SELECTED REFERENCES
INDUSTRIAL RELATIONS SECTION, PRINCETON UNIVERSITY
NO. 33 PRINCETON, N.J. MAY, 1950

RECENT PUBLICATIONS
ON SELECTION OF
NON-SUPERVISORY PERSONNEL*

1. General

Boynton, Paul W. Selecting the new employee; techniques of employment procedure. New York 16. Harper & Brothers (49 E. 33rd St.). 1949. 136 pp. $2.00

A manual covering briefly the philosophy of employment qualifications of the employment man, sources for recruiting new employees, college recruiting, the functioning of the employment department, purposes and conduct of the interview, supplementary employment aids, and induction procedure.


Outlines briefly the steps necessary to a successful selection program and emphasizes its relation to good employee morale.


The minimum program recommended includes "development of job specifications," "installation of aptitude tests for jobs for which tests would be most appropriate," "selection and training of employment interviewers," and "inauguration of a program of personnel research."


Nearly 4,000 applicants at the Minneapolis Gas Company were asked to rate the relative importance of ten factors pertaining to working conditions. The results are presented in this study.


Points out that "a well-balanced selection program requires the use of at least two of the three available procedures..."—weighted application blanks, employment tests, and interviews. "Modern selection procedures can make surprisingly accurate predictions of employee

* Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
success and can be very useful in placing individual applicants on the
jobs for which they are best suited. Nevertheless, to have maximum
value, they must be carefully tailored to the requirements of the spe-
cific company which is to use them. Fundamental to this tailoring
process, regardless of the methods used . . . is thorough and systematic
validation.5 Most of the article is a discussion of the importance of
validation of methods.

National Office Management Association, New York Chapter. Person-
nel and Training Series Research Project Report No. 4. Recruitment,
36 pp. Proc. $2.00. Available from Miss Edith Harper, Scott Fores-
Analysis of questionnaire returns from 96 companies, one-third of
them employing 100 or fewer employees, showing prevailing prac-
tices.

Reynolds, Lloyd G. and Joseph Shister. Job horizons; a study of job
satisfaction and labor mobility. New York 16. Harper and Brothers
(49 E. 33rd St.). 1949. 102 pp. $2.25.
A brief and non-technical report based on interviews with some 800
manual workers in a New England city in 1947. For those concerned
with attracting "an adequate quantity and quality of labor" findings
regarding how workers locate and select jobs, what determines
whether they will stay on the job after being hired, and what their
occupational goals are should be of interest.

selection and induction." Personnel (330 W. 42nd St., New York
18), September, 1948. pp. 77-87. $1.00.
A statistical analysis of prevailing practices with regard to various
procedures based on a survey of 325 representative firms. Compares
the results of this survey, made in 1947, with those made in 1930 and
1940 by the authors of Personnel Management.

Viteles, Morris S. "Selection and placement of employees." Psychology
of labor-management relations. Edited by Arthur Kornhauser. Pub-
llication No. 3. Champaign, Ill. Industrial Relations Research Associa-
Stresses the importance of effective selection and placement in the
maintenance of good management-labor relations and of industrial
efficiency and stability. Also contains a critical discussion of research
problems and suggests areas in which further research seems likely to
be most productive.

2. Employment Forms

American Management Association. Research Report No. 16. Hand-
$3.50 to non-members; $2.50 to members.
A compilation of forms in current use with explanatory comment
emphasizing "the content of each type of form, bringing out the ob-
jectives of the particular personnel activity and the underlying prin-
ciples governing its administration."
States the reasons why "personnel records are becoming an increasingly important tool of successful management" and discusses points to be considered in setting up a records system.

States five points to be considered in drafting an application blank so that it will "elicit from the applicant all the pertinent facts of his background" and facilitate objective evaluation of the information obtained.

A compilation of forms which have had successful use.

3. Employment Interviewing

A concise discussion of the principles and techniques of interviewing with brief consideration of related selection procedures and a selected bibliography.

Discusses the purpose, procedures, and interpretation of non-directive employment interviewing as used in the Bell Telephone Company of Pennsylvania. Also describes briefly the methods used for training the interviewers.

Presents briefly suggestions for planning different types of interviews and for improving interviewing techniques.

A critical survey of the literature on this subject with a brief summary of the conclusions and implications which the author has drawn from it.

4. Pre-Employment Physical and Psychological Testing

Includes a discussion of the development and use of tests, a descriptive summary of tests currently available, and a list of bibliographic references.

A brief description of this "combination of tests which measures a number of important aptitudes."


A search of the literature revealed about 120 references published between 1910 and 1947 dealing with "the validity of commonly used types of psychological tests for workers in the various occupations in the United States." This article summarizes the results of these studies and includes the median value of the validity coefficients computed by the author for various types of tests to indicate those having most and least value for various occupational groups.


A critical discussion of "the kinds of value that may be obtained from testing and the kinds of cost that may be exacted in return."


Of interest to those concerned with the relation of visual acuity to job performance in industrial jobs. Reports an investigation using Ortho-Slater scores for approximately 5,500 employees.


Presents a series of six case studies of successful company testing programs and also a summary of several papers on various problems (including the use of weighted application blanks and interviewing) which were presented at the 29th meeting of the National Industrial Conference Board.


Describes the program for matching worker's physical capacities with job requirements which has been in successful use at General Motors' Frigidaire Division for several years.


A comprehensive guide to the development of testing procedures and the administration of a testing program.