceive employees as being.
- Wal-Mart

• Q sort technique. Get different people to sort values of corporation. Adjective check list.
• Infer the type of personality/values.
• Rites of Passage. Internal promotions, hirings.

Assignment

- Pick a possible future employer.
- From the web site describe the organizational culture (how it does business). One paragraph.
- Infer some important personality characteristics or values that support that culture. Bullets.