The most valuable asset of every organization is its human capital (Timperly, 1974), being the determine factor of the organization’s functioning and ability to survive. Therefore, most organizations dedicate a lot of resources in screening and recruiting in order to create an effective match between the candidate and his/her position, while only a few of the organizations take into consideration the environmental factors which might influence the employee’s functioning capability as well as his/her chances to integrate in the organization for the long term. (Meltzer & Nord, 1981; Mannheim & Tabb, 1987; Ben-Shahar & Beller, 1993). In addition, the matching process between the candidate and the position is usually done by structured and valid tests, while the analysis of the matching between the candidate to his/her work environment (the team & the manager) is usually done in an intuitive or partial way (Meltzer & Nord, 1981; Mannheim & Tabb, 1987). This paper suggests a structured model which can constitute a decision support model for choosing the most suitable candidate to an offered job, with referring to the level of matching between the candidate to his work environment- team & manager. Our model is based on the 7 core capabilities model (Rabinowitz, Kashi ET. Al, 2007) which helps us identify gaps between the capabilities level in the team and the desirable level. The most suitable candidate is the one who can diminish or close the gaps between the desirable levels of capabilities and the actual level.

In the first phase we created a theoretical model for selecting the most suitable candidate to a specific job. In order to characterize teams we adjusted the 7 core capabilities model for organizations to a team level. Following to the aforesaid that the level of matching between the candidate to his/her work environment might have a
significant influence on his/her chances to succeed in the job, with rely on Meltzer’s & Nord’s (1981) as well as Mannheim’s & Tabb’s (1987) previous researches regarding the intuitive or partial consideration of those environmental factors during the recruiting processes, we decided to focus on two main research hypothesis as follows:(1)- there is no correlation between the manager’s ranking of the most suitable candidate to his worker’s ranking. (2)- There is no correlation between the manager’s perceptions regarding the current situation (the current level of each capability in the team) and/or desirable situation (the desirable level of each capability in the team) of each core capability to his worker’s perceptions.

In the second phase we collected data from 39 employees within 4 teams in manufacturing & planning engineering in Numonyx factory, the workers are mostly industrial engineers, consisting of 21 males and 18 females, ages of 25-42 years old, with an average seniority of 4.725 years. The data was collected using 3 different questionnaires: manager questionnaire, team member questionnaire and candidate evaluation questionnaire, each questionnaire contains a few phrases referring to each one of the 7 core capabilities.

In the third phase the following goal function was created to determine the suitability level of each of the final candidates to a specific job:

\[
\text{By team members questionnaires: } \quad \text{Max} \sum_{i=1}^{7} wt_i(c_i - t_i) \\
\text{By manager questionnaire: } \quad \text{Max} \sum_{i=1}^{7} wm_i(c_i - m_i)
\]

Capability index, i=1…7, \(c_i\) the grade of capability i of the candidate, \(t_i\) the aggregated grade of capability i based on team’s members questionnaires (current situation), \(m_i\) the grade of capability i based on manager’s questionnaire (current situation), \(wm_i\) the weight of capability i in the team, based on manager’s questionnaire, \(wt_i\) the weight of capability i in the team, based on team’s members questionnaires. The most suitable candidate is the one with the highest score derived from the goal function.

In addition, an assignment problem was formulated for homogeneous teams and was solved with the assistance of the SOLVER program in order to create optimal teams in
term of combining the compositions of the core capabilities, with correlation to the organization’s needs.

The data analysis shows that in most of the teams there is a gap between the candidates’ scaling by the manager and by team members. Another gap was found between the manager’s intuitive scaling compared with the candidate’s scaling using our model, based on the manager’s questionnaire. Furthermore, it appears that there is no correlation between the manager’s perceptions to his worker’s perceptions regarding the current level of each capability in the team and/or the desirable level of each capability in the team.

The results of the assignment problem (for homogeneous teams) shows that there is an alternative way to assign employees in the MEPD department in Numonyx factory, which can increase the compatibility level of the employees capabilities to the organization’s needs.

According to the above, we believe that this research is feasible and can contribute a lot for recruiting more suitable candidates for certain jobs in organizations. Therefore we recommend performing a statistical validation to the aforementioned decision support model and to examine the candidates' success level in their positions while comparing candidates which were ranked most suitable to candidates who were ranked less suitable. Moreover, we recommend broadening this research and developing an optimization model for organizations wishing to manage their existing human capital more effectively as well as assigning new workers in the organization.

**Key Words:** Human Capital allocation, employee capabilities measures, core capabilities in working teams, Manning workers.