

plays an important part in any job analysis that is made.

#### Class Grading

A class grading plan results from the grouping into grades of all classes of positions homogeneous in the nature and importance of their constituents and the arrangement of these grades in an occupational hierarchy based upon an appraisal of their *relative* value within the given institution. Such a plan is used to provide a definite basis for (1) the development of avenues of promotion and of logical transfer lines; and (2) the development of an equitable compensation plan. Class grading is an essential part of any program of promotion and of salary administration.

In the process of determining the grade of any given class of positions, the influence of personality is again felt. Included in the factors which determine the importance of a class are the kind and amount of human contacts involved. A class of positions involving an unusual amount of contact with a public group of high social status and requiring, therefore, a personality acceptable to the members of such a group would tend to receive, other factors being equal, a much higher grading than a class of positions involving limited human contacts.

#### The Interview

We have just considered the influence of personality in connection with techniques of measuring individual differences in positions. Let us now consider the role that personality plays in connection with the techniques for measuring individual differences in men.

The interview is the oldest and most widely used technique. Although it is not as reliable as we should desire, it will, nevertheless, always be a most essential device in measuring individual differences in men. It is here that personality plays a most important role. The interviewer must, if the interviewee is an applicant from without, give special consideration to the latter's general fitness for membership in the organization as a whole, in terms of those aspects of personality which will affect his relationships with the other employes. The interviewer must also consider the special fitness of the interviewee for the position for which he is being considered in connection with the personality requirements of this position.

It may be in order to mention the importance of an acceptable personality as a requirement for the position of interviewer. Successful selection depends largely upon the personality of the interviewer. An individual with an inadequate personality is probably not well qualified to judge personality traits in others. Yet, opinions have been advanced that an appreciable number of employment interviewers are sadly deficient in personality traits. I will not attempt to discuss these opinions except to mention that, on the basis of casual and haphazard observation, they seem to be partially justified. Management does not always seem to realize that it is a good investment to maintain competent interviewers that are personally acceptable to those whom they interview.

#### The Psychological Test

We again feel the influence of personality when we examine the development and utilization of psychological tests. Tests may be classified as follows:

1. Tests for general intelligence
2. Tests for special capacity or specific ability
3. Tests for character and personality.

We find in the last group a number of significant attempts to measure objectively this elusive thing, personality. Included in this third classification are such tests as the interest analysis, the free association test, the personal inventory, etc. Research work with these tests in such vocations as executive, salesman, etc., has been and is being pursued. It is hoped that the practical personnel man will soon have at his disposal tests which will assist him in predicting the personality behavior of applicants and employes.

#### The Rating Scale

The rating scale represents an attempt to make more objective and reliable the judging (and the recording of such judgments) of one person by another. Rating scales are being used more and more in business institutions. In the main, they are applied to estimates of the progress of employes, but they are also used to some extent in the judgment of applicants. It will be found that most rating scales include a number of personality items, such as, appearance and manner, co-operation, personal impression, etc.

Although rating scales represent a distinct improvement over the usual haphazard and ambiguous methods of expressing opinions of individuals, they are far from being satisfactory and reliable as they are used at the present time in business institutions. There is a real need for working out better rating devices.

#### The Medical Examination

The medical examination is important as an aid in determining whether or not an individual is physically qualified for a given position. Various members of the medical profession, however, (especially neurologists and psychiatrists) have extended their activities to include the diagnosis of personality differences in normal as well as abnormal persons. Psychoanalysis is used by some as a technique for measuring these differences. Although optimistic reports have been made regarding the superiority of the psychiatric method over the usual interviewing methods of skilled employment interviewers, doubt may well be expressed relative to the justification of such optimism.

In addition to the psychiatric interview, the recent studies of glandular activities in the human body have opened the possibility of measuring personality traits either by measuring the glandular functions directly or by way of the reflection of their activity in bodily development. Although the literature on this subject indicates that there is some relationship between personality and these obscure psychological reactions, it seems very unlikely that any techniques will be developed which will be of any practical value in the selection and placement of employes.

#### Conclusion

It should be obvious that personality plays an important role in selection and placement. Practically every technique used to measure individual differences in positions or in men is influenced by it. If this is true, there is a need for more objective methods of measuring the personality requirements of the various classes of positions and the personality behavior of applicants and employes. In addition, there is a need for better methods of personality training.

AS FAR as there is anything distinctive about scientific management, it represents a shifting of thought from machines to men. Whether rightly or wrongly, the claim of the system for special merit is based upon its seeing more truly the deeper motives that actuate men; upon its adaptation of factory conditions to conform more perfectly to man's comfort, productive efficiency, and satisfaction; upon its coming down more intimately to the temper and capacity of the individual worker. Scientific management is thus,

first of all, a study of man, of his nature, of his ideals. It is based upon the principle that cheerful workmen are more profitable than sullen ones, that to fit the work to the man is better than to try to fit the man to the work. . . . As long as scientific management retains these ideals—and the lives of the leaders testify that they have practiced them up to date—it is hard to see how the system could be anything else than agreeable and beneficial to the workmen. (Horace Brookwater Drury, *Scientific Management*, 1922, p. 522.)