

## I

### THE PROBLEM OF SELECTION OF EMPLOYEES

Personnel selection. The 11 steps in research procedure in employment psychology. Considerations in the choice of job or occupation to be studied.

THE right man in the right place is an age-old ideal of industry, education, and government. Economic losses suffered by industry from misfits in employment are matched by the losses borne by the employees themselves, the dissatisfactions of misplaced workers engaged day after day on tasks that are too easy, too hard, or otherwise unrewarding, distasteful, or exasperating. Correct adjustment of workers and their work is recognized as a prime responsibility of management, an obligation to society no less than to the stockholders and to the employees themselves.

It is a duty of science to help in effecting this adjustment of workers and their work, in so far as scientific method can be made to yield measures of abilities which are more reliable than unaided judgment. To speed the perfecting of such useful instruments for measuring abilities is the aim of this manual.

#### THE PROBLEM OF PERSONNEL SELECTION

To select the best man for a particular opening admittedly calls for an understanding of the requirements of the job, coupled with the means of finding out which applicant most closely meets these requirements. Usually the interviewer or employment supervisor responsible for the preliminary sifting of applicants has at hand brief but concise employment specifications based on job analyses. He also has some acquaintance with the job in question through observation