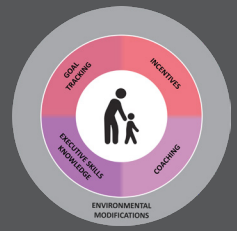


Executive Skills-informed Job Development



SUMMARY

Your Workforce Development Program can use an Executive Skills Approach to support participants' professional success in their external employment beyond your program. Anyone working with employment partners—Job Developers, Coaches, and participants themselves—can learn about aligning Executive Skills strengths and struggles to jobs in order to improve job satisfaction and retention. Well-matched employees and employers offers dividends for both: longer job retention, less turnover, higher quality work, faster advancement—and happy employer partners eager to continue working with your program.

HOW TO USE THIS TOOL

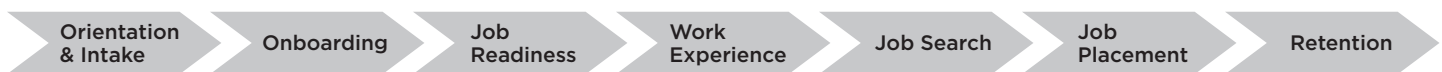
This tool suggests questions to ask an employer partner about their company or the job opening to better understand their needs while making a referral for their job opening. If your team cannot talk directly with an employer, you might be able to glean answers from basic company interactions, observation, or even solely a job description. The employer's replies indicate the Executive Skills strengths that might be important for success on the job, and which Executive Skills struggles might inhibit success. Job Developers, coaches, or participants can use their own Executive Skill profile results to determine if the Executive Skills required by the employer match the strengths and struggles of the participant.

Note that this tool is not absolute and does not indicate whether or not any participant or employer will be a good fit as there are many contextual factors in employment success and retention; for example, participants who struggle with an Executive Skill required by an employer may be able to modify their environments or tasks to accomplish the responsibilities of their job and achieve success in the role. It is important to use this tool as a way to generate discussion of the "goodness-of-fit" between participants and the potential job or company, as one of many factors in the job search process.

You can see how New Moms incorporates some environmental and Executive Skills based strategies into its employer outreach by viewing New Moms' [Employer Engagement Packet](#) in the next section of this toolkit.

JOB DEVELOPMENT MATCHING IN YOUR WORKFORCE DEVELOPMENT PROGRAM

Job Development matching begins when participants complete their Executive Skills profile, and when you have initial conversations with employer partners about their work environments and workplace systems and requirements. An example of where you can use Job Development Matching in your Workforce Development Program is below, beginning once you have a "job ready" participant seeking employment.



Tool #7: Matching Executive Skills with Job Development

For more information about how New Moms applies Executive Skills-informed strategies to support job development, placement and retention in our Workforce Development program please refer to [New Moms' Executive Skill Implementation Case Study](#).

MATCHING EXECUTIVE SKILLS WITH A JOB

Use this table to understand how Executive Skills might show up in required behaviors or tasks in the workplace. Follow the columns from left to right to ultimately determine if the participant’s Executive Skill is a good fit for the job.

First, identifying the Executive Skill in question. Then, ask if the Executive Skill is a strength or struggle for your participant. Next, ask of the employer partner—or glean from what you know of the employer or job itself—the task(s) required of the job. Finally, determine if the skill of the participant is a good fit with the requirement of the employer.

Ultimately, it is up to your staff and participants to determine what a “good fit” means. Many factors help make a good fit between employers and employees; additional environmental considerations are also outlined in the subsequent section.

Is this a Participant ES Strength/ Neither/Struggle	Questions to ask about the job/company?	How well does the job skill match the participant skill?
Response Inhibition		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to listen and think about facts before saying something or taking action: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Working Memory		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to use their own memory to recall what they did and what they need to do in their job without frequent direction from supervisors: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Emotional Control		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to keep their cool when frustrated or when their feelings are hurt: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Task Initiation		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to get started on a task—or restarted when interrupted—without delay: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Sustained Attention		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to stay focused on one or two tasks at hand instead of juggling between multiple tasks: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Planning/Prioritization		

Is this a Participant ES Strength/ Neither/Struggle	Questions to ask about the job/company?	How well does the job skill match the participant skill?
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to plan out and prioritize their own tasks for their workday: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Organization		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to organize and maintain tidy workspaces on their own, and know where they put things: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Time Management		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job includes predetermined tasks with set deadlines that the employee must meet: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Flexibility		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job includes changing tasks, work situations, or schedules: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Metacognition		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to self-reflect on and adjust their own performance without formal feedback from supervisors: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Goal-Directed Persistence		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job requires the employee to stick with and drive towards specific goals even if faced with short-term distractions. <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched
Stress Tolerance		
<input type="checkbox"/> Strength <input type="checkbox"/> Neither <input type="checkbox"/> Struggle	This job includes changing tasks and demands in a high-pressure, fast-paced work environment: <input type="checkbox"/> Always <input type="checkbox"/> Occasionally <input type="checkbox"/> Rarely	<input type="checkbox"/> Very Well Matched <input type="checkbox"/> An OK Match <input type="checkbox"/> Not Well Matched

GOODNESS-OF-FIT IN THE WORK ENVIRONMENT

Goodness-of-fit is not only about matching Executive Skills strengths and struggles with the requirements of the job. Goodness-of-fit also includes environmental factors, and for some participants a trauma-aware workplace environment will help facilitate their job retention.

Often times a job or workplace can make slight modifications to the environment—physical space, process, policies/procedures, materials, or tasks—to accommodate employees with differing abilities and help promote job retention and low turnover. Employees can also consider how to modify their own environments to help them achieve the responsibilities and goals of their job—see [Tool #2 - Environmental Modifications](#)—for more information.

Suggested environmental factors Job Developers and employers can consider when determining goodness-of-fit could include:

Transportation

How might participants access the workplace? Is public transit accessible, and do the public transit hours and schedule match the work schedule? What could alleviate transportation access challenges for your employees?

Uniform

Does the job require a uniform—if so, how many sets of uniforms must an employee have, and who pays for them? Who pays to launder the uniform? Does the uniform accommodate all body and ability types, and accommodate for religious or cultural backgrounds?

Noise

Is the workspace loud or quiet? An open workspace, or individualized work spaces? Are there expected, frequent, loud and/or sudden noises? Are colleagues expected to talk to each other or stay quiet? Can employees use earplugs or headphones?

Physical Activity & Safety

Must employees stand on their feet for a set period of time? Stay seated or sedentary? Is heavy machinery involved, and does the company provide safety equipment? Does the environment meet OSHA requirements? What accommodations are made for pregnant workers?

Scents

Does the workplace have strong or notable odors? How long must employees be in the scented area(s)? What efforts are in place to accommodate those who are sensitive or allergic to certain smells?

Privacy and confidential spaces

Are there gender-neutral bathrooms? Breastfeeding rooms? A break room or place to sit that is quiet and safe? Do employees have lockers or a safe space to store personal belongings while at the job? Are there video cameras surveilling employees and customers? Are employees required to submit to searches of personal belongings or their articles of clothing?

Sustenance

Are there food options nearby the work place, that are open during the employee's work schedule? Is there a kitchen or break room with a fridge, microwave, and basic kitchen utensils? Are food allergies considered in the workplace (i.e. peanut matter)?

Diversity, Equity, and Inclusion

Does the employer value diversity, equity, and inclusion in its policies, procedures and practices? How does the employer put these values into action?