

pany who are making good, and on this groundwork to build a dependable plan of selection of recruits to be developed into the future supervisory force.

Preliminary sifting of applicants for apprentice training is a live problem in trade and continuation schools, and also within the ranks of a few of the trade unions. Art schools and conservatories of music have their difficulties in discovering the really talented candidates. Selection for vocational training, whether on the level of trade or profession, is even more difficult at times than the choice of the best applicant to step at once into a vacant position in industry. It requires an estimate of the applicant's ability to learn and to develop as well as of his ability to do.

Considerations governing selection of the particular job, occupation, or profession to be investigated will be reviewed in the final pages of this chapter. But first it will be well to outline the plan of this manual, which follows the steps involved in carrying out a research on methods of selection for a vocation.

STEPS IN RESEARCH PROCEDURE

After deciding upon the occupation for which an improved method of selection is to be devised, the first step is to make a job analysis, to ascertain the precise duties and activities of the occupation, just what the worker does, what tools he uses, and so forth. The investigator will also want to know what the conditions of work are, the hours, the sources of applicants, the relation to other jobs in the organization, the opportunities for promotion, and the most frequent reasons for leaving.

The investigator should then in consultation with the responsible executives decide upon a criterion of success in the occupation. This is necessary in order to have some measure with which to compare the results of the experimental procedures in selection.

The next step is to choose persons to serve as subjects