Suitability Model

Skills Knowledge Experience Education | Information Processing Capability | Temperament | Accepts Role Requirements

SKEE

- Demonstrates specific technical/functional skills required for the role; could also be skills required to be a people manager
- Makes the connections across education, experience and skills and knows what to do as a result of this integration
- Applies firsthand knowledge of what will work and how it can be applied
- Meets the educational requirements needed to do the work
- Some roles may require specific formal training

IPC

- Work varies in complexity as does an individual's ability to handle complexity
- Manages the complexity requirements of the role successfully; integrates information and make effective decisions
- Anticipates upstream and downstream impacts of decisions or actions; anticipates and implements changes that need to be made in the future
- Plans and manages multiple projects and priorities successfully
- Able to make decisions and set direction according to the time horizon (time span of the longest task he/she can handle) requirements of the role

Temperament

- Temperament is an individual's nature as it affects his/her behavior (manner of thinking, behaving or reacting characteristic of the person?
- Any behavior that is strong enough to impair an employee's ability to do the full scope of the role or impacts others, considering role requirements and cultural norms
- A pattern, frequency and intensity of the behavior that could impair the employee, now or in the future, from being effective in the role
- Consistently achieves goals, but does so at the expense of others
- Effectively self-manages behaviors or styles that could impair the ability to successfully perform
  [Temperament does not equal temper]

Accepts Role Requirements

- Recognizes and accepts the requirements and demands of the role (e.g., people management, off-hour calls, 24/7 access, weekend meetings, travel, public speaking, willingness to relocate)
- Reasons, personal or otherwise, why the employee isn't able to do the role or doesn't value doing the work
- Employee's ambitions and aspirations are in-line with the reality of the role
- Is the employee willing to take on a development assignment needed for the role?

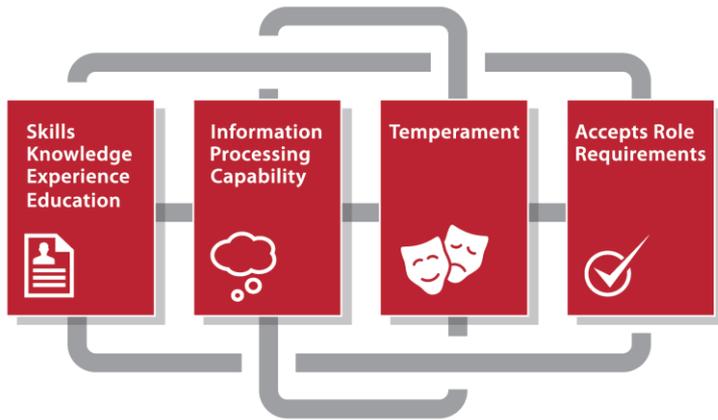## NOTES

- The Suitability Model provides a methodology to assess an employee's capability with the requirements of his/her role or future roles
- The model can be applied to any role in the company
- Each of the four elements are necessary, but not individually sufficient, in determining a good match between role requirements and capability
- Each element of the Suitability Model is based on the requirements of the role