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Coyle, John B

EMPLOYMENT AND PLACEMENT
OF
PERSONNEL

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EMPLOYMENT AND PLACEMENT
OF
PERSONNEL,

by

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Michigan State University*

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by

John B. Coyle

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PREFACE

Manpower is one of the principle assets of any business organization. Therefore, effective recruitment, selection, and placement of personnel are of paramount importance to any businessman who is interested in securing the greatest possible return on the dollar investment in his personnel. The policies and methods required to do so are the subjects of this book.

In preparing the text, the author has been dedicated to the principle that it is better to understand a little than to misunderstand a lot. The material contained herein, therefore, has been limited to basic principles which have widespread application. For the Specialist in the personnel field, it is hoped that the text will serve as a useful review of fundamentals. For the student of Business Administration, and for the Business Manager who must read on the run, it is hoped that the instruction provided will prove to be adequate, but at the same time, not exceed their practical requirements for information in a specialized field.

J. B. C.

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CHAPTER I

EMPLOYMENT POLICIES

Before practices, procedures, techniques and administrative controls are developed the Employer must formulate his policies with respect to several facets of Employment and Placement. As a Business Manager he has a primary responsibility to his stockholders, or to the citizens of his community if he is managing a tax supported enterprise. This primary responsibility can only be met through the formulation of policies which are sound, and the test of sound employment policy, like any other business policy, is whether it does, or does not, contribute to the long term profitability of the enterprise.

This is a searching question which every Employer must answer. In so doing he must evaluate many business philosophies since business policy is built on the foundation of business philosophy.

Among the policy questions facing the Employer who wants to be practical and successful is the question of Employment Standards. What

Standards shall he establish for employment with his firm? Another is the question of discrimination on the basis of such factors as color, creed, chronological age, sex, or national origin, in his employment or promotion activities. Will he grant any preference to Veterans, or perhaps to those with disabilities? What will his policy of promotion from within be when he has a trainable employee and a trained applicant both available for a job vacancy? Has he any responsibility to employ the handicapped citizens in his community, or the ex-convicts seeking social rehabilitation? Shall he give preference to relatives of his employees who are recommended? How far will he go in compliance with the intent as well as the letter of any laws applicable to his employment practices? These are some of the policy questions which each Employer must answer for himself. To stimulate and guide him in doing so, these subjects are discussed individually in the paragraphs below.

Standards:

With fluctuations of supply and demand in the Labor Market, employers are often faced with a need for the kind of people he wants, which exceeds the supply. At this point he must choose between lowering his employment standards, and other alternatives such as appropriating additional money to train personnel on his payroll, sub-contracting work, utilizing some of the

Temporary Services which may be available, extending his recruiting activities, or foregoing the opportunities for some additional profit. The basic question he must answer is which of these represents the wisest business decision for the long term efficiency of his company.

When an employer decides to lower his employment standards this must be done with full recognition of the expense involved in doing so. If lowering standards results in the employment of personnel who are more accident prone, less regular in attendance, or less efficient, or who require more supervision and training and quality controls over their work, the profitability of doing so may be an illusion. If the employer hopes to hire sub-standard applicants for an emergency he must face up to the expense of turnover which varies between \$50.00 and \$500.00 in industry, as well as to the impact of involuntary lay-offs or arbitrary discharges upon the morale and attitude of those who are left, and to the practical realities of Business Management which make it difficult to separate employees without serious cause. The economic principle that bad money drives out the good, is also often applicable to people, and these possibilities must be recognized as he considers the alternatives available.

Discrimination:

There is nothing wrong with discrimination itself. Employers must be discriminating in

their choice of employees, just as they are in their choice of machines, materials, equipment, plant or office locations, and products to merchandise. With respect to applicants, however, the employer must decide upon what bases he will choose his employees. Certainly, there are laws in many cities and states, and provisions in some Union Contracts, which prohibit discrimination on certain specified bases. On the other hand, most states, cities, and Labor Contracts do not contain such stipulations, and the employer is therefore free to formulate his Business Policy in accordance with his best business judgement.

In so doing he will want to be realistic and practical. Any discrimination which is based upon an employers personal prejudice is, of course, about as unrealistic as an Employer can get, since prejudice itself is the product of ignorance. If, on the other hand, the employer discriminates because of an actual relationship between age or sex and satisfactory performance of work, then such discrimination is realistic and practical. If there really is a correlation between race or creed and harmony in a work group, the employer who would ignore this fact in his hiring policy would be inviting all of the inefficiencies and excessive expense involved in doing so, and this would constitute an irresponsible decision on his part. On the other hand, if these are assumptions which are not founded in

fact, the employer who discriminates on any of these bases may incur the criticism and disapproval of his community, his employees, his customers, and possibly his stockholders. The employer who prohibits the employment of the best qualified applicants for no sound business reason can hardly make claim to wisdom in the management of his enterprise.

Veterans:

Veterans are a group toward whom there is popular feeling of public indebtedness. This is especially true of disabled veterans. It is a public attitude, however, which varies in intensity. During or immediately following a War, the sympathies of the general public are deep and strong toward veterans. This includes stockholders, potential as well as actual customers, the general public, and employees. Any employer whose policies ignore this fact during such periods would seriously impair both his public and employee relations. On the other hand, employers who continue such policies beyond the period when they are approved by the public at large may incur an objection from his employees.

While policies of special privilege or preference for Veterans as a whole tend to vary, the Disabled Veteran has an immortal place of privilege, and policies directed exclusively toward this specific group are not as optional with Employers. They are usually required, if an

employer is to enjoy good public and employee relations, and policies granting special preference to this group will normally not require any change with the passage of time.

When members of the Armed Forces are separated from active duty they are given discharges which are honorable, or less than honorable. Employers must decide if their employment doors shall be closed to men and women in this latter category, or whether employment opportunities shall depend upon the complete previous employment history, the total military record, the circumstances surrounding the offense, and the specific reasons for the discharge. In short, shall he substitute a Military regulation and the judgment of Military Officials for his own, or shall he evaluate each case on its merits. On the one hand he may be more secure and safe from criticism if he prohibits the employment of all who do not have honorable discharges, since public sympathy is usually against such individuals. On the other hand, such a policy may result in the selection of some applicant who has a better military record but less ability for the job to be done.

Promotion From Within:

Most employers will agree that promotion from within is a good policy to have. They vary, however, in the extent to which they believe they should train employees in preference to hiring trained applicants.

Training, of course, is an expense, and as such it must be justified. On the other hand, employee morale has economic value, and this value is often forfeited through policy decisions which depress morale and impair employee attitudes toward their opportunities for training and promotion to fill available vacancies.

An employer may provide in his policy for promotion from within when employees on the payroll are trainable within a reasonable period, or he may provide for promotion from within when the qualifications of employees and applicants to perform the work are equal. Employers who are formulating their Employment policies must weigh all of the factors involved to be realistic and choose between these available policies on the basis of their respective contributions to long term business efficiency.

Physically Handicapped:

Most employers have jobs which do not require all of the normal faculties to perform them satisfactorily. In filling these vacancies employers may make a special effort to secure a handicapped person whose handicap is not a handicap on the available job, or he may merely accept such applicants if they happen to apply when the vacancy occurs, or he may restrict employment to those who are not handicapped.

In his deliberations the employer must consider the effect of his decision upon his Public Relations, his Employee Relations, and his cost, since all of these have an influence upon the profitability of his operations.

The public relations impact of a policy which provides for the employment of Handicapped Employees is normally favorable. Public sympathies are usually with the Handicapped, the employer relieves a general community tax burden when he enables the Handicapped to become self supporting, and most of the general public has very little sympathy for, or understanding of, the problems of Business Management. Generally it is considered to be a charitable act by the Employer, and as such, the public approves.

Employees also tend to approve of the idea in principle. They are members of the general public as well as employees, and most employees, therefore, reflect public attitudes. The disapproval of employees is not usually encountered unless attempts are made to displace them in favor of the Handicapped. Here, naturally, the average employee's charity is limited by his responsibility to provide for himself and his family.

The cost of employing handicapped employees is usually less than the cost of employing someone who is not handicapped. The reason for this reduced cost may be found in the fact that, if

such applicants are properly selected and managed, their attendance tends to be better than average, their loyalty is usually stronger, and in most cases they have substantially fewer accidents than employees who are not handicapped. In addition, the employment of these citizens reduces the Community taxes required to support the unemployed Handicapped. If absenteeism, disloyalty, accidents, and public taxes on Corporations represent costs of doing business, any reduction in these costs are profitable.

The opportunities for greater profit through the employment of Handicapped personnel will depend, of course, upon the selection work which is done. If employers hire out of sympathy, for example, they cannot expect satisfactory performance from a Handicapped applicant any more than they could expect satisfactory performance from a non-handicapped employee who might be hired for such reasons. If the employer is not familiar with the specialized techniques required to properly evaluate the capacities of the Handicapped, the results will be similar to those he experiences when he doesn't know how to evaluate any other applicant for an available vacancy. The hiring of Handicapped persons with anti-social attitudes, or those who are engulfed in self-pity will bring no more success than might be expected with non-handicapped applicants who have these, or other equally unhealthy attitudes, and personality maladjustments. In summary,

hiring the Handicapped can be profitable, for those who know how to hire the Handicapped, or are willing to learn.

Ex-Convicts and Juvenile Delinquents:

In considering the employment of Parolees or Juvenile Court probationers, employers must first decide whether there is, or is not, any relationship between the general health of their Community and their prospects for profitable operation of a business enterprise. If there is, the forced disemployment of ex-convicts and juveniles who are available for limited kinds of work is a business problem as well as a social problem.

While this group of applicants are not popularly considered to be among the Handicapped, they are often, in a very real sense, handicapped more severely than the blind or the lame. Public sympathies are not with them, they are feared and distrusted, and the social stigma which they bear is a very heavy one. While these attitudes may be justified in many cases, they are also not justified in many cases. In any event, they represent a group in the community who may be applicants for employment and employers must formulate a policy with respect to their employability.

Within this group there are of course, some who really represent a threat to persons or to property, and Employers may not responsibly

expose their employees, their personal property, or assets of the company to any hazards unnecessarily. Also, within this group, however, are many who do not pose such threats, and may be the best qualified individuals in the labor market. In the formulation of a business policy which should bring the greatest return on the money invested, responsible employers must be careful to avoid the exclusion of a good investment occasionally by any generalization which cannot stand the scrutiny of reasonable men.

Many of the observations made in preceding paragraphs about the need for careful selection rather than the exclusion of Handicapped applicants, and the opportunities for the reduction in labor costs, also apply to the employment of Parolees and Juvenile Probationers. For the Employer who may decide to employ applicants among this group, assistance is available from Federal, State, and Local Courts and Probation Departments, in both the formulation of policy and selection techniques.

Relatives:

Some firms encourage the employment of relatives and others prohibit this practice as a matter of policy. Each Company, of course, has its own set of reasons for the policy it has established.

One of the many arguments in favor of the employment of relatives is that people in the

same family tend to be similar in many important respects and, therefore, an employer who is satisfied with the intelligence, abilities, and attitudes of one employee may be more assured of these qualities in additional employees if he hires other members of the same family. Since everyone is influenced by his home life, experiences, heredity, and the general environment in which he is raised, this argument cannot be ignored. On the other hand, this conclusion is valid only to the extent that the premise is true. For example, members of the same family may or may not have the same home life, experiences, and general environment. The youngest boy in a family of five may have grown up under substantially different influences than the oldest. Depression and prosperity are often felt more by some members than by others in the same family. The boy who went to college has been under considerably different influences than his sister who did not continue her education. These and many other factors which shape personalities, abilities, and attitudes must be considered if relatives are to be favored as matter of practical Employment policy.

Another argument supporting employment policies which encourage the hiring of relatives is that family groups have a control over the members which is brought to bear upon any employee whose conduct, attitude or performance at work is a reflection on the family. Hence, it

is assumed that the father at home retains his influence over the son while he is at work, brothers converge upon the black sheep who endangers the family reputation in the work place, and the older brothers and sisters influence the younger ones on the job as well as at home. Again, while such influences within families may exist, the assumption can only be as reliable as the facts in each case. Moreover, to the extent that influence exists, it may be exercised against, as well as for, the employer.

Employers who discourage or prohibit the employment of relatives do so primarily out of the conviction that management problems are thereby invited subsequent to employment. They point to the care which must be taken to avoid one member of the family coming under the supervision of another in the normal course of personnel transfer as the work load shifts from one department to another. Another reason which is given is that when one member of a family must be laid-off or discharged, the attitude and morale of a whole family is adversely affected. Still another is the difficulty of keeping confidential information restricted to one member of any family.

These are some of the many arguments which the Employer must examine in making his decision. There is little proof of the validity of any of these arguments. They are based primarily upon concepts and logic and each employer

must decide this question, after due consideration, on the basis of his best business judgement.

The Law:

In many business communities Employers are governed by laws which have been enacted to compel or prohibit certain employment practices. As in the case of other laws which have been passed in the public interest to control the activities of businessmen, Employers have an opportunity to comply fully with the intent of the legislature in adopting the law, or complying only to the extent necessary to avoid the penalties provided.

Some employers proceed on the premise that one should do no more than the language of the law requires. Some even argue that employers have a responsibility to strengthen the law by testing it. Other employers subscribe to the principle that law abiding corporate citizens should adhere to the spirit and intent as well as the letter of the law as long as the law exists, and that if it needs to be changed, efforts should be made to accomplish this through legislative means.

An Employer is legally free, of course, to adopt either of these approaches in the development of his employment policy. If he is interested in the profitability of his company, however, it will be important for him to consider the impact of his attitude on his Public Relations

and his Employee Relations and his Customer Relations which are usually affected by his reputation in the Community as a Corporate Citizen. He may well win his case in a Court of Law and lose his case in the Court of Public Opinion.

CHAPTER II

RECRUITING

Personnel Recruiting is a process which begins with Job Analysis. Until an analysis of the work to be done is completed, hiring specifications cannot be realistically developed, and success in employment or placement cannot reasonably be expected without valid specifications. Any employer who cannot, or will not, spend the time and money required for carefully written Job Descriptions and systematically prepared employment specifications, necessarily indulges in a business extravagance which few in competition can afford. Moreover, success in selection is usually in direct proportion to the quality of work done by those responsible for the development of Job Descriptions and Employment Specifications.

In many respects the process is similar to any other procurement process. For example, a Purchasing Agent responsible for the procurement of machinery must first analyze the job to be done by the equipment, and develop machine

specifications, before he can expect maximum success in his procurement activities. As in the case of Personnel procurement, or recruiting, the Purchasing Agent's success will depend in large measure upon the quality of his work in Job Analysis and the preparation of Specifications.

If the objective is to improve personnel selection, job analyses must be made, and Job Descriptions prepared, for the exclusive purpose of developing Employment Specifications. Multiple purpose job analyses and Job Descriptions have never been adequate for any specific purpose. A job cannot be successfully analyzed from more than one point of view, and a description cannot be adequately written for more than one purpose. Hence, the Employment Specialist must analyze jobs from the viewpoint of the human capabilities required to perform the job satisfactorily, the Wage and Salary Specialist must analyze the job from the standpoint of the pay factors involved, and the Standards Engineer must review the job from the standpoint of time, motions, and methods. Obviously no single description can provide an adequate basis for all three determinations. They must be prepared separately and written in terms applicable to their ultimate separate and distinct purposes.

When Job Descriptions for Employment have been prepared the problem facing the Recruiter is the development of valid specifications. Valid

specifications are those which are significantly related to success or failure on any job. In the course of so doing it is essential that the employer first establish his criteria for satisfactory performance, otherwise, the validity of his specifications can never be determined.

A criterion is a yardstick which is used to separate the satisfactory from the unsatisfactory employees. The criteria to be used is entirely a matter of decision for each employer, but all employers must make this decision or drift hopelessly into a situation in which no standards exist against which the performance of employees can be compared. The Criteria may include any elements which the employer decides are going to be the measure of his satisfaction with his employees. Hence, criteria may include units produced, quantities sold, attendance records, customer complaints, supervisory ratings, attitude, resourcefulness, standards of quality, or others which he may determine to be the basis of distinction between the satisfactory and unsatisfactory employees in his company.

When these criteria have been established the employer is then in a position to segregate his employees into groups who are satisfactory and those who are not satisfactory by reviewing his records applicable to the criteria selected. For example, a review of sales performance, units produced, scrap, absenteeism, supervisory ratings, and other pertinent records will disclose

those whose performance measures up to the Standards established and those whose performance does not.

When the satisfactory and unsatisfactory groups have been isolated, the development of hiring specifications can be undertaken. This involves an analysis of the complete history of employees in both groups to determine the past experience, education, or personal characteristics which appear to be significantly related to success or failure. For example, if the majority in the Unsatisfactory Group have High School Educations and the majority in the satisfactory group have only Grade School educations, this difference is apparently significant. On the other hand, if the majority of employees in both groups have a High School Education, the difference between a High School and a Grade School Education is apparently insignificant. When this approach is taken with respect to age, previous experience, marital status, and other factors which may reasonably be related to success or failure on the jobs under review, a set of specifications may be tentatively selected as apparently related significantly to satisfactory performance of work.

At this point, recruiting can be undertaken. Certainly this represents only a minimum preparation for Employment, since so far the employer is dealing with apparencies rather than validated conclusions. As a practical matter,

however, Employment cannot always wait for thorough validation. The validation process can follow employment and will be described in a later chapter on testing.

When the Employer has made a reasonable effort to determine the kind of applicants he wants through the development of tentative specifications he may then proceed to look for them. This involves both labor market analysis and recruiting techniques.

Labor market analysis is simply a process of determining where the desirable applicants can probably be located, and this will vary with different classifications of personnel. The labor market for common labor will obviously be different from the labor market for executive personnel, and between these extremes it may be a local, industry, area, or national market.

Recruiting techniques are determined by the market and the class of personnel to be recruited. If the market is local, the community newspapers, schools, agencies, Employer Associations, and local chapters of national professional organizations may be adequate. If the market is industrial, the Trade Journals or Trade Associations may be preferred. Where the market is national it may be more profitable and productive to utilize nationally circulated media, or a group of selected area agencies. In each case, the market must be analyzed and appropriate media selected to advertize the availability of the open positions.

While recruiting techniques may obviously vary between semi-skilled factory employees and sales executive personnel there are some principles which should be observed in all recruiting.

One principle is that of accuracy in the preparation of advertisements. If the advertisement is misleading to an applicant the result is usually an irritation for the applicant, and an unnecessary administrative burden on the employment department. The number of telephone calls, letters to be acknowledged, and needless interviews, can be effectively reduced by careful description of the positions available and the Employment Specifications. Wherever possible, salary information should be included. When these practices are followed, the employer will enjoy a minimum of expense and a maximum Public Relations benefit.

Another principle is that of basic consideration for any Agencies utilized. The ability and willingness of an agent to work economically and efficiently for an employer will depend upon how the employer works with the agent. Accordingly, when the employer furnishes complete and accurate information to the agent, makes every reasonable effort to meet interviewing schedules arranged, keeps the agent regularly informed of progress, and advises him promptly when decisions are reached, then the employer may expect greater effectiveness through the use of agencies in his recruiting endeavors.

Probably the greatest example of effectiveness through basic courtesy may be found in College Recruiting. Employers who are experienced in this field know the value of a favorable attitude on the part of the College Placement Office toward a company recruiting on campus. Employers who offend these offices by circumventing them, or by cancellations without notice and other bad manners cannot hope for assistance equal to that extended to other employers who observe the normal rules of business courtesy and acceptable codes of conduct while on campus.

In summary, recruiting must begin with job analysis and cannot be undertaken economically until reasonably valid specifications are at least tentatively developed through a systematic process. Recruiting media will vary with the labor market and the class of personnel being recruited, and the techniques of recruiting must be consistent with good human relations and sound business ethics.

This form illustrates the type of information which should be recorded before Recruiting or Selecting applicants. Additional information may be included as required.

EMPLOYMENT SPECIFICATIONS

Job Title _____ Departments _____

Job Description: _____

Experience Required _____

Education Required _____

Physical Abilities: _____

Other Special Requirements _____

CHAPTER III

APPLICATIONS FOR EMPLOYMENT

Recruiting results in applicants for employment from which the Employer must make a selection. Basically the selection process involves securing significant information about the applicant and rendering a judgement with respect to the probability of success or failure on the job to be filled. Significant information is data which is probably related to success or failure, and the tools used to acquire such information are Applications, Interviews, Tests, Medical Examinations and Reference Checks.

Applications are no more than written interviews and their economic value lies in their ability to secure certain information in less time and at less expense for the Employer than is possible through the more expensive technique of oral interview.

In the design of Applications the basic economic considerations are the expenses involved in the material, the time and space required for completion on company premises, filing space,

and processing expense. Accordingly, Applications should be designed to secure only the kind and amount of information which will assist the employer to reach a decision regarding employment in the least time and in the least space.

If hiring decisions for common labor are made on the basis of 10 factors which are suitable for recording on an Application, then any factors included in excess of this number are a business extravagance. On the other hand, if information can be secured as easily on an application form as in the more expensive process of interviewing, then the omission of this factor is also a waste of time and money. If 90% of the usual applicants can be successfully screened out on the basis of a few factors on a small application card it would obviously be an extravagance to require the completion of an extensive application by all applicants. In this case, a brief screening application, coupled with an extensive application for the 10% who pass screening would probably be indicated.

Apart from the purely economic considerations, it is also important that Application Form requirements meet the test of reasonableness from the viewpoint of the applicant. An applicant for an engineering position will reasonably object to any request to complete a 3x5 screening card which may be very suitable for gate hiring of production employees. For the same reasons,

an Application Form which inquires into professional accomplishments, patents held, and publications made, would not make very good sense to the High School applicants for clerical work. For these reasons, one general application form may not be satisfactory, especially where the employment of distinctly different groups of personnel are involved.

In addition to the economic and human relations aspects of Application design there are certain legal requirements in many of the States and Cities throughout the country who have passed legislation to prevent discrimination in employment. These laws vary in some respects, and for this reason employers must refer to the applicable legislation in effect wherever they may be employing personnel. Generally, however, the purpose of the legislation is to prevent refusals to hire because of race, color, creed, national origin, or age. To accomplish these objectives, many of the laws prohibit inquiries on Application Forms which would disclose the nationality, race, color, creed, or age of applicants before employment. In most cases where such legislation exists it is also unlawful to request a photograph of the applicant.

As in the case of any other legislation, wherever such laws have been passed, administrative agencies have been established to investigate complaints, audit the administrative practices of employers, and enforce the law. These agencies

are available for assistance to employers who are endeavoring to comply with the law in their employment practices, and in most cases administrative rules and decisions are available as a guide for employers in this phase of Business Administration.

While each employer must design his Application Forms in accordance with his own particular employment facilities and practices, and the applicable legislation where he employs personnel, the sample forms on the pages that follow will serve to illustrate differences which may be provided wherever they may be warranted. Also, these particular forms reflect the requirements of most of the Fair Employment Practices legislation presently in effect.

APPLICATION FORM

This type of form may be used to secure basic information needed to hire applicants for Unskilled or Semi-skilled work. It may also be used as a preliminary or screening form for clerical or skilled applicants.

(Front)

EMPLOYMENT APPLICATION															
Name _____					Date _____										
Address _____					Phone No. _____										
How long have you lived at this address _____															
Height _____		Weight _____		Married _____		Single _____		No. of Depend. _____							
Are you a citizen of this country _____ Are you a Vet _____															
Type of work for which you are applying _____															
Education - (circle highest grade completed) _____															
Grammar School				High School			College								
1	2	3	4	5	6	7	8	1	2	3	4	1	2	3	4
Other schools Attended: _____															

(Back)

WORK EXPERIENCE									
(Furnish information on last two employers)									
Name of Company _____									
Address _____									
Class of work _____					Employment Dates _____				
Reason for leaving _____									
* * * * *									
Name of Company _____									
Address _____									
Class of Work _____					Employment Dates _____				
Reason for leaving _____									

APPLICATION FOR SALARY PERSONNEL

This type of form may be used to secure basic information from Office and Technical Applicants. It may also be used as a preliminary or screening form in the employment of Professional personnel.

APPLICATION FOR EMPLOYMENT					
Name _____		Address _____		Date _____	
Married _____		Single _____		No. of Dependents _____	
Phone No. _____					
Type of work for which you are applying _____					
Education: List all schools attended beyond Grammar School.					
Schools	Name	Address	Dates	Field of Study	Graduate
High School					
Colleges					
Other					
List courses completed which you feel have prepared you for the type of work for which you are making application _____					
Experience: Furnish information on last three Employers.					
Employer	Address	Position	Salary	Employ't Dates	Reason for leaving
Describe the Duties and Responsibilities of the positions outlined above: _____					

APPLICATION FOR SALARY PERSONNEL (Con't)

Are you a member of any Technical or Prof. Organization _____

Have you ever worked for this Company before _____

Are you a Citizen of this Country _____ Are you a Veteran _____

Have you ever been convicted of any crime _____

Do you have any serious physical Defect, Injury, or Chronic Illness _____

REFERENCES: List three references other than relatives.

Name	Address	Telephone No.	Relationship

-Do not write below this line-

Interviewed by _____ Remarks _____

Interviewed by _____ Remarks _____

Interviewed by _____ Remarks _____

Disposition: _____

This form is one which might be used to secure the additional basic information often wanted from applicants for Technical or Professional Positions.

- Page One -

APPLICATION FOR EMPLOYMENT
Technical and Professional

Name _____ Phone No. _____

Present Address _____ Length of time _____

Previous Address _____ Length of time _____

Marital Status _____ No. of Children _____ Other Dependents _____

Are you a citizen of this country _____

Do you rent, board, or own your own home _____

Do you own an automobile _____

Are you free to travel _____

In what part of the country would you prefer to locate _____

In what type of work are you especially interested _____

Have you ever worked for this company before _____

Who referred you to this company _____

Do you have Relatives or friends presently employed by this company _____

List three persons, other than relatives, to whom you can refer us for information about your general character.

Name	Address	Telephone

APPLICATION FOR EMPLOYMENT

Technical and Professional

(Continued)

-Page Two-

EXPERIENCE

Please outline your work history over the past 10 years .

From Mo.Yr.	To Mo.Yr.	Name and Address Previous Employers	Kind of Work Performed	Name & Title Prev. Supervisors

Which of these jobs did you enjoy most _____

Why _____

Which of these jobs did you enjoy least _____

Why _____

Briefly explain your plans for the future _____

Are you a member of any Professional Organization _____

List any offices held in any Professional Associations _____

Outline any noteworthy accomplishments in your field of interest, such as patent rights, special honors, publications, etc., _____

APPLICATION FOR EMPLOYMENT

Technical and Professional

(Continues)

-Page Three-

EDUCATION

Please outline education beyond High School

School	Address	Yrs.	Field of Study	Average

List courses which you believe have prepared you for the type of work for which you are making application.

MILITARY SERVICE

Date entered _____ Rank _____ Branch _____

Date discharged _____ Rank _____ Branch _____

Military Occupations _____

Military Schools attended _____

Foreign Service _____

Reason for Discharge _____

Are you a member of the Military Reserve _____

Outline Reserve Activities _____

APPLICATION FOR EMPLOYMENT
Technical and Professional
(Cont'd)

-Page Four-

What Hobbies or outside interests do you have _____

Have you any physical defect or chronic illness _____

Have you ever been convicted of any felony _____

Has a Bonding Company ever refused to act as your surety _____

Is your credit in good standing _____

-List Three Credit References-

REFERENCE	ADDRESS	TELEPHONE

What salary do you consider acceptable _____

Please add any information which you feel is important and may have been omitted.

CHAPTER IV

INTERVIEWING

If all of the determinations necessary for employment could be made from Applications Forms, Tests, Medical Examinations and Reference Checks, there would not be any economic justification for the expense of Interviews. As a matter of fact, however, there are some determinations which must be made, and can only be made through a personal interview. Accordingly the interview has always been, and will continue to be, an integral part of the selection process.

The determinations which can only be made through an interview, or can be made most reliably through an interview, are those pertaining to certain attitudes, personal appearance, manners, social adjustment, judgement in selected situations, personality characteristics, and others which do not lend themselves to detection and measurement through the use of the other tools of selection. If there are some which can be made more reliably or less expensively through other devices, the interview should of

course, be discarded in favor of the alternate methods. To date however, no satisfactory substitute has been found for many of these determinations which must be made.

The interview is essentially an information getting device. While it is true that the interview setting also provides an opportunity to give applicants a good impression of the Employer, and perhaps furnish the applicant with information about the company in which he may be interested, these are not the primary purposes of the interview. Hence, the primary objective is to secure information from the applicant which is significantly related to job success or failure, and any departure from this course must be relegated to a purpose outside of selection.

To secure information during an interview several techniques and interviewing aids have been developed. The techniques which are most important to effectiveness are the establishment of rapport and maintaining control of the interview. The interviewing aids which are the most helpful are devices which will insure adequate coverage of all significant information and the permanent recording of impressions taken during the interview.

Rapport between an interviewer and an interviewee is a relaxation which develops when the interviewee is released from the normal tensions and anxieties which are often experienced by applicants in an interview situation. Until this

tension is relieved the interviewer cannot secure the information he seeks as quickly and reliably and effectively as he would prefer. Accordingly, the interviewer should not undertake any intensive interrogation until he has put the applicant at ease. This may require different techniques depending upon the applicants attitude and personality, but usually the normal social amenities and business courtesies will suffice.

Maintaining control of the interview is important because time represents expense to the employer and when he has lost control of the interview he has lost control of his expense. Certainly it would be unwise to indulge in abruptness, or other bad manners, but this is not usually necessary to maintain control. Fundamentally, control merely requires that the interviewer shall determine when the interview shall begin, what subjects will be discussed, how much time will be spent, and when the interview is to be terminated. While at times these may be difficult objectives to accomplish, the average person of normal intelligence will be reasonably successful if he is dedicated to maintaining control. In most cases where a loss of control occurs it is caused by an overindulgence or imprudence on the part of the interviewer, rather than because of any complexity in the skills required.

The interrogation technique itself may follow either a directive pattern or a non-directive

pattern, and each may be best in different situations. The directive pattern is one in which a series of questions are asked, which can be answered briefly and directly, and which are presented in a fairly rigid sequence. This pattern is most effective in securing factual information in a short time. The non-directive pattern is one in which the applicant is encouraged to discuss certain subjects in a less rigid sequence, and the questions are posed in such a way that the applicant must express himself, rather than merely provide an affirmative or negative response to direct factual questions. The non-directive pattern requires more time but produces more evidence of such factors as emotion, attitudes, logic, and mental organization. The interrogation technique to be used will be determined by the kind of information being sought by the interviewer, and as a practical matter, interviewers may properly mix these techniques during the interview, as required.

Interviewing aids may be described as any methods or systems which will help the interviewer to remember all of the areas into which he should make inquiry, and help him to recall his impressions after the interview is over. A check list of subjects to be covered is an example of such aids. A Rating Scale which can be completed during, or immediately following an interview, is another. Patterned Interview Guides which provide a standard set of questions

to be asked in the same sequence in every interview is another example. The type of aid best suited to each employment process will be suggested, of course, by the classifications of personnel being employed, the frequency with which interviews are conducted, and the experience of the interviewer.

The Appraisal form illustrated below will often serve as a valuable aid in interviewing. It furnishes the Interviewer with an itemized check list of factors which should be rated when an applicant is a candidate for an office, technical, or professional job.

APPLICANT APPRAISAL	
Name _____	Date _____
Personal Appearance	
Manners and Business Etiquette	
Ability to Handle Problems Intelligently	
Job Stability	
Interest in Personal Improvement	
Aptitude for Leadership	
Emotional Maturity	
Remarks:	
Interviewed by _____	

CHAPTER V

TESTING

One of the inadequacies of applications and interviews is that neither of these devices provide an opportunity for the applicant to demonstrate many abilities which the applicant may have, and may be an important factor in selection. For example, the ability to type or solve arithmetical problems cannot be demonstrated on the conventional application form or during an oral interview. Tests have been developed to overcome these inadequacies, and typing tests, or arithmetic tests, are very commonly used today in the selection of personnel for positions requiring these abilities.

Tests have also been developed to help in determining such factors as knowledge, interest, aptitude, intelligence, and personality. While they cannot make these determinations with certainty, they are considered to be much more helpful than the other selection devices, and in any event, better than the common sense, or intuitiveness, which have been relied upon with such little success in the past.

Value of Tests:

Actually the contribution of tests to a selection process lies in their ability to screen out those who lack requisite aptitudes or interests, rather than in their ability to predict success. This of course, is no indictment of testing since they are not intended to predict success, nor could they reasonably be expected to do so, popular misconceptions notwithstanding. The reason for this is because a man must be both able and willing to work to be successful, and a man's future willingness to apply his abilities is subject to so many unforeseeable events as to render such future attitudes relatively unpredictable.

The basic premise upon which tests are based is a probability, that in the future a man will continue to have the abilities, aptitudes, and interests which he has now. Tests can detect and measure his present abilities and willingness to work better than any other available device, but the future is, and must be, more in the realm of probability than certainty.

The value of a test, therefore, is not the certainty with which it can predict future performance or behavior, but rather, its contribution to the selection process. If it helps to reduce failures and turnover, it has economic value. If it does not, then it has no value for the Employer.

The decision to introduce testing into a selection process may involve several considerations, but paramount among them is that a problem

exists which appears to be one which can only be solved through testing. Certainly, if no problem exists, testing is a business extravagance. Moreover, if a problem can be solved through an improvement in some of the other less expensive selection devices, or policies of the Company, then testing is simply not justifiable economically. For example, if turnover has become excessive, an employer certainly has a personnel problem which often results in a labor expense above and beyond his competitor, and makes it difficult, if not impossible, to hold his product prices at a competitive level. The solution to this problem, however, may or may not lie in testing, since turnover is often caused by factors which are not related to selection and placement. If wages are not competitive, an employer may expect an excessive rate of turnover which can only be reduced by an increase in wages. Poor supervision, instability in employment, lack of opportunity for advancement, and many other factors may cause excessive turnover, and if any of these are the cause of the turnover, obviously testing will not solve the problem. On the other hand, when all of the possible causes of turnover are reviewed, and the cause is determined to be a lack of ability, which can best be predetermined through testing, then, and only then, is the introduction of testing economically warranted.

When the need for testing is determined, there are four phases through which an Employer must go to incorporate testing into his selection process. These are (1) Test Construction, (2) Test Validation (3) Test Administration, and (4) Test Interpretation.

Test Construction:

In the Construction of a test, or a test battery, the employer must first review the criteria which he has established to identify the satisfactory and unsatisfactory employees, and also review the specifications which he has tentatively developed as requirements for employment. If he is satisfied that the criteria are reasonable and reliable, and the specifications are apparently valid, he may then proceed to develop or select tests which would appear to measure the qualifications outlined in his specifications. In so doing he is selecting a trial battery, which can be subsequently validated to determine if they really measure what they appear to measure, and do so consistently.

Test Validation:

When the trial battery has been organized, there are two basic methods of validating the tests. The first is the new employee method and the second is the present employee method. Since each has advantages and disadvantages they are described separately below.

The new employee method of validation, which is a process of testing the tests, involves administering the tests to all new employees and hiring such employees without regard for the test scores. When these employees have been on the job for a sufficient time to rate them as satisfactory or unsatisfactory, in terms of the established criteria, the test scores may then be related to success or failure on the job. If a sufficiently high correlation exists, the tests may be considered to be probably valid and worth continuing for further validation over a larger sample of new employees. If no relationship appears to exist, or if the relationship is doubtful, between the scores on any of the tests in the battery and satisfactory performance on the job, then those particular tests should be discarded, and others developed which will result in a higher correlation.

The present employee method involves the administration of the trial test battery to groups of present employees who are considered to be satisfactory and unsatisfactory, and relating the test scores to their performance. Again, where a correlation appears to exist the tests may be tentatively presumed to be valid, and they may be incorporated into the selection process until further validation proves otherwise.

Correlations are established through statistical techniques which are beyond the scope of this general study, but generally, the procedures

followed are standard procedures, which result in a correlation expressed in a numerical coefficient that is very adequate for validation purposes.

The advantage of the new employee method is in the fact that the test situation is more realistic, and that test results are not influenced by experience on the job. If the test is designed to separate the potentially successful from the potentially unsuccessful among inexperienced applicants, then obviously a validation process conducted with inexperienced applicants will usually tend to be more reliable when it is completed. Moreover, test results are often influenced by the normal anxieties in applicants, which are not so intense in the experienced employee who has already secured his job. For this additional reason, a validation process which involves testing under actual employment conditions will tend to be more realistic.

The principle disadvantage in the new employee method is to be found in the time required to accumulate an adequate sample upon which a projection can be made. In many cases the normal rate of new employment would require a very extended period of time to test a sufficient number of new employees. As a practical matter, an improvement in the selection process may be immediately necessary, and the pressure of time may require the use of the present employee method with further validation through the new employee method over extended future periods.

The advantage of the present employee method is in the availability of a large sample of subjects for the validation of the tests. There is no need to wait for a turnover of personnel to accumulate a sample which is sufficient in number to make a tentative generalization. On the other hand, the test situation is less realistic since those tested are not actually applicants for employment, and they are experienced rather than inexperienced. Since both of these factors tend to influence test results, the resultant correlations may be less valid than those to be derived from the new employee method.

Test Administration:

Under either method, the success of the test development, and the validity of the correlation, will depend, in large measure, upon the way in which the trial tests are administered. In the Present Employee method, for example, it is important that the full cooperation of supervision and the employees be secured, and that the employees be assured that the results of the trial testing will not affect their jobs or their wages in any way. If the Supervisors are unenthusiastic, their employees will not usually tend to be as cooperative as they might otherwise be. If the employees believe that their job or wages depend upon some unknown critical test score, their anxieties will usually distort the test results in a situation which is already unrealistic. These

problems do not exist in the New Employee method where the cooperation of Supervision is not so necessary, and the applicants are not threatened with the loss of a job or wages already secured.

Apart from the proper preparation of the testees and Supervision which may be required, the test situation must be carefully controlled, and as many factors as possible must be held constant. For example, tests should be administered under similar, rather than variable conditions of noise, interruptions, accommodations, times of day, and other factors which can influence test results. Moreover, all testees should be given the same test instruction, procedures, and other terms and conditions in the test situation, which will tend to give them all an equal chance for performance on the test. Where these administrative practices are observed the outside influences on test results will be held to a minimum.

Test Interpretation:

The interpretation of test results is the critical point in testing. This is the point where specialized technical training in test construction and statistical measurements meet the practical judgement of an educated and experienced Employment Specialist. It is at this point where testing must be given proper credit, but held to a limited influence on decisions. Tests are, and

must always be, an accepted guide, but no more than a guide, to the judgement of management in the selection of personnel. Accordingly, the interpretation of test results requires familiarity with the construction methods, the validation procedures, and the administrative practices which were followed in the development and administration of the tests, along with a proper recognition of the possible influences on test results, and other factors which may overcome or offset test scores. Therefore, the interpretation of test results must be approached with respect for, but not blind devotion to, the test results. It must be done with the best judgement possible, and this, of course, is a quality for which there is no formula.

This type of test is often used to measure an applicants typing speed and accuracy. The applicant is asked to copytype for a specified length of time. At the expiration of the period the number opposite the line where the applicant stopped is divided by the time and then reduced by the number of mistakes to arrive at an average speed.

TYPING TEST

It may seem to be an exaggeration to say that all businesses are necessarily alike in their office organization. We are not accustomed to thinking of a bank, for example, as being in any way similar to a large manufacturing company. Nor is it at first apparent that an insurance company has anything in common with a bank, a railroad or an oil company. But they are much alike in the problems they meet and in the way their offices must be organized to handle their problems.	12 21 32 43 53 65 78 87
Each of these types of business organization - in fact, all business concerns, from the retail store to the great department store and the far-flung chain store organizations, from the manufacturer hiring a dozen men to the great corporations with factories in a dozen or more cities - faces, first of all, the necessity of securing raw materials from which to fabricate a completed product. The raw material which the bank uses is cash or credit. With this it creates bonds, mortgages, notes and other papers which are its saleable products, and from the handling or disposal of these products the bank earns a profit.	97 106 116 126 138 147 157 167 177 188 191
The insurance company must secure as its raw material the signed applications of people who desire protection for their lives or property. This raw material, with the money accompanying it, is converted by the insurance company into bonds, mortgage, real estate holdings and other commercial paper which earns money for the owners of the company.	201 210 219 229 237 246

Letters which are typical of those an applicant will actually be required to take in shorthand and transcribe, may be used to determine these abilities. The letter below is an example of the type which may be used to give an applicant some dictation, time her transcription, and observe the accuracy of her work.

Mr. John H. Johnson, President
Union Manufacturing Company
789 South Lincoln Avenue
Mohawk, Alabama

Dear Mr. Johnson:

Your attention is called to the unusually attractive accommodations in our new apartment house which is located at 796 Oak Avenue. These apartments will be available on October 15.

We believe that you will be interested in some of the special features which have been incorporated into this building—one of the most modern of its kind.

The lobby is large and attractive, and the club room which connects with it is available on short notice at reasonable rates for entertaining groups of your friends or for business conferences. The elevator and telephone services are excellent, with trained operators in charge. Electric refrigeration, cedar closets, and new, comfortable furniture are standard equipment and will meet with most exacting demands.

Our rates compare favorably with those which prevail elsewhere for equal accommodations. We invite you to investigate what we have to offer.

You may arrange to inspect our apartments at any time by calling Appleton 7864. We earnestly solicit your valued patronage.

Very truly yours,

ABC:DE

Business Manager

This is an example of the type of test which may be used to determine an applicant's ability to read at a grade school level.

READING TEST

This is a story of a New Mexico rancher who, at great risk to his own life, saved his sheep from a mountain lion.

The rancher was guarding his flock one spring morning when he heard a strange noise behind him. Turning around, he saw that a lion had leaped upon one of his sheep. The rancher sprang into immediate action. Whipping his penknife from his pocket (for, unfortunately, he did not have his gun with him), the rancher jumped on the lion. The lion turned to attack the man. There was a mighty struggle. Finally the rancher was able to close one hand around the lion's jaws and clamp them shut. Then, with the other hand, the rancher plunged his knife into the beast's heart, killing him at once.

Was it a big lion. Well, not too big. It was about the size of a large dog. You will have to admit, however, that the rancher was indeed a brave man. No coward, armed only with a penknife, would care to attack even the smallest lion, would he.

1. What animals did the rancher guard? _____
2. What time of year was his flock attacked? _____
3. What threatened the rancher's flock? _____
4. Was the rancher slow getting into action? _____
5. What weapon did the rancher use? _____
6. Did the rancher use both hands in the fight? _____
7. How large was the animal he killed? _____
8. Did the lion die slowly? _____

The test below illustrates the type of questions which may be used to determine an applicant's ability to perform arithmetical, percentage, and decimal computations.

BUSINESS ARITHMETIC TEST

Name _____ Date _____

1. What is the cost of $8\frac{1}{2}$ pounds of potatoes at $4\frac{1}{4}$ cents per pound? _____

2. Add the following:

962	85.42
841	3.75
673	128.60
918	92.98
<u>425</u>	<u>5.54</u>

3. What is the cost of 4,278 articles at \$2.45 per thousand? Answer: _____
4. If an invoice contains an item for \$250.00 less 15% and 10%, what is the net amount to be paid? _____
5. Multiply $3\frac{1}{4}$ by $18\frac{1}{2}$. Answer _____
6. Divide 1487 by 12.3 and carry the answer to two decimal points. Answer: _____

Knowledge of proper spelling can be determined through the use of this type of test.

SPELLING TEST

In the following List of words, draw a line through those that are misspelled.

Aluminum	Omitted
Address	Ordinance
Almost	Ninteenth
Ascertain	Legable
Changeable	Secretary
Compeling	Withold
Corroborate	Column
Miscelaneous	Dissatisfaction
Maintenance	Fullfill
Goverment	Indebtedness
Seperate	Recommended
Referred	Accomadate
Offered	

Name _____ Time _____ Started _____
Stopped _____

Questions such as those illustrated below are used to determine the basic intelligence level of applicants.

INTELLIGENCE TEST

Name _____ Date _____

1. Which word below is related to taste as touch is to hands? Bitter tongue good
2. If a man walks 6 blocks in 12 minutes, how far can he walk in one hour? _____
3. An archeologist claims he has excavated an old coin marked 23 B.C. with the face of Christ carved into it by a hand tool. Is this possible? _____
4. Sally is twice as old as Sam. When Sally is 10, how old will Sam be? _____
5. Two U.S. coins total 55 cents. One is not a nickle. What are the two coins? _____
6. A woman gives a beggar 50 cents. The woman is the beggar's sister, but the beggar is not the woman's brother. How are they related?

Questions of the type listed in the illustration below are used in tests as an aid in gaining a better insight into the basic personality characteristics of applicants.

PERSONALITY TEST

(Please answer yes or no)

Name _____ Date _____

1. Are you uncomfortable when people watch you? _____
2. Does being criticized hurt you sometimes? _____
3. Do you enjoy directing the work of others? _____
4. Do you always give money to beggars? _____
5. Do you enjoy being alone? _____
6. Do you have a lot of good friends? _____
7. Do you prefer competitive sports? _____
8. Do you worry about your future? _____
9. Do your friends admire you? _____
10. Are you very successful? _____
11. Do you dislike a "show-off" at a party? _____
12. Are you ever afraid you may fail? _____
13. Do you dislike "bossy" people? _____
14. Do you always stand up for your rights? _____

As an aid in determining an applicants areas of interest and aptitude, many tests include the types of questions listed in the sample below.

INTEREST AND APTITUDE TEST

(Answer YES or NO

to each of the following questions)

Name _____ Date _____

1. Do you like to play games that involve calculation? _____
2. Would you like to be an actor? _____
3. Do you like to repair mechanical things? _____
4. Would you like to take a course in Psychology? _____
5. Would you like to write a novel? _____
6. Do you enjoy playing checkers? _____
7. Would you like to explore an unknown land? _____
8. Do you enjoy a good argument? _____
9. Would you like to be a preacher? _____
10. Are you interested in science? _____
11. Would you like to make a boat? _____
12. Do you participate in local politics? _____

CHAPTER VI

MEDICAL EXAMINATIONS

In previous chapters the importance of systematically developed employment specifications was established. The specifications discussed, however, were essentially those concerned with job skills, previous work experience, education, mental capabilities, and others which can be determined through Applications, Interviewing, and conventional testing procedures. In addition to these, realistic medical specifications are of the utmost importance in effective selection and placement

Where a full time Industrial Physician is retained, Employers can of course, rely heavily upon his judgment in the matter of medical standards. The field of Industrial Medicine has been developed in recent years to a point where considerable research is now paying dividends in the improvement of Selection through pre-employment examination procedures and the establishment of realistic standards.

Employers cannot, however, completely shift this important responsibility to a staff medical department any more than they can completely abdicate any other management responsibility through delegation. Therefore it is incumbent upon all employers who are concerned with the profitability of their enterprise through effective selection, to guide, assist, and audit the work done in the field of Medical Standards and Examinations, as they do in any other phase of the selection process.

As a matter of fact, most of the employers in Industry today are not large enough to retain an Industrial Physician, even on a part time basis. Hence, the majority of Employers must utilize the services of a Physician in private practice, or an Industrial Clinic, for their pre-employment examinations. Certainly, in these cases, it is not reasonable to expect that outside physicians will be sufficiently familiar with the multifarious jobs for which people are employed to properly determine the variable physical, mental, and emotional demands which these jobs may make upon the incumbents. In these situations it is even more important for employers to actively assist in the development of realistic employment standards.

As in the case of any other specifications, the development of Medical Standards must begin with job analysis and end with a job description written in terms of the purpose it is intended to

serve. Therefore, the first step in the development of Medical Specifications is an analysis of the jobs to be filled to determine the physical and emotional capabilities which individuals must possess to satisfactorily perform the work. These capacities may be in the areas of vision, hearing, physical strength, agility, endurance, resistance to temperatures or other extreme conditions, or emotional stability. The requirements will, of course, depend upon the jobs to be performed, and these will vary between common labor and Executive jobs, as well as between scientific laboratory jobs and sales work involving the rigors of extensive traveling.

The approach to be taken is similar to that which has been prescribed for the development of other employment standards. From the Job Analysis and Descriptions which specify the kind of work to be done, and the capabilities an applicant must possess for satisfactory performance of the work, standards which appear to be significantly related to success or failure may be tentatively established through the exercise of reason and good judgement. Subject to later validation through the same techniques described in the chapter on Testing, these standards may be incorporated into the Employment Specifications, and used by medical personnel during the course of the physical examination.

Like other standards, these must also be highly respected in the employment of personnel.

Otherwise, validation of the standards cannot be accomplished. On the other hand, they must also never be permitted to rule out the best opinion of Medical Specialists, and must be held to the status of guides to, rather than a substitute for, the judgement of the Doctor.

While the best possible Medical Job Descriptions and Medical Specifications for each employer will depend upon the nature of the work performed in his establishment, the forms illustrated on the following pages may serve as a guide for Employers in the development of their own.

In addition to the specific medical standards which are often required for successful selection, there is also the matter of general health, and freedom from contagious diseases, with which an Employer must be concerned.

If the general health of an applicant is poor, he is an additional expense risk, regardless of the job to which he may be assigned, since absenteeism, poor morale, extensive sick leaves, and problems of personal adjustment are often traceable to conditions of generally poor health. An applicant who is in good health is usually a better business investment than one in generally poor health.

The elimination of applicants on the basis of communicable diseases is, of course, not only a prudent action from a business point of view, but is a responsibility of every employer in the

interest of Public Health. Contagious illness is not only a threat to the existing work force in any company, but is also a threat to the labor force in any community. Accordingly, if an employer depends upon his work force for profits, and looks to his community for a supply of qualified manpower, he must be concerned with any contagion that can be discovered.

The determination of general health and detection of communicable diseases should, of course, be left entirely to Medical Specialists. These are not job related determinations, and the participation or assistance of an Employer is unnecessary. As an aid to Employers, however, in developing an appreciation of the full scope of a complete medical examination, the Medical History questionnaire on the following page is provided. This is merely a sample, of course. It is neither inclusive nor recommended, since the preparation of any Medical Inquiry is the province of trained medical personnel and not the province of a layman.

This form illustrates the type of information which should be recorded to establish Medical Standards for Jobs to which applicants or employees may be assigned.

MEDICAL SPECIFICATIONS

Job Title _____ Departments _____

Job Description _____

-Requirements-

Physical Abilities: _____

Mental Application: _____

Emotional Stability: _____

Date

Medical Department

MEDICAL HISTORY

Name _____ Date _____

These questions and your physical examination will assist The Company in placing you in a job which is safe to yourself and others according to your Physical ability.

Your answers will be treated with strict confidence and will become a part of your medical record.

Please answer all of the following questions with Yes or No. Should you want to explain your answer you will have an opportunity to do so during a consultation with the Doctor.

- ___ 1. Have you ever been a patient in a Hospital.
- ___ 2. Have you ever had a serious illness.
- ___ 3. Have you had any operations.
- ___ 4. Have you ever injured your back.
- ___ 5. Have you ever had a head injury.
- ___ 6. Have you had any fractures or bone injuries.
- ___ 7. Have you ever had any other serious injury.
- ___ 8. Have you ever had a hernia or rupture.
- ___ 9. Did you ever faint.
- ___ 10. Were you ever knocked unconscious.

- ☐ 11. Is there Tuberculosis or Diabetes in your family.
- ☐ 12. Do you have any disability at present.
- ☐ 13. Do you have frequent headaches.
- ☐ 14. Do you ever have dizzy spells.
- ☐ 15. Do you have asthma or hay fever.
- ☐ 16. Do you have indigestion frequently.
- ☐ 17. Are you allergic to anything.
- ☐ 18. Do you have rheumatism or arthritis.
- ☐ 19. Do you have epilepsy or convulsions.
- ☐ 20. Have you lost any time from work due to illness.
- ☐ 21. Have you ever been seriously hurt on your job.
- ☐ 22. Are you now receiving Workman's Compensation.
- ☐ 23. Have you been under a Doctor's care during the past two years.
- ☐ 24. Were you ever rejected from duty with the Armed Forces.
- ☐ 25. Did you receive a Medical Discharge from the Armed Forces.

The above answers are true to the best of my

(MEDICAL HISTORY CONTINUED)

knowledge, and I understand that willful and false representation are grounds for dismissal at any future date.

Witness _____ **Signed** _____

Do not write below this line

Date _____ **Signature** _____
Examining Physician

CHAPTER VII

REFERENCE CHECKING

In addition to the hiring determinations which can be made through the use of Applications, Interviews, Tests, and Physical Examinations there are some which cannot be made through any of these devices. For example, none of these will enable an Employer to determine an applicants honesty, his financial responsibility, his personal integrity, his respect for civil law and order, his attitude toward supervision, work habits such as regularity of attendance and punctuality, his academic record, and others which may be extremely important to success on some kinds of jobs. Therefore, the selection process must include procedures which will enable Employers to secure this kind of information when it is needed.

The sources of such information may be previous employers, schools attended, neighbors, police departments, reputable individuals who can attest to the character traits of an applicant, or any other sources which an employer may consider to be reliable.

The techniques required will vary, of course, with the source, and with the kind and amount of information desired. There are however, some fundamental principles and some basic plans which can serve to guide employers in the design of their procedures, and these are outlined in the paragraphs that follow.

Fundamentals:

Fundamental to all of these plans is the principle that the results can be no better than the skills involved. Certainly there are instances when the highest order of skills will fail to bring about the desired cooperation of a respondent, but this is not usually true. Where the approach is in keeping with the normally accepted rules of business courtesy, and basic principles of salesmanship, the respondent will usually provide all of the information he can.

Another fundamental is that an answer is usually just about as clear as the question asked. If an employer is general or ambiguous in the phrasing of questions, he cannot expect specific and explicit answers. Therefore, it is important to effectiveness, that any information sought be clearly indicated by the language used.

A third fundamental is that the rating can be no more objective than is the rater. Accordingly, in the selection of respondents who may be asked to make judgements, or render opinions, it is imperative that proper attention be given to the

probability of bias. Certainly, someone who is emotionally involved, or has a personal interest in the employment of the applicant, can hardly be expected to rise to the request for objective and dispassionate appraisal.

A fourth fundamental is that the information furnished can be no more reliable than the methods used to prepare it. Therefore, if a previous employer's rating system is highly subjective and irregularly performed by untrained supervisors, then ratings furnished by such previous employers must themselves be rated for reliability. If the record maintenance practices of the previous employer are inefficient, allowance must be made for the probable inaccuracy of any reports furnished.

Investigation Methods:

There are four basic methods which an employer may utilize in his investigations. The first is the written letter, the second is the telephone, the third is a personal visit, and the fourth is the use of an agency.

The Written Letter:

The written letter is a method which is probably the least expensive. For some jobs it is entirely satisfactory and for others it is wholly inadequate. For example, if the need for information is limited to a verification of past

employment dates, classes of work performed, length of residence at some specified address, school grades, marital status, number of dependents, and other factual information, then a brief letter requesting such verification will probably suffice. Information regarding the nature of previous employment terminations, such as Voluntary Quit, Lay-off, Medical Leave of Absence, or Discharge for Cause, may also usually be secured, along with the reasons given by employees in cases of Voluntary Terminations. If, on the other hand, more detailed information is needed, or opinions and appraisals are sought from individuals who are competent to make such judgements, then another type of investigation will probably be more economical and more productive.

Where letters are used, a great deal of importance must be placed upon the way in which the letter is written. Such letters must sell the respondent on the idea that he should undertake whatever work may be involved in preparing a reply, and motivate him to do so with the thoroughness and accuracy desired. These principles are illustrated in the letters which appear on the following pages.

The Telephone Check:

When an employer wants opinions or explanations, or where information is needed in a hurry, the telephone method has advantages over the

written letter, although it is more expensive where long distance calls may be involved. As noted in the preceding paragraphs, getting the cooperation of a respondent is often a selling job. This is particularly true where the co-operation needed may involve extra work or time from the respondent, or where the information requested is of a nature which the respondent is somewhat reluctant to answer in writing. In such cases the telephone permits the prospective Employer to bring the influence of Telephone Personality and Telephone Salesmanship to bear upon his customer, the respondent.

In using the telephone, a prospective Employer will find that it will be to his advantage to plan his interview. When the questions to be asked are pre-arranged in a logical sequence, the result will usually be more information in less time. In addition, the practice of systematically recording information and impressions as they are secured will often prove to be a valuable reference at a future time. The Telephone Check Guide Sheet on the following pages will serve to illustrate this type of administrative aid.

Personal Visits:

The most thorough, and at the same time, the most expensive method of investigation, is the personal visit. Because of the time and expense involved, the use of this method is usually restricted to top executive jobs, or those with

extraordinary requirements which must be thoroughly investigated, and can only be completely and reliably checked through personal inquires.

Agencies:

Agencies which specialize in pre-employment investigations are available to employers in most business communities. Usually these agencies are staffed with trained investigators who will perform any or all of the services requested by an employer, and in many instances can provide these services more economically than an employer can perform them himself.

In checking references by telephone, a form similar to the type illustrated below will insure coverage of all important factors, and a prompt recording of the telephone interview.

TELEPHONE INVESTIGATION

Organization _____

Source of Information _____

Name of Applicant _____

Employment and Date Confirmation

Classifications and Earnings Confirmation

Attendance and Punctuality

**Mental or Physical Defects, Serious Injury,
or Chronic Illness**

Workmanship

Aptitudes and Interests

Personality, Social Adjustment, General Stability

Reason for Leaving

Miscellaneous

The letter below illustrates the type which can be used to secure basic information from previous employers. It is a form letter which may be completed with a minimum of effort by the respondent. A return postage self addressed envelope may be included as an additional accommodation.

June 16, 1959
New York, New York

The Acme Co.
1234 Main
Anywhere, Mich.

Re: John K. Jones

Dear Sir;

We are considering the individual named above for employment, and your name has been given as a former employer. The answers to the questions outlined below regarding your experience with the applicant will be helpful to us in making our decision. May we accordingly request that this questionnaire be completed and returned to us at the earliest possible time. Any information or appraisals which you may be kind enough to furnish will be sincerely appreciated and will be held in strict confidence.

Yours very truly,

1. Employment Dates: _____
2. Classification: _____
3. Reason for leaving: _____
4. Were services entirely satisfactory _____ If
not, please give reason: _____

(Signature)

This letter is typical of the form letters which may be written to personal references given by applicants. A return postage self-addressed envelope is usually included.

June 16, 1959
New York, New York

Mr. J. B. Jones
1234 Main
Anywhere, Mich.

Re: _____

Dear Sir;

We are considering the individual named above for employment, and your name has been given to us for personal reference. The answers to the questions below will be particularly helpful to us in placing the applicant.

May we accordingly request that the questionnaire outlined below be completed and returned to us at the earliest possible time in order that we may render a prompt decision in this matter. Any information you may be kind enough to furnish will be sincerely appreciated and will be held in strict confidence.

Yours very truly,

* * * * *

1. How long have you known the applicant _____
2. What is your relationship to the applicant _____
3. In your opinion is the applicant honest and dependable _____
4. Please comment on the applicant's personality, social adjustment, general stability or any other factors which should be considered in placing the applicant.

(Signature)

This type of form letter may be used to secure school grades and the appraisal of former teachers. Some schools require the permission of the applicant to release the information requested. In such cases the required authorization may be attached to the letter.

**June 19, 1959
New York, New York**

**City College
2345 Main
Anywhere, Mich.**

Re: _____

Dear Sir;

We are considering the individual named above for employment with our organization. The scholastic record, along with your appraisal of potential, aptitudes, and personality, will be of considerable assistance to us in making our decision.

May we accordingly request a copy of the school record, along with any ratings and information about school activities which you may be kind enough to furnish.

Inasmuch as our decision will be based in part on the information received from your office, an early reply will be appreciated.

Yours very truly,

CHAPTER VIII

INDUCTION OF NEW EMPLOYEES

When all of the information necessary has been obtained through the selection techniques described in the preceding chapters, and the employer has hired a new employee, the economics of manpower management begins. From the hiring date to the time when the new employee is meeting the standards of productivity which are commensurate with his starting wage, the employer is not receiving value for the expense he has undertaken. If the employee quits, or must be discharged, the investment is a total economic loss. Therefore, having started the investment in hiring a new employee, a prudent businessman will undertake whatever measures may be available to insure the satisfaction of the new employee with his new job, and shorten the period of adjustment through which all new personnel must pass before they are adjusted and efficient employees. This applies to all levels of employment and to all segments of any business organization.

The process which is designed to insure and expedite this adjustment is the Induction Process.

The key to successful induction lies in accurately anticipating the information which a new employee needs, and the natural anxieties which he must overcome to reach a point of high morale and maximum effort, and then providing for the satisfaction of those needs. Naturally these will vary with the level of employment and the class of personnel hired, but the employer has a job to do with all new personnel if he is to protect his investment.

While it is difficult, if not impossible, to determine the information needs of new employees with any degree of certainty, and it would be hazardous to generalize because of the difference in basic attitudes between Common Labor and Executive personnel, or Sales and Engineering personnel, a fairly reliable indication of the information requirements of most new employees may be obtained from a review of those factors which most employees consider to be most important in their employment. When these have been determined, the induction program can be designed to meet these requirements.

For example, all of the surveys which have been made to determine those factors which are most important to most employees indicate a set of common needs for employment security, opportunity for promotions, relatively fair wages,

good supervision, decent working conditions, and an assurance that legitimate grievances will be heard with impartiality and reasonableness. Certainly this list is not all inclusive, and all new employees are not equally concerned with all of them, or in the order mentioned. They do, however, represent the needs of many new employees.

Where these are the needs of new employees, any information or experiences which can be provided to satisfy them will expedite the adjustment period and promote the attainment of efficiency at the earliest possible time. Therefore, if the company is in an industry which enables it to stabilize employment, this fact should be explained. Any information which will picture the Company as one which is financially strong, or one which has withstood the tides of the business cycle over the years will often provide the favorable impression needed, and help to answer the question of prospects for stability of employment. Recognition which the Company gives to Seniority may also help to provide these reassurances. Opportunities for advancement may be portrayed through a presentation of the history of growth and the current size and scope of operations, along with mention of specific cases in which Executives of the Company have risen from the ranks. A full statement of Wage Policy and instructions on how to proceed when a basis for complaint arises, are other subjects which

can be conveyed to provide the assurance that a new employee will find what he is looking for on his new job, if he will put forth a reasonable effort to work and cooperate with his Superiors in accomplishing the objectives of the company.

In addition to the need for information about his new company and other general matters, most employees have a very special concern about their Superior and the kind of person he will be. Sometimes this is settled during a qualifying interview. Where it is not, this will be one of the answers which an Employer must arrange for at the earliest possible time, and it must be done through a pleasant experience rather than through any of the conventional devices used for the communication of information.

The first experience a new man has with his supervisor is probably the most influential part of any induction program. If it is pleasant and reassuring, this experience alone can overcome many inadequacies in the balance of the program. The reason for this extreme influence is that a man's supervisor is a key figure in the work life and welfare of any employee. Regardless of the protections provided by Company policies or Union Contracts, the influence of a Superior on the economic welfare of a subordinate cannot be destroyed, and most new employees realize this. Therefore, the relief of normal anxieties, and the reduction of failures which often result from fear of failure itself, rests with the new employee's Supervisor. There simply is no adequate

substitute for him in a successful Induction Program.

The assignment of responsibilities for integral parts of any induction program should be made on the basis of who is in the best organizational position to perform each part of the process. In small establishments with a small Employment Office the responsibility may be divided between an Employment Official and a Supervisor. In larger establishments with several specialized staffs, an Employee Services Department, a Safety Department, and a Training Department may also logically participate. These are organizational decisions and must vary with the size and staff support in each organization.

The methods used to communicate the information to be included should be selected for their economy and effectiveness. Some media will do a better job than others, of course, but the best possible media cannot always be economically justified. Therefore Employers must make these decisions in accordance with their own financial strength at the time when the Induction program is under consideration. On the other hand, while all employers may not be able to justify Moving Pictures or Color Brochures, there are few who cannot afford the expense of graphic presentations of significant information, or a plant tour, or a mimeographed handbook, which are the basic necessities rather than the luxuries of business management. The sample

on the following pages is provided to illustrate some of the material which can be produced at a minimum of expense, and to suggest some ideas for the implementation of Induction Processes.

As noted above, the subjects to be covered, the assignment of responsibility, and the media selected will necessarily vary with each organization. The topics outlined below, however, include subjects which are included in many Induction Programs and are furnished as a Check List which may be used in the preparation of an Induction Plan.

1. The terms of Probationary Periods.
2. Working Hours, Lunch Periods, etc.
3. Pay days and Wage Policy.
4. Rules and Regulations.
5. Benefits, Holidays, Vacations, etc.
6. Safety
7. Identification Procedure
8. Where, when, and to whom to report.
9. Special Instructions on Work Clothes.
10. Parking Facilities, Restaurants, First Aid, etc.
11. Reporting Absences
12. The Seniority Plan and Promotion Policy
13. History of the Company
14. Products and Operations
15. The Future of the Company and the Industry

When the content of the Program has been decided, and the assignment of responsibilities has been made, and the media have been selected, the final determination to be made is one of schedule. This is an important part of Induction planning since it is concerned with the rate of assimilation of new employees. If the presentation of the plan exceeds the employees rate of assimilation, the objectives cannot be attained.

Employees are not generally psychologically receptive to the amount of information which employers are able to give them when they are first employed. For the most part they tend to be principally preoccupied with matters of more immediate concern, and this often creates a psychological block to reception, as well as retention, of less important matters during the initial stages of the selection process. In recognition of this fact the induction programs in Industry today vary all the way from a one hour conference before starting work, to a plan of gradual indoctrination extended over a six month period.

The information furnished below is the kind of material which may be included in pamphlets or brochures which are designed to assist in the Orientation of New Employees.

- Page One -

INFORMATION FOR NEW EMPLOYEES

The Blank Organization is one of the leading companies in the industry. It is also one of the oldest in the field.

HISTORY

The origin of the Company dates back to 1914 when John W. Blank invented a machine. Since then its history has been one of continual growth and development into a National organization employing over 5,000 people engaged in the design, manufacture, sale, and service of our products.

PRODUCTS AND SALES

Blank products today include a wide variety of automatic equipment developed in our laboratories and produced in our manufacturing establishments throughout the country. Distribution of these products is handled through a national network of Company Sales and Service offices throughout the country, as well as through a number of dealers in foreign countries.

BUSINESS POLICY

The business policy of Blank has always been to develop quality products, to be sold at competitive prices, through sound Engineering practices, efficient production methods, conservative financial management, and the best possible service to our customer.

- Page Two -

INFORMATION FOR NEW EMPLOYEES
(Cont'd)

THE PERSONNEL OF THE BLANK COMPANY

The people of BLANK come from many sections of the world and from all walks of life. They bring with them, of course, a diversity of backgrounds to handle their respective responsibilities in engineering, finance, manufacturing, sales, service, and a multitude of related occupations. They have one common objective, however, . . . the design, manufacture, and sale of the best products in our industry.

PERSONNEL POLICIES

BLANK has always recognized the personnel of the organization as its greatest asset. For this reason the Company has always established and maintained policies and programs with which people like to be associated. The selection of qualified personnel, the provision of training opportunities, equitable and fair compensation, promotion from within the organization, and other policies essential to good human relations, are well established. Programs of vacation with pay, recreation, sick leave, insurance, and retirement are a few among the many which make the Blank Organization attractive to newcomers and oldtimers alike.

THE FUTURE

Through continual research, study, growth, and sound management in all phases of its operations, the BLANK Organization today provides assurance to everyone associated with the Company . . . stockholders . . . customers . . . and employees . . . that the future holds the prospect of many benefits to all concerned, through better machines for our industry.

CHAPTER IX

PLACEMENT OF HANDICAPPED EMPLOYEES

In the preceding chapters consideration has been given to principles and methods of selection. Selection by definition involves locating a man to fit the requirements of a job. Placement, on the other hand, involves locating a job to fit the qualifications of a man. Since the objectives are different the principles and methods of placement will naturally be different from those of selection, at least in many important respects.

One of the basic objectives of placement of handicapped employees is to assign them to jobs on which their handicap is not a handicap. This is the objective which serves the best interest of both the handicapped employee and the employer.

The problem of the handicapped employee is two-fold. First, he has a handicap. Secondly, he suffers mentally and emotionally from feelings of inequality, inadequacy, and dependence on others. For this reason, the kindness of employers in simply retaining the employee on his job without loss of wages is often a mistaken

kindness. The arrangements sometimes made for the assistance of other employees to the handicapped individual in the performance of his job may be a well intentioned act on the part of an employer, but it is usually one which hurts more than it helps the handicapped person who longs for self-sufficiency above all other rewards from his work. While it is often difficult for the unhandicapped employer to fully understand, most handicapped employees need and want equal treatment much more than they need or want special concessions, extraordinary privileges, super-seniority, and many of the other charitable but ill advised practices which label a man among his associates as a cripple.

From the employers standpoint, the placement of an individual on a job where he is not handicapped is simply sound economics. The employee placed on such an assignment costs the employer no more than any other employee, and he receives normal production for the wages paid.

These principles apply at all levels in the organization and to all kinds of handicaps whether they are physical, mental or emotional, or merely the result of superannuation.

The methods used in Selection are techniques which involve a matching of men and jobs. It is sometimes described as a process of comparing the profile of a man with the profile of a job and finding the best fit. To this extent the process

of selection and that of placement are similar. There is however one important difference. In Selection, a comparison is made between the abilities which a man has, and those which the job requires. In Placement, the comparison is between the abilities a man does not have, and those which a job does not require.

Many employers will find this a difficult concept to grasp. It conflicts with the principles of selection, and it is contrary to the conventional approaches which have been taken in the past in the placement of handicapped employees. It may even appear to be a negative approach since the emphasis is on an individual's disabilities, rather than on his abilities. As a practical matter, however, no other approach will serve his purpose and that of the handicapped employee so effectively, and this, of course, is the real test of any procedure.

The first step involved in the placement of handicapped personnel is the classification of jobs on the basis of the basic physical demands which are not required for successful performance of the work. For example many jobs will not involve heavy lifting. Others will not involve extensive walking or bending. Some will not require any vision, and others will not require the faculty of hearing. In these four categories alone, there is an opportunity for the successful placement of cardiacs, paraplegics, blind, and deaf

mentees, on jobs where their handicap is no handicap at all.

For purposes of facilitating and expediting placement, such classification of jobs may be given alphabetical, numerical, or any other distinctive label.

The second step in the design of a placement plan is the classification of handicapped personnel on the basis of the abilities normally required on most jobs in the business establishment, which they do not have. For example in a transportation company good hearing may be a normal requirement on most jobs. In a retail store vision is a normal requirement on most jobs. In a foundry heavy lifting is a normal requirement on most jobs. In formulating the classifications for people, they must be set up to match the classifications already established for jobs in the first step. Where adjustments must be made in either to facilitate matching one with the other this can usually be done with very little difficulty and a minimum of compromise.

When these classifications for people and for jobs have been established, an inventory of jobs and handicapped personnel can be undertaken to properly classify each. Jobs descriptions and Employment Specifications may be reviewed to properly classify the jobs. Medical records may be reviewed and Physical Examinations performed to properly classify individuals.

This process will usually result in the classification of handicapped employees on the basis of their disabilities, and jobs on the basis of disabilities permitted, which will facilitate the comparisons essential to effective placement.

CHAPTER X

PERSONAL RECORDS

When applicants are selected for employment, employers must establish the records required to meet any legal requirements which may exist, validate their selection methods, administer their Promotion From Within, Lay-off, Recall, Discipline, Placement, and other policies, and prepare necessary reports.

Records:

The records to be maintained may be classified into five general categories. The first are those records which are accumulated prior to employment, such as Applications, Letters of Reference, Tests results, Interview Guides, and others which may have been acquired during the selection process.

In the second category are those which are used to furnish the Payroll, Insurance, Retirement, Medical, or other interested departments with information they may need to fulfill their

administrative responsibilities in connection with all employees placed on the active payroll of the Company.

The third category includes those records which are accumulated by the company during employment, such as Performance Reviews, Disciplinary Actions taken, Wage Garnishments, and Exit Interview forms.

In the fourth class are control records which are used in the administration of policies covering lay-off and recall, promotion from within, and placement.

The fifth type is the Employment Record Card which reflects the basic facts of employment history, such as the dates of employment, transfer, leaves of absence, and separation, the classifications and departments to which an employee has been assigned, wage rates paid, and other basic information of this nature.

The repositories which have been found to be most satisfactory for personnel records are folders or envelopes, sorting systems, and visual files.

Personnel Folders:

Personnel Folders or envelopes should contain all of the pre-employment materials and post-employment documents which are accumulated. While it may be necessary for several specialized departments such as Insurance, Training, and Medical, to maintain records

applicable to their own particular operations, it is also important to have one central location for all of the significant records which are made before and during employment. This is essential when decisions are to be made on the basis of all pertinent information about an employee, and will avoid the omission of relevant matter when such decisions are made. These folders should also include an authoritative document to support any posting which is made to the Basic Employment Record. Where this practice is followed, the circumstances and reasons behind any actions posted can be determined. This is especially important in disciplinary cases and wage administration.

Sorting Systems:

Sorting systems are essential in the administration of Seniority Plans, Promotion or Placement plans, and any others in which individual people or jobs are to be selected out of groups of people or groups of jobs.

Employers have a full range of sorting systems from which they can choose the one best suited to their operations and the one which can be economically justified. As a practical matter employers cannot always afford the best system, but on the other hand, no employer can reasonably afford to have less than the minimum required.

The simplest system which can be used is a hand sort system which usually consists of a file of cards to be reviewed and sorted manually as the need arises. This may or may not be adequate depending upon the complexity and frequency of the sorting operation. On these same bases it may or may not be the most economical of the available systems.

Another system is a key sort technique consisting of punched cards which can be sorted with a metal key, or a needle, or other similar instruments. This is a semi-manual operation which increases both the speed and accuracy of the sort over that of a purely manual type.

A third sorting device is a mechanical one which involves the use of punched cards which are codified to provide for purely mechanical selections in accordance with established codes. This system further increases the speed and accuracy of the sorting job.

Electronic machine sorting is the most advanced technique available for sorting jobs and represents the maximum in speed and accuracy among the available systems. This system involves the use of electronic equipment with codified punched cards, and if the sorting job is a sizable one, may also include the use of forms encoded with magnetic ink, data storage capacities, decoding, paper tape output, and printing functions.

The type of sorting system to be selected will vary, of course, with the expense involved and the kind of job to be done.

Visual Files:

Visual files facilitate posting, provide a means of easy reference to information, and furnish a desirable record for employers since they require a minimum of manual handling. They are usually very practical for the retention of Basic Employment Record Cards, and are available in almost any desired size, in either upright or rotary styles.

Reports:

Personnel reports may be either specialized or comprehensive. Specialized reports are usually the most satisfactory to departments and officials who receive the reports since they are designed to meet special needs for limited information. They are in effect, tailored to fit the needs of the recipient. They may, however, result in considerable duplication in reports, and an expense substantially in excess of that required for the preparation of Comprehensive reports. On the other hand, comprehensive reports may be expanded to a point where the volume of items included, or the complexity which often results simply from the comprehensiveness of the report, makes it unwieldy, difficult to use, and therefore impractical.

The choice between these two types of reports is discretionary with each employer, of course, but the samples included on the following pages may be of some guidance, and are furnished as a study reference.

Here is an example of a specialized report which is designed to meet the needs of a single staff office such as the payroll department. It includes only the information required by that particular department.

PAYROLL DEPARTMENT NOTICE

Name _____ Soc. Sec. No. _____

Employed _____ Dept. _____ Rate _____ Date _____

Transferred _____ Dept. _____ Rate _____ Date _____

Quit _____ Laid-off _____ Disc. _____ Date _____

Leave of Absence _____ Date _____

Reinstated _____ Dept. _____ Rate _____ Date _____

Employment Department

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