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# A survey of the employment procedures of sixty-nine manufacturing and non-manufacturing companies in the Richmond area

Charles Richard Sheffield

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A SURVEY OF THE EMPLOYMENT PROCEDURES OF SIXTY-NINE  
MANUFACTURING AND NON-MANUFACTURING COMPANIES IN THE  
RICHMOND AREA

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A Thesis  
Presented to  
the Faculty of the School of Business Administration  
University of Richmond

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Science in Business Administration

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by  
Charles Richard Sheffield  
June 1959

**Approved**

Thomas S. Berry

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## CHAPTER I

### PURPOSE AND SIGNIFICANCE OF THE SURVEY

Much has been written in text books on personnel management concerning the use of certain personnel tools such as job analysis, job descriptions, job specifications, employment tests, interviews and application blanks. These text books tell of the use of such tools and their importance in the accomplishment of the employment function. They tell which tool should be used and how it should be used to accomplish certain things. These are tools which help management better perform the employment function.

#### I. THE PURPOSE OF THE SURVEY

It is the purpose of the survey to determine to what extent certain personnel tools are used in the selection procedures of companies in the Richmond area and to gather some general employment information concerning the selection procedures of these companies.

#### II. SIGNIFICANCE OF THE SURVEY

The data collected by this survey will provide the information for an informative document concerning the

status of certain personnel tools and furnish some general information about the selection procedures of a number of representative companies in the Richmond area. The data may:

1. Serve as a reference for students of personnel management to enlighten them as to how selection procedures are actually performed by the manufacturing and non-manufacturing concerns around Richmond.
2. Serve as a reference for personnel managers in manufacturing and non-manufacturing concerns as a comparative analysis as to the procedures other organizations are using in the selection of employees.
3. Serve as an aid to instructors and professors of personnel management to supplement their lectures with actual facts as to the personnel tools used for the accomplishment of the selection function by manufacturing and non-manufacturing concerns of various sizes.
4. Serve as an aid to top management to evaluate its own selection procedures against the overall picture presented by this thesis.

### III. DEFINITION OF TERMS USED

Job. The term "job" means an assignment of work duties having a set of duties and responsibilities that are different from those of other work assignments. For example, two salesclerks or typists who are performing work that involves similar work duties, whether or not they work at the same location in the plant or office, are classified as holding the same job.

Job analysis program. A program whereby the characteristics, duties, and responsibilities of each specific job are determined so as to differentiate it from all other jobs in the organization.

Job description. A written statement of characteristics, duties, and responsibilities of a specific job which differentiates it from other jobs in the manufacturing plant or office.

Job specification. A written statement of the minimum hiring standards or specifications which must be met by an applicant for a specific job.

Validity of tests. Tests are "valid" if employment tests are first given to present employees to determine if the tests actually do what they are designed to do.

Weighted application blank. The items on an application blank have numerical weights assigned according to

their relative value in predicting success in the work involved. The scores on all items are considered in determining whether the applicant has reached the critical score assumed to differentiate between success and failure.

Planned interview. The type of interview wherein the interviewer has worked out on paper or in his mind what he hopes to accomplish, what kind of information he will seek or give, how he will conduct the interview, and how long the interview will last.

Non-directive interview. The type of interview in which the applicant is given a free hand to talk and ask questions as he or she desires. The interview is not controlled by the interviewer. On the contrary, the applicant determines the trend of conversation.

#### IV. ORGANIZATION OF THE THESIS

This thesis is divided into seven chapters and appendix.

Chapter I, "Purpose and Significance of the Survey," explains the purpose and significance of the thesis. It explains a list of terms used in the survey questionnaire. An explanation of the content of each chapter of the thesis is given.

Chapter II, "Survey Procedure," explains how the survey was conducted. It explains certain criteria which were

followed in designing the questionnaire. A breakdown of the types of information requested is also covered in this chapter, together with sources of information and characteristics of the firms surveyed. Attention is also given to such comments about the survey and survey questionnaire as were received from respondents.

Chapter III, "Job Analyses, Job Descriptions and Job Specifications," discusses the use of job analyses, job descriptions and job specifications in the employment of job applicants.

Chapter IV, "Employment Tests," discusses the use of employment tests in the employment of job applicants.

Chapter V, "Application Blanks," discusses the use of the application blank in the employment of job applicants.

Chapter VI, "Other Employment Information," covers some general employment information not covered in other chapters.

Chapter VII, "Summary and Conclusion," presents a summary and conclusion which are derived from the general discussion of the survey results.

The Appendix includes a copy of the survey questionnaire, a letter of transmittal, a glossary of terms used in the survey questionnaire, and a copy of the follow-up letter. Some general employment information about the companies is also included.



## CHAPTER II

### SURVEY PROCEDURE

This survey is based on confidential data supplied by sixty-nine companies in the Richmond area. In November, 1958, one hundred and thirty companies received a copy of the survey questionnaire, a letter of transmittal, and a glossary of terms which explains certain terms used in the questionnaire. About a month later, a follow-up letter was sent to some of the companies which had not responded. A personal telephone call was made to the few remaining companies not responding to the follow-up letter. Eighty-one questionnaires or 62.3 per cent were received as the result of the survey. Sixty-nine were answered and twelve were returned unanswered.

The concerns which returned questionnaires have been grouped into the following categories:

Firms having 0 to 249 employees.

Firms having 250 to 999 employees.

Firms having 1000 to 2499 employees.

Firms having 2500 or more employees.

The data are presented below under these four categories.

## I. THE SURVEY QUESTIONNAIRE

The questionnaire was designed as a check list so that each item could be answered "yes," "no," or with a check mark. Some questions required written explanations if procedures differed from those listed. Such questions were held to a minimum. In designing the questionnaire, I tried to follow established criteria or standards.

Mr. Frederick L. Whitney, in his book entitled Elements of Research, lists certain standards or criteria to be used in evaluating a questionnaire:

1. Is the questionnaire adequately sponsored?
2. Is the purpose of the study frankly stated, and is it one which calls for a reply under the policy set up for dealing with questionnaires?
3. Is the questionnaire on a worthy educational topic?
4. Is the questionnaire well organized?
5. Are the questions clearly and briefly worded?
6. Can most of the questions be briefly answered with a check mark or by a fact or figure, and is the number of questions requiring subjective replies kept to a minimum?
7. Is the information requested not available elsewhere and obtainable only through questionnaire?

8. Is the questionnaire set up in proper mechanical form?
9. Are the demands of the questionnaire reasonable?
10. Is a summary of the results (or other proper return) promised to respondents?<sup>1</sup>

Seven sensible criteria in designing a questionnaire are given as follows by G. M. Whipple, former secretary of the National Society for the Study of Education:

1. It should be within the comprehension of those who are to answer it.
2. It should demand a minimum amount of writing.
3. It should be directed primarily to matters of ascertainable fact and less to matters of opinion.
4. It should elicit unequivocal replies, especially if these are to be subjected later to statistical treatment.
5. It should deal with matters not only worth investigating but also worthwhile from the point of view of the respondents.

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<sup>1</sup>Frederick Lamson Whitney, The Elements of Research, (New York: Prentice-Hall, Inc., 1930), p. 142, quoting J. K. Norton, "The Questionnaire," Research Bulletin VIII, No. 1, National Education Association, 1930.

6. Although demanding only brief replies, it should stimulate supplementary communications from the recipients.

7. It should promise the respondents a copy of the published results.<sup>2</sup>

A copy of the questionnaire, a glossary of terms, and a forwarding letter is shown in the appendix. Also a copy of the follow-up letter is shown in the appendix.

## II. NATURE OF THE INFORMATION REQUESTED

My questionnaire is divided into five main sections under the following headings:

1. Job Analyses, Job Descriptions and Job Specifications. This section investigates the use of job analysis to develop job descriptions and job specifications.
2. Employment Tests. This section investigates the use of employment tests in the selection procedure.
3. The Application Blank. This section investigates the use of the application blank in the selection procedure.

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<sup>2</sup>Ibid. Quoting G. M. Whipple, "The Improvement of Education Research," School and Society, 28: 249-250 (1927).

4. The Interview. This section investigates the use of the interview as to the kind of interview used in the selection procedure.

5. General Employment Information. This section contains general questions concerning the selection procedure and requests information such as the size of the personnel department and the number of different jobs in the concern.

### III. SOURCES OF THE MAILING LIST

Survey questionnaires were sent to representative manufacturing and non-manufacturing concerns in the Richmond area. These concerns were selected from four sources which are as follows:

1. Companies contacting the Placement Office of the School of Business Administration at the University of Richmond.
2. Companies whose personnel officers belong to the following Richmond personnel clubs:
  - (a) Richmond Industrial Personnel Club.
  - (b) Richmond Personnel and Guidance Association.
  - (c) Richmond Personnel Executives Association.

3. Companies in the Richmond area which are listed in the Directory of Manufacturing and Mining Companies as published by the Virginia State Chamber of Commerce which have one hundred or more employees on the payroll.<sup>3</sup>

4. Other companies listed in the Richmond City Directory which are known to have personnel departments.

IV. CHARACTERISTICS OF FIRMS SURVEYED

The following two tables indicate the general characteristics of the responding firms.

TABLE I  
FIRMS CLASSIFIED BY SIZE

Employees	Firms
0 - 249	30
250 - 999	26
1000 - 2499	8
2500 or more	5
Total	69

<sup>3</sup>Virginia State Chamber of Commerce, Directory of Virginia Manufacturing and Mining, 1957-58, Richmond, Virginia. 65-67.

TABLE II  
FIRMS CLASSIFIED BY PRODUCT

Manufacturing Firms	
Food and kindred products . . . . .	7
Tobacco manufacturers . . . . .	3
Textile mill products . . . . .	1
Apparel and other finished products made from fabrics and similar materials . . . . .	2
Lumber and wood products. . . . .	1
Furniture and fixtures. . . . .	1
Paper and allied products . . . . .	8
Printing, publishing and allied industries. . . . .	4
Chemical and allied products. . . . .	4
Stone, clay and glass products. . . . .	1
Fabricated metal products (except ordnance machinery and transportation equipment) . . . . .	5
Non-Manufacturing Firms	
Advertising agencies. . . . .	1
Banks . . . . .	6
Electrical contractors. . . . .	1
Municipalities. . . . .	1
Hospitals . . . . .	1
Insurance companies . . . . .	5
Public utilities. . . . .	2
Research organizations. . . . .	1
Retail stores . . . . .	5
Telephone, telegraph and radio communications . . . . .	1
Miscellaneous non-manufacturing organizations . . . . .	8

## V. COMMENTS RECEIVED FROM RESPONDENTS

Various comments have been received from respondents, including some who answered the survey questionnaire and some who did not answer it. Following are some of the comments from those who completed the survey questionnaire:

"Your approach seems to be an excellent one. We have done what we can to cooperate in answering to our best ability the questionnaire attached."

"I appreciate the opportunity to participate in your survey and would be glad to answer any other questions which may occur to you."

"I hope the information provided will be of help to you. Best of luck on your thesis."

"I note in your letter that you mentioned the fact that the names of individual concerns will not appear in the thesis. It is not our custom to divulge such information but due to the nature of your business, we are making an exception in your case. Please guard the information carefully and be certain that it is not related to this company in any way."

"We trust that this questionnaire which is enclosed will be of help to you in connection with your thesis toward a Master of Science Degree in Business Administration."

"We are returning your questionnaire which has been filled out as you requested. We hope it will be helpful to you in writing your thesis. Please let us know if we can be of further service to you."

One was of the opinion that the questionnaire did not fully cover his firm as his organization was small. The person filled out the questionnaire and in addition wrote a two page letter explaining his operation in detail.



Following are some of the typical comments received from those who did not complete the questionnaire:

"Having reviewed the questionnaire, we are of the opinion that it would be more beneficial to you if completed by a company which has a personnel department. We do not have a member of our firm devoting full time to the type of work in which you are interested. Consequently, we are of the opinion that the questionnaire, if completed by us, would be of little value."

"After going over this matter thoroughly, I do not believe the information we could get for you in a short period of time would be very factual nor do I think that our type of firm could supply you with the information you deserve."

"We acknowledge your questionnaire of October 14th, and sincerely regret that we do not have the facilities nor the manpower to fill out such an involved questionnaire and hope that you will excuse us this time from not being able to cooperate with you."

"We are returning unanswered your questionnaire as we do not feel that we could answer enough of these questions to be of any value to you."

"Thank you very much for your questionnaire covering the employment procedures of our company. I am sorry to tell you that due to the length of the questionnaire, I am unable to provide you with the information you need. However, please feel free at any time to stop by and see me and perhaps I could help you on a limited number of items."

## CHAPTER III

### JOB ANALYSES, JOB DESCRIPTIONS AND JOB SPECIFICATIONS

This chapter discusses the use of job analyses, job descriptions and job specifications in the employment of job applicants. The tables included in this chapter and the Appendix give a detailed picture of the use of job analyses, job descriptions and job specifications. Tables III-X show in detail the responses of the 69 companies arranged according to size. The reader is also directed to Tables XLI-XLIV in the Appendix which contain classifications of the companies according to size and also according to the extent to which they employ job descriptions and other personnel tools. Tables XLVI-XLIX in the Appendix give a detailed account of the use of job analyses by the companies responding to the questionnaire.

An examination of these tables reveals several interesting characteristics of these 69 Richmond companies, and it is worth while to summarize here some of these characteristics.

Thirty-two, or 47 per cent of the 68 companies responding to Question 5 have some type of job analysis program currently in operation (Table L). Another eight, or 24 per cent of the companies answering Question 6, plan

to initiate such a program in the near future. This means that almost three-fourths of Richmond companies are presently engaged in job analysis, or expect to be so engaged shortly, which compares with 80 per cent in Spriegel's "blue ribbon" survey of 1953<sup>1</sup>. A larger percentage of the companies with 1000 or more employees have a job analysis program currently in operation than is true of the companies with less than 1000 employees.

Although only 32 companies state they have a job analysis program currently in operation, we find that 44 companies, in answer to Question 7, say that over 20 per cent of their jobs have been studied completely (Table XLV). Companies having 1000 to 2499 employees have the best coverage of jobs: indeed, all seven responding to Question 7 have over 20 per cent of their jobs covered by a job analysis program and four of the seven have coverage higher than 80 per cent (Table XLIII). Companies with less than 250 employees rank next: twenty-one or 75 per cent of them responding to this question have over

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<sup>1</sup>William R. Spriegel et al, Personnel Management (New York: McGraw-Hill Book Company, Inc., 1954), pp. 634-35.

20 per cent of their jobs covered by an analysis program, and seventeen or 61 per cent have over 80 per cent of their jobs covered by an analysis program. This is a surprisingly high percentage for small concerns (Table XLI). Companies with 250 to 999 employees rank third in this respect. Some 14 out of 24 replying to Question 7 have over 20 per cent of their jobs covered by such a program (Table XLII). Companies with 2500 or more employees rank fourth; only two of the five respondents have made complete studies of more than 20 per cent of their jobs (Table XLIV). This is also surprising, in that we would expect that the largest companies would have done more with job analysis than smaller companies, generally speaking.

Over 62 per cent of the companies answering Question 8 have between 21 and 100 per cent of their jobs covered by written job descriptions; and the proportion is fairly uniform for companies of each size (Tables XLI-XLV). Out of the 25 companies having only a small percentage of their jobs covered by written job descriptions, five plan to develop them in the near future (Table III). Two companies having between 250 and 999 employees plan to develop written job descriptions in the near future and one company in each of the other three groups plans to do so.

Tables XLI-XLV also show that written job specifications are used somewhat less frequently than written job descriptions. Of the companies having less than 20 per cent of their jobs covered by written job specifications, a very small number plan to develop them in the near future. Whereas five companies plan to develop written job descriptions in the near future, seven companies plan to develop written job specifications. None of the companies with less than 250 employees plans to develop specifications but four companies with 250 to 999 employees do plan to develop them in the near future. One company in each of the other groups plans to develop job specifications in the near future.

To summarize, the general impression gathered from the replies concerning job analyses is that a respectably large percentage of Richmond concerns cover a majority of their jobs and this percentage is due to increase. I interpret this means that Richmond business is realizing more and more the importance of a complete understanding of its jobs.

TABLE III

## JOB ANALYSES PROGRAMS OF COMPANIES HAVING 0-249 EMPLOYEES

Number of Employees	Number of jobs	Have job analysis program currently in operation	Do not but plan to initiate program in the near future	Percentage of jobs covered by a job analysis program
25	12	No	No	81 - 100
25	3	Yes	----	81 - 100
30	13	Yes	----	81 - 100
40	No Reply	Yes	----	81 - 100
52	8	No	No	0 - 20
60	33	Yes	----	81 - 100
60	14	No	No	81 - 100
60	34	Yes	----	81 - 100
65	29	No	Yes	0 - 20
76	23	Yes	----	81 - 100
80	30	No	No	No Reply
88	19	No	No	81 - 100
90	50	No	No	0 - 20
90	33	Yes	----	61 - 80
91	150	No	No	81 - 100
100	No Reply	No	No	0 - 20
100	15	No	Yes	41 - 60
105	28	No	No Reply	61 - 80
111	51	No	No	41 - 60
114	44	No	No Reply	No Reply
135	11	Yes	----	81 - 100
137	20	No	No	0 - 20
150	60	No	No	81 - 100
164	No Reply	Yes	----	81 - 100
168	83	Yes	----	81 - 100
170	20	No	No	0 - 20
180	No Reply	Yes	----	81 - 100
188	6	No	No	0 - 20
195	53	Yes	----	81 - 100
204	No Reply	No	No	81 - 100

TABLE IV

## JOB ANALYSES PROGRAMS OF COMPANIES HAVING 250-999 EMPLOYEES

Number of employees	Number of jobs	Have job analysis program currently in operation	Do not, but plan to initiate program in the near future	Percentage of jobs covered by a job analysis program
250	11	No	Yes	No reply
285	47	No	Yes	0 - 20
290	30	No	Yes	0 - 20
300	8	Yes	Yes (Improving)	0 - 20
315	65	No	No	0 - 20
350	No reply	Yes	---	81 - 100
359	115	Yes	---	81 - 100
366	56	No	Yes	0 - 20
400	43	No	No	0 - 20
425	35	No	No	0 - 20
476	14	No	No	81 - 100
480	50	No	No	41 - 60
498	24	No	No	81 - 100
500	56	No	No	0 - 20
500	162	Yes	---	61 - 80
535	102	No	Yes	0 - 20
550	92	Yes	---	81 - 100
575	250	Yes	---	61 - 80
580	220	Yes	---	81 - 100
698	113	No	No	81 - 100
725	87	No	No	0 - 20
750	91	Yes	---	81 - 100
750	No reply	No reply	No reply	No reply
800	50	Yes	---	81 - 100
840	386	Yes	---	81 - 100
856	60	Yes	---	81 - 100

TABLE V

## JOB ANALYSES PROGRAMS OF COMPANIES HAVING 1000-2499 EMPLOYEES

Number of employees	Number of jobs	Have job analysis program currently in operation	Do not, but plan to initiate program in the near future	Percentage of jobs covered by a job analysis program
1100	50	No	No reply	21 - 40
1200	300	Yes	---	81 - 100
1200	20	Yes	---	81 - 100
1400	138	Yes	---	81 - 100
1800	60	Yes	---	81 - 100
1900	296	Yes	---	61 - 80
2000	No reply	No	No	No reply
2300	No reply	Yes	---	61 - 80



TABLE VI

## JOB ANALYSES PROGRAMS OF COMPANIES HAVING 2500 OR MORE EMPLOYEES

Number of employees	Number of jobs	Have job analysis program currently in operation	Do not, but plan to initiate program in the near future	Percentage of jobs covered by a job analysis program
2850	350	Yes	---	81 - 100
3212	205	Yes	---	0 - 20
4250	460	Yes	---	81 - 100
5000	500	No	Considering	0 - 20
9600	No reply	No	No	0 - 20

TABLE VII

## JOB DESCRIPTIONS AND JOB SPECIFICATIONS, COMPANIES HAVING 0-249 EMPLOYEES

Number of employees	Number of jobs	Percentage of jobs covered by written job descriptions	Do not have written job descriptions, but plan to develop them in near future	Percentage of jobs covered by written job specifications	Do not have written job specifications, but plan to develop them in near future
25	12	41 - 60	Yes	81 - 100	----
25	3	81 - 100	----	81 - 100	----
30	13	81 - 100	----	81 - 100	----
40	No reply	81 - 100	----	81 - 100	----
52	8	0 - 20	No	0 - 20	No
60	33	81 - 100	----	81 - 100	----
60	14	0 - 20	No	0 - 20	No
60	34	81 - 100	----	81 - 100	----
65	29	0 - 20	Yes	0 - 20	No
76	23	81 - 100	----	0 - 20	No
80	30	61 - 80	No	0 - 20	No
88	19	0 - 20	No	81 - 100	----
90	50	0 - 20	No	0 - 20	No
90	33	21 - 40	Yes	21 - 40	No reply
91	150	0 - 20	No	0 - 20	No
100	No reply	0 - 20	No	0 - 20	No
100	15	41 - 60	Yes	81 - 100	----
105	28	0 - 20	No	81 - 100	----
111	51	0 - 20	No	0 - 20	No
114	44	41 - 60	No reply	41 - 60	No reply
135	11	81 - 100	----	No reply	No reply
137	20	0 - 20	No	0 - 20	No
150	60	81 - 100	----	0 - 20	No
164	No reply	81 - 100	----	81 - 100	----
168	83	41 - 60	----	41 - 60	----
170	20	0 - 20	No	0 - 20	No
180	No reply	81 - 100	----	81 - 100	----
188	6	0 - 20	No	21 - 40	No
195	53	81 - 100	----	81 - 100	----
204	No reply	61 - 80	----	61 - 80	----

TABLE VIII

## JOB DESCRIPTIONS AND JOB SPECIFICATIONS, COMPANIES HAVING 250-999 EMPLOYEES

Number of employees	Number of jobs	Percentage of jobs covered by written job descriptions	Do not have written job descriptions, but plan to develop them in near future	Percentage of jobs covered by written job specifications	Do not have written job specifications, but plan to develop them in near future
250	11	No reply	Yes	No reply	Yes
285	47	0 - 20	Yes	0 - 20	Yes
290	30	21 - 40	Yes	21 - 40	Yes
300	8	81 - 100	----	No reply	Yes
315	65	0 - 20	No	41 - 60	----
350	No reply	81 - 100	----	81 - 100	----
359	115	81 - 100	----	41 - 60	----
366	56	81 - 100	----	0 - 20	Yes
400	43	0 - 20	No	0 - 20	No
425	35	0 - 20	No	0 - 20	No
476	14	0 - 20	No	0 - 20	No
480	50	41 - 60	----	41 - 60	----
498	24	81 - 100	----	21 - 40	----
500	56	0 - 20	No	0 - 20	No
500	162	61 - 80	----	0 - 20	No
535	102	0 - 20	Yes	0 - 20	Yes
550	92	81 - 100	----	81 - 100	----
575	250	61 - 80	----	61 - 80	----
580	220	81 - 100	----	0 - 20	Yes
698	113	81 - 100	----	81 - 100	----
725	87	0 - 20	No reply	0 - 20	No reply
750	91	81 - 100	----	81 - 100	----
750	No reply	No reply	No reply	No reply	No reply
800	50	81 - 100	----	81 - 100	----
840	386	81 - 100	----	81 - 100	----
850	60	81 - 100	----	81 - 100	----

TABLE IX

## JOB DESCRIPTIONS AND JOB SPECIFICATIONS, COMPANIES HAVING 1000-2499 EMPLOYEES

Number of employees	Number of jobs	Percentage of jobs covered by written job descriptions	Do not have written job descriptions, but plan to develop them in near future	Percentage of jobs covered by written job specifications	Do not have written job specifications, but plan to develop them in near future
1100	50	0 - 20	Yes	0 - 20	Yes
1200	300	81 - 100	---	81 - 100	---
1200	20	61 - 80	---	61 - 80	---
1400	138	81 - 100	---	No reply	No reply
1800	60	0 - 20	No	0 - 20	No
1900	296	61 - 80	---	61 - 80	---
2000	No reply	0 - 20	No	0 - 20	No
2300	No reply	81 - 100	---	61 - 80	---

TABLE X

## JOB DESCRIPTIONS AND JOB SPECIFICATIONS, COMPANIES HAVING 2500 OR MORE EMPLOYEES

Number of employees	Number of jobs	Percentage of jobs covered by written job descriptions	Do not have written job descriptions, but plan to develop them in near future	Percentage of jobs covered by written job specifications	Do not have written job specifications, but plan to develop them in near future
2850	350	81 - 100	---	0 - 20	No reply
3212	205	41 - 60	---	0 - 20	No
4250	460	81 - 100	---	81 - 100	---
5000	500	0 - 20	Considering	0 - 20	Considering
9600	No reply	0 - 20	No	0 - 20	No

## CHAPTER IV

### EMPLOYMENT TESTS

This chapter discusses the use of employment tests in the employment of applicants. The tables included in this chapter and the Appendix give a detailed picture of the use of employment tests. Tables XI-XIV show in detail the companies according to size which use tests along with the number of employees, number and percentage of jobs filled by means of tests, and the year employment tests were introduced or first used. Tables XV-XVII compare purchased standard tests with tests developed by the companies themselves as to frequency of use. Tables XIX-XXII give a breakdown of tests by type, and also show to what extent purchased standard tests are used compared with tests developed by the companies themselves. Table XXIII shows the number of companies according to the various size groups which administer their own tests or hire the services of outside consultants. Table XXIV shows the number of companies which use employment test scores to determine whether a current employee qualifies for advanced training, promotion, or transfer. The reader is also directed to Tables XLI-XLIV in the Appendix, which give the number of companies in each of the four

groups as to the percentage of jobs they fill with the aid of employment tests. Tables XLVI-XLIX in the Appendix give a more detailed account of the use of employment tests on the part of the 69 Richmond companies.

Although the tables themselves give a detailed picture of the use of employment tests by the companies responding to the survey questionnaire, the following points deserve special mention. Fifty, or 72.5 per cent of all the companies responding to the questionnaire, use some employment tests in their selection procedures (Table L). This proportion is quite close to the 75 per cent of blue ribbon concerns reported to be using tests in the 1953 Spriegel survey<sup>1</sup>. Only two of the nineteen companies not using tests say that they plan to use them in the near future. Generally speaking, three out of four companies in each of the various size categories use tests, with the exception of those having 2500 or more employees. A larger proportion of the biggest companies--indeed 100 per cent--uses employment tests to at least some extent.

Forty per cent of all the companies which use employment tests fill over 80 per cent of their jobs with the aid of tests. Sixty per cent of the companies

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<sup>1</sup>Ibid. pp. 620, 623.

having 1000 to 2499 employees fill over eighty per cent of their jobs in this way, whereas 50 per cent of the companies with 250 to 999 employees fill 81 to 100 per cent of their jobs with the aid of employment tests. In comparison, only 31 per cent of the companies with less than 250 employees and only 25 per cent of the companies with 2500 or more employees fill over 80 per cent of their jobs with the aid of tests. However, as mentioned above, all of the four large concerns which responded to Question 14 use employment tests to some extent. That is, they fill between 41 and 100 per cent of their vacancies with some attention to psychological tests (Table XIV).

Standard tests are used by more companies than tests developed by the companies themselves, according to the survey results (Tables XV-XXII).

Richmond companies appear to prefer to administer their own employment tests rather than hire outside consultants (Table XXIII). Those companies which do hire outside consultants are generally companies with less than a thousand employees. Two companies with less than 249 employees and one company with less than 1000 employees have the Virginia Employment Service administer all their employment tests (Tables XIX-XXII).

The answers to Question 18 as to when employment tests were first placed in use show a strong upward trend



in their adoption in Richmond (Tables XI-XIV). Only two of the 40 companies replying to this question with a definite date were using tests before World War II (1925 and 1935). Two more instituted testing between 1940 and 1943. The number introducing tests since 1943 has grown steadily each triennium with five in 1944-46, six in 1947-49, seven in 1950-52, eight in 1953-55, and ten (or 25 per cent of the total) in the final three-year period 1956-58.

As for size of concern, 12 of the 16 smallest companies have added testing since 1949, compared with 11 out of the 15 concerns in the next-to-smallest size and only one concern in the moderately large, and one in the large-size categories. In other words, the extension of testing in the last decade has been mainly among concerns with less than 1,000 employees.

Four out of five companies having between 1000 and 2499 employees have validated some of their employment tests on the basis of employees already on the payroll (Table XLVIII), compared with 59 per cent of all the other companies responding to Question 19. These are surprisingly high percentages, although we cannot tell the extent of the validation. There is, of course, the possibility that the respondents to Question 19 do not fully understand the true meaning of "validation".

Twenty-eight per cent of the Richmond companies

reply to Question 20 that they select some applicants primarily on the results of test scores, with approximately the same percentage of companies in each group answering in the affirmative. By way of contrast, a much higher proportion--75 per cent--of the companies state that they reject applicants primarily on the results of test scores (Question 20) with approximately the same percentage of the companies in each group answering in the affirmative (Tables XLVI-L).

Stenographic or clerical tests are the most popular tests used in Richmond, with mental or intelligence tests ranking a close second (Table L). It appears, furthermore, that the largest concerns restrict their activities to mental, aptitude, and clerical tests almost exclusively (Table XLIX). That is, none reported, in reply to Question 22, that they use trade or personality and temperament tests at all. This is remarkable in view of the fact that personality and temperament tests are used fairly consistently by the smaller concerns (Tables XLIV-XLVIII).

Although 50 companies report they use tests to some extent in the selection of new employees, only 15 use test results to determine whether an employee merits advanced training, only 23 companies use tests in connection

with promotion, and only 17 use psychological tests in questions involving the transfer of an employee already on the payroll (Table XXIV). In other words, testing in Richmond is largely, though not entirely, confined to the employment procedure.

According to the survey results, twenty Richmond companies (42 per cent of those replying to Question 24) have test administrators who are trained by formal education and study in the theory of employment tests. In some respects both the number and percentage are surprisingly large. Off-hand one would not expect to find so many trained test administrators in a city the size of Richmond, although figures are not available to indicate for certain that this is a high or low figure. Frankly, these results may have stemmed from a misinterpretation of Question 24 on the part of the respondents, some of whom may not realize how much training is necessary for a qualified administrator of tests.

Actually 67 per cent of the companies responding to Question 25 have a minimum score on each employment test as a guide for the selection of employees and the companies of various sizes reported widely different percentages for this question (Tables XLVI-L). As for maximum cut-off scores, the number reporting their use (Question 26) is comparatively small--twelve or 27 per cent of those responding--and the proportion is very nearly the same in each of the four groups of companies.

According to the survey results, the larger companies have done more research to determine the reliability of their testing program than the smaller companies (Question 27). Eighty per cent of the companies with more than 1000 employees have done research, whereas only 35 per cent of the companies with less than 1000 employees have done research to determine the reliability of their testing programs (Tables XLVI-L). This is in line with what one might expect.

One hundred per cent of the companies having 1000 to 2499 employees and using employment tests think that the use of such tests has had a bearing on the rate of turnover (Question 42) and 70 per cent of the remaining companies which answered this question share this opinion. For one reason or other, 15 concerns failed to hazard an opinion on the subject (Table L).

To summarize, the general impression gathered from the replies on employment tests is that their importance in the selection of applicants is recognized by most companies of all sizes in the Richmond area. Small companies are beginning to use employment tests in progressively larger numbers. The use of these tests indicates that the companies are beginning to use the

objective approach more and more in the selection of applicants. As for other fields, such as transfer, promotion, and advanced training, psychological tests appear to be used by only a minority of Richmond concerns.

TABLE XI

## EMPLOYMENT TESTS, COMPANIES HAVING 0-249 EMPLOYEES

Number of employees	Number of jobs	Use of employment tests in selection procedure	Do not use tests but plan to use them in near future	Percentage of jobs filled with aid of employment tests	Year began using employment test
25	12	Yes	---	61 - 80	1940
25	3	No	No	---	----
30	13	Yes	---	81 - 100	A long time ago
40	No reply	Yes	---	81 - 100	No reply
52	8	No	No	---	----
60	33	No	No	---	----
60	14	Yes	---	81 - 100	1950
60	34	Yes	---	81 - 100	1950
65	29	Yes	---	0 - 20	1954
76	23	No	No	---	----
80	30	Yes	---	21 - 40	No reply
88	19	Yes	---	81 - 100	1943
90	50	No	No	---	----
90	33	Yes	---	41 - 60	1946
91	150	Yes	---	41 - 60	No reply
100	No reply	Yes	---	41 - 60	1956
100	15	Yes	---	21 - 40	1956
105	28	Yes	---	81 - 100	1953
111	51	Yes	---	41 - 60	1954
114	44	No	No	---	----
135	11	Yes	---	81 - 100	1950
137	20	Yes	---	21 - 40	No reply
150	60	Yes	---	0 - 20	1956
164	No reply	Yes	---	61 - 80	1953
168	83	No	No	---	----
170	20	Yes	---	0 - 20	No reply
180	No reply	Yes	---	0 - 20	1957
188	6	Yes	---	21 - 40	1935
195	53	Yes	---	61 - 80	1951
204	No reply	No	No	---	----

TABLE XII

## EMPLOYMENT TESTS, COMPANIES HAVING 250-999 EMPLOYEES

Number of employees	Number of jobs	Use of employment tests in selection procedure	Do not use tests but plan to use them in near future	Percentage of jobs filled with aid of employment tests	Year began using employment test
250	11	Yes	----	81 - 100	1950
285	47	Yes	Yes	0 - 20	1950
290	30	Yes	Yes	41 - 60	1956
300	8	Yes	----	61 - 80	1957
315	65	No	No	0 - 20	----
350	No reply	Yes	----	81 - 100	No reply
359	115	No	No	0 - 20	----
366	56	Yes	----	81 - 100	1953
400	43	Yes	Yes	0 - 20	1958
425	35	No	No	0 - 20	----
476	14	Yes	----	81 - 100	1945
480	50	Yes	----	0 - 20	Many years ago
498	24	No	No	0 - 20	----
500	56	No	No	0 - 20	----
500	162	Yes	----	21 - 40	1952
535	102	Yes	----	61 - 80	1953
550	92	No	No	0 - 20	----
575	250	Yes	----	81 - 100	1946
580	220	Yes	----	81 - 100	1949
698	113	No	Maybe	0 - 20	----
725	87	Yes	----	0 - 20	1956
750	91	Yes	----	0 - 20	No reply
750	No reply	No	No reply	0 - 20	----
800	50	Yes	----	81 - 100	1955
840	386	Yes	----	81 - 100	1947
850	60	Yes	----	81 - 100	1954

TABLE XIII

## EMPLOYMENT TESTS, COMPANIES HAVING 1000-2499 EMPLOYEES

Number of employees	Number of jobs	Use of employment tests in selection procedure	Do not use tests but plan to use them in near future	Percentage of jobs filled with aid of employment tests	Year began using employment tests
1100	50	Yes	---	0 - 20	1955
1200	300	Yes	---	81 - 100	1946
1200	20	No	No	---	----
1400	138	Yes	---	81 - 100	1948
1800	60	No	No	---	----
1900	296	Yes	---	81 - 100	1946
2000	No reply	No	No	---	----
2300	No reply	Yes	---	21 - 40	1947



TABLE XIV

## EMPLOYMENT TESTS, COMPANIES HAVING 2500 OR MORE EMPLOYEES

Number of employees	Number of jobs	Use of employment tests in selection procedure	Do not use tests but plan to use them in near future	Percentage of jobs filled with aid of employment tests	Year began using employment tests
2850	350	Yes	---	41 - 60	1947
3212	205	Yes	---	No reply	1957
4250	460	Yes	---	81 - 100	1948
5000	500	Yes	---	41 - 60	No reply
9600	No reply	Yes	---	61 - 80	1925

TABLE XV

PURCHASED STANDARD TESTS AND TESTS DEVELOPED BY INDIVIDUAL  
 COMPANIES, COMPANIES HAVING 0-249 EMPLOYEES

Number of companies	Use of purchased standard tests	Use of tests developed by individual companies
6	---	Yes
5	Yes	Yes
8	Yes	---
1	No reply	No reply

Note: Two companies reporting in this group use employment tests in their selection procedures, but the tests are administered by the Virginia State Employment Service.

TABLE XVI

PURCHASED STANDARD TESTS AND TESTS DEVELOPED BY INDIVIDUAL  
COMPANIES, COMPANIES HAVING 250-999 EMPLOYEES

Number of companies	Use of purchased standard tests	Use of tests developed by individual companies
2	---	Yes
6	Yes	Yes
9	Yes	---

Note: One company reports that they use employment tests in their selection procedure, but the tests are administered by the Virginia State Employment Service.

TABLE XVII

PURCHASED STANDARD TESTS AND TESTS DEVELOPED BY INDIVIDUAL COMPANIES, COMPANIES HAVING 1000-2499 EMPLOYEES

Number of companies	Use of purchased standard tests	Use of tests developed by individual companies
4	Yes	Yes
1	Yes	---

TABLE XVIII

PURCHASED STANDARD TESTS AND TESTS DEVELOPED BY INDIVIDUAL COMPANIES, COMPANIES HAVING 2500 OR MORE EMPLOYEES

Number of companies	Use of purchased standard tests	Use of tests developed by individual companies
2	Yes	Yes
3	Yes	---

TABLE XIX

## TYPES OF TESTS USED BY COMPANIES HAVING 0-249 EMPLOYEES

Number of companies	Purchased standard tests	Tests developed by individual companies
6	---	100%
8	100%	---
1	2%	98%
2	75%	25%
1	20%	80%
1	No reply	No reply
1	Not known	Not known

Note: Two companies reporting in this group use employment tests in their selection procedures, but the tests are administered by the Virginia State Employment Service.

TABLE XX

## TYPES OF TESTS USED BY COMPANIES HAVING 250-999 EMPLOYEES

Number of companies	Purchased standard tests	Tests developed by individual companies
1	99%	1%
1	20%	80%
1	80%	20%
1	75%	25%
2	-----	100%
9	100%	-----
1	50%	50%
1	10%	90%

Note: One company reports that they use employment tests in their selection procedures but they are administered by the Virginia State Employment Service.

TABLE XXI  
TYPES OF TESTS USED BY COMPANIES  
HAVING 1000-2499 EMPLOYEES

Number of companies	Purchased standard tests	Tests developed by individual companies
1	100%	-----
2	50%	50%
1	20%	80%
1	No reply	No reply



TABLE XXII  
TYPES OF TESTS USED BY COMPANIES  
HAVING 2500 OR MORE EMPLOYEES

Number of companies	Purchased standard tests	Tests developed by individual companies
3	100%	----
1	70%	30%
1	50%	50%

TABLE XXIII

## ADMINISTRATION OF TESTS BY COMPANY PERSONNEL AND OUTSIDE CONSULTANTS

Number of employees in company	Number of companies reporting in group	Number of companies using employment tests	Number of companies		
			Tests administered by company personnel	Tests administered by outside consultants	Tests administered by company personnel and outside consultants
0- 249	30	22	17	5	-
250- 999	26	18	15	1	2
1000-2499	8	5	5	-	-
2500 or more	5	5	5	-	-

TABLE XXIV

THE USE OF TEST SCORES TO DETERMINE WHETHER A CURRENT EMPLOYEE  
 QUALIFIES FOR ADVANCED TRAINING, PROMOTION OR TRANSFER

Number of employees in company	Number of companies reporting in group	Number of companies using employment tests	Number of companies using test scores to determine whether a current employee qualifies for:		
			Advanced training	Promotion	Transfer
0- 249	30	22	5	8	5
250- 999	26	18	7	10	7
1000-2499	8	5	2	3	4
2500 or more	5	5	1	2	1

## CHAPTER V

### APPLICATION BLANKS

This chapter discusses the use of the application blank in the employment of applicants. The tables included in this chapter and the Appendix give a detailed account of the use of the application blank. Tables XXV-XXXVI of this chapter show in detail the responses of the 69 companies arranged according to size. Tables XLVI-XLIX in the Appendix give a summarized account of the use of the application blank by the 69 companies. An examination of the tables concerning the application blank reveals some interesting statistics about the 69 Richmond concerns, and it is worth while to summarize here some of these points of interest.

Forty-two, or 62 per cent of the companies responding to Question 28, use the same application for all jobs, while twenty-five, or 37 per cent use more than one application blank (Table L). The largest percentage of companies using more than one application blank are companies with 2500 or more employees (Tables XXV-XXXII).

A majority of the companies are using application blanks which were designed rather recently. The survey

results indicate that a majority of the application blanks have been designed since 1950, although one company is using an application blank that was designed in 1914.

Tables XXXIII-XXXVI show the number of application blanks used by the various companies and the kind of jobs filled. The survey results do not establish any pattern as to the type of jobs filled.

Fifty-seven, or 89 per cent of all the companies responding to Questions 31 and 32, have reviewed their application blanks to determine if they furnished adequate information and to determine if all items therein are necessary (Table L). This review has been made, with the exception of four companies, since 1955 (Tables XXV-XXXII).

One company out of 69 companies does not use the application blank and one company uses the weighted application blank.

To summarize the general impressions gathered from the replies concerning the application blank, I find that the application blanks used by the sixty-nine concerns are currently up-to-date in providing adequate information to enable persons responsible for selection to correlate the applicants' qualifications to the requirements of the job being filled. According to the survey

results, application blanks have been reviewed recently to determine if all items therein are necessary and to determine if they furnish adequate information about the applicants.

TABLE XXV

## COMPANIES HAVING 0-249 EMPLOYEES WHICH USE SAME APPLICATION BLANK TO FILL ALL JOBS

Number of employees	Number of jobs	Approximate year application blank was designed	Has application blank been reviewed to determine if adequate information is furnished	If yes, which year	Has your application blank been reviewed to determine if all items therein are necessary	If yes, which year
25	12	1925	Yes	1955	Yes	1955
25	3	1956	Yes	1958	Yes	1958
52	8	1932	Yes	1944	Yes	1944
60	34	No reply	No reply	No reply	No reply	No reply
65	29	1940	Yes	1956	Yes	1956
76	23	1948	Yes	1955	Yes	No reply
80	30	Do not use blank	---	----	---	----
88	19	1944	Yes	1956	Yes	1956
90	50	1946	No reply	No reply	No reply	No reply
91	150	No reply	Yes	Continually	Yes	Continually
100	15	1952	No	----	No	----
105	28	1957	Yes	1957	Yes	1957
111	51	1953	No	----	No	----
114	44	1948	Yes	1956	Yes	1956
135	11	1958	Yes	1958	Yes	1958
137	20	1935	Yes	1958	Yes	1958
150	60	1957	Yes	1957	No reply	No reply
164	No reply	1953	No	----	Yes	1953
168	83	1958	Yes	1958	Yes	1958
170	20	1957	No reply	No reply	Yes	1957
204	No reply	1948	Yes	1958	Yes	1958

TABLE XXVI

## COMPANIES HAVING 250-999 EMPLOYEES WHICH USE SAME APPLICATION BLANK TO FILL ALL JOBS

Number of employees	Number of jobs	Approximate year application blank was designed	Has application blank been reviewed to determine if adequate information is furnished	If yes, which year	Has your application blank been reviewed to determine if all items therein are necessary	If yes, which year
250	11	1951	Yes	1951	Yes	1951
285	47	1956	Yes	1956	No	No reply
290	30	1953	Yes	1957	Yes	1957
300	8	1957	Yes	No reply	No reply	No reply
315	65	1955	Yes	1957	Yes	1957
359	115	1942	Yes	1956	Yes	1956
366	56	1957-Revised	Yes	1958	Yes	1958
400	43	1955	Yes	1958	Yes	1958
476	14	No reply	No	----	No	----
498	24	1950	Yes	1958	Yes	1958
500	56	No reply	Yes	1958	Yes	1958
535	102	No reply	Yes	1956	Yes	1956
698	113	1956	Yes	1957	Yes	No reply
750	No reply	No reply	No reply	No reply	No reply	No reply
840	386	1914	Yes	Annually	Yes	Annually
850	60	Do not know	Yes	No reply	Yes	No reply



TABLE XXVII

## COMPANIES HAVING 1000-2499 EMPLOYEES WHICH USE SAME APPLICATION BLANK TO FILL ALL JOBS

Number of employees	Number of jobs	Approximate year application blank was designed	Has application blank been reviewed to determine if adequate information is furnished	If yes, which year	Has your application blank been reviewed to determine if all items therein are necessary	If yes, which year
1200	20	No reply	Yes	Annually	Yes	Annually
1400	138	1928	Yes	No reply	Yes	No reply
1800	60	1942	No	-----	No	-----
1900	296	1946	Yes	1956	Yes	1956
2000	No reply	1958	Yes	1958	Yes	1958
2300	No reply	No reply	Yes	1957	Yes	1957

TABLE XXVIII

## COMPANIES HAVING 2500 OR MORE EMPLOYEES WHICH USE SAME APPLICATION BLANK TO FILL ALL JOBS

Number of employees	Number of jobs	Approximate year application blank was designed	Has application blank been reviewed to determine if adequate information is furnished	If yes, which year	Has your application blank been reviewed to determine if all items therein are necessary	If yes, which year
5000	500	1938	Yes	1957	Yes	1957

TABLE XXIX

## COMPANIES HAVING 0-249 EMPLOYEES WHICH USE MORE THAN ONE APPLICATION BLANK TO FILL JOBS

Number of employees	Number of jobs	Have application blanks been reviewed to determine if adequate information is furnished	If yes, which year	Have your application blanks been reviewed to determine if all items therein are necessary	If yes, which year
30	13	Yes	No reply	Yes	No reply
40	No reply	Yes	No reply	Yes	No reply
60	33	Yes	1958	Yes	1958
60	14	Yes	No reply	Yes	No reply
90	33	Yes	Continually	Yes	Continually
100	No reply	Yes	Yearly	Yes	1958
180	No reply	Yes	1958	Yes	1958
188	6	No	----	No	----
195	53	Yes	1957	Yes	1957

TABLE XXX

## COMPANIES HAVING 250-999 EMPLOYEES WHICH USE MORE THAN ONE APPLICATION BLANK TO FILL JOBS

Number of employees	Number of jobs	Have application blanks been reviewed to determine if adequate information is furnished	If yes, which year	Have your application blanks been reviewed to determine if all items therein are necessary	If yes, which year
350	No reply	Yes	No reply	Yes	No reply
425	35	Yes	No reply	Yes	No reply
480	50	Yes	No reply	Yes	No reply
500	162	Yes	No reply	Yes	No reply
550	92	Yes	1958 - Office 1958 - Factory	Yes	1958 - Office 1958 - Factory
575	250	Yes	1947 1955	Yes	1947 1955
580	220	Yes	1956	Yes	1956
725	87	Yes	1956	Yes	1956
750	91	Yes	1956 (1) 1957 (2) 1957 (3)	Yes	1956 (1) 1957 (2) 1957 (3)
800	50	Yes	1957 - F5901 1958 - F5902	Yes	1957 - F5901 1958 - F5902

TABLE XXXI

## COMPANIES HAVING 1000-2499 EMPLOYEES WHICH USE MORE THAN ONE APPLICATION BLANK TO FILL JOBS

Number of employees	Number of jobs	Have application blanks been reviewed to determine if adequate information is furnished	If yes, which year	Have your application blanks been reviewed to determine if all items therein are necessary	If yes, which year
1100	50	No	----	Yes	No reply
1200	300	Yes	1958	Yes	1958

TABLE XXXII

## COMPANIES HAVING 2500 OR MORE EMPLOYEES WHICH USE MORE THAN ONE APPLICATION BLANK TO FILL JOBS

Number of employees	Number of jobs	Have application blanks been re- viewed to deter- mine if adequate information is furnished	If yes, which year	Have your appli- cation blanks been reviewed to determine if all items therein are necessary	If yes, which year
2850	350	Yes	1958	Yes	1958
3212	205	Yes	At each reprinting	Yes	At each reprinting
4250	460	Yes	1958	Yes	1958
9600	No reply	Yes	No reply	Yes	No reply

TABLE XXXIII

TYPES OF JOBS FILLED BY COMPANIES HAVING 0-249 EMPLOYEES  
WHICH USE MORE THAN ONE APPLICATION BLANK

Number of employees	Number of jobs	Number of application blanks used	Types of jobs filled	Year designed
30	13	2	Office personnel and salesmen Service personnel	Unknown locally Unknown locally
40	No reply	4	No reply	No reply
60	33	2	No reply	No reply
60	14	2	No reply	1950 1956
90	33	3	Key jobs Sales jobs Rank and file	1946 1947 1949
100	No reply	2	General jobs Sales jobs	1954 1954
180	No reply	No reply	No reply	No reply
188	6	No reply	No reply	No reply
195	53	3	No reply	No reply

TABLE XXXIV

## TYPES OF JOBS FILLED BY COMPANIES HAVING 250-999 EMPLOYEES

## WHICH USE MORE THAN ONE APPLICATION BLANK

Number of employees	Number of jobs	Number of application blanks used	Types of jobs filled	Year designed
350	No reply	4	No reply	No reply
425	35	2	Sales Production	1950 1943
480	50	3	Office Factory Sales and salaried	No reply No reply No reply
500	162	3	Factory Office Executive	1951 1953 1954
550	92	2	Office Factory	1952 1958
575	250	2	No reply No reply	1920 1957
580	220	2	Clerical Management trainee	1940 1952
725	87	2	Plant Management	Prior to 1945 Prior to 1935
750	91	3	Hourly (1) Salaried (2) College (3)	1948 1957 1957
800	50	2	No reply F5901 No reply F5902	1940 1942



TABLE XXXV

TYPES OF JOBS FILLED BY COMPANIES HAVING 1000-2499 EMPLOYEES  
WHICH USE MORE THAN ONE APPLICATION BLANK

Number of employees	Number of jobs	Number of application blanks used	Types of jobs filled	Year designed
1100	50	2	No reply	1948
1200	300	2	No reply	1958 (all)

TABLE XXXVI

TYPES OF JOBS FILLED BY COMPANIES HAVING 2500 OR MORE EMPLOYEES  
WHICH USE MORE THAN ONE APPLICATION BLANK

Number of employees	Number of jobs	Number of application blanks used	Types of jobs filled	Year designed
2850	350	2	No reply	No. 1 - 1958 No. 2 - 1958
3212	205	2	Clerical Professional, Administration, and Sales	1957 1957
4250	460	2	No reply	No. 1 - 1950 No. 1A- 1950
9600	No reply	4	Male employees College recruits Female employees	1942 1955 1950

## CHAPTER VI

### OTHER EMPLOYMENT INFORMATION

This chapter discusses some general employment information not found elsewhere in the thesis. Tables XXXVII-XL show some other employment information about the 69 companies surveyed. They show a relationship between the number of employees in the personnel department and the employees in the companies. Included in these tables is a ratio of employees to number of jobs in each company and the information as to who performs the employment function. The Appendices A-E at the end of this chapter show the tabulated results of Questions 38, 39, 40 and 41 of the questionnaire for the 69 companies according to size. Tables XLVI-XLIX in the Appendix give a detailed account of the use of the interview, references and physical examinations.

The survey statistics indicate the employment function is performed as a part-time job by department heads and supervisors in the smaller companies. In two-thirds, or 66 per cent of all the companies with less than 250 employees, the employment function is performed by department heads and supervisors (Table XXXVII).

In companies having between 250 and 999 employees, the employment function is performed generally as a full time duty by the personnel department. In companies having over 1000 employees, this function is performed by the personnel department exclusively with the exception of one company having 3212 employees where the employment function is performed as a full time duty by the personnel department and as a part time duty by department heads and supervisors (Tables XXXVIII-XL).

The ratio of number of employees to number of jobs varies, as the survey statistics indicate. However, the companies with less than 250 employees have the smallest ratio as compared to the other companies (Tables XXXVII-XL).

The number of employees in the personnel department varies according to size of the companies. As shown by Table XXXVII in comparison with Tables XXXVIII-XXXIX, the number of personnel in the personnel departments consistently becomes larger as the companies increase in size. Eight companies with less than 250 employees reply to Question 2 that they do not have a personnel department. There are seven companies with less than 250 employees that have more than one employee in the personnel department (Table XXXVII).

The survey results show that the non-directive type of interview is used more than the planned type (Table L). It is interesting to note that 60 per cent of all companies with 2500 or more employees use other types of interviews (Table XLIX). They use a combination of the planned and non-directive type.

Forty-three, or 63 per cent of all the companies responding to Question 36, require written references. This is a larger percentage than that shown by Spriegel's "blue ribbon" survey of 1953<sup>1</sup>. The smaller companies, that is, less than 1000 employees, use written references more than the larger companies. Twenty-one, or 70 per cent of the companies with less than 250 employees, require written references (Table XLVI) whereas sixteen, or 64 per cent of the companies having between 250 and 999 employees, require written references. One-half, or 50 per cent of the companies having between 1000 and 2499 employees, require written references and only 40 per cent of the companies with 2500 or more employees make use of written references (Tables XLVI-XLIX). It appears to me that as the companies become larger, the use of written references decreases.

Forty-five, or 66 per cent of the 68 companies in reply to Question 37, require a physical examination as

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<sup>1</sup>Ibid. p.620.

part of the selection procedure (Table L). This is less than the 85 per cent shown by Spriegel's survey of 1953<sup>2</sup>. Fifty-three per cent of the companies with less than 250 employees require a physical examination with 72 per cent, 75 per cent, and 100 per cent respectively of the companies in the other three size categories requiring physical examinations (Tables XLVI-XLIX). Twenty-seven, or 63 per cent, of the companies have the physical examination performed off the premises (Table XL).

The companies were asked in Question 38 how much authority the personnel department has in the selection of job applicants. The tabulated results to this question are shown in the Appendices A-E at the end of this chapter for the companies according to each size group. Only 12, or 19 per cent, of the companies replying to this question report that the personnel department has full authority to hire in all cases. This is very low compared to Spriegel's "blue ribbon" survey of 1953, where the personnel departments of 57 per cent of the concerns had full authority to hire rank and file workers.<sup>3</sup> Five, or 8 per cent, of the companies have the authority to hire in some cases without the supervisor's approval. In eight, or 13 per cent, of the companies

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<sup>2</sup>Ibid. p.620.

<sup>3</sup>Ibid. p.620.

the personnel department has advisory authority only. In the remaining 38, or 60 per cent, of the companies it is either joint responsibility of the personnel department and line supervisor or the responsibility of the line supervisor to select the applicant.

In Question 39, the companies were asked to rank in the approximate order of importance the following items as used in the selection of applicants: employment test scores, personal qualities, training, experience and references.

The companies rank the above items in the following order: first, personal qualities; second, experience; third, training; fourth, references; and fifth, employment test scores. For a detailed analysis of how the companies rank the above items, refer to the survey results of this question in the Appendices A-E at the end of this chapter.

The companies were asked in Question 40 to rank the following personnel tools as to their importance in the selection of job applicants: employment tests, interview, and application blank. The companies rank the above tools in the following order: first, interview; second, application blank; and third, employment tests. For detailed analysis of how the companies rank the above personnel tools, refer to the survey results of this question in the Appendices A-E at the end of this chapter.

In Question 41 of the questionnaire, the companies were asked if they think their selection procedures are successful and what can be done to improve them. Included in the Appendices A-E at the end of this chapter, is a complete breakdown of the opinions of all the companies along with what can be done to improve their selection procedures. However, most of the companies report that they think their selection procedures are successful. Some think they are successful but can be improved according to some of the ways mentioned in the questionnaire.

To summarize, the impression I have gathered from the replies of the companies is that the employment function is performed by the personnel department in the majority of the companies. The actual selection of the job applicant in most cases is done by the line supervisor and department head. In some cases this responsibility is shared by the department heads and line supervisors and the personnel department. The interview leads as the number one personnel tool, with non-directive type taking the lead over the planned type. The survey data also indicate that larger companies do not generally make use of written references. Most of the 69 companies think that their selection procedures are successful.



TABLE XXXVII

## OTHER EMPLOYMENT INFORMATION ON COMPANIES HAVING 0-249 EMPLOYEES

Number of employees	Number of employees in personnel department	Employment function performed as a		Number of jobs	Ratio of employees to jobs (approximate)
		Full time duty by personnel department	Part time duty by department heads and supervisors		
25	None	---	Yes	12	2 to 1
25	1	---	Yes	3	8 to 1
30	Handled by br. mgr.	---	Yes	13	2 to 1
40	2	Yes	Yes	No reply	----
52	None	---	Yes	8	6 to 1
60	None	---	Yes	33	2 to 1
60	None	---	Yes	14	4 to 1
60	1	Yes	---	34	2 to 1
65	None	No reply	No reply	29	2 to 1
76	1	---	Yes	23	3 to 1
80	None	---	Yes	30	2 $\frac{1}{2}$ to 1
88	3	Yes	---	19	4 to 1
90	No reply	---	Yes	50	2 to 1
90	1	Yes	---	33	3 to 1
91	3	---	Yes	150	3 $\frac{1}{2}$ to 1
100	2 part time	---	Yes	No reply	----
100	No reply	---	Yes	15	6 to 1
105	2	Yes	---	28	3 $\frac{1}{2}$ to 1
111	None	---	Yes	51	2 to 1
114	1	Yes	---	44	2 $\frac{1}{2}$ to 1
135	1	Yes	---	11	12 to 1
137	No reply	---	Yes	20	7 to 1

TABLE XXXVII (Continu

Number of employees	Number of employees in personnel department	Employment function performed as a		Number of jobs	Ratio of employees to jobs (approximate)
		Full time duty by personnel department	Part time duty by department heads and supervisors		
150	1	Yes	----	60	2½ to 1
164	3	Yes	----	No reply	----
168	2	Yes	----	83	2 to 1
170	5	----	Yes	20	8 to 1
180	1	----	Yes	No reply	----
188	3 part time	----	Yes	6	31 to 1
195	None	----	Yes	53	4 to 1
204	1	Yes	Yes	No reply	----

TABLE XXXVIII

## OTHER EMPLOYMENT INFORMATION ON COMPANIES HAVING 250-999 EMPLOYEES

Number of employees	Number of employees in personnel department	Employment function performed as a		Number of jobs	Ratio of employees to jobs (approximate)		
		Full time duty by personnel department	Part time duty by department heads and supervisors				
250	2	Yes	---	11	23	to	1
285	1	Yes	---	47	6	to	1
290	1	---	Yes	30	10	to	1
300	None	---	Yes	8	38	to	1
315	1½	---	Yes	65	5	to	1
350	9	Yes	---	No reply			---
359	2	Yes	---	115	3	to	1
366	5	Yes	---	56	6	to	1
400	2	Yes	---	43	9	to	1
425	No reply	---	Yes	35	12	to	1
476	None	---	Yes	14	34	to	1
480	1	---	Yes	50	9	to	1
498	2	Yes	---	24	21	to	1
500	2	Yes	---	56	9	to	1
500	2	Yes	---	162	3	to	1
535	5	Yes	---	102	5	to	1
550	2	Yes	---	92	6	to	1
575	4	Yes	---	250	2.3	to	1
580	6	Yes	---	220	2.6	to	1
698	4½	Yes	---	113	6	to	1
725	3	Yes	---	87	8	to	1
750	2	Yes	---	91	8	to	1
750	None	---	Yes	No reply			---
800	4	Yes	---	50	16	to	1
840	20	Yes	---	386	2	to	1
850	6	Yes	---	60	14	to	1

TABLE XXXIX

## OTHER EMPLOYMENT INFORMATION ON COMPANIES HAVING 1000-2499 EMPLOYEES

Number of employees	Number of employees in personnel department	Employment function performed as a		Number of jobs	Ratio of employees to jobs (approximate)
		Full time duty by personnel department	Part time duty by department heads and supervisors		
1100	2	Yes	---	50	22 to 1
1200	7	Yes	---	300	4 to 1
1200	5	Yes	---	20	60 to 1
1400	5	Yes	---	138	10 to 1
1800	2	Yes	---	60	30 to 1
1900	24	Yes	---	296	6 to 1
2000	20	Yes	---	No reply	----
2300	10	Yes	---	No reply	----

TABLE XL

## OTHER EMPLOYMENT INFORMATION ON COMPANIES HAVING 2500 OR MORE EMPLOYEES

Number of employees	Number of employees in personnel department	Employment function performed as a		Number of jobs	Ratio of employees to jobs (approximate)
		Full time duty by personnel department	Part time duty by department heads and supervisors		
2850	8	Yes	---	350	8 to 1
3212	6	Yes	Yes	205	15½ to 1
4250	14	Yes	---	460	9 to 1
5000	24	Yes	---	500	10 to 1
9600	103	Yes	---	No reply	----

## APPENDIX A

SURVEY RESULTS OF QUESTIONS 38, 39, 40 AND 41,  
COMPANIES HAVING 0-249 EMPLOYEES

The information listed below states the survey results of Questions 38, 39, 40 and 41 of the questionnaire.

Question 38. How much authority does the personnel department have in the selection procedure of your organization?

- (1) Five companies report that the selection of personnel is the joint responsibility of the personnel department and line supervision.
- (2) Three companies report that the personnel department has advisory capacity only.
- (3) Two companies report that the personnel department has authority to hire in some cases without the supervisor's approval.
- (4) One company reports that it does not have a personnel department and that the employment function is performed by the Branch Manager. He has the authority to hire, pending approval of the Regional Manager.
- (5) One company reports that the personnel department does the recruiting, screening, interviewing, testing and makes recommendations

to the department head who has final authority to hire.

- (6) One company reports that the authority to hire clerical personnel rests with the Branch Manager, but the final authority on hiring administrative personnel rests with the home office.
- (7) Six companies report that they do not have a personnel department but report that the employment function is performed on a part-time basis by the department heads and supervisors.
- (8) Three companies report that they have a personnel department but the employment function is performed by department heads and supervisors.
- (9) Five companies report that the personnel department has full authority to hire in all cases, although one of the five reports that the matter is usually discussed with the supervisor.
- (10) Three companies did not reply.

Question 39. Rank in the approximate order the importance of the following items as used by your organization in selecting applicants: employment test scores,

personal qualities, training, experience and references.

(1) Employment Test Scores:

Two companies rate employment test scores first. Three companies rate employment test scores second. Three companies rate employment test scores third. Six companies rate employment test scores fourth. Five companies rate employment test scores fifth. Three companies did not reply. Six companies do not use employment tests.

(2) Personal Qualities:

Eleven companies rate personal qualities first. Seven companies rate personal qualities second. Seven companies rate personal qualities third. One company rates personal qualities fifth. Two companies did not reply.

(3) Training:

Two companies rate training first. Five companies rate training second. Eight companies rate training third. Five companies rate training fourth. Four companies rate training fifth. Four companies did not reply.



(4) Experience:

Nine companies rate experience first.  
Nine companies rate experience second.  
Five companies rate experience third.  
Two companies rate experience fourth.  
One company rates experience fifth.  
Two companies did not reply.

(5) References:

Two companies rate references first.  
Two companies rate references second.  
Three companies rate references third.  
Eleven companies rate references fourth.  
Seven companies rate references fifth.  
Three companies did not reply.

(6) One company rates each of the above items as equal weight in the selection of an applicant.

(7) One company did not rate the above items but states that their importance would vary with each position.

Question 40. Rank in the approximate order the importance of the following tools of selection as used by your organization in the selection procedure: employment tests, interview and application blank.

(1) Employment Tests:

Two companies rate employment tests first.  
Nine companies rate employment tests second.  
Seven companies rate employment tests third.  
Nine companies do not use employment tests.  
Two companies did not reply.

(2) Interview:

Twenty-one companies rate interview first.  
Four companies rate the interview second.  
Two companies did not reply.

(3) Application Blank:

Two companies rate the application blank first.  
Twelve companies rate the application blank second. Eleven companies rate the application blank third. One company does not use the application blank. One company did not reply.

(4) One company rates the interview and employment tests equal, with the application blank rated second.

(5) Two companies which do not use employment tests rate the application blank and interview equal.

Question 41. In your opinion do you think your selection procedures:

(A) are successful?

(B) could be improved through the introduction of a

- job analysis program leading to the development of job descriptions and job specifications?
- (C) could be improved through the introduction of employment tests?
  - (D) could be improved by a thorough analysis of the overall selection procedure?
  - (E) others (list).
- (1) Nineteen companies report that their selection procedures are successful.
  - (2) Three companies report that their selection procedures are successful but could be improved by the following ways:
    - (a) Through the introduction of a job analysis program leading to the development of job descriptions and job specifications.
    - (b) Through the introduction of employment tests.
    - (c) By a thorough analysis of the overall selection procedures.
  - (3) One company reports that their selection procedures are successful but could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications.

- (4) Two companies report that their selection procedures are successful but could be improved through the introduction of employment tests.
- (5) One company reports that their procedure could be improved by the following ways:
  - (a) Through the introduction of employment tests.
  - (b) By a thorough analysis of the overall selection procedure.
  - (c) By revamping the application blank.
- (6) Three companies report that their selection procedures could be improved by a thorough analysis of the overall selection procedure.
- (7) One company did not reply.

## APPENDIX B

SURVEY RESULTS OF QUESTIONS 38, 39, 40 AND 41,  
COMPANIES HAVING 250-999 EMPLOYEES

The information listed below states the survey results of Questions 38, 39, 40 and 41 of the questionnaire.

Question 38. How much authority does the personnel department have in the selection procedure of your organization?

- (1) Five companies report that the personnel department has full authority to hire applicants.
- (2) Three companies report that the personnel department has full authority to hire applicants but they usually consult department heads and supervisors and respect their advice.
- (3) Three companies report that the personnel department has authority to hire in some cases without the supervisor's approval.
- (4) Seven companies state that it is the joint responsibility of employment department and line supervisor.
- (5) One company reports that it is the joint

responsibility of the employment department and line supervisor with the exception of highly technical employees. With the highly technical employees, the personnel department has advisory authority only.

- (6) Two companies report that their personnel department has advisory authority only.
- (7) One company reports that the personnel department generally has advisory authority only but with supervisor's approval may assume full authority to hire employees.
- (8) One company reports that their personnel department does the recruiting and processing, but supervisor has full authority to hire applicants.
- (9) Three companies did not reply.

Question 39. Rank in approximate order of importance the following items as used by your organization in selecting applicants: employment test scores, personal qualities, training, experience and references.

- (1) Employment test scores:

One company rates employment test scores second. One company rates employment test scores third. Six companies rate employment test scores fourth. Six companies rate

employment test scores fifth. Three companies do not use employment tests. Four companies did not reply.

(2) Personal qualities:

Eleven companies rate personal qualities first. Two companies rate personal qualities second. Four companies rate personal qualities third. Four companies did not reply.

(3) Training:

One company rates training first. Five companies rate training second. Six companies rate training third. Three companies rate training fourth. Two companies rate training fifth. Four companies did not reply.

(4) Experience:

Five companies rate experience first. Five companies rate experience second. Four companies rate experience third. Three companies rate experience fourth. Four companies did not reply.

(5) References:

Four companies rate references second. One company rates references third.

Five companies rate references fourth.

Seven companies rate references fifth.

Four companies did not reply.

- (8) Three companies did not rate the above items but stated that their importance would vary with each job.
- (9) One company rates each of the above items as equal weight in the selection of an applicant.
- (10) One company rates each of the above items as equal weight in the selection of an applicant but introduced two other items to be considered in the selection of an applicant, which are family background and interest.
- (11) One company introduced a new item to be considered in the selection of an applicant. It was actual availability, that is, a home situation which would permit an applicant to accept a job requiring unusual and irregular hours. This item was rated third.

Question 40. Rank in the approximate order the importance of the following tools of selection as used by your organization in the selection procedure: employment tests, interview and application blank.



## (1) Employment tests:

Six companies rate employment tests second.

Twelve companies rate employment tests third.

Six companies do not use tests.

Two companies did not reply.

## (2) Interview:

Twenty-three companies rate the interview

first. One company rates the interview

second. Two companies did not reply.

## (3) Application blank:

One company rates the application blank first.

Seventeen companies rate the application blank

second. Six companies rate the application

blank third. Two companies did not reply.

Question 41. In your opinion do you think your selection procedures:

- (A) are successful?
- (B) could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications?
- (C) could be improved through the introduction of employment tests?
- (D) could be improved by a thorough analysis of the overall selection procedure?
- (E) others (list)

- (1) Ten companies report that they think their selection procedures are successful.
- (2) Two companies report that they think their selection procedures are successful but could be improved through the introduction of employment tests.
- (3) Three companies report that they think their selection procedures are successful but could be improved by a thorough analysis of the overall selection procedures.
- (4) Four companies report that they think their selection procedures could be improved through the introduction of job analysis program leading to the development of job description and job specifications.
- (5) Two companies report that they think that their selection procedures could be improved through the introduction of employment tests and by a thorough analysis of the overall selection procedures.
- (6) One company reports that it thinks their selection procedures could be improved through the introduction of employment tests.
- (7) One company reports that it thinks that their selection procedures could be improved by a

thorough analysis of the overall selection procedures.

- (8) One company reports that it thinks that their selection procedures could be improved through the introduction of job analysis program leading to the development of job descriptions and job specifications and by the introduction of employment tests.
- (9) One company reports that it thinks their selection procedures are successful but could be improved through the introduction of employment tests and by a thorough analysis of the overall selection procedures.
- (10) One company did not report on this question.

## APPENDIX C

SURVEY RESULTS OF QUESTIONS 38, 39, 40 AND 41,  
COMPANIES HAVING 1000-2499 EMPLOYEES

The information listed below states the survey results of Questions 38, 39, 40 and 41 of the questionnaire.

Question 38. How much authority does the personnel department have in the selection procedure of your organization?

- (1) Two companies report that their personnel departments have full authority to hire all applicants.
- (2) Three companies report that the personnel department has authority in some cases to hire without the supervisor's approval some employees; with other employees, it is the joint responsibility of the employment department and the line supervisor.
- (3) One company reports that it is the joint responsibility of the employment department and line supervisor.
- (4) Two companies report that the personnel department has advisory authority only in the selection of employees.

Question 39. Rank in approximate order of importance the following items as used by your organization in the selection of applicants: employment tests scores, personal qualities, training, experience and references.

(1) Employment test scores:

Two companies rate employment test scores third.

One company rates employment test scores fourth.

Three did not use employment tests.

(2) Personal qualities:

Five companies rate personal qualities first.

One company did not reply.

(3) Training:

Two companies rate training second.

Two companies rate training third.

One company rates training fourth.

One company did not reply.

(4) Experience:

One company rates experience first.

Two companies rate experience second.

One company rates experience fourth.

One company rates experience fifth.

One company did not reply.

(5) References:

Two companies rate references second.

One company rates references third.

One company rates references fourth.

One company rates references fifth.

One company did not reply.

- (6) Two companies did not rate the above items but state that their importance will vary with each job.

Question 40. Rank in the approximate order the importance of the following tools of selection as used by your organization in the selection procedure: employment tests, interview and application blank.

- (1) Employment tests:

Three companies rate employment tests second.

One company rates employment tests third.

Three companies do not use employment tests in their selection procedures.

One company did not reply.

- (2) Interview:

Seven companies rate interview first.

One company did not reply.

- (3) Application blank:

Four companies rate application blank second.

Three companies rate application blank third.

One company did not reply.

Question 41. In your opinion do you think your selection procedures:

- (A) are successful?
  - (B) could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications?
  - (C) could be improved through the introduction of employment tests?
  - (D) could be improved by a thorough analysis of the overall selection procedures?
  - (E) others (list)?
- (1) Four companies report that they think their selection procedures are successful.
  - (2) One company reports that they think their selection procedures are successful but think they could be improved by the following ways:
    - (a) Introduction of a job analysis program leading to the development of job descriptions and job specifications.
    - (b) Introduction of employment tests.
    - (c) By a thorough analysis of the overall selection procedures.
  - (3) One company reports that it thinks their selection procedures are successful but possibly could be improved by a thorough analysis

of the overall selection procedures.

- (4) One company reports that it thinks their selection procedures could be improved by the following ways:
  - (a) Through the introduction of a job analysis program leading to the development of job descriptions and job specifications.
  - (b) Through the introduction of employment tests.
  - (c) By a thorough analysis of the overall selection procedures.
- (5) One company reports that it thinks their selection procedures could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications and through the introduction of employment tests.



## APPENDIX D

SURVEY RESULTS OF QUESTIONS 38, 39, 40 AND 41,  
COMPANIES HAVING 2500 OR MORE EMPLOYEES

The information listed below states the survey results of Questions 38, 39, 40 and 41 of the questionnaire.

Question 38. How much authority does the personnel department have in the selection procedure of your organization?

- (1) Three companies report that it is the joint responsibility of the employment department and the line supervisor.
- (2) One company reports that the personnel department has advisory authority only.
- (3) One company reports that the authority and responsibility of the personnel department is limited to the recruiting, accepting the applications of all candidates eligible under published qualifications, administering employment tests, scoring the results, preparing and keeping eligible list of names in the order of their score and certifying eligible candidates to department heads for selection. The operating department heads

have full authority to select applicants or candidates for job vacancy.

Question 39. Rank in approximate order of importance the following items as used by your organization in selecting applicants: employment test scores, personal qualities, training, experience and references.

(1) Employment test scores:

One company rates employment test scores first.

One company rates employment test scores second.

Two companies rate employment test scores fourth. One company rates employment test scores fifth.

(2) Personal qualities:

Three companies rate personal qualities first.

One company rates personal qualities second.

One company rates personal qualities fifth.

(3) Training:

One company rates training first.

One company rates training second.

Two companies rate training third.

One company did not reply.

(4) Experience:

Two companies rate experience second.

Three companies rate experience third.

(5) References:

Three companies rate references fourth.

Two companies rate references fifth.

Question 40. Rank in approximate order the importance of the following tools of selection as used by your company in the selection procedure: employment tests, interview, and application blank.

(1) Employment tests:

Two companies rate employment tests first.

One company rates employment tests second.

Two companies rate employment tests third.

(2) Interview:

Three companies rate the interview first.

One company rates the interview second.

One company rates the interview third.

(3) Application blank:

Three companies rate the application blank second. Two companies rate the application blank third.

Question 41. In your opinion do you think your selection procedures:

(A) are successful?

(B) could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications?

- (C) could be improved by the introduction of employment tests?
  - (D) could be improved by a thorough analysis of the overall selection procedures?
  - (E) others (list).
- 
- (1) Three companies report that they think their selection procedures are successful.
  - (2) One company reports that it thinks their selection procedures could be improved through the introduction of employment test.
  - (3) One company reports that it thinks their selection procedures are successful but could be improved by a thorough analysis of the overall selection procedures.

## APPENDIX E

SUMMARY: SURVEY RESULTS OF QUESTIONS 38, 39, 40, AND 41  
FOR THE SIXTY-NINE COMPANIES

The information below states the survey results of Questions 38, 39, 40 and 41 of the survey questionnaire.

Question 38. How much authority does the personnel department have in the selection procedure of your organization?

- (1) Twelve companies report that the personnel department has full authority to hire in all cases.
- (2) Five companies report that the personnel department has authority in some cases to hire without the supervisor's approval.
- (3) Sixteen companies report that selection of personnel is the joint responsibility of the personnel department and line supervisor.
- (4) Eight companies report that the personnel department has advisory authority only.
- (5) Three companies report that the personnel department does the recruiting, screening, interviewing, etc., but the final selection is the responsibility of the department head and line supervisor.

- (6) One company reports that the employment function is performed by the Branch Manager. He has the authority to hire, pending approval of the Regional Manager.
- (7) Nine companies report that the employment function is performed by department heads and line supervisor.
- (8) One company reports that the authority to hire clerical personnel rests with the Branch Manager, but the final authority on hiring administrative personnel rests with the home office.
- (9) Three companies report that the personnel department has full authority to hire applicants but they usually consult department heads and supervisors and respect their advice.
- (10) One company reports that it is the joint responsibility of the employment department and line supervisor with the exception of highly technical employees. With the highly technical employees, the personnel department has advisory authority only.
- (11) One company reports that the personnel

department has advisory authority only but with the supervisor's approval may assume full responsibility to hire employees.

- (12) Three companies report that the personnel department has authority to hire in some cases without the supervisor's approval. With other employees, it is the joint responsibility of the personnel department and line supervisor.
- (13) Six companies did not reply to this question.

Question 39. Rank in approximate order of importance the following items as used by your organization in selecting applicants: employment test scores, personal qualities, training, experience and references.

- (1) Employment test scores:

Three companies rate employment test scores first. Five companies rate employment test scores second. Six companies rate employment test scores third. Fifteen companies rate employment test scores fourth. Twelve companies rate employment test scores fifth. Seven companies did not reply. Twelve companies reported that they did not use employment tests.

(2) Personal qualities:

Thirty companies rate personal qualities first.

Ten companies rate personal qualities second.

Eleven companies rate personal qualities third.

Two companies rate personal qualities fifth.

Seven companies did not reply.

(3) Training:

Four companies rate training first.

Thirteen companies rate training second.

Eighteen companies rate training third.

Nine companies rate training fourth.

Nine companies rate training fifth.

Ten companies did not reply.

(4) Experience:

Fifteen companies rate experience first.

Eighteen companies rate experience second.

Twelve companies rate experience third.

Six companies rate experience fourth.

Two companies rate experience fifth.

Seven companies did not reply.

(5) References:

Two companies rate references first.

Eight companies rate references second.

Five companies rate references third.



Twenty companies rate references fourth.

Seventeen companies rate references fifth.

Eight companies did not reply.

- (6) Six companies did not rate the above items but state that their importance will vary with each job.
- (7) Three companies rate the above items equal in the selection of an applicant.

Question 40. Rank in approximate order the importance of the following tools of selection as used by your company in selection procedure: employment test, interview and application blank.

- (1) Employment tests:

Four companies rate employment tests first.

Nineteen companies rate employment tests

second. Twenty-two companies rate employ-

ment tests third. Eighteen companies

reported that they did not use employment

tests. Five companies did not reply.

- (2) Interview:

Fifty-four companies rate the interview first.

Six companies rate the interview second.

One company rates the interview third.

Five companies did not reply.

- (3) Application blank:  
Three companies rate the application blank first. Thirty-six companies rate the application blank second. Twenty-two companies rate the application blank third. Four companies did not reply.
- (4) One company does not use the application blank.
- (5) One company rates the interview and employment tests equal, with the application blank second.
- (6) Two companies which do not use employment tests, rate the interview and application blank equal.

Question 41. In your opinion do you think your selection procedures:

- (A) are successful?
- (B) could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications?
- (C) could be improved by the introduction of employment tests?
- (D) could be improved by a thorough analysis of the overall selection procedures?
- (E) others (list).
- (1) Thirty-six companies report that they think their selection procedures are successful.

- (2) Four companies report that they think their selection procedures are successful but could be improved the following ways:
  - (a) Through the introduction of a job analysis program leading to the development of job descriptions and job specifications.
  - (b) Through the introduction of employment tests.
  - (c) By a thorough analysis of the overall selection procedure.
- (3) Five companies report that they think their selection procedures are successful but could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications.
- (4) Four companies report that they think their selection procedures are successful but could be improved through the introduction of employment tests.
- (5) Five companies report that they think their selection procedures are successful but could be improved by a thorough analysis of the overall selection procedures.
- (6) Two companies report that they think their selection could be improved through the

introduction of a job analysis program leading to the development of job descriptions and job specifications.

- (7) Two companies report that they think their selection procedures could be improved through the introduction of employment tests.
- (8) Four companies report that they think their selection procedures could be improved by a thorough analysis of the overall selection procedures.
- (9) One company reports that it thinks their selection procedures are successful but it could be improved through the introduction of employment tests and by a thorough analysis of their overall selection procedures.
- (10) One company reports that their selection procedure could be improved through the introduction of employment tests, by a thorough analysis of the overall selection procedures and by re-vamping the application blank.
- (11) One company reports that their selection procedures could be improved by the introduction of employment tests and by a thorough analysis of the overall selection procedures.

- (12) One company reports that their selection procedure could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications, by introducing employment tests and by a thorough analysis of their overall selection procedures.
- (13) Four companies did not reply.

## CHAPTER VII

### SUMMARY AND CONCLUSIONS

This survey purports to measure the extent to which established personnel procedures are used in the employment of qualified applicants to fill job vacancies. By using such procedures Richmond companies are gradually doing away with the old hit-or-miss approach and taking on a more objective approach.

The general impression gathered from the replies concerning the use of established personnel procedures is that a majority of the companies surveyed are using them. A majority of the 69 concerns have a large percentage of their jobs covered by a job analysis program. This indicates that these companies are getting off to a good start by first determining the facts about the job. The use of job analyses, whereby the jobs are analyzed and data are obtained for job descriptions and job specifications, shows that the companies realize that before a person can be employed for a job, its demands upon that person must first be known.

The interview, application blank, and employment tests are all used by a majority of the 69 companies. However, the data show that more emphasis is placed

upon the interview and application blank than upon tests, generally speaking. The use of the interview ranks first with the application blank second. Employment tests rank third. The non-directive interview is used more than the planned type. However, some of the companies use a combination of the two types. A majority of the 69 companies maintain current up-to-date application blanks as indicated by the survey results.

The use of the interview, application blank, and employment tests together give the interviewer or person responsible for selection a better opportunity to appraise a job applicant. Each of these tools has a part in presenting a clear picture of the job applicant to the interviewer.

Thirty-five, or 53 per cent of the concerns replying to Question 41 report that their selection procedures are successful. It is not known by what standard or criteria they evaluated their selection procedures. It is the opinion of the writer that answers to some questions of the questionnaire as to the use of established personnel tools should indicate why the companies consider their selection procedures successful. Listed below is the extent of the use of established personnel tools by the thirty-five concerns:

- (1) Twenty-seven, or 77 per cent have over twenty per cent of their jobs covered by a job analyses program.
- (2) Twenty-five, or 71 per cent have over twenty per cent of their jobs covered by job descriptions.
- (3) Twenty-one, or 68 per cent have over twenty per cent of their jobs covered by job specifications.
- (4) Twenty-nine, or 82 per cent use employment tests in the selection of applicants.
- (5) Thirty-four of the companies use the application blank.
- (6) All of the companies use the interview.

Some of the companies which do not use these established personnel tools indicate that they realize their importance, in that they state that their present employment procedures can be improved by the introduction of a job analysis program and employment tests.

This survey is not a statistical analysis of all manufacturing and non-manufacturing concerns in the Richmond area. It does not cover any of the very small concerns such as the individual owner or concerns with a few employees. As is shown in many of the tables, the smallest concern



covered is one with twenty-five employees. Nevertheless, I feel that the survey is significant to the extent that it covers 36,921 employees or 23 per cent of the total in the Richmond area. The average number of persons employed in 1958 was 159,200. In another way this could well be considered a survey of the "blue chip" concerns in the Richmond area due to my method of selecting the names on my mailing list.

It is the writer's opinion that the information furnished by this thesis can be of value to personnel managers, students of personnel management, professors and instructors of personnel management and top management. The information furnishes personnel managers with a comparative analysis as to the selection procedures used by companies of varying sizes. They could compare their own procedures with companies of similar size to determine if their procedures include those used by other concerns. It furnishes a yardstick or standard to guide them in future planning. Students of personnel management can compare the procedures as actually used by companies of varying sizes with textbook methods. That is, textbooks on personnel management tell which procedures should be followed to enable concerns to select job applicants effectively. The information furnished by this thesis sets forth what

is actually being done in the way of selecting job applicants. The student can easily draw a comparison between the textbook version of effective personnel selection and actually what is being done by companies of varying sizes. Professors and instructors of personnel management can use the information furnished by this thesis to show students how companies of varying sizes use the established personnel tools actually to select the best qualified applicant for the job vacancy. They can also use the information to compare textbook procedures with actual procedures of selection. Top management can use the information to evaluate its own procedures with procedures used by firms of the same size. The information furnishes a yardstick or standard with which to compare its own procedures.

In closing, the reader is directed to Table XLV of the Appendix, which contains classifications of the companies according to size and also to the extent to which they use certain personnel tools. Table L of the Appendix gives a statistical summary of the survey results for the 69 companies.

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## APPENDIX

TABLE XLI

## JOB COVERAGE WITH CERTAIN PERSONNEL TOOLS, COMPANIES HAVING 0-249 EMPLOYEES

Percentage of jobs covered	Number of companies having			
	Jobs covered by written job descriptions	Jobs covered by written job specifications	Jobs filled with aid of employment tests	Jobs which have been analyzed through a job analysis program
0 - 20	12	12	4	7
21 - 40	1	2	4	0
41 - 60	4	2	4	2
61 - 80	2	1	3	2
81 - 100	11	12	7	17
No reply	0	1	0	2

Note of explanation: This table shows the number of companies having a certain percentage of jobs covered by certain personnel tools. For example, 12 companies have 0-20% of their jobs covered by written job descriptions.

TABLE XLII

## JOB COVERAGE WITH CERTAIN PERSONNEL TOOLS, COMPANIES HAVING 250-999 EMPLOYEES

Percentage of jobs covered	Number of companies having			
	Jobs covered by written job descriptions	Jobs covered by written job specifications	Jobs filled with aid of employment tests	Jobs which have been analyzed through a job analysis program
0 - 20	8	10	5	10
21 - 40	1	2	1	0
41 - 60	1	3	1	1
61 - 80	2	1	2	2
81 - 100	12	7	9	11
No reply	2	3	0	2

Note of explanation: This table shows the number of companies having a certain percentage of jobs covered by certain personnel tools. For example, eight (8) companies have 0-20% of their jobs covered by written job descriptions.

TABLE XLIII

## JOB COVERAGE WITH CERTAIN PERSONNEL TOOLS, COMPANIES HAVING 1000-2499 EMPLOYEES

Percentage of jobs covered	Number of companies having			
	Jobs covered by written job descriptions	Jobs covered by written job specifications	Jobs filled with aid of employ- ment tests	Jobs which have been analyzed through a job analysis program
0 - 20	3	3	1	0
21 - 40	0	0	1	1
41 - 60	0	0	0	0
61 - 80	2	3	0	2
81 - 100	3	1	3	4
No reply	0	1	0	1

Note of explanation: This table shows the number of companies having a certain percentage of jobs covered by certain personnel tools. For example, three (3) companies have 0-20% of their jobs covered by written job descriptions.



TABLE XLIV

## JOB COVERAGE WITH CERTAIN PERSONNEL TOOLS, COMPANIES HAVING 2500 OR MORE EMPLOYEES

Percentage of jobs covered	Number of companies having			
	Jobs covered by written job descriptions	Jobs covered by written job specifications	Jobs filled with aid of employment tests	Jobs which have been analyzed through a job analysis program
0 - 20	2	4	0	3
21 - 40	0	0	0	0
41 - 60	1	0	2	0
61 - 80	0	0	1	0
81 - 100	2	1	1	2
No reply	0	0	1	0

Note of explanation: This table shows the number of companies having a certain percentage of jobs covered by certain personnel tools. For example, two (2) companies have 0-20% of their jobs covered by written job descriptions.

TABLE XLV

## SUMMARY: JOB COVERAGE WITH CERTAIN PERSONNEL TOOLS BY ALL SIXTY-NINE COMPANIES

Percentage of jobs covered	Number of companies having			
	Jobs covered by written job descriptions	Jobs covered by written job specifications	Jobs filled with aid of employment tests	Jobs which have been analyzed through a job analysis program
0 - 20	25	29	10	20
21 - 40	2	4	6	1
41 - 60	6	6	7	3
61 - 80	6	5	6	6
81 - 100	28	21	20	34
No reply	2	4	1	5

Note of explanation: This table shows the number of companies having a certain percentage of jobs covered by certain personnel tools. For example, twenty-five (25) companies have 0-20% of their jobs covered by written job descriptions.

TABLE XLVI

## STATISTICAL ANALYSIS OF COMPANIES HAVING 0-249 EMPLOYEES

JOB ANALYSIS PROGRAM	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you have a job analysis program currently in operation in your company?	12	40.0	18	60.0	0	----
If not, do you plan to initiate such a program in the near future?	2	11.1	14	77.8	2	11.1
<b>EMPLOYMENT TESTS</b>						
Do you employment test in your selection procedure?	22	73.3	8	26.7	0	----
If not, do you plan to use them in the near future?	0	----	8	100.	0	----
Have you validated any tests on the basis of employees already on the payroll?	12	54.5	9	40.9	1	4.6
Do you ever select applicants primarily on the results of test scores?	8	36.3	11	50.0	3	13.7
Do you ever reject applicants primarily on the results of test scores?	14	63.5	5	22.7	3	13.8
Do you use trade tests?	9	40.9	13	59.1	0	----
Do you use personality or temperament tests?	10	45.4	12	54.6	0	----
Do you use mental or intelligence tests?	11	50.	11	50.	0	----

TABLE XLVI (Continued)

EMPLOYMENT TESTS (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you use aptitude tests?	15	68.1	7	31.9	0	----
Do you use stenographic or clerical tests?	15	68.1	7	31.9	0	----
Do you use other type tests?	1	4.6	21	95.4	0	----
Do you have a test administrator who by formal education and study is trained in the theory of employment tests, their construction and uses?	6	27.2	15	68.1	1	4.7
Do you have a minimum score on each test as a guide for the selection of employees?	9	40.9	11	50.	2	9.1
Do you have a maximum score on any test as a guide in the selection of employees?	5	22.7	14	63.6	3	13.7
Have you done any research to determine the reliability of your testing program?	8	36.3	11	50.	3	13.7
If you use employment tests in your selection procedure, do you think that their use has had any bearing on the rate of your labor turnover?	9	40.9	3	13.7	10	45.4
<b>APPLICATION BLANK</b>						
Do you use the same application blank for all jobs in your organization?	20	68.9	9	31.1	0	----
Has your application blank been reviewed to determine if it furnishes adequate information?	22	75.8	4	13.7	3	10.5

TABLE XLVI (Continued)

APPLICATION BLANK (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Has your application blank been reviewed to determine if all items therein are necessary?	23	79.4	3	10.3	3	10.3
Do you use a weighted application blank?	1	3.3	26	86.7	3	10.0
If you use a weighted application blank, has each item been correlated with actual success on the job?	1	100.0	0	----	0	----
<b>INTERVIEWING</b>						
Do you use the planned type of interviewing?	12	40.0	15	50.0	3	10.0
Do you use the non-directive type of interview?	17	56.6	10	33.3	3	10.1
Do you use other types?	3	10.0	24	80.0	3	10.0
<b>REFERENCES</b>						
Do you require written references?	21	70.0	9	30.0	0	----
<b>PHYSICAL EXAMINATIONS</b>						
Do you require physical examinations for all employees as a part of selection?	16	53.3	14	46.7	0	----
Is it done on the premises?	1	6.2	14	87.5	1	6.3
Is it done off premises?	14	100.0	--	----	0	----
Do you want a copy of this survey results?	22	73.3	3	10.0	5	16.7

TABLE XLVII

## STATISTICAL ANALYSIS OF COMPANIES HAVING 250-999 EMPLOYEES

JOB ANALYSIS PROGRAM	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you have a job analysis program currently in operation in your company?	11	42.3	14	53.8	1	3.9
If not, do you plan to initiate such a program in the near future?	5	35.7	9	64.3	0	---
<u>EMPLOYMENT TESTS</u>						
Do you use employment tests in your selection procedure?	18	69.2	8	30.8	0	---
If not, do you plan to use them in the near future?	2	25.0	6	75.0	0	---
Have you validated any tests on the basis of employees already on the payroll?	11	61.1	7	38.9	0	---
Do you ever select applicants primarily on the results of test scores?	3	16.7	15	83.3	0	---
Do you ever reject applicants primarily on the results of test scores?	13	72.3	5	27.7	0	---
Do you use trade tests?	8	44.5	10	55.5	0	---
Do you use personality or temperament tests?	8	44.5	10	55.5	0	---
Do you use mental or intelligence tests?	17	94.4	1	5.6	0	---
Do you use aptitude tests?	11	61.1	7	38.9	0	---

TABLE XLVII (Continued)

EMPLOYMENT TESTS (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No	Per cent
Do you use stenographic or clerical tests?	14	77.7	4	22.3	0	----
Do you use other tests?	1	5.6	17	94.4	0	----
Do you have a test administrator who by formal education and study is trained in the theory of employment tests, their construction and uses?	9	50.0	9	50.0	0	----
Do you have a minimum score on any test as a guide in the selection of employees?	14	77.7	4	22.3	0	----
Do you have a maximum score on any test as a guide in the selection of employees?	5	27.7	13	72.3	0	----
Have you done any research to determine the reliability of your testing program?	6	33.4	12	66.6	0	----
If you use employment tests in your selection procedure, do you think that their use has had any bearing on the rate of labor turnover?	9	50.0	5	27.7	4	22.3
<b>APPLICATION BLANK</b>						
Do you use the same application blank for all jobs in your organization?	15	57.7	10	34.6	1	7.7
Has your application blank been reviewed to determine if it furnishes adequate information?	24	92.4	1	3.8	1	3.8

TABLE XLVII (Continued)

APPLICATION BLANK (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Has your application blank been reviewed to determine if all items therein are necessary?	22	84.6	2	7.7	2	7.7
Do you use a weighted application blank?	0	-----	25	96.1	1	3.9
If you use a weighted application blank, has each item been correlated with actual success on the job?	0	-----	0	-----	1	100.0
<b>INTERVIEWING</b>						
Do you use the planned type of interviewing?	11	42.3	13	50.0	2	7.7
Do you use non-directive type of interview?	7	26.9	17	65.4	2	7.7
Do you use other types?	5	19.2	19	73.1	2	7.7
<b>REFERENCES</b>						
Do you require written references?	16	61.5	9	34.6	1	3.9
<b>PHYSICAL EXAMINATIONS</b>						
Do you require physical examinations for all employees as a part of selection?	18	69.2	7	26.9	1	3.9
Is it done on the premises?	9	50.0	8	44.4	1	5.6
Is it done off the premises?	8	88.8	0	-----	1	11.2
Do you want a copy of this survey results?	23	88.4	1	3.9	2	7.7



TABLE XLVIII

## STATISTICAL ANALYSIS OF COMPANIES HAVING 1000-2499 EMPLOYEES

JOB ANALYSIS PROGRAM	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you have a job analysis program currently in operation in your company?	6	75.0	2	25.0	0	----
If not, do you plan to initiate such a program in the near future?	0	----	1	50.0	1	50.0
<u>EMPLOYMENT TESTS</u>						
Do you use employment tests in your selection procedure?	5	62.5	3	37.5	0	----
If not, do you plan to use them in the near future?	0	----	3	100.0	0	----
Have you validated any tests on the basis of employees already on the payroll?	4	80.0	1	20.0	0	----
Do you ever select applicants primarily on the results of test scores?	1	20.0	4	80.0	0	----
Do you ever reject applicants primarily on the results of test scores?	4	80.0	1	20.0	0	----
Do you use trade tests?	2	40.0	3	60.0	0	----
Do you use personality or temperament tests?	3	60.0	2	40.0	0	----
Do you use mental or intelligence tests?	5	100.0	0	----	0	----
Do you use aptitude tests?	4	80.0	1	20.0	0	----

TABLE XLVIII (Continued)

EMPLOYMENT TESTS (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you use stenographic or clerical tests?	4	80.0	1	20.0	0	----
Do you use other tests?	2	40.0	3	60.0	0	----
Do you have a test administrator, who by formal education and study is trained in the theory of employment tests, their construction and uses?	3	60.0	1	20.0	1	20.0
Do you have a minimum score on any test as a guide in the selection of employees?	4	80.0	1	20.0	0	----
Do you have a maximum score on any test as a guide in the selection of employees?	1	20.0	3	60.0	1	20.0
Have you done any research to determine the reliability of your testing program?	4	80.0	0	----	1	20.0
If you use employment tests in your selection procedure, do you think that their use has had any bearing on the rate of labor turnover?	5	100.0	0	----	0	----
<b>APPLICATION BLANK</b>						
Do you use the same application blank for all jobs in your organization?	6	75.0	2	25.0	0	----
Has your application blank been reviewed to determine if it furnishes adequate information?	6	75.0	2	25.0	0	----
Has your application blank been reviewed to determine if all items therein are necessary?	7	87.5	1	12.5	0	----

TABLE XLVIII (Continued)

APPLICATION BLANK (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you use a weighted application blank?	0	----	6	75.0	2	25.0
If you use a weighted application blank, has each item been correlated with actual success on the job?	0	----	0	----	2	100.0
<b>INTERVIEWING</b>						
Do you use planned type of interviewing?	2	25.0	6	75.0	0	----
Do you use non-directive type of interviewing?	5	62.5	3	37.5	0	----
Do you use other types?	2	25.0	6	75.0	0	----
<b>REFERENCES</b>						
Do you require written references?	4	50.0	4	50.0	0	----
<b>PHYSICAL EXAMINATIONS</b>						
Do you require physical examination for all employees as a part of selection?	6	75.0	2	25.0	0	----
Is it done on the premises?	5	83.3	1	16.7	0	----
Is it done off premises?	1	100.0	0	----	0	----
Do you want a copy of this survey results?	7	87.5	0	----	1	12.5

TABLE XLIX

## STATISTICAL ANALYSIS OF COMPANIES HAVING 2500 OR MORE EMPLOYEES

JOB ANALYSIS PROGRAM	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you have a job analysis program currently in operation in your company?	3	60.0	2	40.0	0	----
If not, do you plan to initiate such a program in the near future?	1	50.0	1	50.0	0	----
<u>EMPLOYMENT TESTS</u>						
Do you use employment tests in your selection procedure?	5	100.0	0	----	0	----
If not, do you plan to use them in the near future?	-	----	-	----	-	----
Have you validated any tests on the basis of employees already on the payroll?	3	60.0	2	40.0	0	----
Do you ever select applicants primarily on the results of test scores?	2	40.0	3	60.0	0	----
Do you ever reject applicants primarily on the results of test scores?	4	80.0	1	20.0	0	----
Do you use trade tests?	0	----	5	100.0	0	----
Do you use personality or temperament tests?	0	----	5	100.0	0	----
Do you use mental or intelligence tests?	4	80.0	1	20.0	0	----
Do you use aptitude tests?	3	60.0	2	40.0	0	----

TABLE XLIX (Continued)

EMPLOYMENT TESTS (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you use stenographic or clerical tests?	5	100.0	0	----	0	----
Do you use other tests?	1	20.0	4	80.0	0	----
Do you have a test administrator, who by formal education and study is trained in the theory of employment tests, their construction and uses?	2	40.0	3	60.0	0	----
Do you have a minimum score on any test as a guide in the selection of employees?	5	100.0	0	----	0	----
Do you have a maximum score on any test as a guide in the selection of employees?	1	20.0	4	80.0	0	----
Have you done any research to determine the reliability of your testing program?	4	80.0	1	20.0	0	----
If you use employment tests in your selection procedure, do you think that their use has had any bearing on the rate of labor turnover?	3	60.0	1	20.0	1	20.0
<u>APPLICATION BLANK</u>						
Do you use the same application blank for all jobs in your organization?	1	20.0	4	80.0	0	----
Has your application blank been reviewed to determine if it furnishes adequate information?	5	100.0	0	----	0	----

TABLE XLIX (Continued)

APPLICATION BLANK (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Has your application blank been reviewed to determine if all items therein are necessary?	5	100.0	0	----	0	----
Do you use a weighted application blank?	0	----	5	100.0	0	----
If you use a weighted application blank, has each item been correlated with actual success on the job?	-	----	-	----	-	----
<u>INTERVIEWING</u>						
Do you use planned type of interviewing?	1	20.0	4	80.0	0	----
Do you use the non-directive type of interview?	1	20.0	4	80.0	0	----
Do you use other types?	3	60.0	2	40.0	0	----
<u>REFERENCES</u>						
Do you require written references?	2	40.0	3	60.0	0	----
<u>PHYSICAL EXAMINATIONS</u>						
Do you require physical examination for all employees as a part of selection?	5	100.0	0	----	0	----
Is it done on the premises?	1	20.0	4	80.0	0	----
Is it done off the premises?	4	100.0	0	----	0	----
Do you want a copy of this survey?	5	100.0	0	----	0	----

TABLE I

## SUMMARY: STATISTICAL ANALYSIS OF THE SIXTY-NINE COMPANIES

JOB ANALYSIS PROGRAM	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you have a job analysis program currently in operation in your company?	32	46.4	36	52.2	1	1.4
If not, do you plan to initiate such a program in the near future?	8	22.2	25	69.4	3	8.4
<u>EMPLOYMENT TESTS</u>						
Do you use employment tests in your selection procedure?	50	72.5	19	27.5	0	---
If not, do you plan to use them in the near future?	2	10.5	17	89.5	0	---
Have you validated any tests on the basis of employees already on the payroll?	30	60.0	19	38.0	1	2.0
Do you ever select applicants primarily on the results of test scores?	14	28.0	33	66.0	3	6.0
Do you ever reject applicants primarily on the results of test scores?	35	70.0	12	24.0	3	6.0
Do you use trade tests?	19	38.0	31	62.0	0	---
Do you use personality or temperament tests?	21	42.0	29	58.0	0	---
Do you use mental or intelligence tests?	37	74.0	13	26.0	0	---
Do you use aptitude tests?	33	66.0	17	34.0	0	---

TABLE L (Continued)

EMPLOYMENT TESTS (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you use stenographic or clerical tests?	38	76.0	12	24.0	0	----
Do you use other tests?	5	10.0	45	90.0	0	----
Do you have a test administrator, who by formal education and study is trained in the theory of employment tests, their construction and uses?	20	40.0	28	56.0	2	4.0
Do you have a minimum score on each test as a guide for the selection of employees?	32	64.0	16	32.0	2	4.0
Do you have a maximum score on any test as a guide for the selection of employees?	12	24.0	34	68.0	4	8.0
Have you done any research to determine the reliability of your testing program?	22	44.0	24	48.0	4	8.0
If you use employment tests in your selection procedure, do you think that their use has had any bearing on the rate of labor turnover?	26	52.0	9	18.0	15	30.0
APPLICATION BLANK						
Do you use the same application blank for all jobs in your organization?	42	61.8	25	36.8	1	1.4
Has your application blank been reviewed to determine if it furnishes adequate information?	57	83.8	7	10.2	4	6.0
Has your application blank been reviewed to determine if all items therein are necessary?	57	83.8	6	8.8	5	7.4 $\frac{1}{8}$



TABLE L (Continued)

APPLICATION BLANK (Continued)	Yes		No		No reply	
	No.	Per cent	No.	Per cent	No.	Per cent
Do you use a weighted application blank?	1	1.1	62	91.1	6	8.8
If you use a weighted application blank, has each item been correlated with actual success on the job?	1	100.0	0	----	0	----
<b>INTERVIEWING</b>						
Do you use planned type of interviewing?	26	37.6	38	55.0	5	7.4
Do you use the non-directive type of interview?	30	43.4	34	49.2	5	7.4
Do you use other types?	13	18.8	51	73.8	5	7.4
<b>REFERENCES</b>						
Do you require written references?	43	62.3	25	32.6	1	1.5
<b>PHYSICAL EXAMINATIONS</b>						
Do you require physical examination for all employees as a part of selection?	45	65.2	23	33.3	1	1.5
Is it done on the premises?	16	35.5	27	60.0	2	4.5
Is it done off premises?	27	100.0	0	----	0	---
Do you want a copy of this survey results?	57	82.6	4	5.9	8	11.5

Name of Organization:

Address:

1. Number of employees in organization. \_\_\_\_\_
2. Number of employees in Personnel Department. \_\_\_\_\_
3. Is the employment function performed as a:  
     \_\_\_\_\_ Part-time duty by department heads and supervisors?  
     \_\_\_\_\_ Full-time duty by a Personnel Department?

JOB ANALYSIS, JOB DESCRIPTION, AND JOB SPECIFICATION

4. How many different jobs do you have in your organization? \_\_\_\_\_  
 (See glossary of terms for definition of a job.)
5. Do you have a job analysis program currently in operation in your organization?    Yes \_\_\_\_\_    No \_\_\_\_\_
6. If not, do you plan to initiate such a program in the near future?  
                                   Yes \_\_\_\_\_    No \_\_\_\_\_
7. Which range listed below contains the percentage of jobs in your organization for which complete studies have been made of duties performed and qualifications required?  
     \_\_\_\_\_ 81-100% of the jobs in your organization.  
     \_\_\_\_\_ 61-80%.  
     \_\_\_\_\_ 41-60%.  
     \_\_\_\_\_ 21-40%.  
     \_\_\_\_\_ 0-20%.
8. Which range listed below contains the percentage of jobs in your organization for which you have written job descriptions?  
     \_\_\_\_\_ 81-100% of the jobs in your organization.  
     \_\_\_\_\_ 61-80%.  
     \_\_\_\_\_ 41-60%.  
     \_\_\_\_\_ 21-40%.  
     \_\_\_\_\_ 0-20%.

9. If you do not have job descriptions, do you plan to develop them in the near future? Yes \_\_\_\_\_ No \_\_\_\_\_
10. Which range listed below contains the percentage of jobs in your organization for which you have written job specifications?
- \_\_\_\_\_ 81-100% of the jobs in your organization.
- \_\_\_\_\_ 61-80%.
- \_\_\_\_\_ 41-60%.
- \_\_\_\_\_ 21-40%.
- \_\_\_\_\_ 0-20%.
11. If you do not have job specifications, do you plan to develop them in the near future? Yes \_\_\_\_\_ No \_\_\_\_\_

#### EMPLOYMENT TESTS

12. Do you use employment tests in your selection procedures?  
Yes \_\_\_\_\_ No \_\_\_\_\_
13. If you do not use tests in your selection procedures, do you plan to use them in the near future? Yes \_\_\_\_\_ No \_\_\_\_\_
14. If the answer to Question 12 is "Yes", which range listed below contains the percentage of jobs in your organization that are filled with the aid of tests?
- \_\_\_\_\_ 81-100% of the jobs in your organization.
- \_\_\_\_\_ 61-80%.
- \_\_\_\_\_ 41-60%.
- \_\_\_\_\_ 21-40%.
- \_\_\_\_\_ 0-20%.
15. If you use testing in your selection procedure, do you:  
\_\_\_\_\_ develop your own tests? \_\_\_\_\_ use your own tests in addition to standard tests? \_\_\_\_\_ purchase standard tests?
16. If you use tests in your selection procedure, approximately what percentage of the total number of tests given are:  
Purchased standard tests \_\_\_\_\_%. Tests developed by your own organization \_\_\_\_\_%.

17. If you use testing in your selection procedure, are they given:

\_\_\_\_\_ on the premises by company personnel?

\_\_\_\_\_ off the premises by outside consultants?

18. In approximately which year did you introduce employment testing into your selection procedures? \_\_\_\_\_

19. Have you validated any employment tests on the basis of employees already on the payroll? Yes \_\_\_\_\_ No \_\_\_\_\_

20. Do you ever select applicants primarily on the results of test scores?

Yes \_\_\_\_\_ No \_\_\_\_\_

21. Do you ever reject applicants primarily on the results of test scores?

Yes \_\_\_\_\_ No \_\_\_\_\_

22. Which of the following employment tests do you use?

\_\_\_\_\_ Trade tests. \_\_\_\_\_ Personality or temperament tests.

\_\_\_\_\_ Mental or intelligence tests. \_\_\_\_\_ Aptitude tests.

\_\_\_\_\_ Stenographic or clerical tests. \_\_\_\_\_ Others (list) \_\_\_\_\_

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23. Do you use test results to help determine if a current employee qualifies

for: \_\_\_\_\_ Advanced training? \_\_\_\_\_ Transfer? \_\_\_\_\_ Promotion?

24. Do you have a test administrator who by formal education and study is trained in the theory of employment tests, their construction and uses?

Yes \_\_\_\_\_ No \_\_\_\_\_

25. Do you have a minimum score on each test as a guide for the selection of employees? Yes \_\_\_\_\_ No \_\_\_\_\_
26. Do you have a maximum score on any test as a guide in selection?  
Yes \_\_\_\_\_ No \_\_\_\_\_
27. Have you done any research to determine the reliability of your testing program? Yes \_\_\_\_\_ No \_\_\_\_\_

APPLICATION BLANK

28. Do you use the same application blank for all jobs in your organization?  
Yes \_\_\_\_\_ No \_\_\_\_\_
29. If you use more than one application blank in your selection procedure, how many different ones do you use? \_\_\_\_\_
30. In approximately which year (or years) was the application blank (or blanks) designed?

Form number or title

Year designed

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

31. Have your application blanks been reviewed to determine if they furnish adequate information? Yes \_\_\_\_\_ No \_\_\_\_\_ If "Yes", in approximately which year (or years)?

Form number or title

Year reviewed

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

32. Have your application blanks been reviewed to determine if all items therein are necessary? Yes \_\_\_\_\_ No \_\_\_\_\_ If "Yes", in approximately which year (or years)?

Form number or title	Year reviewed
_____	_____
_____	_____
_____	_____
_____	_____

33. Do you use a weighted application blank? Yes \_\_\_\_\_ No \_\_\_\_\_

34. If you use a weighted application blank, has each item been correlated with actual success on the job? Yes \_\_\_\_\_ No \_\_\_\_\_

INTERVIEWING

35. Which of the following types of interview do you use in your selection procedure? \_\_\_\_\_ Planned. \_\_\_\_\_ Non-directive. \_\_\_\_\_ Other (List)

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REFERENCES

36. Do you require written references? Yes \_\_\_\_\_ No \_\_\_\_\_

PHYSICAL EXAMINATION

37. Do you require a physical examination for all employees as a part of selection? Yes \_\_\_\_\_ No \_\_\_\_\_. Is it done on the premises? Yes \_\_\_\_\_ No \_\_\_\_\_. Is it done elsewhere? Yes \_\_\_\_\_ No \_\_\_\_\_

EMPLOYMENT

38. How much authority does the personnel department have in the selection procedure of your organization?

- \_\_\_\_\_ Full authority to hire in all cases.
- \_\_\_\_\_ Authority in some cases to hire without the supervisor's approval.
- \_\_\_\_\_ Joint responsibility of employment department and line supervisor.
- \_\_\_\_\_ Advisory authority only.
- \_\_\_\_\_ Other (list). \_\_\_\_\_

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39. Rank in the approximate order of importance the following items as used by your organization in selecting applicants:

- \_\_\_\_\_ Employment test scores.
- \_\_\_\_\_ Personal qualities.
- \_\_\_\_\_ Training.
- \_\_\_\_\_ Experience.
- \_\_\_\_\_ References.

\_\_\_\_\_ Items above given equal weight.

\_\_\_\_\_ Other (list) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

40. Rank in the approximate order of importance the following tools of selection as used by your organization in the selection procedure:

\_\_\_\_\_ Employment tests.

\_\_\_\_\_ Interviews.

\_\_\_\_\_ Application blanks.

41. In your opinion do you think your selection procedures:

\_\_\_\_\_ are successful?

\_\_\_\_\_ could be improved through the introduction of a job analysis program leading to the development of job descriptions and job specifications?

\_\_\_\_\_ could be improved through the introduction of employment tests?

\_\_\_\_\_ could be improved by a thorough analysis of the overall selection procedures?

\_\_\_\_\_ other (list) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



41. continued

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42. If you use employment tests in the selection procedure, do you think that their use has had any bearing on the rate of your labor turnover?

Yes \_\_\_\_\_ No \_\_\_\_\_ Not applicable \_\_\_\_\_

43. Would you like to have a report of this survey? Yes \_\_\_\_\_ No \_\_\_\_\_

44. If you desire to make additional comments on any of the questions above, please do so on blank paper and number them accordingly.

1406 Bellevue Avenue  
Richmond 27, Virginia

I am enclosing herewith a questionnaire covering employment procedures, with a request that you fill it out and return it in the enclosed envelope. If you prefer, please pass it along to somebody else in your organization who in your opinion is qualified to fill it out.

The results of this survey of employment procedures in Richmond will form the backbone of a thesis towards a degree of Master of Science in Business Administration at the University of Richmond. None of the material is to be published. Indeed, the names of individual concerns will not appear in the thesis, a completed copy of which will be on file at the University Library for the benefit of people who are interested in the subject. The questionnaire has been approved by my Advisor, and if you all cooperate, the results may contribute considerably to the knowledge of personnel administrators in this area.

Please return the questionnaire even though you do not find it feasible to answer every one of the questions. Naturally, the value of the results will depend directly on the extent of the response from you and other concerns.

I am enclosing a glossary with the idea of avoiding misunderstandings about the meaning of terms. However, if in your opinion any questions in the questionnaire need further clarification please write me at the address above or telephone me at ELgin 9-2858 after 5:15 P. M.

May I thank you in advance?

Very truly yours,

Charles R. Sheffield

## GLOSSARY OF TERMS

Job. The term "job" means an assignment of work duties having a set of duties and responsibilities that are different from those of other work assignments. For example, two salesclerks or typists who are performing work that involves similar work duties, whether or not they work at the same location in the plant or office, are classified as holding the same job.

Job analysis program. A program whereby the characteristics, duties, and responsibilities of each specific job are determined so as to differentiate it from all other jobs in the organization.

Job description. A written statement of characteristics, duties, and responsibilities of a specific job which differentiates it from other jobs in the manufacturing plant or office.

Job specification. A written statement of the minimum hiring standards or specifications which must be met by an applicant for a specific job.

Validity of tests. Are employment tests first given to present employees to determine if the tests actually do what they are designed to do?

Weighted application blank. Have the items on your application blank been assigned numerical weights according

to their relative value in predicting success in the work involved? Are the scores on all these items considered in determining whether the applicant has reached the critical score assumed to differentiate between success and failure?

Planned Interview. The type of interview whereby the interviewer has worked out on paper or in his mind what he hopes to accomplish, what kind of information he will seek or give, how he will conduct the interview, and how long the interview will last.

Non-directive interview. The type of interview in which the applicant is given a free hand to talk and ask questions as he or she desires. The interview is not controlled by the interviewer. On the contrary, the applicant determines the trend of conversation.

(Follow-up Letter)

1406 Bellevue Ave.

Richmond 27, Va.

Dear

About a month ago you received a survey questionnaire concerning employment procedures in your organization. As of now I have not heard from your organization regarding the completed questionnaire. As your organization is one of the leading organizations in the Richmond area, I was looking forward to hearing from you. So far the response from other organizations has been most gratifying and it would add to the validity of the survey if a completed questionnaire was received from your organization.

May I thank you in advance for your attention to this matter.

Very truly yours,

Charles R. Sheffield