

EMPLOYERS' MANUAL

INSTRUCTIONS TO
EMPLOYMENT SUPERVISORS *and* OTHER EXECUTIVES

in the use of

THE BLACKFORD EMPLOYMENT PLAN

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By

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Foreword



HIS Manual is published primarily as a work of reference and suggestion for employment supervisors and other executives who have received the personal instruction and direction of the author in the installation of the Blackford Employment Plan in their institutions. It is therefore not intended to give complete instruction for the use of the Plan. There are many problems arising in the operation of an Employment Department that are not, and could not be, covered in a work of this nature. Some of these are common to all concerns; some are peculiar to the individual concern. Each has to be met and solved by some qualified and experienced person trained especially for the work. It would therefore be hazardous for anyone to attempt the installation of such a department with nothing more than what appears in this Employers' Manual as a basis of operations. With personal instruction and direction, however, it is hoped that this Manual will prove an effective, useful, and helpful inspiration to those who bear the great responsibility of selecting, placing, and handling employees.

29 Oct 38
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K. M. H. B.

In the highest sense, an industrial or commercial institution should be a school where men and women learn to LIVE through useful and happy effort.

Introduction

NEED OF SCIENTIFIC SELECTION OF EMPLOYEES

I once knew a rich man who wanted to build a big, costly printing plant. No sooner had he decided that he would build, than he was impatiently eager to see the finished structure, with all the machinery installed and turning out books and magazines. He told his desires and aspirations to an architect. But, before even the dimensions of the building were decided upon, he had engaged a contractor and set him to work, making the excavations. While these were under way, he rushed out of the architect's protesting hands a rough ground plan of the edifice. From this, as soon as the trenches were dug, he built in immense concrete footings for the walls and pillars. Then he compelled the half-frantic architect to furnish him the dimensions of the walls and began to lay up the brick. And so every stage of the work was "pushed." The man thought he was making a record for speed in building. He boasted about it to his friends. The structure was completed and occupied long before the finished plans and specifications were out of the architect's office.

But one result of all this haste was that high-priced men burrowed for weeks, under the new building, cutting dozens of openings, large and small, through those massive concrete footings. No provision had been made for water and gas pipes, sewers, electric conduits, and the flues of the heating and ventilating apparatus. Another result was that an expensive tile roof, laid before the plans of the building were complete, was found to be unsafe and had to be removed and relaid. There were many less serious blunders. Worst of all, the structure was full of inconveniences and discomforts, and was an unsightly patch-work.

In refreshing and hopeful contrast are the methods of a firm of building contractors, whose main office, in New York, I recently visited.

These gentlemen undertake the entire responsibility of designing, planning, constructing, equipping, decorating, and furnishing residences, banks, club-houses, libraries, office buildings, and other fine edifices for their clients.

They showed me their file room. Here, among other equipment, were some scores of wide, shallow drawers. Each drawer contained all the data on some one building

either about to be put up or in course of construction. My guide opened one of these drawers and showed me what was in it. There were detailed drawings of everything about a big bank—from the exterior of the building as a whole down to chairs, hassocks and cuspidors. Type-written specifications described every item. And a huge collection of numbered and labeled samples represented every material used, from brick and building stone to wall-paper, rugs and picture-cord. All these drawings and specifications were approved, and all these samples gathered, submitted, and accepted, before a spadeful of earth was turned or a load of gravel purchased.

Need I point out the success of this firm? Did you note the fact that they had some scores of buildings under contract?

In the building of an organization, there are many employers and executives who attack their problem in much the same way as the rich man did his printing plant. There are a few whose methods are like those of the New York contractors.

The many are forever burrowing in their foundations, and tearing off their roofs, making costly changes. Their organizations are inconvenient, uncomfortable, and wasteful—unsightly patchwork.

The few build for all time. They get the best results, for the least expenditure of time, money, materials and effort.

The many begin to select men before they have any clear, definite ideal for their organization; the few know precisely what they intend to do with their organization before they begin to build it.

To be more specific: The successful employer of men begins his work of selection by determining, definitely and in detail, just what he wants his men to accomplish. He perfects his plans until he knows how many men he will need, what part each man in the organization is to play, and the kind of man needed for each particular job. In other words, he has in mind an ideal man for each position. Then he is ready to begin the work of finding and placing the human material to fit the plans and specifications for his organization.

There are certain definite qualities required for each unit of any organization.

One of the most successful executives in the country once told me that he demanded of every employe four fundamental qualifications. These were health, intelligence, honesty, and industry.

"These four are indispensable," he said. "No man is permanently worth even floor-space, light and heat, to say nothing of wages, unless he is healthy.

"Unless a man is intelligent, he cannot be taught—he will not develop. Even in the lowest kind of unskilled labor, the unintelligent man costs too much for supervision to be a profitable investment, no matter how low his wage.

“By honesty I mean reliability—general trustworthiness. A dishonest man may do splendid work, but he is bad company for the rest of your force. And one crooked act on his part may wipe out all the profits possible on a dozen years of his best services.

“It goes without saying, of course, that even the most brilliant and reliable of men is worthless unless he does things. He must be industrious or he is useless in any organization.”

Taking these four qualifications as a basis, the efficient executive adds others to his ideals for employes, according to the work he wants them to do.

For example, suppose you were hiring a man to nail on lath. In addition to the four fundamental qualifications, you would look for speed—for speed first, accuracy and carefulness second. And, if you knew how to judge your man, you could quickly tell by looking at him whether or not he had just the combination of qualities you desired.

Take another case. Suppose you were a manufacturing chemist and wanted girls to fill orders. You could not afford to risk the possibility of even one error like sending strychnine instead of quinine. After satisfying yourself that the applicants were healthy, intelligent, honest and industrious, you would look for indications of painstaking accuracy and carefulness. Speed would be a minor consideration.

In choosing an inspector of parts of fine machinery, you would demand both speed and accuracy, but not too great carefulness. It is much more important that she should be quick and unerring in separating the perfect parts from the culls, than that she should be careful to place them in exact and symmetrical rows when she has inspected them. In assembling the parts, and testing the completed machine, however, carefulness ranks higher than either accuracy or speed.

Some kinds of work, such as adjusting hair springs on watches by ear, require intense concentration. In other kinds, such as selling notions, the employe must be able to turn rapidly from one thing to another—in fact, oftentimes, to attend to two or three different customers at once, so that concentration is a non-essential.

Speed, accuracy, carefulness, concentration—these are all mental qualities. But the wise executive either learns to discover them—and many others—singly and in combination, by external manifestations, or he has someone on his staff who can do it for him. Such foresight saves money, material, time and effort that would otherwise be lost in wasteful experimentation.

Every man should be in the place in the world for which he is best suited.

A scientific dairyman selects *animals* for his herd by *points*.

These points are external signs in the *color* and *form* of the cattle. They indicate the *dairy type*. When a cow has

been thus *selected*, an *exact record* of her performance is kept. If she falls below a certain standard, she is weeded out of the herd—put to some other use.

A good cow may earn for her owner *two hundred dollars* a year. One that falls below standard earns less—may even net a loss.

The average employer selects his *men* by chance, or at best by *guess*. As a rule, he keeps no record of their qualities; very often no record of their performances. He discharges only for glaring inefficiency or for insubordination, or for a whim, or for economy. In the higher departments high-priced men are often laid off, which may or may not prove to be economy. In other departments the lower paid laborers are laid off in too great numbers and the higher paid workers are expected to perform their tasks in addition to their own. This leads to discontent and dissatisfaction. Many of the *best men* leave because they have been *badly selected*, *badly handled*, or both.

A good man may earn for his employer *thousands of dollars* a year. An inefficient man, or a misfit, may cause a great loss; may even wreck the business. The result is that some of our greatest industrial and commercial institutions are exceedingly uneven, the bad effects of the best men diluted—neutralized by the harm done by the misfits. Even in the best plants the efficiency could be greatly increased if every position were filled by the best men. Hence the need for a *scientific* method of selecting, placing and testing men.

The Blackford Employment Plan meets this need.

This Plan is founded on the very great results of modern research, experiments and demonstration, or scientific principles, which have been tested and verified by more than 12,000 actual analyses of individuals.

OBJECT OF THE PLAN

The purpose of the Employment Plan is to give the employer or his employment supervisor a simple but comprehensive and conclusive method of determining from easily observed *external signs* and from a brief verbal examination of any applicant, *what he can do* and *how well he can do it*.

HOW THE PLAN WORKS.

The Employment Plan depends for its success upon the *intelligent use* of nine blanks. These are reproduced here, and the purpose of each is described.

Blank Number One.—Requisition—This is a requisition for a worker. It is signed by a foreman and approved by his superintendent, supervisor or department manager. The title can be varied in this, and all other blanks, to suit the nomenclature and organization of the plant. It is made out in duplicate. The original goes to the employment department; the duplicate is kept on file by the foreman.



REQUISITION

Office _____

Factory _____

No. _____

EMPLOYMENT DEPARTMENT

Please employ for the _____ Department _____

One _____ for Position No. _____

Rate _____

To Begin work, Date _____ 191 _____

With these qualities: _____

To replace _____

Transferred to Dept. _____

No longer employed.

Promoted in this Department.

Returned to you.

To increase the forces to secure larger output.

Permanent _____ Foreman

Temporary _____ Superintendent

Date _____ 191 _____

NOTE—This blank is used in duplicate.

This blank, as made out here, would read: Employment Department: Please employ for the Erecting Floor, Department Number 00, one assembler, for Position Number 00, rate 27½ cents an hour, to begin work July 23, 1912. With these qualities: Must be strong, active, experienced man, with practical knowledge of machinery and minor repairs; to replace Richard Roe, returned to you. Wanted permanently. John Doe, foreman; Henry Robinson, superintendent. Date, July 20, 1912."

If the foreman or superintendent has in mind a man suited for the place, he will include in his requisition a filled out copy of Blank No. 2, which is the Recommendation Blank.

When the employment supervisor receives this he may do one of several things. He may send for the man recom-

mended, examine him and, having found him fitted for the place, send him to Foreman John Doe to begin work. Or he may send for him and find him *not* to be the man for the place. Or he may already have a record of this man on file that will guide him in his action.

In case he is not the man for the place, the employment supervisor will next consult his waiting list to see whether there is anyone on that can do the work required. In case there is, he sends the best man available. If not, he files the requisition until the right man is found or applies for work.

Blank No. 2.

Form 703



RECOMMENDATION

Kindly fill out this blank with information about some man whom you think it would be desirable for us to employ.

Name _____

Address _____

Why is he desirable? _____

How do you know? _____

What kind of work can he do? _____

Is he now employed? _____ Where? _____

How old is he? _____ What rate of pay would he expect? _____

Married? _____ Single? _____ How many to support? _____

Nationality? _____ Religion? _____ What union? _____

What is his relation to you? _____

Is he related to any member of your family? _____ If so, what is the relationship? _____

Signed _____

Name

Position

Department

Date _____ 191 _____

Blank No. 2.—Recommendation—This may be sent in by any employe recommending someone he knows who is desirable. Employes should be encouraged to do this. It makes them feel added interest in the organization and gives the department more material to select from.

Blank No. 3—Application—Reverse Side.

Can you speak any foreign language? What? _____

How much time have you lost by sickness during the past five years? _____

What was the nature of your illness? _____

In what places have you lived? _____

What position do you now hold? _____ What pay? _____

How long have you been so engaged? _____

Why do you wish to leave? _____

Describe two positions you have held before the last one, giving pay, time and reason for leaving _____

What education and training have you had? General? _____

Technical? _____

In school, what studies did you like best? _____

What least? _____

What do you read? _____ What kind of work do you like best? _____

If you could have any position you wished for what would it be? _____

Is there anything you would rather have than money? What? _____

What, beside pay, is important to you in a position? _____

According to your observation, by what method is advancement generally won? _____

Through what means do you hope to secure advancement? _____

What, if anything, are you doing to improve yourself? _____

Can you manage people well? _____ State the evidence? _____

How many times have you lost your temper during the past year? _____

What were the causes? _____ What did you do? _____

Can you take a joke on yourself? _____ Joke others? _____

Do you like to be with people? _____ Which sex? _____

How many intimate friends have you? _____

Do you make acquaintances readily? _____

*Blank No. 4.—Analysis—*This is the key to the Employment Plan. Upon it is kept data which should reveal to the competent employment supervisor at a glance, the character, capacity, abilities, weaknesses, tendencies, record and future possibilities of every man in the plant and every applicant on the waiting list. The front side of the blank and its uses are described fully later in this Manual.



ANALYSIS

Name _____

Address _____

Health _____

Coloring:	Hair _____	Eyes _____	Texture _____
	Eyes _____	Nose _____	Motive _____
	Skin _____	Mouth _____	Mental _____
	Beard _____	Chin _____	Vital _____

Capacity of Intellect _____ Type _____

Face: (Energy) _____ (Vitality) _____ (Endurance) _____

Head Type:	High	Long	Narrow	Square
	Low	Short	Wide	Round

Hand Type:	Rigid	Consistency:	Hard	Fingers:	Short
	Flexible		Elastic		Medium
			Soft		Long
			Flabby		

Condition of Body _____ Dress _____

CONCLUSIONS:

Positives _____

Negatives _____

Recommendations _____

Analyzed:

Date _____ (Signed) _____

On the reverse side is space for the man's record for a year. This record is collated from the work record at desired intervals and is a comprehensive epitome of the man's standing. Efficiency of the employe is determined by such methods as the department uses, under instruction, on a percentage basis, while his department is worked out on the same basis, from data furnished by the foreman. If, during the period, the employe has shown any special ability,

gether with such general observations upon the man as the employment supervisor may desire to make, are carried forward to a new record blank, exactly like this one, except that it has space for a year's record on each side. The first blank is filed in a transfer case for possible reference.

Blank No. 5.

Form 706

Original



REFERENCE TO FOREMAN

Mr. _____ Clock No. _____

to see Mr. _____

Department _____ for position No. _____

Rate _____ To begin work, Date _____ a. m.
p. m.

EMPLOYMENT DEPARTMENT

He is not satisfactory*

Reason why applicant is not satisfactory:

Signed _____
Foreman

*Note—If the applicant IS satisfactory, cross out the word "not."

Date _____ 191 _____

NOTE—This blank is used in duplicate.

Blank No. 5.—Reference to Foreman—Before the employment supervisor, after weighing the data on Blanks 3 and 4, selects a man for certain work, he first sends him to the foreman in charge of that work. The applicant carries with him, in an envelope, as indicated, Blank No. 5. This blank as here reproduced, is self-explanatory, its purpose being to give the foreman an opportunity to express his opinion on the qualifications and personality of the applicant. Only for very important reasons should

a man be hired in opposition to the expressed wishes of the foreman. In such cases, perhaps, the applicant may be sent to some other department, or he may be hired for that department if in the judgment of the employment supervisor the foreman's reasons for rejecting him are inadequate.

Blank No. 6.

Form 707

Original



EMPLOYMENT

Office

Factory

TO THE PAYMASTER'S DEPARTMENT:

Please enter on the pay roll the name of

_____ Clock No. _____

City address _____

Employed as _____ for position No. _____

in the _____ Department

at the rate of _____

Supervisor of Employment

Date _____ 191 _____

NOTE—This blank is used in duplicate.

Blank No. 6.—Employment—This is the employment supervisor's notification to the paymaster's department that a new name is to be placed on the pay-roll. It is self-explanatory. In case the employing firm or corporation requires its employes to sign an agreement, the back of this blank is a good place for it.



REPORT ON EMPLOYEE

Office
Factory

Name _____

Clock No. _____ Dept. _____ Position No. _____

Kind of work _____

Department _____

Special ability shown _____

POSITIVES SHOWN

- Carefulness
- Courtesy
- Punctuality
- Accuracy
- Industry
- Memory
- Obedience
- Orderliness
- Cheerfulness
- Patience

NEGATIVES SHOWN

- Carelessness
- Discourtesy
- Tardiness
- Inaccuracy
- Laziness
- Forgetfulness
- Disobedience
- Disorderliness
- Gloominess
- Impatience

With reference to this man I recommend: _____

Returned to you, Date _____ a. m.

p. m.

Reason _____

All tools, tool checks and other articles loaned No. _____
have been returned.

Tool Stock Room No. _____ By _____

Signed _____ Storekeeper

Foreman

Rate approved by _____ Superintendent

Date _____ 191 _____

NOTE—This blank is used in duplicate.

Blank No. 7.—Report on Employee—This is the periodic report blank by means of which the employment department is able to keep the periodic record on the reverse of Blank No. 4. One such record is made out, when required, for each employe, from the highest to the lowest. Workers, foremen and superintendents are all reported in accordance with the method in vogue. If all men are checked up by standard efficiency records, furnished by the efficiency department, then the summarized periodic record secured from the paymaster's department goes on this blank.

or even an intelligent clerk, to work out the percentage. The report on efficiency is more complete and reliable.

The Report on Employee blank is used whenever the foreman wishes to make recommendations of any nature regarding a man. He may wish to promote the man in his own department, transfer him to another, increase or cut his rate of pay, or recommend that he be discharged. This blank is also used as a "quit-slip," when the tool release has been signed by the storekeeper.

*Blank No. 8.—Transfer—*This notifies the paymaster—and everyone else concerned—of the transfer of an employee from one department to another.

The foreman releasing a man fills in his name, his clock number, position number, rate, and department number, then sends it to the receiving foreman who fills in class of work transferred to, the new rate, new clock number, time he wishes the transfer to become effective, signs it, has it approved by the superintendent, and forwards it to the employment supervisor for action.

Blank No. 9.

Form 710

Original



NOTIFICATION

Office

Factory

PAYMASTER'S DEPARTMENT:

Please pay off and remove from pay roll

Name _____ Clock No. _____

Address _____

Department _____ Position No. _____

Quit work, Date _____ a. m.
p. m.

Tool clearance _____

Signed _____
Supervisor of Employment

Date _____ 191 _____

NOTE—This blank is used in duplicate.

Blank No. 9.—Notification—When an employe is returned by a foreman to the employment department, he should have the right of explanation to the employment supervisor, who may be able to adjust the difficulty and save a valuable man for the institution. Sometimes this may be done by persuading the foreman to give the employe another trial. Or it may be done by transferring the individual to another department. When, however, the employment supervisor sustains the judgment of the foreman, the notification blank is sent to the paymaster, who settles the account and removes the man's name from the roll.

The employment department should enter on the employe's record the information concerning his resignation, transfer, pay-off, or discharge, as the case may be. If the employment supervisor selected that man, it will be of great value to him to know just why he left.

GENERAL INSTRUCTIONS

As will be readily seen, the most important of all these blanks are the application, analysis and record blanks. To them all the others are contributory or subordinate. The others may be varied to suit the conditions of the concern using them. But they are not unimportant. The employment supervisor should see that they are regularly filled out, not only in the letter but in the spirit. Each of them has a *purpose* in the Plan. By means of them the lines of discipline and efficiency will be kept taut. They have been devised to aid the employment supervisor in keeping the whole organization in his grasp. To permit the use of any of these forms to be neglected or become perfunctory is to slip back toward the old, hit-or-miss, unscientific and prodigally wasteful methods of the past.

THE HUMAN ELEMENT IN BUSINESS.

In the summer of 1911, a big New York corporation was losing money. It was doing a larger volume of business than ever before. Prices for its product were high and going higher. All conditions seemed favorable to generous profits. But, month after month, its balances were written in red ink.

During the summer of 1912, this same corporation had recouped all its losses and was paying the largest dividends in its history. The seeming miracle was wrought by a new general manager. The human element, represented by one man, was more potent in that corporation's affairs than all other factors combined.

Andrew Carnegie started in the iron and steel business long after his competitors had grown great and powerful. Yet in a few years he had outstripped them all. And all the world knows he did it by gathering the right kind of

men around him. He and hundreds of other big winners in business have proved that the human element is the all-important factor—that *men* can control conditions and shape circumstances to suit their purposes.

The converse has also been demonstrated times without number. Conditions may be right, circumstances favorable, and opportunity almost forcing success upon an institution. Yet, with the human element unfit or misfit, failure is inevitable.

Knowledge of men, then, would seem to be the first and most vital qualification for success in an employer. And yet, for some reason, equipment, materials, markets and processes have been exhaustively studied, while human nature has been largely neglected. Here is the most potent cause of inefficiency, inharmony, discontent and even mutiny and rebellion among employes, with consequent destruction of profits, property and even human lives.

“Welfare work” in itself will not solve the problem.

An employer once complained to me that he had spent several thousands of dollars upon the betterment of conditions for his workmen and that, not only did they not appreciate his efforts, but they showed resentment. They wanted to know why the amount had not been added to their wages, although they were already receiving current rates of pay.

What was the trouble?

A little investigation showed that it was in the unwise selection of men.

IMPORTANCE OF EMPLOYMENT SUPERVISOR

The employment supervisor, therefore, deals first hand with the most vital factor in the success of the institution. Upon him rests responsibility for the fitness of the human element out of which the business structure must be built. A fire-proof edifice cannot be constructed of dry pine. An organization that is to survive the stress of competition cannot be made of soft, weak human material. As the employment supervisor judges and selects, so will the institution succeed.

But an expert employment supervisor’s opportunities for good do not stop with helping the institution grow and make larger profits. He should be both examiner and counsellor of men. His is the privilege of taking men who might otherwise be all their lives misfits and failures, introducing them to *their* work, and showing them how to succeed in it. It is also his task and pleasure to select men who are not only adapted to their duties, but of such temperament and disposition that they will work harmoniously together for the good of all.

Contented workers produce more and better work than unhappy ones. They are more easily managed. This has been demonstrated by scientific tests. In a large factory employing women, it was observed that during the hours from one to three in the afternoon production was at its

lowest ebb, and there was the largest percentage of spoiled work. A large and beautiful dining room and social hall was built. The employes were given a simple but appetizing and nourishing luncheon at small tables covered with clean, white linen and equipped with tasteful china and silver. After luncheon a half hour was given to singing and dancing. Immediately production in the hours mentioned rose to normal and the percentage of spoiled work was as small as at any time during the day.

There is nothing more demoralizing and wasteful than the presence of trouble-makers in an organization. If these chronic agitators and disturbers could be eliminated, there would be fewer strikes and less labor difficulty. When such people find that they can be detected the moment they apply for work or, if they are already inside, "spotted" as soon as their evil activities begin, they will cease to be fomentors of strife and seek a legitimate outlet for their energies.

Understanding his men, the employment supervisor will sympathize with them. There is too little kindness, too little sympathy, too little encouragement in the world. A great deal of what there is goes to waste or, worse, is misdirected through lack of understanding.

In a large institution the worker is liable to lose his individuality in the mass and become a mere cog in a machine. This is another form of human waste. A man's value to his employer is not in his large bones and muscles, his weight-lifting and strenuous physical labor. Human muscle-power is the most expensive form of energy used.

A man is valuable in proportion to the *thought*, the *psychical inspiration* and the *happiness* he puts into his labor. A man doing work he does not love, lacks enthusiasm, spontaneity, interest and concentration—therefore efficiency. Even those doing work for which they are well fitted become negative, stale and flat at times. The employment supervisor should be a dynamo, recharging and reinvigorating those who need his services. If he understands the nature of each man—and he is totally unfit for his position if he does not—a look, a friendly word of encouragement, an appreciative smile, will inspire them to a conscious and successful effort to do more and better work.

In the highest sense, an industrial or commercial institution should be a school where men and women learn to live through useful and happy effort. Raw human material should be developed, rendered valuable, and utilized. Genius should be discovered and given its opportunity. The employment supervisor should therefore be an educator. And he should be ever alert for unusual ability. Many millions of dollars are lost every year because of unutilized human powers.

REQUISITES FOR AN EMPLOYMENT SUPERVISOR

Since the employment supervisor must bear such heavy responsibilities, his qualifications are of momentous im-

portance. Certain attributes are fundamental and indispensable. These are:

(1) *Teachableness*. A man who cannot be taught is suffering from mental ankylosis. He is ossified and mummified, intellectually. Of doubtful value in any place, he is worthless for selecting men.

A teachable man has a broad outlook on life; for he daily perceives that his sum of knowledge is a mere atom in the mass of what may be learned. He knows that new discoveries tomorrow may render obsolete the highest wisdom of today. Therefore he is not only receptive of, but eager for, more and more truth.

(2) *Love of Humanity*. Every successful horse-trainer or dog-fancier loves animals. There are no exceptions. Likewise, those who handle men successfully love humanity. Nor do I know of any exception to this law.

Love begets love. Hate begets hate. Indifference leaves others indifferent.

Love is constructive. It means interest in the welfare of the loved one and desire to protect his interests, to see him grow and prosper.

Hate and indifference are destructive. They cause carelessness and hostility toward the interests of their object. They even lead to malicious destruction of property or life. There is no more extravagant human waste than hate.

(3) *Deliberate Judgment*. To be a good judge of men one must have the judicial mind. Sound judgment is so rare an achievement and of such priceless value that one should be always definitely on guard against unsound conclusions.

Unsound judgments are of four kinds: hasty, mistaken, prejudiced and illogical.

Hasty judgments are made without taking all the evidence into consideration.

Mistaken judgments rest upon apparent facts that are not facts. They are the result of incomplete or careless observation.

Prejudiced judgments arise from giving undue weight to some of the evidence and holding other parts of it too lightly. They are most often due to personal bias. In judging men they are to be most carefully avoided.

Illogical judgments are due to unsound processes of reasoning in drawing conclusions from the evidence.

A good employment supervisor, then, must be calm, deliberate and thorough in securing his facts. He must be keen, alert and painstaking in making his observations. Most studiously should he rid himself of all preconceived notions and prejudices. Let him always remember that he is weighing scientific data and not consulting his personal likes and dislikes. Fallacious reasoning has many seductive forms, and the employment supervisor who succeeds will avoid them all. Thorough study of a good text book on logic will aid him. In any mass of evidence there will be some apparent contradictions. They are never real.

By careful checking up they can all be harmonized. A reliable judge of men will learn to do this.

In order to reach conclusions, therefore, the employment supervisor must himself be reliable, deliberate, stable and well-balanced.

(4) *Keen Observation.* An atrocious murder was committed. Three men saw it done. In court one testified that the victim was struck on the head with a club and thus killed. The second declared that the weapon was a huge knife. The third said it was an axe. The third witness was right. Yet each man was telling the truth as he saw it. The first had seen only the handle of the axe. The second saw the blade. The third, having keener observation, saw both.

So, in judging men, one observer will see only a few of the good qualities in a man and be blind to his deficiencies. Another will see only faults and weaknesses and overlook fine, strong points. Both are right, but only half right. A competent observer sees both positives and negatives.

Everything about a man is significant of his character. No one thing tells the whole story. You will go far astray in judgment if you base your conclusions upon any one point that you cannot verify.

Keeness of observation is partly inherent. But no matter what natural endowments you may have they must be painstakingly cultivated. And the way to cultivate your powers of observation is by practice—practice—practice, always checking up and verifying your deductions by subsequent behavior of the men.

(5) *Tactfulness and Faculty of Putting Men at Ease.* It is the practice of some employers to get an applicant before them, assume a fierce expression and “grill” the poor fellow until he hardly knows his own name. If the victim can stand this “fire and brimstone” test sufficiently to assert that he is the right man for the place, he is engaged. He who becomes confused and makes a weak presentation of his merits is rejected. Could bad judgment and inefficiency go farther?

The most modest man is often the most capable and easiest to manage. And a brazen-faced, tough-nerved individual is skilled in deception and frequently a trouble maker.

If a man is on his guard against you, he will not express his true character. It is the employment supervisor who has the rare gift of a kindly, friendly, pleasing, confidence-inspiring personality who will get best results, both in examining and in counselling men.

(6) *Knowledge of Human Nature.* More important than all other requisites is knowledge of human nature. Some men are naturally good judges of men. These can easily acquire the scientific training necessary to convert fairly accurate guesses into definite knowledge. Other men are inherently poor judges of men and no amount of training will make them expert. They can improve them-

selves in this respect but always will they be mediocre. Such men are unfitted for the position of employment supervisor even though they rate well on all the other requisites.

(7) *Knowledge of Qualifications for Work to be Done.* The six requisites described in the foregoing are inherent, fundamental, and indispensable. They depend more upon natural endowment than upon education. Any man having them in goodly degree is fairly well equipped for the position of employment supervisor. To them, however, it is wise to add other qualifications by study and training. One of these is a working knowledge of the essential qualities required in men for each class of work in the institution which he serves. It may be learned from the foremen of the different departments. This method applies the third principle of efficiency, seeking competent counsel. To it, however, it would be well to add a diligent study of the work to be done, the best ways of doing it, and the requirements for doing it in those ways.

ETHICS AND TECHNIQUE OF THE WORK

Applying for a position is an important event in the life of any person. It may be epochal. The more lowly and unskilled the applicant, oftentimes, the more momentous is the occasion. He may be only a few scanty meals removed from want. To fail may discourage and brutalize him to the point of desperation and crime.

An offending employe once exclaimed, as he left the office of his superior, "He is the whitest man I ever knew!"

"Did he reinstate you?" his companions inquired.

"Reinstate me! No! He fired me. But he talked to me like a father!"

It is not your duty to employ men because you are sorry for them, if they are unfit. But the ethics of your position demand that you send the rejected applicant away more cheerful and more encouraged than when he came to you. This is not done by making or seeming to make any promise you do not intend to keep, but in making helpful suggestions that may serve him well elsewhere.

HOW TO EXAMINE APPLICANTS

In every kind of work best results are secured by getting all conditions right. There is a *best* way to examine applicants.

Each caller should be received alone, by the supervisor in a private office. It is desirable to have a stenographer to record questions asked and answers given, but he should be unobtrusive and not seem to be reporting the conversation.

After a pleasant greeting, the applicant should be given a chair so placed that the light will fall directly upon his face—not such strong light as to be uncomfortable for him, but enough to bring out the color, lines and expressions. The examiner's face should be turned from the light.

Putting your applicant at his ease with a word or two, give him the application blank to fill out at once. This transfers his attention from himself and enables you to observe him without his realizing that you are doing so. In placing the blank before him, you should stand, preferably at his right side and a little behind him. With the point of your pencil indicate to him which questions he is to answer. While you are doing this you have an opportunity to look directly down at the top of his head, to observe his back-head, neck and other features which, as will later develop, are all-important.

Having made these observations, you may resume your seat and, in a few seconds, check up your Analysis Blank. When he has finished writing, and you have completed your inspection, you should, in a quiet and friendly manner, ask the questions outlined in the Plan. After a little practice you will be able to ask these from memory. Then your applicant will not realize that you are following a set form for a definite purpose. He will feel—and ought to feel—that these are friendly inquiries and not tests of his character. Having memorized your questions, you can also give full attention to the play of expression on his features.

After all the data has been obtained—which need not consume more than ten or fifteen minutes—you should know whether the man seems fitted for any position you have open at the time. The more experience you have, the more quickly and accurately will you be able to draw your conclusions. If your verdict is favorable or at least tentatively so, give the applicant the Reference to Foreman blank, send him to his prospective foreman, and instruct him to return to you at a definite time. During the interval you should go carefully over the evidence, determine, label and pigeonhole the man's character and qualifications in your consciousness for future reference; not neglecting, of course, to put all this information in permanent written form and file it where it will be readily accessible.

If the foreman's judgment coincides with yours, and you decide to employ the man, the Employment blank, notifying the paymaster's department, is made out. He is no longer an applicant but an employe. He is now definitely under your care.

I am a firm believer in the good intent of all men. When a man applies for a position he is in a sense making a new start in life. Perhaps he has a deep feeling of failure. Things may not have turned out as he expected. Oftentimes an applicant approaches his new employer much discouraged and sick at heart. Or he may be determined to rectify his former mistakes, so that he takes up his new work in high spirits.

Whatever the mental condition of the new employe, the employment supervisor will see that he starts his work in the right attitude.

The foreman under whom the new man is to work should be instructed to show him the place where he is to be stationed, his machine, desk, or whatever equipment he is to use. The foreman should also make him feel that he will be received courteously and kindly by his superiors and the other workers. He should also be made acquainted with the rules of the place and what is expected of him. It is poor practice to install in any position a man who is ignorant of its requirements. If the place calls for unusual hours or special sacrifices, your man will be much better satisfied if he is told about them before he accepts the position. Then, if he accepts, he is much more likely to continue. If he is allowed to go in blindly, he is likely to resolve to stay only until he can do better.

The rules, requirements and *ideals* of an organization should be set forth in concise language, in printed form, and posted at a number of prominent places throughout the plant. Applicants should see these before they are analyzed, and each man should be given a copy when he is accepted as an employe.

Adjustment to new people and a new place is always trying. The employment supervisor who is really making the most of his opportunities will make a practice of visiting each new man shortly after he has been installed. He may do little more than greet the man by name and give him some word of hearty encouragement. But it will pay.

I am quite aware that, in a large institution, this means *work*, but I do not advocate as competent for this important position any man who is afraid of work.

Finally, the employment supervisor should make all the workers in his institution feel that he is their friend and helper in all matters pertaining to their work and their relation to the firm. In this way he will be able to aid them to benefit themselves by rendering more profitable service to the concern. And he may easily quench many sparks that might otherwise burst into flames of discontent and rebellion.

AN EFFICIENT EMPLOYMENT DEPARTMENT SHOULD:

1. Number all positions and list the qualifications for each.
2. Employ and discharge help.
3. Make recommendations for all positions.
4. Secure for all positions the very best obtainable human material.
5. Outline re-adjustment of the workers already employed so as to get the best results.
6. Gradually eliminate the unfit and place those retained where they will be the least objectionable.
7. Take steps to secure applications from desirable men not at present obtainable or particularly needed: To analyze and list these as a reserve or source of supply.

8. Keep accurate records of the department and performance of every man as: (a) means of dealing with the man himself, (b) as a check on the efficiency of the employment department, (c) as a means of determining the trend of the whole organization.
9. Investigate, consider and bring up for adjustment all cases of inefficiency, discontent, inharmony and misunderstanding.
10. Taking "competent counsel," establish a maximum wage rate for each position, or, secure the best human material obtainable for each position at as low a rate as possible commensurate with justice to employer and employe.
11. Systematically make known the ideals of the organization.
12. Make known to each worker the qualities considered to be ideal for his job—then inspire him to strive for their attainment.
13. Form classes among executives, superintendents and foremen for inspiration, suggestion, and instruction as to scientific methods of understanding men.
14. Determine and render available as far as possible all the latent genius and special abilities of employes.
15. Beginning at the top, endeavor to instil into every individual the "spirit of the hive," the desire to co-operate, to "play the game."
16. As far as possible, select and educate understudies for every position of importance.

READING THE EXTERNAL SIGNS.

Everything about a man indicates his character. The analysis blank is arranged to aid in observing and recording all the essential qualities of the applicant. The following paragraphs will suggest what these indications mean.

Handwriting.—When a man writes his name, address and other items, he tells far more about himself than he thinks.

Like voice, handwriting is an expression of character.

First, a man's writing shows his expertness with a pen. While this is not always essential, yet well-trained fingers show at least latent ability to handle small tools of any kind. The rapidity with which he fills in the blank will indicate, to some degree, the applicant's quickness of thought.

Carelessness and slovenliness, as well as carefulness, neatness and deliberation, will show themselves in handwriting.

Small, compact, even writing is indicative of a neat, modest, conservative, refined nature.

Large, bold, pretentious letters indicate a frank, self-assertive, proud nature.

Hopeful, buoyant, optimistic people write "up-hill." Depressed, despondent, pessimistic natures write "down-hill."

Sharp, angular letters indicate energy and ambition; round, curved letters show love of ease, comfort and pleasure.

Connected letters and words are written by people of continuity and connectedness of thought. Disconnected, disjointed writing—letters in the same word being left to stand by themselves—indicates impulsiveness and a tendency to jump to conclusions.

Name and Address.—It is obviously important to have the applicant's name. Aside from this, there is much "in a name." Men who have within them the elements of greatness incline strongly to simple, unpretentious names—George Washington, Thomas Jefferson, Abraham Lincoln. The would-be great make more pretensions.

If the section of the city or of the country whence an applicant comes is known, he can be classified to some extent by his address.

Nationality and Religion.—However much we wish it otherwise, race and national prejudices and hatreds are significant, fundamental and stubborn facts. Even those from different sections of the same country are often antagonistic and will not work well together. It is dangerous to place North Italians and South Italians in the same gang. Germans and Englishmen do not harmonize readily, nor do Irishmen and Negroes. An acquaintance with international affinities and enmities will be a great help in placing men.

In the same way, and for the same reasons, it is desirable to know the religion of the applicant. Roman Catholics will work best under a foreman of their own belief.

In no case is it wise to place in charge of others any man who makes himself obnoxious because of his intense religious beliefs. Both national feeling and religion are products of the emotions. Emotions when aroused are like dynamite—dangerous explosives.

In his excellent book, "Motion Study," Frank B. Gilbreth says:

"A bond of sympathy between the workmen and the people who are to occupy the edifice upon which they are working will also increase the output."

Date of Birth.—Many firms make it a hard and fast rule not to employ men beyond a certain age. This is never wisdom. Years, as we have seen, are not always the test of a man's age. Youthfulness is of the spirit and is not measured by calendars and birthdays. The man who looks young for his years is usually advancing. He who looks older than he should is slipping backward.

Height and Weight.—The height and weight of men in connection with their work should always be considered. In this connection, Mr. Gilbreth says:

“Size of men with relation to their motions has much more influence than is usually realized.

“Short men are usually the best shovelers where the shovelful need not be raised much in doing the work, such as in mixing mortar and concrete. Few foremen realize that this is because a short man does fewer foot-pounds of work in the same amount of shoveling. On the other hand, when men are shoveling in a trench, the taller the men, usually, the more output per man.”

Much stooping or bending soon fatigues a tall man. Reaching for things beyond his height is tiresome to the short man.

The tall man, with long legs, will cover distances or do standing work well. The heavy, vital man must do the bulk of his work while sitting. It is a great mistake to put a heavy man in work that requires him to be much on his feet, unless he is exceptionally well-muscled.

Single or Married.—Happily married men, other things being equal, do the best work. They are more permanent. Bachelors come next. The man with serious domestic trouble is least efficient and least satisfactory of all. Therefore, in selecting men for important positions, it is an essential to know something of their domestic relations. This is not difficult, by indirect methods, if the examiner is tactful and sympathetic. A man's ambitions for his home and for permanent employment throw light on his family relations. The man may be single yet have a large family dependent upon him; hence the next inquiry.

Former Employment Record.—If the man has been employed by the firm before, and there is an adequate system of records, it will be possible to learn how he performed. Under the Blackford Plan, there will be complete data concerning him. In the absence of such information, it is important to know why he left and why he wishes to return.

Position Wanted.—The applicant may be applying for a position far beneath his abilities—or far beyond them. Or he may be applying for work in one department when his talents fit him especially for another. The examiner should discover such errors by weighing the evidence with the requirements of the position in mind.

It is also for the examiner to determine whether this is a “temporary” man seeking a permanent position, or the reverse.

Notification in Case of Emergency.—The value of this information is obvious.

Checking Positives and Negatives.—When the applicant has written the data called for in the first few lines, he is instructed how to check the positive and negative qualities. He is to be kindly and pleasantly informed that perfection is not expected in anyone but that the desire is to know

in what points he falls farthest short of it; also his strongest qualities. Explain to him that, if he is frank in giving this information, it will be possible to place him where his positives will win him the largest profits and his shortcomings will interfere as little as possible with his success. Tell him, if necessary, what each one of the positives and negatives mean.

The applicant may declare that he doesn't know whether he is positive or negative on the points indicated. This shows that he is little given to introspection and self-analysis. Make a mental note of this. Then give the applicant such assistance as is needed in checking the list. One very good way is to draw him out by asking specific questions about each positive and negative. This also helps the applicant to get better acquainted with his own character.

The way a man checks this list shows, to a certain extent, how honest he is with himself. That a man should credit himself with a positive, when all the other indications are that he is usually negative on that point, does not always mean that he is intentionally dishonest. The same man may charge himself with a negative when you know, by other signs, that he is entitled to a positive. These discrepancies should be a valuable guide in weighing his answers to other questions and in estimating his tendencies and worth.

The marks an applicant makes on this part of the blank will be useful to the employment supervisor for months after the man has gone to work in the institution. As his positives and negatives must manifest themselves in his daily work and conduct, reference to this list will confirm or condemn his judgment of himself. Here, too, will be found a most convenient basis for checking up, correcting and establishing an estimate of the man. Constant study of this data, always comparing it with the actual performance of the individual, is part of the price paid for increasing facility and accuracy in judging men and women.

STATE OF HEALTH

Some important indications of good health are: Clear, bright, expressive eyes; clean, wholesome-looking mouth; red lips; animated expression; vibrant voice; alert muscles; responsiveness to impressions. In good health the whole body and mind express latent energy and abundant life.

Deficiency in health shows in dull, leaden, listless eyes; muddy, jaundiced, oily, pimpled or irritated skin; decayed or unclean teeth; sticky saliva; pale or pinched-looking nostrils; weary-acting muscles; slow response to impressions; blue finger nails; extreme sallowness or extreme pallor; intense excitability or nervousness.

The eyes indicate mental conditions.

The skin shows how actively the eliminative system is working.

The nose is an index of the capacity and condition of the lungs.

The mouth reflects the strength and state of health of the digestive tract.

The lips, color of skin, temperature of hands, and color of finger-nails are manifestations of circulatory power or heart's action; therefore endurance.

When you get the full significance of instructions in this manual, you will be able to judge a man's physical defects and strong points quite as accurately as the average physician. A medical examination for fitness will be unnecessary.

TEXTURE

Texture is the inherent grain or fiber of the individual. It shows his degree of responsiveness or impressionability.

Fine hair and fine skin, well-formed, balanced and symmetrical features indicate a high degree of responsiveness or cultural capacity. Coarse hair and coarse skin, ill-shapen, disproportionate, and unsymmetrical features are indicative of a lesser degree of responsiveness and cultural capacity.

The fine textured man prefers to do mental work or to handle light, fine materials. Being more responsive, he will be more appreciative of beauty in all its phases, and therefore will naturally enjoy work that gives him an opportunity to create or handle beautiful things.

The coarse textured man is more at home among heavy, coarse materials. Being less responsive, he will not suffer keenly if required to work in unpleasant or unbeautiful surroundings.

COLOR—CHARACTERISTICS OF BRUNETTES

Adhesive	Strong love nature.
Steadfast	Slow to anger—slow to recover.
Conservative	Slow to become ill—slow to recover.
Patient	Tendency to specialize.
Serious-minded	Disinclination to frequent change.
Dependable	Sometimes gloomy and resentful.

Prefers work along lines of production; is conservative rather than speculative; is economical rather than wasteful.

COLOR—CHARACTERISTICS OF BLONDES

Active	Quick to anger—quick to recover.
Changeable	Quick to become ill—quick to recover.
Diffusive	Often wasteful.
Impatient	Variety loving in work or play.

Speculative and optimistic; usually mild and good-natured; often inventive; like to conceive the idea or plan but do not like so well to work it out.

Blondes usually prefer aggressive work, such as salesmanship and advertising. They frequently have brilliant

imaginations, with a wealth of fine ideas which they seldom render practical.

It is convenient to express the degree of coloring of your applicant on the Analysis blank in numbers. A hundred-point scale enables you to do this:

- 100—Albino, no pigmentation, white hair and skin, colorless eyes.
- 90—Flaxen hair, light blue eyes, shell-pink skin.
- 80—Golden hair, blue eyes, fair skin.
- 70—Red or auburn hair, blue or gray eyes, freckles.
- 60—Light brown hair, dark blue eyes, tinted skin.
- 50—Brown or black hair, gray or blue eyes, medium skin.
- 40—Brown hair, light brown or hazel eyes, medium brunette skin.
- 30—Dark brown hair, dark brown eyes, brunette skin.
- 20—Black hair, black eyes, olive skin.
- 10—Brown races, yellow races, and mulattoes.
- 0—Negroes and other black races.

Between the two extremes, albino and negro, are all races of humanity. The albino manifests in an extreme degree all of the intense characteristics of the blonde. He is the most unstable human compound known. The negro has all the qualities of the brunette in pronounced form.

The more nearly a man approaches a balance, as represented by fifty on the foregoing scale, the more are these extreme characteristics modified.

FORM

Nature has placed in the human face indicators of all the internal organs. A man's state of health and natural forms of activity may therefore be easily judged by learning to interpret Nature's language.

Brain and nervous system are represented in the face by the eyes; lungs by the nose; digestive organs by the mouth; and heart by the chin.

Any feature which is sharp, prominent or convex in form indicates that its corresponding internal organ is positive in action and quick in response.

Any feature which is blunt, receding and concave in form indicates that its corresponding internal organ is passive in action and slow in response.

APPLICATION OF THE LAW OF FORM

Eyes ..	{ Convex	Keen Perception	Quick Thought
	{ Concave	Slow Perception	Deliberate Thought
Nose ..	{ Convex	Active Lungs	Positive Energy
	{ Concave	Passive Lungs	Negative Energy
Mouth .	{ Convex	Quick Digestion	Negative Vitality
	{ Concave	Slow Digestion	Positive Vitality
Chin ..	{ Convex	Excitable Heart	Negat'e Endurance
	{ Concave	Steady Heart	Positive Endurance

The upper portion of the face, that is, upward from a line drawn just below the nose, indicates what a man is in

thought. Downward from this line indicates what he is in action.

Thus, a convex upper and concave lower face would be quick in thought but rather deliberate in action. Concave upper and convex lower would be slow in thought but rapid in action. A man of this type makes many errors because of his tendency to act before he thinks. When reprimanded, he usually makes the very characteristic but truthful reply, "I didn't think."

BODY BUILD

The Mental Type.—When the mental element is predominant, the brain and nervous system are most active. This is indicated, in body build, by high, wide forehead; tapering, delicately chiseled features; fine, often sparse hair; face wide above and tapering to a pointed chin; sloping shoulders; slight build, with small bones and slender, compact muscles, and rapid movements.

Persons of this type are best adapted to intellectual work. If they do physical labor, they prefer to handle light, delicate articles or tools. They are inclined to clerical work, literature, art, education, and music.

The Motive Type.—When the motive element predominates, the muscular system is most active; the body is strong and athletic in build; broad and square at the shoulders and tapering downward to the feet; the face is broad and square in general outline, with strong, wide chin and jaw and prominent cheek bones; the feet and hands are large; and the whole build inclines to ruggedness and angularity.

Men of this type love the open air, freedom, activity and physical exercise. They are creative and constructive, especially along material lines.

The Vital Type.—When the vital element is predominant, the digestive system is most active; the body is plump, often corpulent; the face round and full; the limbs comparatively short and large; the body large in the middle section and tapering toward head and feet, bodily movements are slow.

Those of the vital type prefer sedentary work. They incline to banking, finance, management and superintendence. Physical exertion is usually distasteful to them. They are especially successful in handling food products. People of the vital type are often judicial, and we find them on the bench, practicing law, and filling executive positions.

Capacity of Intellect.—Capacity of intellect is measured by the height and breadth of the forehead. The higher and broader the forehead, the greater the intellectual capacity. For a balanced measurement, the distance from the hair line at the center of the forehead to the root of the nose should equal one-half the distance from temple to temple across the middle of the forehead.

A forehead that is proportionately higher than broad shows capacity to concentrate and specialize along one line, but indicates rather narrow, contracted views. A forehead proportionately broader than high indicates breadth of vision and large mental grasp.

Type of Intellect.—There is a natural line of demarcation between the upper and lower portions of the forehead. In men it is usually more easily observed than in women.

There are two types of minds; the material, observant, matter of fact, practical type; and the imaginative, thoughtful, speculative, theoretical type. The former has a forehead most prominent at the brows, receding as it rises. The latter's forehead is least prominent at the brows, gradually expanding and widening as it rises, and is most fully developed in its upper portion.

For work requiring quick, keen, accurate observation, the observant type should be chosen. For positions involving thought, inventiveness and analysis, the thoughtful type is best.

Face—Energy.—For indications of energy observe the development of the face between the root of the nose and the indenture in the upper lip at the junction of nose and lip. A large nose, high in the bridge, Roman or aquiline; wide, open nostrils; and high cheek bones are all indicative of good lung capacity and activity; therefore physical energy. Large lung capacity, used, aerates the blood, charging it with oxygen. A plentiful supply of oxygen circulated by a strong heart, increases combustion in the tissues of the body, thus generating an abundance of potential power, or energy. The energy section should be one-half the length of the face from the brows down. Deficient development in this section shows a tendency to inertia and laziness.

Face—Vitality.—Vitality and recuperative power are indicated by a well-shaped mouth; strong, well-articulated teeth; oval, round or full cheeks outward from the corners of the mouth. Deficiency in this region shows weak vitality and is often accompanied by a gloomy disposition. This is the second section of the face and should be one-half the total distance from the juncture of the upper lip and nose to just beneath the point of the chin.

Face—Endurance.—The third section of the face extends from the indenture in the lower lip to beneath the chin. It is the region of endurance and courage. It is indicative of the strength of the muscular and motor nerve systems. From it may be measured mental and physical endurance. All animals that are strong, powerful, executive, determined and courageous have a strong lower jaw.

As man ascends in the scale of intelligence and develops the ideal and spiritual out of proportion to the physical, we find the size of the chin and lower jaw decreasing.

Strength always gives courage, fear being a result of the negative weakness.

The balanced proportion of the endurance section to the rest of the face is one-half the distance from the indenture in the upper lip to beneath the chin.

HEAD TYPE

High Heads and Low Heads.—A high head is one whose longest diameter is from a point midway between the openings of the ears directly upward, vertically, to the crown. A low head is one whose diameter between these points is short in proportion to the length and width of the head.

High-headed men are ambitious and aspiring. They reach upward. They have high ideals of right and justice. It is a significant fact that men who accomplish great things and who uphold lofty ideals are men with high heads. In the educational world there are few successful men whose heads are not high.

Low-headed men are less aspiring. They may have ideals but they are not so lofty as those of the high-headed. They are often ambitious and aspiring in a practical, material way. Low heads do the menial and coarser work of the world.

Long Heads and Short Heads.—By a long head is meant one whose longest diameter, proportionately, is from the root of the nose in front, to the occipital spine in the back. A short head is one whose measurements between these points is relatively short.

Long heads look forward into the future. They are ready to sacrifice temporary gain, if necessary, for greater benefit "in the long run." They are business builders as well as business getters.

Short heads are mindful only of temporary gain. In business this type is intent upon grasping everything within reach at the moment, without consideration for the future consequences. They are often greedy, selfish natures. In commercial life they are more successful as business getters than business builders.

Narrow Heads and Wide Heads.—As a general rule, narrow-headed men and animals are harmless. They are not very tenacious of life, are yielding, mild, easy-going, good-natured and not over-energetic. They are not combative or destructive, and usually attain success, if at all, by persistence and persuasion.

Men with wide heads are destructive, resistant, combative, grasping and selfish. When these tendencies are modified by great development of the finer characteristics and directed into proper channels, they express themselves with energy and great executive ability. The cat, the tiger, and the Indian are all examples of wide heads. All are noted for their resistance to attack and their cruel, destructive natures.

Square Heads and Round Heads.—The distinguishing feature of a square head is its corners—corners in front and corners behind. Square-headed men are thoughtful, prudent and careful. They look into the future with cau-

tion. They are deliberate in forming judgments. As a rule they are "on the square."

Round-headed men are careless, impulsive, and sometimes cunning. They rush into a situation without counting the cost. Rashness, carelessness, and imprudence are their great faults.

HAND TYPE

Rigid Hands and Flexible Hands.—The stiff, rigid hand which cannot be readily bent back indicates a set, decided nature. A man with such a hand does not change readily. He cannot be easily persuaded. It is useless to try to drive him. He is not versatile. He prefers one line of work.

Flexible hands accompany pliable, adaptable, versatile natures.

Hard, Elastic, Soft, and Flabby Hands.—Hard hands accompany hard heads and hard hearts. They are unsympathetic, cold, somewhat dense, unrefined and energetic. An extremely hard hand indicates a cruel, brutal nature.

The elastic hand is the desirable one in consistency. It has, as you close your fingers upon it, a feeling of springiness, of life and resistance. It is found among active men and women—those who not only talk but who also act. Elastic hands show life, energy, push, vim and vigor without brutal, driving tendencies.

Soft hands accompany tender, sympathetic, yielding, impressionable natures. They do not like strenuous physical labor or great physical hardship.

The extreme of the soft hand is the flabby, limp type which indicates the lazy, idle, worthless, often invalid and complaining nature, who lacks the physical and mental energy to accomplish anything worth while.

CONDITION OF BODY. CONDITION OF DRESS

Condition of body and dress reveals one's personal habits. As a general rule, a man who is careless and slovenly in his dress and personal appearance will be loose and careless in his business dealings.

A man who is aspiring, self-respecting, approbative, orderly and idealistic will be clean, carefully groomed and dressed in clothing selected with good taste.

The coarse braggart wears loud colors, contrasts, extreme styles and elaborate ornamentation to attract attention.

The modest, prudent, unassuming individual will select subdued colors, standard styles and moderate ornamentation.

WHAT THE QUESTIONS WILL BRING OUT.

"Can you speak any foreign language? What?"

Where many different nationalities are employed it is desirable to know of all who have linguistic ability.

"How much time have you lost by sickness during the last five years? What was the nature of your illness?"

If reply to this question shows that the applicant has been ill a great deal, inquiry as to the nature and date of his trouble will indicate what to expect in the future. If his sickness has been mostly in the earlier part of the period, or has been typhoid fever or other infectious or contagious diseases, the record does not stand strongly against him. If, on the other hand, he has been repeatedly ill with colds, grip, headaches and other so-called minor ailments and his present appearance is not good, his vital resistance is low and he will probably continue to frequent the sick list. Chronic functional and organic diseases usually promise ill for the future. In case, however, there has been a marked improvement and the applicant has ceased the wrong ways of living that cause his affliction, there is hope. Other conditions being right, he may be put to work at some temporary job and kept under observation. Or his application may be filed and his health record watched for a few weeks or months.

"In what places have you lived?"

This query brings out, indirectly, the man's stability. Care should be taken, however, not to form a prejudiced judgment. If your applicant is of the restless type (blonde, convex faced, with small back-head and deficient crown) and has lived in many different places, you will be disappointed if you expect him to be a permanent part of your organization. If he is of the more stable type (medium in color or brunette, balanced or concave faced, with large back-head and good crown) and has, nevertheless, moved frequently, he probably prefers permanency, but has not "found his work." If he is otherwise well fitted, and you can place him according to his needs and abilities, the fact that he has roved a bit should not weigh too heavily against him.

"What position do you now hold? Pay? How long have you been so engaged? Why do you wish to leave? Describe two positions you have held before the last one, giving time and reason for leaving."

The three last positions are most important. If your applicant's course has been downward rather than upward, questioning should reveal the *cause*. He may have been ill and discouraged. He may have temporarily lost his grip. In either case, he needs a mental tonic. It is your duty to administer it. You may save a splendid man from going to waste. Or he may be going down-hill because of some bad habit. It is your duty to discover which. Every change a man makes should be a step upward unless there is a very good reason for the contrary. Occasionally a man, realizing that he is in the wrong place, will leave a comparatively advanced position in one line of work to begin at the bottom of a trade or profession better suited to him. Or there may be some other good reason that inquiry will reveal.

The *best* reason for leaving a position a man can give

is that he outgrew it, that there was "no more ladder" for him to climb.

Many men leave places because they want better pay. This is legitimate, provided they are capable of earning more and willing to give the necessary service.

Discharge should not always count against a man. With unscientific methods of selecting, placing and handling men, discharge is more frequently the fault of the management than of the man. It is often the case, too, that a foreman or superintendent is too short-sighted to appreciate the value of a good man.

A case in point comes to my notice as I write. A manager had a most competent private secretary and confidential clerk whom he had been training for eight years. Because the secretary drew a fairly large salary and the institution was temporarily short of ready cash, the manager let him go. The young man immediately secured a better position with a larger concern. And the manager had to begin at the bottom again, training a new secretary.

If a man's answers show that he left his former positions on account of unreasonable discontent, frivolous whims, violent temper or impulsive haste, he is a poor investment in any work where permanency and harmonious conditions count.

"What education and training have you had? General? Technical?"

If a man reports little schooling but shows that he has a well-disciplined, trained mind, it indicates ambition for advancement. Other things being favorable, he is a "find." Self-education is the best education. Indeed, I might say that it is the only education. Schools and colleges do not educate—they can only guide, direct, assist and inspire their students to educate themselves. And a man who educates himself without all that guidance, direction, assistance of bought-and-paid-for inspiration is a big man.

On the other hand, our schools and colleges give us much good timber, and there are many positions that require men with considerable technical training. Look out for the man who has several collegiate degrees and yet applies for an inferior position. He is deficient in some qualities of character. He may lack ambition, initiative, courage or self-confidence. Your final analysis should determine where he is weak.

"In school what studies did you like best? Least?"

Answers to these questions should promptly discover whether your applicant is practical, philosophical, artistic or romantic. It may also give some indications of his mental industry or laziness. The practical mind likes to deal with facts, and so prefers mathematics, physics, mechanics, chemistry and biology. The philosophic mind prefers abstractions, such as philosophy, literature, theology and, in lower grades, reading, grammar, rhetoric and composition. The artistic mind loves beauty and inclines to drawing, painting, music and gardening. The

romantic mind loves stories and people, and so revels in history, poetry and perhaps sociology, economics and political science. These may occur in combinations of any two or three. Your duty is to discover which leads. The practical mind does things. The philosophical mind finds out causes and effects and evolves theories. The artistic mind creates beauty. And the romantic mind deals successfully with people. Some studies in school are notoriously "easy." Others are "hard." A mentally lazy person always prefers the "easy" ones.

"What do you read?"

In response to this inquiry, your applicant reveals the direction of his interest and mental life. It may show that he delves into the practical side of electricity, loves animals, is enthusiastic over agriculture, or spends hours perusing works on machine work and shop practice. Or it may turn out that he rarely if ever reads, but puts in all his spare time experimenting with some hoped-for invention. Again, your applicant's reading will probably tell you whether he is studious and ambitious or reads merely for entertainment. Excessive story and novel reading usually indicates mental dissipation.

Reading the headlines of a newspaper for all current news shows interest in affairs generally—an intelligent desire to keep abreast of the times. The man who turns first to the sporting page is either a lover of athletics or has sporting tendencies. Further inquiry should reveal which. Prime interest in the financial page may show either that your man is a money-saver and watches for opportunities of safe investment or that he is a speculator. Find which. To read the editorials first indicates thoughtfulness and a deep interest in the problems of the day. He who gloats over news of crime and death is neurotic, degenerate and has a filthy mind.

"What kind of work do you like best? If you could have any position you wished for, what would it be?"

By this time you should have your applicant thoroughly at his ease and should have his fullest confidence, and be able to talk with him about his dearest ambitions. A man's ideal is the most important thing about him. It does more to determine his value and ultimate success than any other one element in his character. Yet you must be on guard in seeking to know a man's ideals. If a man tells you of his Great Ambition, but applies for a position that does not lead towards it, there is a discrepancy. Find it. Remember that there is a vast difference between mere limp wishing and strong, definite purpose. Occasionally a man seeks a position seemingly inconsistent with his ideals, but really bearing directly upon their realization. I once knew a man who was ambitious to push to the top as a writer on economics for business men. To that end he sought a position as salesman that he might get into closer and more intimate touch with business men. If the sales manager to whom he applied had known that he was not

seeking for a permanent position, it might have made him hesitate to spend the time and money necessary to train and prepare him for his work.

"Is there anything you would rather have than money? What? What besides pay is important to you in a job?"

A man whose highest ambition is money is likely to hold the dollar so close to his eye that he cannot see the ten dollar bill at arm's length. Usually his passion for mere gain is so strong that he will sacrifice large future profits for smaller immediate winnings. Such a man is therefore likely to leave at a moment's notice if a dollar more seems in view elsewhere. He may be expected to connive to obtain money from other sources than his wages or salary—and perhaps to the detriment of his employers. If he is also imprudent, he will probably be one of the first to join a strike movement for the sake of a possible few cents more a week. On the other hand, when a man says he would rather have a good conscience, health, love or honor, or all of them, than money, he gives you valuable information as to how he may be best handled. Men and women are always most easily influenced, persuaded and inspired by appealing to their strongest motives. One of your ambitions, as employment supervisor, is to fill practically all positions with men who will *grow*; and men grow as their ideals are lifted and stimulated.

"According to your observation, by what methods is advancement generally won?"

Of course, the right answer to this is "by merit," or "by rendering better and better service." If, therefore, your applicant says that he thinks advancement is generally won by seniority in service or by "pull" alone, one of two things may be true: Either he has been working in organizations where men are advanced on such considerations, or he is a malcontent and inclined to throw the blame for his own failure on anyone but himself. A little questioning will bring out the truth. There is a lesson here for your own organization. If men know that advancement will come to them through length of service only, or through "influence," they are unlikely to develop high personal merit. Therefore the firm using those methods cannot hope to build an efficient organization.

"Through what means do you hope to secure advancement?"

Personal worth, skill, efficient service, and a genuine enthusiasm for the concern's business are desirable answers to this question. An occasional applicant may say that he expects, in addition to these, to use skill in selling his services. This may usually be taken as an indication of self-confidence, ambition and mental vigor.

"What, if anything, are you doing to improve yourself?"

When a man has ceased to make conscious effort to improve himself he has ceased to grow. He has therefore reached his maximum value. He must therefore be employed, if at all, on the basis of his present worth, not his future possibilities. As a general rule, the more definite

and systematic a man is in his effort for self-improvement, the more certain and rapid will be his progress. You should be on your guard, however, in weighing replies to this question. There is a class of individuals who are fanatics on self-improvement, taking one "course" after another—or perhaps going almost daft over some particular method. They learn the mere mechanics of self-improvement. They may be able to reel off glibly all the "laws of success." But the methods and laws have never truly gripped their souls. They have never really applied them. They may be excellent for some kinds of work—other indications will show. But they are not truly growing. In this connection, also, it is well to remember that years are not a true indication of age. I have seen men of sixty who were full of the spirit of youth and growth. And I have known boys of eighteen whose minds had absolutely ceased to develop. Watch the man's eyes. Their expression tells his true age.

"Can you manage people well? State the evidence."

This question enables the examiner to draw out the applicant on his ideas of management. It also may furnish interesting data on his manageableness. My observation is that the worst managers often imagine themselves among the best. This is especially true of the harsh, driving, brow-beating type. On the other hand, because of modesty or inexperience, an applicant may reply that he cannot manage people well—or has never tried—when all other evidence shows that he has large latent capacity for handling men. So, as a rule, the answer to this question will reveal only a little directly, but perhaps much by inference.

"How many times have you lost your temper during the last year?" "What were the causes?" "What did you do?"

Self-control is a most desirable quality, but a spiritless man has little force of character. If a man tells you that he used to be very quick tempered but seldom grows angry now, and you have reason to believe him, you may safely assume that he is gaining in self-control. A man who has never been given to anger may be deficient in some way. Weigh him carefully. Righteous indignation is not only excusable but desirable at times. A friend of mine was once attacked on the street by a brawler. One of his employes happened to be with him. The latter's wrath was magnificent. It was with great difficulty that my friend restrained him from administering a terrific beating to the brawler. His indignation arose from his intense loyalty. Find out when and why your applicant gets angry, and what he does. Beware of the "hair-trigger" fellow who is quick to imagine some grievance and "fly off the handle" about it. If, on account of superior abilities—which he is quite likely to have—you employ him at all, be sure to place him under an executive who understands and loves men unusually well, and with associates who are most likely to be congenial.

“Can you take a joke on yourself?” “Joke others?”

A sense of humor is a saving grace. It lubricates all the relationships of life. It is also a guarantee of sanity. The man who is willing to take what he gives has the disposition to “play the game.” He can be relied upon in an emergency. Buffetings and hardships are not likely to down him. His merry laugh will save many a difficult situation.

“Do you like to be with people?” “Which sex?”

Dislike of contact with people greatly limits one’s usefulness, no matter how great one’s abilities. In almost all kinds of work, love of one’s fellows and desire to be with them are indispensable. Too great sociability may lead to visiting and neglect of duty during working hours, but a good manager or foreman can control this by keeping his men intensely interested in the game of production. There is much, too, in putting the right people together. Find out whether your applicant works better with women than with men. The presence of those of the opposite sex seems necessary to stimulate some people to their best efforts. This applies to women as well as men.

“How many intimate friends have you?”

A man who knows many people but has few or no intimate friends has attractive qualities but lacks constancy. He may excel in some kinds of salesmanship or occupations which require him to see only occasionally those with whom he must deal. A man who has many friends in comparison with the number of his acquaintances usually has very adhesive, stable qualities.

“Do you make acquaintances readily?”

There are some types who are excellent “mixers” and who make acquaintances very readily but who make very few close friends and who really care very little for others in a genuine way. They are friendly from motives of policy, not sentiment.

ALL QUESTIONS NOT ALWAYS USED

Of course it is obvious to any intelligent person that all these questions are by no means applicable to every individual. These blanks have been prepared for the broadest possible use, from the engagement of a general manager down to the hiring of a common workman for two or three days’ temporary work. The more important the position the applicant seeks, the more minute and thorough should be his examination and analysis. Just which questions should be asked and which omitted in each case is left to the discretion of the employment supervisor.

HOW TO CHECK UP AND COMPARE DATA

In your function of employment supervisor and examiner you sit as a judge. You are weighing evidence and deducting conclusions from it. Like an impartial court, you consider only the facts and the laws governing them. Your

prejudices do not influence you. You do not jump at conclusions not warranted by the evidence.

Your facts consist of observations of external signs in the body and clothing of the applicant, plus his answers to certain questions. Laws governing these have been outlined in the foregoing pages. Your task is to weigh them in the light of these laws, and from the two deduce a definite, practical conclusion as to the qualifications and possibilities of the applicant.

A few suggestions will aid you in making deductions.

First, bear in mind that any marked characteristic shows itself in many ways. It is therefore never safe to assume that an applicant possesses any quality in strong degree if there is only one indication of it.

Second, remember always that no indication should be misleading. Nature is orderly in her ways—her laws are exact. Dawn is always an indication of sunrise. But the effects of the sunrise are quite different when the sky is overcast with heavy clouds from what they are when the sky is clear. Just so, every sign used in human analysis must be interpreted with reference to other signs present in the individual.

Third, in judging character as in judging cases at the bar of justice, decisions must always be based upon a preponderance of evidence. Any feature or sign of extreme type will counterbalance several modifying signs of only moderate type. For example, a prominent nose, high in the bridge, is an indication of energy—always. But bad health is an indication of deficient energy. So is a soft hand. All three may occur in the same individual. (Never forget that *any* combination of signs is possible.) An extreme development of the energy section of a face, however, will indicate considerable energy, even if health is only fair and the hands somewhat soft. Similarly, if all indications but one or two agree, the modification effected by these will be comparatively slight.

Fourth, there are no real contradictions in nature. What seem to be such are only apparent and can always be reconciled by careful observation and study. In case of a seeming contradiction, make sure that there has been no mistake in data. Suppose you have checked your applicant's head as square, and then find him showing many signs of carelessness. Look at his head again. Perhaps you will find, upon a closer examination, that it is round. If you do find it square, then check over carefully the other data, until you locate the cause for his seeming carelessness. It may arise from temporary weakness or discouragement.

SAMPLE DEDUCTIONS—CARELESSNESS

That you may have a model for work in deducing character from the data on the application blank, I give here a few sample deductions. The same methods should be employed in checking up and comparing data on all other qualities.

Suppose the applicant has checked himself as "Careful" on the list of positives and negatives. And suppose the position he seeks is one demanding great carefulness. How are you to know whether or not he has checked himself accurately in this?

First examine his handwriting. If it is neat, even and compact, it confirms his judgment of himself. But if it is slovenly, sprawling, blotted and smudged, all are significant of carelessness. Next consider his health. It is exuberant. He would therefore not be careless on account of pain or listlessness.

A look at form shows that he has concave upper face and convex lower. This indicates that he will act before he thinks; therefore be careless. His head type is high, short, wide and round. This is the strongest indication of all that he is impulsive, thoughtless, aggressive and careless. The condition of his person and his clothing adds another strong link to the chain of evidence. He is ill-groomed and his clothing sadly needs brushing and pressing.

His hand type shows short fingers, which are impatient of detail—therefore careless with it.

By this time it is fairly well established that the applicant is a very careless fellow. However, to give him every possible chance, ask him the questions on the reverse side of the application blank.

His replies are hasty and ill-considered, he makes several errors in pronunciation and grammar, and has a careless offhand air. These things hasten the verdict, careless, and it is not surprising to learn that he left two of his former positions because of "accidents" in his work. We conclude that the man is really very careless, and either reject his application or put him to work where carefulness is not imperative.

ENERGY

In examining for energy, consider the handwriting. If it is sharp and angular in formation, energy is shown. State of health comes next. While good health does not always connote energy, it is not usual to find much energy with poor health.

A convex nose, wide head and good development of the energy section of the face are the best indications of energy. Certain forms of energy are shown in the high head; other forms in the wide head.

An elastic hand is another good indication.

In replying to questions, a man may show that he has successfully held positions requiring great energy, receiving good pay, and remaining until he resigned to take better ones. Such evidence is valuable.

A man of energy may have done a good deal of self-education. If he is studious, energy will incline him to the harder studies.

CHEERFULNESS

Cheerfulness shows itself in the optimistic, "up hill" slant of the handwriting, in good health, in blonde coloring, in the habitual expression of the face, in manner, in a belief that merit wins advancement and, to a certain extent, in ability to take a joke and joke others. In watching expression for cheerfulness, do not be deceived by transient moods. Look for the drooping lines left by gloom and anxiety, or the up-turned lines of consistent hopefulness and optimism. These are best judged when the face is at rest.

HONESTY

Honesty is seen first in the frank, steady, open expression of the eye. Next, there is some indication in the way the applicant checks his own positives or negatives. Look at the head-type. If it is high and square, the chances for honesty are good. A frank, straightforward but prudent manner of answering questions, even admitting facts that might be detrimental, are marks of honesty. Bear in mind, however, that there is a difference between frankness and bravado. The latter is often assumed for concealment. Some men are clever actors, so this indication must be carefully checked up with others before acceptance.

The applicant's ideas about how advancement is to be gained, his ambitions, whether or not he would rather have a good conscience than money, and what he reads will all have a bearing upon the question of his honesty.

Honesty is a complex virtue—much more so than is commonly supposed. Good intentions are not a guarantee of honesty. There must also be an appreciation of values, a strong sense of justice, some financial ability, and sufficient will power to withstand temptation.

MEMORY

Memory depends upon good health, intelligence, keen observation, and above all on the interest taken in the things to be remembered. The normal memory, be it ever so "poor," never forgets that in which it is intensely interested. Therefore, in examining the applicant for memory, first note his health and intelligence; then test the degree of his interest in the things you want him to remember. There are other tests that will confirm or modify what you find here.

The quality of an applicant's memory will show itself in the readiness with which he recalls his address and the date of his birth. Memory depends also upon repetition of the thing to be remembered, either mentally or verbally. Hence, a concave forehead, showing deliberate thought, indicates, other things being equal, a better memory for mental things than a convex forehead; while a convex forehead, showing keen perception, will have a better memory of material things.

In answering your questions, the applicant gives you another opportunity to test his memory. Note what things he remembers best—events, figures, people, ideals, money, places, books or duties. This will also show you in what direction his interests lie. If he has successfully held positions requiring a good memory, that is a point in his favor. If he likes studies requiring considerable memorizing, like history, grammar, literature, and languages, that is another bit of evidence to be considered.

INITIATIVE

For initiative, demand good health, medium or blonde color, plane or convex form, a good development of energy, a high, wide head, inclining to roundness; elastic, flexible hand. Any one or two of these many indicate it, in absence of the others; but the more of them there are present and the more extreme they are, the more initiative.

Initiative is also shown by the kind of positions held, the amount of self-education a man has given himself, his ambitions and ideals, his ideas of how to get advancement, what he is doing in the way of self-improvement, and the kind and quality of work he has done in managing men. But these should be carefully checked and compared with other indications. There are men who are forever studying and taking various "courses" for self-improvement whose entire stock of energy seems to be expended in that way.

CONCLUSION

There is no such thing as perfection in human analysis. Every day you work upon it you will learn something new. But you will come nearer and nearer perfection the more you study and practice. Every time you examine an applicant, do your best—as if your very life depended upon accurate deductions. Then verify as quickly as possible, checking up your analysis by the man's actual performance. When you are mistaken in judgment, study to know why. Make these painstaking studies in as many cases as possible. Scientific practice is the only way to expertness in judging men and women.

