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DISSERTATION

Presented in Partial Fulfillment of the Requirements for
the Degree Doctor of Philosophy in the Graduate
School of The Ohio State University

By

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The Ohio State University
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CHAPTER I

INTRODUCTION

The Selection Interview

Industrial psychologists have labeled the selection interview as the most widespread and the least reliable or valid of all methods used in the hiring process. This does not seem to bother most employers, who continue to interview in order to 'get a look at' the prospective workers, regardless of the fact that interviewers' judgments often reduce the predictive efficiency of the entire selection process. With the intent of eventually correcting this loss, and even of rendering the employment interview predictively useful, research has looked at and tried to improve reliabilities and validities through greater standardization, wider use of supplementary data sources and narrower scope of information gathering - as suggested by Wagner (1949).

Ulrich and Trumbo (1965), reviewing the heterogeneous interview-research literature from 1949 to 1964, come to some tentative conclusions:

1- Generally, it was true that both the highest validities and the greatest gains in validity over other predictors involved interviews described as systematic, designed, structured or guided. (p. 112)
2- For the most part, those few studies which isolated the contributions of ancillary and interview data indicated that the majority of valid variance in predictions was contributed by tests and/or credentials, rather than by the face-to-face interview. (p. 113)

3- The results (of recent research) rather consistently indicate two areas which both contribute heavily to interviewer decisions and show greatest evidence of validity:...roughly...personal relations and motivations to work. (p. 113)

They conclude:

Finally, the most interesting and promising developments in recent research on the interview have been the analytic and model-building studies. Not only do these studies show promise of leading to new insights about the interview process, which may result in better interviews and better training of interviewers, but also they may contribute significantly to a number of psychological problem areas including decision-making processes, empathy, and interpersonal communications. (p. 114)

Mayfield (1964) also reviewed the literature and came to similar conclusions, on the whole. He summarizes the information into fifteen specific types of findings, such as: Intrarater reliability seems to be satisfactory; an interviewer is consistent in the techniques he uses; material is not consistently covered in unstructured interviews; structured interviews, in general, provide higher inter-rater reliabilities, but the value of a structured interview form may be specific to a particular situation; given test information that is valid, an interviewer's predictions based on objective information and the interview are on the whole about the same (or less) accurate than the predictions based on test scores only - however, this does not necessarily hold true when a team approach is used; usually, in unstructured interviews, the
interviewer talks more than the interviewee, particularly in those situations where the final decision is to hire; interviewers seem to be searching for negative information, and are more influenced by it than by positive information (in an otherwise unfavorable person); in unstructured interviews, each interviewer tends to make his decision early, and a great deal of decision variation is probably due to manner, facial expression and personal appearance, rather than to information obtained during the interview. Mayfield then suggests that the most profitable direction for starting a research project "would be to investigate the decision-making process as it operated in the interview." (p. 255)

Since these two literature reviews were published, several long-term studies of the selection interview have been undertaken. In addition, there are numerous publications reporting shorter studies, and research conducted on interviews not specifically intended for employment purposes.*

Ghiselli (1966) reports on a series of non-probing interviews he had made over a period of 17 years on a sample of selected applicants for the position of stock broker. The criterion measure was dichotomous: stay or leave after 3 years with the company. He obtained a validity coefficient of .35 for some 258 applicants over the 17 year period; corrected for restriction of range, r = .51. He concluded that these results indicate agreement with Mayfield's conclusion of 'moderate' validity for the selection interview, without

* Appendix A contains an annotated bibliography of the selection interview literature since 1964.
his having gone into personal topic areas. Barrett, Svetlik, and Prien (1967) report that psychologists were most accurate in predicting employee attitudes toward advancement and general morale, but least accurate in predicting employee attitudes toward supervision and rewards. Also, they were unable to predict employee performance as rated by the supervisors.

Grant and Bray (1969) report on the use of interviews as part of the Bell System Management Progress Study, a longitudinal investigation of the development of managers being done through the use of assessment center techniques. Their findings agree with a suggestion made by Ulrich and Trumbo (1965) that the selection interviewer should function as an information gatherer and reporter, leaving selection decisions up to others. Concerning the various issues raised by Mayfield (1964) and Ulrich and Trumbo (1965) this study had mixed results. Grant and Bray found that the interview reports from relatively unstructured interviews produced quite reliable and valid (i.e., predictive) information. Two coders were able to make 5-pt. scaled ratings along 18 dimensions from the information in the reports. The intercorrelations between their ratings ranged from .73 - .92 for college group, and from .00 - .92 for noncollege group. Medians were .82 and .72, respectively. Therefore, the authors feel that perhaps it is more a question of interviewer skill than the structure of the interview. The interviewers were also able to identify career motivation and interpersonal skill
characteristics, as suggested in Ulrich and Trumbo's review. The authors suggest several areas for possible research, including studies that would bear on the question of whether interviewers do better as straight reporters or also assessors. Finally, they conclude that

The findings of this study suggest that the interview may have considerable scope and still be reliable and valid. (p. 34)

Mayfield and Carlson have reported on a continuing group of studies being done at LIAMA on how life insurance managers make hiring decisions. In the first article (1966) they describe their basic approach: use of hypothetical job applicants. Controlling the variance of the favorability ratings of the statements presented, they found that practically all interviewers share some common variance - a stereotype of a life insurance salesman. However, each manager adds his own specific interpretive variance to it. Carlson and Mayfield (1967) report that negative favorability and high inter-rater agreement had primary influence on the managers' employment decisions. Carlson (1967a, 1967b) included photographs in addition to the verbal descriptions. Results were similar to those in the earlier studies, however, when both types of data were presented, a 'general favorableness' component appeared in the final ratings that was larger than either of the original inputs. The most recent of their studies (Carlson, 1968) concerned group vs. individual presentation of the simulated applicants. Group administration was consistently associated with greater consistency,
stability, inter-rater agreement, and more conservative evaluative behavior. In conclusion, Carlson states that there appears to be a model emerging: inter and intra-rater agreement and therefore possibly validity of decisions -

are limited or affected by the 'type' of applicant sample, size of applicant sample, consistency and rate of interviewing experience, and amount of information extracted from applicants. These 'situational' conditions probably set limits on the affectiveness of the interviewer. (p. 207)

It would seem unadvisable to refer to this group of variables as a model even though they have been shown to be relevant to hiring decisions. A model would require specification of the interrelationships among these variables, or at least some postulates about the behavior of the variables in relation to each other.

Webster's (1964) presentation is a summary of 9 years' research into the decision making process in the employment interview. The studies, of broad scope, were carried out primarily using Canadian Army personnel as subjects. Webster and his students were primarily concerned with discovering the variables that entered into the making of an employment decision. Initially, they considered the interviewer as a free agent who could collect, evaluate, and coordinate whatever information he wished. As the studies proceeded, it became clear that the problem was much more complex, as seen in the theoretical considerations considered, particularly set, gating, and categorization. Springbett saw the task of the interviewer to create a situation where certain sets - e.g. due to clear vs. ambiguous information - would have minimum effect. Gating - a process of perception in which
the perceiver gradually approaches a final decision about categoriza-
tion - was discussed by Anderson (as a search for confirming evidence) and by Crowell (first impressions are maintained as long as the unity of the perceptual task is achieved). Categorization, using Bruner's approach (a category is defined as a rule which specifies the property of a class of objects) was discussed by Rowe who dealt with the concept of category breadth. Reviewing the literature she stated that category breadth is a learned response to stimulus differences whereby progressively finer discriminations should result in a narrowing of the categories. The studies did not look at reliability and validity of the decisions made, as the researchers felt that through an understanding of the decision making process these would necessarily be brought into clearer perspective.

Hakel (1966) analyzed inter-rater agreement on scaled expecta-
tion rating scales in employment interviews. He predicted that interviewers sharing the same pattern of rating scale intercorrela-
tions would make similar hiring decisions. This was not the case; the scale intercorrelations were almost entirely accounted for by a first order factor - identified as halo. Hakel's interpretation was that the results were due to the interviewers' first impressions. His interest in the problems of interrater agreement, stereotypes - or implicit personality theories, has led to further research in the area (1967, 1968).

Dunnette and Hakel (1968), in a large scale research project being conducted under a NSF grant, focus attention on the nature and
The central question: What are the elements of interpersonal perception that affect the accuracy of job-behavior predictions, and how can the accuracy be increased? They are studying characteristics of Perceivers, Others and the nature of their interaction as the independent variables affecting impressions formation, decisions and predictions, and the validity of the predictions. Using Dunnette's (1967) 'model' of information processing in interpersonal perceptions as the basis for their research program, in each study, typically, a Perceiver-Interviewer interacts with and Other-Interviewee in order to learn about the Other and make predictions about his job behavior. Several 'types' of Perceivers are to be used, and Others will include written information, video tapes, etc., as well as actual job applicants. The types of interactions are varied in order to evaluate the many parameters indicated as relevant by previous research and by the model of information processing. In all studies, the dependent variables are responses to Descriptive Q-Decks and Job Behavior Scales, which were developed during the first two years of the research project.

Development of the Descriptive Q-Decks started with an exhaustive survey of all information domains about job applicants. About 1200
concise descriptive statements were gathered and then rewritten into standard format. Ambiguous, objectionable and presumably irrelevant items were screened out by the staff. Content duplication was also minimized. A total of 730 items remained: 310 Applicant Characteristics (in 15 categories, such as family background, education, behavior during interview); 180 Things the Applicant Said (in 8 categories, such as work preferences, self description, personal relations); 240 Impressions the Applicant Created (in 3 categories: expectations, descriptive phrases, and adjectives).

The researchers decided not to reduce the item pool further. Since they felt it was unreasonable to expect any one person to judge 730 items reliably, the pool was divided into four sets of 250 statements. Thus, each questionnaire had 250 items: 90 items were common to all four questionnaires, and 160 were specific to that set.

The item overlap between questionnaires was desired... (to assure)... large sample data for at least some of the items and also to provide each respondent with the same item content following each page of instructions. (1968, p. 33)

Three forms, differing in the judgment the respondent is asked to make, were constructed for each set of 250 items: B, R, and F. Form B respondents were asked to judge the base rate of relative frequency of appearance of each item among job applicants in each of the occupations being studied. Form R respondents were asked to decide the relevance or importance of each statement for making a hiring decision. Form F respondents judged the 'favorability' or
desirability of an applicant's possessing each specific characteristic - within the context of the particular occupational group the respondent was familiar with.
CHAPTER II

PROBLEM AND METHODOLOGY

Problem

As evident from the preceding chapter, there are many different kinds of questions being raised about the employment interview and many different research approaches are being used in attempts to understand the process, its strengths and weaknesses, and the ways in which interviewers' predictions could be improved. The present study is designed as a part of a larger research plan looking at some of the variables and processes involved in making a hiring decision. Questions have been raised as to whether interviewers should be primarily reporters (of the information they have collected) or also assessors (Grant and Bray, 1969). Interviewers seem to be able to predict certain traits, motivations, etc. with a fair degree of accuracy, while they are less successful in predicting actual job success (Barrett, Svetlik and Prien, 1967). Also, they seem to have stereotypes (Webster, 1964; Mayfield and Carlson, 1966) concerning what constitutes a successful worker.

Numerous variables have been suggested as possible reasons for the poor validity and reliability of overall predictions. Another possibility is presented here: the overwhelming nature of literally hundreds of bits and pieces of primary (behavioral) information,
and the interviewer's failure to pre-process them into a policy or stereotypes which he could then employ more accurately (profitably) in the decision making process.

A portion of the data already collected by Hakel and Dunnette seems ideal for discovery of such potential policies or stereotypes for a number of occupational groups. The writer wishes to thank Dr. Milton D. Hakel for making that data available.

As indicated earlier, respondents from various fields (experienced personnel interviewers) rated for favorability (likelihood for success on the job) a large number of items (including 90 common items). For six occupational groups the number of respondents appeared sufficiently large to permit the results to be used in the present study. The occupational groups and the corresponding number of raters were

- Management Trainee (N = 147)
- General Management (N = 95)
- Engineer (N = 123)
- Clerk-Typist (N = 148)
- General Sales (N = 84) and
- Blue Collar (N = 95)

The present study utilized their ratings on 89 common items (one of the common items in the original 90 had to be eliminated due to a clerical error).

Analysis

The present study will attempt to factor the responses for
each group separately to discover patterns of information organization. Actually, the factor analyses were carried out twice for each set of data. It was desired to use the Wherry Hierarchical Rotation program which is limited to a maximum of 80 variables. This program extracts factors, follows with a min-res solution to correct for communality estimates, and then yields both a varimax rotation and a hierarchical rotation.

In order to achieve the necessary reduction of variables, each group of data (89 items for a given occupational group) was initially subjected to correlational analysis. Any item that had extremely few or no coefficients above .25 was eliminated from the pool. This resulted in dropping from 10 to 12 items for each group. The reduced pool of items was then subjected to a principle factor analysis asking for twenty-five factors and a varimax rotation. Any item that had no factor loading greater than .25 was eliminated. In addition, those items whose only loading bigger than .25 occurred on a factor with no other high loadings (i.e., a specific factor) were eliminated. The final item pools ran from 46 to 56 items.

These reduced pools of items were then analyzed by the Wherry Hierarchical program. The hierarchical structures (or the original varimax loadings if no hierarchical factors were obtained) were then interpreted.

Finally, the factors from each set were to be compared with those from all other sets by use of a program of the Tucker coefficient of similarity. This comparison would show how many of the
factors were repeated from set to set. Actually there were only 11 items common to all six groups and this was deemed insufficient to support the desired analysis. Consequently the individual groups were examined for item overlap and it was discovered that there were 29 items common to the General Management, Management Trainee, and Engineer groups, and that there were 28 items common to the Sales, Clerk-Typist, and Blue-Collar groups. Hence, this part of the analysis was restricted to comparisons among the two sets of three each, a total of six comparisons.

It is difficult on the basis of what is known today about employment interviews to form any specific hypotheses about the factor structures that might result from the analyses. In general, however, it was expected

1- that factors for the areas of personal relations and motivation to work will emerge - as suggested by Ulrich and Trumbo's conclusions.

2- that the factors will be rather similar across groups, but not identical. For instance, autonomous behaviors seen as belonging to a 'positive' factor for management might be seen as 'negative' for blue collar workers.

3- that for lower level occupations (where interview impressions need not be as clearly decisive due to valid objective predictors) the interviewers' conceptualizations (or stereotypes) of the worker will be clearer, i.e., the factors will be cleaner, more precise, though not necessarily account for more of the variance in the system. On the other hand, at higher level occupations where the relationships
between traits and behaviors and successful job performance are less clear, a more general, socially determined factor structure might emerge which could then be factored by the hierarchical method to show a general 'halo' or 'overall favorability' effect.
CHAPTER III

RESULTS

The factor analysis performed on each group resulted in a structure that can be examined qualitatively in two related but different frameworks: each factor can be examined individually by looking at the items that load on it; \(^1\) or all factors can be examined together by looking at the patterns of item loadings across factors. \(^2\) Across groups, the Tucker coefficients of similarity give a more exacting measure of correspondence between factors than "qualitative appearance". \(^3\)

In this section the presentation of each group's results will be followed by a short discussion. The same approach will be used in presenting the factor comparisons (6 pairs).

Factor Structures

Management Trainee

The analysis for this group resulted in eleven factors with no hierarchical structure present. The factors are listed below, with complete factor structures given in Appendix C.

\(^1\)Factor Structures are presented in Appendix C.
\(^2\)Tables of Factor Loadings are presented in Appendix D.
\(^3\)Tables of Factor Comparisons (Tucker) and items used in each groups are presented in Appendix E.
A. Cooperative - Trustworthy
B. Indecisive
C. Controlled - Successful record
D. Former Leadership Record
E. Diffident in Business Social Situation
F. Withdrawn, Aloof
G. High Confidence and Motivation
H. Success Record (gone to his head?)
I. Record of Work Failures
J. A Loner - Independent
K. Controlled (calm, proud)

The items were grouped by the respondents into "types" of interviewees. Although there is overlap of item content, the particular patterns and loadings within each factor give an impression of the variety of different people who apply for management trainee positions (the sample included all management areas). As hypothesized, the areas of motivation to work (factors C,G,H, & I) and interpersonal relations (factors D,E,F,J, & K) were 'chosen' by the respondents. The remaining two factors - Cooperative and Indecisive - appear as more general, personality patterns.

General Management

Like the above group, the General Management group included all management areas. The analysis yielded a hierarchical structure with one general and thirteen lower-order factors.
I. Ideal Executive Pattern

A. Trustworthy (Socially Controlled)
   - $a_1$ Good Mixer - a team man
   - $a_2$ Self Reliant
   - $a_3$ Mature (pleasant and open minded)

B. Dependable (Self-Contained)
   - $b_1$ Persistent under Pressure
   - $b_2$ High Achievement Motive

C. Mature (Forceful)
   - $c_1$ Headstrong
   - $c_2$ A Hard, Insensitive Driver
   - $c_3$ Proud of Past Record (Arrogant)
   - $c_4$ Fearful Compliance (neg)

The general factor has been identified as Ideal Executive Pattern rather than ideal personality pattern as a number of the higher loading items are work-oriented, indicating that the respondents were considering more than the global personality in this cluster. The second level factors are more specific, dealing with the ways in which managers achieve their goals: the socially oriented (consideration) manager, the forceful (initiating structure) manager, and the dependable hard worker. The third level factors are even more specific - giving descriptions of varied persons within the broader categories.

The factors in this group, even more than in the management trainee group, indicate that interviewers look for evidence concerning
the applicant's motivation to work and his interpersonal relations. Here, as would seem plausible for experienced managers, the divisions between the patterns are less precise.

Engineer

The analysis for this group resulted in thirteen factors with no hierarchical pattern present.

A. Reliable and Friendly
B. Emotionally Insecure
C. Stubborn and Opinionated
D. Relaxed - Man of the World
E. Persistent
F. A Loner - anti-social
G. Competent - Good Expression
H. Competent - Achiever
I. Impulsive - Compulsive
J. Shy - Aloof
K. Submissive and Fawning
L. Conforming - Conscious Sociability
M. Aggressive Persistence

The factors in this group deal much less with motivation to work. Factors G and H - the competent persons - are the only ones dealing explicitly with rewards from work; factors E and M deal with persistence and drive, but not specifically on-the-job. The remaining nine are concerned with a variety of personality patterns, five of which primarily describe interpersonal relations.
For these three groups, the areas of motivation to work and interpersonal relations are consistently present, though not always in the same format. More general, personality-descriptive clusters also appear. Interviewers do not seem to worry too much about the person's ability to do the job. This apparently is covered elsewhere - either by screening tests or advanced education.

Sales

The analysis for sales applicants yielded two higher order factors - Social Acceptability and High Ability - with eleven lower level clusters.

I. Social Acceptability

A. Interpersonal Relations with the Public
   a₁ A good speaker
   a₂ Successful supervisory record

B. Poised and Assured
   b₁ Cooperative - understanding
   b₂ Controlled
   b₃ Conforming (socialized)

C. Opinionated - Suspicious

D. A Loner

E. Moody and Impulsive

F. Immature

II. High Ability

The higher order factor Social Acceptability is the closest we have come this far to an overall 'favorability' grouping. It is not
completely independent from the second higher order factor - High Ability - as shown by the overlap of some items - not clustered at the lower ends of both vectors. The second level factors deal with several broad categories of social patterning: A and E are more positive aspects; C, D, E, & F - somewhat negative, particularly for persons who are to be in public contact jobs.

It is interesting to note that in this group 'motivation to work' does not appear as it did in the higher level occupations. The patterns here are more of pure ability to do the work, or success with previous responsibilities.

Clerk-Typist

The results for this group were different from any other. The statistical analysis revealed a hierarchical structure, but with no overall, general cluster. There are four higher order factors with second order clusters under the first two.

A. Socially Alert

\[ a_1 \] Dependable (reliable)
\[ a_2 \] A Loner - Aloof (neg)
\[ a_4 \] Cooperative - Controlled
\[ a_5 \] Watchful - Alert

B. High Activity Level

\[ b_1 \] Low achievement record
\[ b_2 \] Compulsive drive to get ahead
\[ b_3 \] Low performance record (undependable)
\[ b_4 \] Independent - a self regulator
C. Successful Old Timer (withstand pressure)

D. High Ability Level (goal directed)

The first two higher-order factors - Socially Alert and High Activity Level - are similar to the topic areas suggested by Ulrich and Trumbo: interpersonal relations and motivations to work. The Successful Old Timer cluster is a combination of ability, cooperativeness and control. The High Ability cluster gives the impression of an able worker, who would do anything to advance. The second order factors are specific patterns under A and B. The factors $a_2$ and $a_3$ are negative in relation to A; while $b_1$ and $b_3$ are negative to B.

This is the first time a factor like C - Successful Old Timer has emerged. It would appear that this pattern is seen fairly frequently in order that it should show up in interviewers' responses. Perhaps good Clerk-Typists, after many years with the job, decide to find another spot.

Blue Collar

The analysis for the last group yielded one higher order factor and twelve lower-order ones.

I. Generally Acceptable Worker

A. Potential as a Considerate Leader
   - $a_1$ Socially sensitive
   - $a_2$ Good at self expression

B. Mature - Tractable
b₁  Hard worker - cooperative
b₂  Dependable - agreeable
   b₂.1 Headstrong (impulsive)
   b₂.2 Trustworthy
   b₂.3 A Loner (neg)
C. Confident (Record of past success)
   c₁ Believes he can do the job
   c₂ A past record of success - ability

The first factor - Generally Acceptable Worker - does not contain as many items as the earlier, generally favorable factors. The person described is easy to get along with, but does not appear to have any outstanding ability. Of the second level factors - Potential as Considerate Leader, Mature, and Confident, the first two are concerned with interpersonal relations, the third with motivation to work. The third level clusters - a₁ and a₂ - describe patterns of considerate leadership while b₁ through b₂.₃ look at types of reliable workers, though the interviewer has little or no comments about their sociability.

    In this second set of three groups we find motivation to work and interpersonal relations emerging as the majority of the factors. However, different from the first set of three, at least one factor dealing with ability to do the job emerges in each group. In addition, we found the Successful Old Timer among the Clerk-Typists which could indicate that this pattern appears frequently before interviewers of office workers.
Factor Comparisons

The tables of Tucker's coefficients of similarity appear in Appendix E. The following section will discuss them, in order of presentation. Coefficients above .85 are indicative of good similarity between the factors; while coefficients from .70 to .84 are fair. Since there is no distribution function for these coefficients, these cut-offs have been chosen rather stringently.*

General Management vs. Management Trainee

In this set of paired comparisons, there were three coefficients within the 'fair' range.

- .74 G.M.: I Ideal Executive Pattern
   vs
   M.T. F Withdrawn - Aloof

.71 G.M. A Trustworthy (Socially Controlled)
   vs
   M.T. A Cooperative - Trustworthy

.72 G.M. A Trustworthy (Socially Controlled)
   vs
   M.T. C Controlled - Success Record

Since the Tucker procedure looks at the loadings on the same items, a large number of items must be loading similarly in order to get a high coefficient. Even though many factors have similar names - as there is a wide overlap in psychological meaning of the groups of items - the similarity in terms of exact item content and loading is not close enough to yield a high coefficient of similarity.

The pairs presented above do not seem implausible. It would seem possible to say that the closest a management trainee could come

*Personal communication - Dr. Robert J. Wherry.
to the ideal executive pattern is to be open and sociable. Otherwise, socially controlled behaviors do not vary across the groups.

General Management vs. Engineer

This set yielded three coefficients in the fair range.

- .81 G.M. I Ideal Executive Pattern  
  vs  
  ENG. F A Loner - anti-social

.72 G.M. A Trustworthy (Socially Controlled)  
  vs  
  ENG. E Persistant

-.69 G.M. C Mature - forceful  
  vs  
  ENG. K Submissive - fawning

In this set, again, the executive pattern is shown as being open and sociable. One could say that persistence makes an Engineer trustworthy, while for a manager, social control is more important.

Engineer vs. Management Trainee

There were three coefficients in the fair range.

.81 ENG. G Competent - Good expression  
  vs  
  M.T. G High Confidence and Motivation

-.80 ENG. C Stubborn - Opinionated  
  vs  
  M.T. B Indecisive (Fears Decisions)

.74 ENG. A Reliable and Friendly  
  vs  
  M.T. A Cooperative - Trustworthy

The first are paired on competence motivation; while the last two are paired on general sociability. The second pair is interesting, as the items are on opposite extremes of decisions making ability.
Sales vs Clerk-Typist

This group yielded five coefficients in the fair range.

\[.83 \text{ SLS.} \quad A \text{ Interpersonal relations with the public vs} \quad C.T. \quad A \text{ Socially alert}\]

\[.74 \text{ SLS.} \quad A \text{ Interpersonal relations with the public vs} \quad C.T. \quad a_1 \text{ Dependable - reliable}\]

\[-.74 \text{ SLS.} \quad I \text{ Social Acceptability vs} \quad C.T. \quad a_2 \text{ Rebellious}\]

\[.70 \text{ SLS.} \quad a_1 \text{ A Good Speaker vs} \quad C.T. \quad C \text{ Successful Old Timer}\]

\[-.69 \text{ SLS.} \quad b_1 \text{ Cooperative - understanding vs} \quad C.T. \quad a_3 \text{ A Loner - aloof}\]

The first two are socially favorable pairs, while the third and fifth give different possibilities of not being social - by rebelling or withdrawing. The fourth pair indicates an interesting idea: The successful sales person must be a good speaker.

Sales vs Blue Collar

This set had two coefficients in the good range and seven in the fair range.

\[.87 \text{ SLS.} \quad A \text{ Interpersonal relations with the public vs} \quad B.C. \quad b_2 \text{ Dependable - agreeable}\]

\[.87 \text{ SLS.} \quad I \text{ Social Acceptability vs} \quad B.C. \quad S \text{ Mature - Tractable}\]

\[.84 \text{ SLS.} \quad A \text{ Interpersonal relations with the public vs} \quad B.C. \quad A \text{ Potential as considerate leader}\]
The first two Sales factors - I: Social Acceptability and A: Interpersonal relations with the public appear to be general enough to relate to the factors in the Clerk-Typist group that are socially determined.

Clerk-Typist vs Blue Collar

This set yielded ten fair coefficients.

.79 SLS. A Interpersonal relations with the public vs B.C. I Generally acceptable Worker

.78 SLS. I Social Acceptability vs B.C. I Generally acceptable Worker

.78 SLS. I Social Acceptability vs B.C. b_{22} Trustworthy - good team member

.73 SLS. A Interpersonal relations with the public vs B.C. a_{2} Good at self expression

-.70 SLS. F Moody and impulsive vs B.C. b_{1} Hard worker - cooperative

.70 SLS. I Social Acceptability vs B.C. b_{1} Hard worker - cooperative

C.T. A Socially Alert vs B.C. a_{2} Good at self expression

C.T. a_{1} Dependable - reliable vs B.C. b_{2} Dependable - agreeable

C.T. A Socially Alert vs B.C. I Generally acceptable Worker

-.72 C.T. a_{2} Rebellious vs B.C. B Mature - Tractable
.71  C.T.  A  Socially Alert  
     vs  
    B.C.  b₂  Dependable - Agreeable  

.70  C.T.  B  High Activity Level - decisive  
     vs  
    B.C.  a₂  Good at self expression  

.70  C.T.  C  Successful old Timer  
     vs  
    B.C.  I  Generally acceptable Worker  

-.69  C.T.  a₃  A Loner - aloof  
     vs  
    B.C.  B  Nature - Tractable  

.69  C.T.  A  Socially Alert  
     vs  
    B.C.  b₂₂  Trustworthy - a good team worker  

.69  C.T.  c  Successful old Timer  
     vs  
    B.C.  c₂  Past record of success - ability  

As previously, the pairings are not unexpected. Again, Clerk-Typist: Socially Alert relates to several different Blue Collar factors. The successful workers have teamed up. Interestingly, the Clerk-Typist Socially Alert did not compare highly with Sales Social Acceptability.

In summary, the factor comparisons did not yield any unpredictable results. Some of the pairing were more interesting as they did not seem to be as laden with general favorability.
CHAPTER IV
SUMMARY AND SUGGESTED FURTHER RESEARCH

The findings reported in the last chapter support in part the rather tentative predictions (hypotheses would be too definitive a word) made at the beginning of the study.

The expectation that many of the factors would fall readily under the rubrics of (1) personal relations and (2) motivation to work which were proposed by Ulrich and Trumbo, was supported. However, other types also emerged in several of the samples, including (1) other personality traits such as maturity, dependability, etc., (2) ability patterns, and (3) past patterns of success.

The suspicion that higher level and lower level positions might show considerable difference in emphasis was also born out. In the item selection stage, based upon the preliminary factor analyses, the three higher level positions of General Management, Management Trainee and Engineer had 29 items in common and the three lower level positions of General Sales, Clerk-Typist and Blue Collar had 28 items in common, while for all six groups combined there were only 11 common items.

The prediction of greater hierarchical structure from higher level occupations was definitely not supported. The only groups for which a single, general factor emerged were at the extreme poles of
the job hierarchy - General Management and Blue Collar Worker. For the Sales group there was a general factor that included all the other factors except "Ability". The Clerk-Typist analysis yielded several sub-general factors, while the Management Trainee and Engineer analyses did not result in any higher order factors.

There seemed no evidence of factors shifting from positive to negative in overall desirability, although the emphasis did frequently shift from the positive pole for some groups to the negative pole for others. That is, the strength of a given factor was emphasized as good for some groups while weakness on that same factor might have been stressed as bad for the other group. This is supported by the frequent negative Tucker - comparison indices obtained.

Above all, the conjecture that raters would respond to clusters of items rather than to isolated bits of information was clearly supported by the relatively large number of rather easily identified strategies or stereotypes which emerged for all six occupational groups. It appears that raters used intervening constructs to group items when asked to respond to the items' favorableness or unfavorableness with respect to success in a given occupation. Some of these more commonly appearing constructs or patterns included:

A. Successful Interpersonal Relations, for example:

Diffidence in social situations (Management trainee)
A good mixer - a team man (General management)
Reliable and friendly (Engineer)
Interpersonal relations with the public (Sales)
Socially alert (Clerk-typist)
Socially sensitive (Blue collar)

B. **High Confidence and Motivation**, for example:
   - High confidence and motivation (Management trainee)
   - High achievement motive (General management)
   - Aggressive persistence (Engineer)
   - Poised - assured (Sales)
   - Compulsive desire to get ahead (Clerk-typist)
   - Belief in ability to do the job (Blue collar)

C. **Maturity and Forcefulness**, for example:
   - A hard insensitive driver (General management)
   - Emotionally insecure (Engineer)
   - Immature (Sales)
   - Independent - self regulator (Clerk-typist)
   - Mature - tractable (Blue collar)

D. **Evidence of Successful Past Record**, for example:
   - Former Leadership record (Management trainee)
   - Record of work failure (Management trainee)
   - Proud of past record (General management)
   - Competent - achiever (Engineer)
   - Successful supervisory record (Sales)
   - Low performance record (Clerk-typist)
   - Competent - record of past success (Blue collar)
E. Evidence of High Ability for the Job, for example:

- Competent - good expression (Engineer)
- High ability (Sales)
- High ability level (Clerk-typist)
- Past record of success - ability (Blue collar)

F. Ability to Make Decisions, for example:

- Indecisive (Management trainee)
- Self reliant (General management)
- Stubborn and opinionated (Engineer)
- Watchful alert (Clerk-typist)
- Headstrong - impulsive (Blue collar)

G. Conforming vs. Anti-Social, for example:

- A loner - independent (management trainee)
- Headstrong (General management)
- Conforming - conscious sociability (Engineer)
- Cooperative and controlled (Clerk-typist)
- A Loner (Sales)
- Hard worker; cooperative (Blue collar)

The above list is evidence that the six different groups of occupational raters were all using somewhat similar strategies in attempting to evaluate basic interview data. The emergence of such a list in a completely unstructured situation demonstrates the naturalness of imposing such a set of rubrics for interviewers in any occupational area. The above list may not be complete since the present research was dependent upon a base of only 89 items. This
dissertation has, however, at least demonstrated the fruitfulness of this type of research and the wide applicability of such a list of intervening rating constructs.

Wherry and Naylor (1964, 1965) have already demonstrated that foremen from four different military jobs tended to group 23 job performance variables into not more than 3 or 4 classes, combined in various proportions, as a basis for evaluating overall worth to the service. There is abundant past research that has shown that the usual attempts by interviewers to go from a mass of interview information to an overall prediction of job success have not been very successful. It is the writer's belief that this may be due to a breakdown in the information utilization process due to overloading. It is proposed that such prediction should be done in two stages. Initial ratings by the interviewer should first be made on a list such as the one cited above on the basis of interview information. The basic interview data (usually hundreds of isolated bits of information) should be considered as supportive or nonsupportive of some important, but limited number of behavior patterns clearly capable of being judged from the raw data. Any prediction of overall probability of success on the job (or decision to hire or not) would then be made from the pattern of ratings obtained on this intermediate list. This process can be presented in a multiple regression framework as a two-step task:

Step 1 - Given interview raw data, make predictions (ratings) of applicant's standing relative to the behavior patterns shown as
relevant for information handling.

Step 2 - On the basis of the ratings generated above, a decision or prediction of overall success can be made. In each step, the criterion is the rating or prediction made, while the information bits in the first phase and then the ratings of the second phase serve as predictors.

Whether this second judgment should be made by the interviewer himself, or by specifically trained assessors (see the Grant-Bray study) might also be the subject of future research. At least the assumption that these intermediate ratings could be made more reliably than an overall judgment of suitability for the job seems in line with emergence of such factors in this study. The probable ability of interviewers or others to more validly relate the greatly reduced load of data to be processed with their overall judgments certainly seems worthy of further investigation.

Employment psychologists' predictions about job performance, attitudes, and supervisors' ratings were not always accurate.


Gesturing during speech about a well-known topic is apparently supplementary and augmentative, rather than substitutive and complementary.


When both types of data were presented, a general favorability component appeared in ratings that was larger than either independent variable.


The inclusion of photographs in addition to verbal descriptions of hypothetical applicants did not give dissimilar results.


Found there is a consistent effect due to presenting applicants as a group rather than individually.


Negative favorability and inter-rater agreement are of primary influence on employment decisions.

The interviewer himself is the most important element in the employment interview!


Applicant responses to systematic interviews can be classified according to four dimensions of job performance.

Dunnette, M.D. and Hakel, M.D. Interpersonal perception and behavior prediction. A proposal for research submitted to the National Science Foundation. (renewal application), January, 1968.


The content was the definitive influence upon affect; eye contact caused reactions to be more extreme.


A structured interview schedule is used from which numerical scores may be assigned to the behavior patterns.

Fruchter, D.A. and James, L.F. Development of a counseling form for use by supervising officers. USAF PRL TDR No. 64-12. 1964.

A 50 item form composed of items of proven relevance to success as an A.F. officer is suggested as guide for interviews.


After 17 years of non-probing interviews, a validity coefficient of .35 was obtained on a selected sample.

Interviews used as part of assessment procedure were reliable and contributed to prediction. Interesting conclusions.


A detailed format for the conduct of a brief and comprehensive structured interview.


Inter-rater reliability was significantly higher using the scaled expectation ratings than using a traditional adjective rating scale.


Interviewers shared the same pattern of rating scale intercorrelations, but there was low inter-rater agreement. The intercorrelations were almost completely accounted for by halo.


A summary and evaluation of the literature published since Wagner's 1949 review.


All interviewers share some common variance (stereotype) to which each adds his own interpretation.

Attention is directed to the usefulness of Sarbin's theoretical formulations for job performance criteria and prediction of job performance.


Low specificity of question and anxiety arousing topic elicited greater interviewee productivity.


Life themes revealed in annual interviews show trends for individuals and groups over a 7 year period.


Describes a computer procedure for summarizing and factoring of psychotherapeutic interview material.


A summary and evaluation of the literature.


A summary of 9 years research into the decision making process.


Using social-psychological theory as the basis, a set of propositions explaining sources of bias is tested.
APPENDIX B
1. "Grew up" in a large city.

   1( ) 2( ) 3( ) 4( ) 5( ) 6( ) 7( )
   Unfavorable Neutral Favorable

2. "Grew up" in a predominantly rural or farming area.

3. Has traveled extensively.

4. Has active in many groups in high school.

5. Had no outside activities in college.

6. Worked his way through college—earned all his expenses.

7. Was drafted into the service.

8. Has been married two years.

9. Just moved to this community.

10. Is currently using vacation time to seek a new job.

11. Made good use of his chances for advancement.

12. Has held jobs involving supervisory responsibilities.

13. Has been employed by a competing firm.


15. Has a record of special achievement and outstanding reward in his work.

16. Has been on present job six months or less.

17. Has held a great many jobs, each for a short time.

18. Asked how much his pay would be.

19. Scored high on all screening tests.

20. Didn't say much—limited his answers to simple yes and no replies.

21. Looked down and/or away while talking or listening.

22. Kept the conversation going.

23. His self-expression is natural and spontaneous.

24. Smiled frequently.
25. Expressed his ideas well.

26. Appeared ill-at-ease during the entire interview.

27. Frequently used slang.

28. Frequently adjusted his position in the chair when talking to you.

29. Was appropriately dressed.

30. Was sloppily dressed.

31. Says he feels he has gotten nowhere for last five years and it's change jobs now or never.

32. Says he dislikes routine desk job.

33. Says he can get a great deal done in a short time.

34. Says he does not want a job involving responsibility for others' work.

35. Says he wants a job where there is opportunity for promotion.

36. Says he needs an occasional "pat-on-the-back" to keep him going.

37. Says he prefers to work alone.

38. Says he is seeking higher wages.

39. Says he makes a principle of never "taking his job home with him."

40. Says he has an even temperament.

41. Says he's inclined to be moody.

42. Says he's not concerned about what others think about him.

43. Says he is quite sure of himself.

44. Says he tends to act on impulse.

45. Says he keeps up with current events.

46. Says he thinks most people are a little "queer" mentally, though they don't like to admit it.

47. Says he is unhappy in his marriage.
48. Says most people are irrational and their opinions are likely to be worthless.
49. Says he can remember faces, names, and incidents better than most people.
50. Maintains self-control when others try to provoke him.
51. Acts as if he is accustomed to having his own way.
52. Easy to talk with.
53. Readily accepts ideas currently in vogue.
54. Can withstand a great deal of pressure.
55. Would break rules if he thought he couldn't get caught.
56. Persistent; does not give up easily.
57. Too pleasant and agreeable.
58. Has unrealistic desires for advancement.
59. Concerned with making a good impression.
60. Poorly informed in regard to his vocational aptitudes and skills in various job areas.
61. Sensitive to others' needs.
62. Deliberate in his actions and speech.
63. Punctual; careful to be on time.
64. Indecisive—can't make up his mind.
65. Controls his emotions effectively.
66. Fears decisions and tests.
67. Would give in to avoid controversy.
68. Would "stick to his guns" under pressure.
69. Avoids extreme attitudes and opinions.
70. Cooperative.
71. Controlled.
72. Fussy
73. Lazy.
74. Patient.
75. Apologetic.
76. Frank.
77. Compulsive.
78. Independent.
79. Mosey.
80. Aggressive.
81. Meticulous.
82. Open minded.
83. Dependable.
84. Shy.
85. Arrogant.
86. Immature.
87. Cheerful.
88. Trustworthy.
89. Aloof
MANAGEMENT TRAINEE

FACTOR A    COOPERATIVE (TRUSTWORTHY)

65    Trustworthy
63    Open-Minded
63    Dependable
62    Cheerful
59    Cooperative
36    Patient
-32   Immature
-31   Lazy
-30   Was sloppily dressed
-28   Sensitive to others' needs
-27   Frequently used slang
-24   Arrogant

FACTOR B    INDECISIVE (FEARS DECISIONS)

71    Would give in to avoid controversy
69    Fears decisions and tests
62    Indecisive-Can't make up his mind
38    Poorly informed in regard to his vocational
      aptitudes and skills in various job areas
36    Appeared ill-at-ease during the entire interview
31    Frequently adjusted his position
27    Looked down and/or away while talking or listening
-25   Expressed his ideas well
24    Was sloppily dressed
24    Lazy
24    Shy
MANAGEMENT TRAINEE

FACTOR C  CONTROLLED
41 Controls his emotions effectively
-47 Would break rules if thought he couldn't get caught
40 Persistent—Does not give up easily
40 Punctual—careful to be on time
38 Maintains self control when others try to provoke him
-35 Has unrealistic desires for advancement
34 Easy to talk with
34 Deliberate in his actions and speech
30 Made good use of his chances for advancement
27 Has a record of special achievement and outstanding reward in his work
-26 Indecisive—Can't make up his mind
25 Expressed his ideas well
-25 Fears decisions and tests
25 Says he keeps up with current events
23 Dependable
-23 Kept the conversation going

FACTOR D  FORMER LEADERSHIP RECORD
62 Was active in many groups in high school
-56 Had no outside interests in college
-39 Looked down and/or away while talking or listening
23 Independent
-32 Appeared ill-at-ease during the entire interview
31 Expressed his ideas well
27 Says he keeps up with current events
FACTOR D  FORMER LEADERSHIP RECORD (continued)

25  Kept the conversation going
-25  Punctual; careful to be on time
23  Sensitive to others' needs
23  Persistent; does not give up easily
21  Made good use of his chances for advancement
21  Has a record of special achievement and outstanding reward in his work
21  Maintains self control when others try to provoke him
21  Openminded

FACTOR E  APOLGETIC; ILL AT EASE

46  Patient
46  Apologetic
44  Appeared ill-at-ease during the entire interview
37  Frequently adjusted his position in the chair while talking to you
35  Says he can remember faces, names, and incidents better than most people
34  Frequently used slang
31  Looked down and/or away while talking or listening
25  Punctual; careful to be on time
24  Deliberate in his actions and speech
20  Was active in many groups in high school
20  Sensitive to others' needs
20  Was sloppily dressed
MANAGEMENT TRAINEE

FACTOR F  ALOOF
73  Aloof
49  Says he's inclined to be moody
48  Shy
-47  Sensitive to others' needs
40  Arrogant
37  Says he prefers to work alone
26  Immature
24  Lazy
-24  Cooperative
-20  Has a record of special achievement and outstanding reward in his work

FACTOR G  ASSURED WORKER
70  Says he can get a great deal done in a short time
57  Says he has an even temperament
53  Says he is quite sure of himself
48  Says he can remember names, faces, and incidents better than most people
30  Persistent; does not give up easily
27  Controls his emotions effectively
27  Easy to talk with
24  Kept the conversation going
24  Arrogant
21  Cooperative
MANAGEMENT TRAINEE

FACTOR II  REVERSE OF CONTROLLED
45  Expressed his ideas well
38  Has unrealistic desires for advancement
-38  Controls his emotions effectively
29  Made good use of his chances for advancement
38  Has a record of special achievement and outstanding regard in his work
-31  Punctual; careful to be on time
-23  Maintains self control when others try to provoke him
-23  Deliberate in his actions and speech
22  Poorly informed in regard to his vocational aptitudes and skills in various job areas

FACTOR I  RECORD OF FAILURE
68  Has held a great many jobs, each for a short time
63  Has been on the present job for six months or less
-43  Kept the conversation going
-28  Patient
-27  Made good use of his chances for advancement
25  Was sloppily dressed
MANAGEMENT TRAINEE

FACTOR J  A LONER

44  Says he prefers to work alone
42  Says he is inclined to be moody.
31  Looked down and/or away while talking or listening
31  Independent
-28  Says he is quite sure of himself
22  Says he can get a great deal done in a short time
22  Lazy
22  Open minded

FACTOR K  CONTROLLED

53  Easy to talk with
52  Says he keeps up with current events
47  Maintains self control when others try to provoke him
46  Punctual; careful to be on time
34  Kept the conversation going
34  Deliberate in his actions and speech
-34  Was sloppily dressed
-31  Frequently used slang
22  Says he can remember names, faces and incidents better than most people
-23  Immature
27  Expressed his ideas well
27  Cheerful
-27  Looked down and/or away while talking or listening
-27  Would break rules if thought he couldn't get caught
26  Controls his emotions effectively
GENERAL MANAGEMENT

FACTOR I IDEAL EXECUTIVE PATTERN

-56 Was sloppily dressed
-55 Has held a great many jobs, each for a short time
-54 Aloof
-52 Shy
-49 Was appropriately dressed
-47 Had no outside activities in college
-47 Frequently used slang
-45 Looked down and/or away while talking or listening
-44 Didn't say much, limited his answers to simple yes or no replies
-43 Appeared ill-at-ease during the entire interview
-42 Arrogant
-42 Immature
-41 Would break rules if thought he couldn't get caught
-41 Indecisive, can't make up his mind
-40 Has a record of special achievement and outstanding reward in his work
-36 Says he keeps up with current events
-36 Sensitive to others' needs
-35 Easy to talk with
-35 Trustworthy
-35 Openminded
-35 Independent
-34 Can withstand a great deal of pressure
-33 Would give in to avoid controversy
FACTOR I (continued)

33 Was active in many groups in High school
33 Made good use of his chances for advancement
33 Persistent
32 Says he has an even temperament
27 Cheerful
26 Scored high on all screening tests
26 Would 'stick to his guns' under pressure
-25 Fears decisions and tests
25 Cooperative
-24 Says he's not concerned about what others think of him
-23 Says he tends to act on impulse
-23 Has unrealistic desires for advancement
21 Controlled
-20 Has traveled extensively
19 Says he can get a great deal done in a short time
18 Punctual; careful to be on time
FACTOR A  Trustworthy (socially controlled)

Can withstand a great deal of pressure
Dependable
Openminded
Trustworthy
Maintains self control when others try to provoke him
Would 'stick to his guns' under pressure
Easy to talk with
In mature
Persistent; does not give up easily
Cooperative
Fears decisions and tests
Controlled
Cheerful
Punctual; careful to be on time
Indecisive, can't make up his mind
Would give in to avoid controversy

Factor a  A good mixer—A team man

Cooperative
Loof
Frequently used slang
Cheerful
Says he can remember faces, names and incidents better than most people
Controlled
Punctual, careful to be on time
GENERAL MANAGEMENT

Factor a1  A good mixer—a team man (continued)

21  Would give in to avoid controversy
-21  Looked down and/or away while talking or listening
20  Was active in many groups in high school
20  Indecisive, can't make up his mind
20  Would 'stick to his guns' under pressure
-20  Scored high on all screening tests
19  Fears decisions and tests

Factor a2  Self reliant

58  Independent
52  Patient
34  Open minded
-26  Has unrealistic desires for advancement
-26  Easy to talk with
-23  Fears decisions and tests
-21  Controlled
-21  Immature
-18  Cooperative
18  Looked down and/or away while listening or talking
GENERAL MANAGEMENT

Factor $a_3$ Desires to please

59 Concerned with making a good impression
42 Can withstand a great deal of pressure
39 Made good use of his chances for advancement
38 Has a record of special achievement and outstanding reward in his work
-34 Dependable
-31 Says he's not concerned about what others think of him
29 Scored high on all screening tests
27 Would give in to avoid controversy
-27 Reticulous
-26 Would 'stick to his guns' under pressure
26 Persistent - does not give up easily

Factor $a_4$ Nature (pleasant and openminded)

43 Cheerful
41 Cooperative
-26 Immature
-22 Open minded
21 Easy to talk with
-20 Aloof
20 Patient
-19 Apologetic
18 Controlled
GENERAL MANAGEMENT

FACTOR B DEPENDABLE (SELF CONTAINED)

35 Can withstand a great deal of pressure
31 Dependable
30 Looked down and/or away while listening or talking
27 Frequently used slang
26 Maintains self control when others try to provoke him
24 Appeared ill-at-ease during the entire interview
22 Didn't say much, limited his answers to simple yes and no replies
20 Was sloppily dressed
20 Open minded
19 Would 'stick to his guns' under pressure
19 Trustworthy

Factor B1 Persistent under pressure

40 Would 'stick to his guns' under pressure
-29 Patient
25 Persistent, does not give up easily
23 Controlled
21 Looked down and/or away while listening or talking
20 Says he is quite sure of himself
-19 Cheerful
GENERAL MANAGEMENT

**Factor b₂ High achievement motive**

33 Has a record of special achievement and outstanding reward in his work
33 Made good use of his chances for advancement
32 Has traveled extensively
-31 Didn't say much, limited his answers to simple yes and no replies
-28 Indecisive—can't make up his mind
24 Says he tends to act on impulse
-22 Looked down and/or away while talking or listening
-20 Was sloppily dressed
20 Sensitive to others' needs
-20 Appeared ill-at-ease during the entire interview
19 Independent
GENERAL MANAGEMENT

FACTOR C  NATURE - FORCEFUL

-62 Apologetic
-39 Didn't say much, limited his answers to simple yes and no replies
-30 Meticulous
-36 Was appropriately dressed
-35 Indecisive, can't make up his mind
-35 Fears decisions and tests
-34 Would give in to avoid controversy
-30 Immature
-30 Active in many groups in high school
-29 Controlled
-28 Punctual, careful to be on time
20 Sensitive to others' needs
-27 Appeared ill-at-ease during the entire interview
-26 Dependable
-25 Says he's quite sure of himself
-25 Has a record of special achievement and outstanding regard in his work
-24 Has unrealistic desires for advancement
24 Persistent, does not give up easily
24 Independent
-21 Shy
-20 Would break rules if thought he couldn't get caught
GENERAL MANAGEMENT

Factor \( c_1 \)  Headstrong

-52  headstrong
-40  Punctual; careful to be on time
34  Says he is quite sure of himself
-32  Dependable
30  Looked down and/or away while listening or talking
28  Says he has an even temperament
25  Frequently used slang
-24  Patient
23  Has a record of special achievement and outstanding reward in his work
-23  Maintains self control when others try to provoke him
-22  Shy
-21  Apologetic
19  Made good use of his chances for advancement

Factor \( c_2 \)  Hard, insensitive driver

-44  Says he has an even temperament
-37  Says he's quite sure of himself
-35  Sensitive to others' needs
-34  Says he can remember names, faces and incidents better than most people
-34  Says he can get a great deal done in a short time
29  Made good use of his chances for advancement
-29  Arrogant
28  Has a record of special achievement and outstanding reward in his work
25  Would break rules if thought he couldn't get caught
-23  Shy
Factor $c_2$ (continued)
-22 Says he's not concerned about what others think of him
19 Would give in to avoid controversy
19 Didn't say much, limited replies to simple yes and no answers

Factor $c_3$ Proud of past record; arrogant
33 Arrogant
29 Made good use of his chances for advancement
28 Had no outside activities in college
25 Has a record of special achievement and outstanding reward in his work
23 Has held a great many jobs, each for a short time
-20 Was appropriately dressed
-20 Punctual, careful to be on time

Factor $c_4$ Fearful compliance
53 Says he tends to act on impulse
45 Compulsive
44 Would give in to avoid controversy
31 Would break rules if thought he couldn't get caught
29 Fears decisions and tests
26 Independent
27 Punctual, careful to be on time
-25 Meticulous
24 Has traveled extensively
24 Says he's not concerned about what others think of him
23 Frequently used slang
20 Says he's quite sure of himself
### Factor A: Reliable and Friendly

<table>
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<tr>
<td>-21</td>
<td>Has a record of special achievement and outstanding regard in his work</td>
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<td>20</td>
<td>Says he has an even temperament</td>
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### Factor B: Emotionally Insecure

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<td>Arrogant</td>
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<tr>
<td>28</td>
<td>Says he thinks most people are a little 'queer' mentally though they don't like to admit it</td>
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<td>24</td>
<td>Fears decisions and tests</td>
</tr>
<tr>
<td>23</td>
<td>Frank</td>
</tr>
</tbody>
</table>
FACTOR C  STUBBORN AND OPINIONATED
-63  Would give in to avoid controversy
  63  Would 'stick to his guns' under pressure
-50  Fears decisions and tests
  45  Indecisive; can't make up his mind
-34  Apologetic
  34  Persistent; does not give up easily
  32  Made good use of his chances for advancement
-31  Shy
  26  Was active in many groups in high school
-24  Looked down and/or away while talking or listening
-22  Too pleasant and agreeable
-21  Patient
  20  Maintains self control when others try to provoke him
  20  Can withstand a great deal of pressure
  20  Independent

FACTOR D  CHEERFUL
  50  Has traveled extensively
-50  Says he has gotten nowhere in the last five years and it's change jobs now or never
  38  Cheerful
  36  Would break rules if thought he couldn't get caught
  36  Frank
  35  Easy to talk with
-23  Looked down and/or away while talking or listening
-26  Was sloppily dressed
ENGINEER

FACTOR D  CHEERFUL (continued)

25  Fears decisions and tests

25  Says he thinks most people are a little 'queer' mentally though they don't like to admit it

23  Independent

22  Can withstand a great deal of pressure

19  Was active in many groups in high school

FACTOR E  PERSISTENT

57  Meticulous

40  Controlled

33  Can withstand a great deal of pressure

33  Maintains self control when others try to provoke him

33  Expressed his ideas well

31  Persistent; does not give up easily

30  Sensitive to others' needs

27  Patient

26  Controls his emotions effectively

24  Deliberate in his actions and speech

-23  Had no outside activities in college

24  Cooperative

22  Independent

20  Open minded

19  Punctual; careful to be on time

19  Fussy
ENGINEER

FACTOR I  A LONER--ALOOF--ANTISOCIAL

60  Says he's not concerned about what others think of him
42  Says he is unhappy in his marriage
-39  Says he keeps up with current events
-38  Deliberate in his actions and speech
-30  Made good use of his chances for advancement
-30  Punctual; careful to be on time
29  Shy
26  Says he tends to act on impulse
25  Says he feels he has gotten nowhere in the last five years and it's change jobs now or never
-25  Expresses his ideas well
-25  Sensitive to others' needs
25  Aloof
-24  Was appropriately dressed
24  Compulsive
23  Says he does not want a job involving responsibility for others' work
22  Had no outside activities in college
22  Says he thinks most people are a little 'queer' mentally though they don't like to admit it
-22  Was active in many groups in high school
-20  Nosey
-20  Meticulous
ENGINEER

FACTOR G  COMPETENT - GOOD EXPRESSION

66  Says he has an even temperament

65  Says he can get a great deal done in a short time

67  Says he wants a job where there is opportunity for promotion

35  Has a record of special achievement and outstanding reward in his work.

31  Says he keeps up with current events

-29  Looked down and/or away while listening or talking

27  Maintains self control when others try to provoke him

24  Expressed his ideas well

24  Has been active in many groups in high school

23  Has traveled extensively

-23  Would break rules if thought he couldn't get caught

-22  Indecisive; can't make up his mind

20  Cheerful

10  Scored high on all screening tests

-19  Was sloppily dressed
ENGINEER

FACTOR H COMPETENT - ACHIEVER

46 Has a record of special achievement and outstanding reward in his work

46 Shy

-38 Says he thinks most people are a little 'queer' mentally though they don't like to admit it

-36 Compulsive

-32 Says he tends to act on impulse

31 Made good use of his chances for advancement

31 Says he wants a job where there is opportunity for promotion

31 Frank

26 Persistent; does not give up easily

22 Can withstand a great deal of pressure

22 Would 'stick to his guns' under pressure

21 Controls his emotions effectively

20 Maintains self control when others try to provoke him

-20 Says he keeps up with current events
FACTOR I  IMPULSIVE-COMPULSIVE

55  Has unrealistic desires for advancement
45  Nosey
44  Says he does not want a job involving responsibility for others' work
40  Compulsive
39  Looked down and/or away while talking or listening
38  Says he thinks most people are a little 'queer' mentally though they don't like to admit it
37  Would break rules if thought he couldn't get caught
36  Says he tends to act on impulse
27  Too pleasant and agreeable
-25  Deliberate in his actions and speech
-24  Says he keeps up with current events
24  Independent
24  Was sloppily dressed
23  Open minded
23  Say most people are irrational and their opinions are likely to be worthless
22  Says he is unhappy in his marriage
-22  Patient
21  Fussy
-21  Easy to talk with
-21  Can withstand a great deal of pressure
-20  Was appropriately dressed
-20  Controls his emotions effectively
ENGINEER

-20 Frank

-19 Punctual; careful to be on time
19 Indecisive; can't make up his mind

FACTOR J SHY - ALOOF

66 Had no outside activities in college
49 Shy
-46 Was active in many groups in high school
40 Fussy
39 Arrogant
35 Nosey
33 Aloof
30 Would break rules if thought he couldn't get caught
-29 Has a record of special achievement and outstanding reward in his work
28 Looked down and/or away while talking or listening
-26 Controls his emotions effectively
23 Says he does not want a job involving responsibility for others' work
23 Too pleasant and agreeable
-20 Can withstand a great deal of pressure

FACTOR K SUBMISSIVE AND PAWNING

66 Readily accepts ideas currently in vogue
37 Too pleasant and agreeable
37 Apologetic
-28 Independent
25 Has unrealistic desires for advancement
ENGINEER

24 Meticulous
24 Fussy
-23 Sensitive to others' needs
20 Says he does not want a job involving responsibility for others' work

FACTOR L CONFORMING; CONSCIOUS SOCIABILITY

67 Was appropriately dressed
49 Patient
48 Trustworthy
45 Cooperative
42 Controlled
39 Open minded
39 Says he keeps up with current events
38 Controls his emotions effectively
36 Easy to talk with
34 Cheerful
31 Punctual; careful to be on time
28 Made good use of his chances for advancement
-28 Was sloppily dressed
-27 Has unrealistic desires for advancement
27 Expressed his ideas well
26 Maintains self control when others try to provoke him
25 Says he has an even temperament
24 Meticulous
-24 Looked down and/or away while talking or listening
21 Would 'stick to his guns' under pressure
19 Apologetic
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<td>Persistent; does not give up easily</td>
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<td>Controls his emotions effectively</td>
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<td>Cooperative</td>
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<td>Aloof</td>
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<tr>
<td>20</td>
<td>Says he keeps up with current events</td>
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</tbody>
</table>
FACTOR I  SOCIAL ACCEPTABILITY

-71  Says he's inclined to be moody
-70  Says most people are irrational and their 
opinions are likely to be worthless
-68  Was sloppily dressed
-64  Looked down and/or away while talking or listening
-61  Lazy
-59  Says he's unhappy in his marriage
-58  Says he's not concerned about what others think of him
-55  Says he tends to act on impulse
-54  Would break rules if thought he couldn't get caught
-53  Immature
-53  Acts as if he is accustomed to having his own way
-51  Says he thinks most people are a little 'queer'
       mentally though they don't like to admit it
-51  Nosey
-50  Frequently used slang
-50  Fears decisions and tests
-48  Has held a great many jobs, each for a short time
-47  Frequently adjusted his position in the chair
       while talking to you
-46  Appeared ill-at-ease during the entire interview
-46  Indecisive -- Can't make up his mind
-45  His self expression is natural and spontaneous
-41  Expressed his ideas well
-41  Compulsive
SALES

FACTOR I

SOCIAL ACCEPTABILITY (Continued)

-40  Says he does not want a job involving responsibility for others' work

39   Cheerful

38   Smiled frequently

37   Was appropriately dressed

37   Trustworthy

34   Controls his emotions effectively

-34  Says he dislikes routine desk jobs

33   Open minded

-30  Says he prefers to work alone

-27  Shy

27   Punctual; careful to be on time

27   Says he has an even temperament

27   Kept the conversation going

-26  Would give in to avoid controversy

26   Easy to talk with

-25  Says he needs an occasional 'pat-on-the-back' to keep him going

23   Cooperative

22   Scored high on all screening tests

22   Dependable

21   Has a record of special achievement and outstanding reward in his work

20   Would 'stick to his guns' under pressure

20   Patient
INTERPERSONAL RELATIONS WITH THE PUBLIC

56  Punctual; careful to be on time
51  Patient
50  Cheerful
49  Trustworthy
48  Maintains self control when others try to provoke him
48  Says he has an even temperament
47  Was appropriately dressed
46  Says he can get a great deal done in a short time
45  Expressed his ideas well
45  Can withstand a great deal of pressure
44  Cooperative
43  Open minded
42  Dependable
41  Easy to talk with
40  His self expression is natural and spontaneous
39  Kept the conversation going
39  Says he can remember names, faces and incidents better than most people
39  Controlled
39  Meticulous
37  Smiled frequently
37  Controls his emotions effectively
33  Says he needs an occasional 'pat-on-the-back to keep him going
28  Has a record of special achievement and outstanding reward in his work
SALES

Factor a1 A Good Speaker
-37 Frequently used slang
37 Expressed his ideas well
31 Scored high on all screening tests
31 His self expression is natural and spontaneous
-29 Looked down and/or away while talking or listening
-28 Says he can get a great deal done in a short time
27 Trustworthy
-24 Says he prefers to work alone
-22 Appeared ill-at-ease during the entire interview
21 Was appropriately dressed
20 Can withstand a great deal of pressure
21 Dependable
19 Smiled frequently

Factor a2 Successful Supervisory Experience
31 Has held jobs involving supervisory responsibility
31 Has a record of special achievement and outstanding reward in his work
23 Dependable
21 Appeared ill-at-ease during the entire interview
-19 Smiled frequently
-19 Immature
19 Looked down and/or away while listening or talking
18 Says he is quite sure of himself
-17 Compulsive
FACTOR B  POISED AND ASSURED

-46  Would give in to avoid controversy
-45  Says he can get a great deal done in a short time
-42  Says he is quite sure of himself
37   Punctual; careful to be on time
34   Would 'stick to his guns' under pressure
-30  Says he dislikes routine desk jobs
30   Can withstand a great deal of pressure
29   Controls his emotions effectively
29   Dependable
-29  Says he does not want a job involving responsibility for others' work
-28  Says he can remember faces, names and incidents better than most people
27   Cooperative
27   Trustworthy
25   Was drafted into the service
-24  Indecisive - can't make up his mind
-24  Says he has an even temperament
-24  Meticulous
24   His self expression is natural and spontaneous
-23  Acts as if he is accustomed to having his own way
23   Smiled frequently
23   Was appropriately dressed
23   Maintains self control when others try to provoke him
22   Patient
Factor $b_1$  Cooperative-Understanding

55  Patient
36  Cooperative
36  Would give in to avoid controversy
34  Easy to talk with
29  Cheeful
27  "Grew up" in a large city
29  Controlled
25  Maintains self control when others try to provoke him
-23  Has a record of special achievement and outstanding reward in his work
-21  Has held jobs involving supervisory responsibility
-21  Scored high on all screening tests
-21  Would 'stick to his guns' under pressure

Factor $b_2$  Controlled

-51  Would break rules if thought he couldn't get caught
50  Controls his emotions effectively
46  Maintains self control when others try to provoke him
36  Can withstand a great deal of pressure
-33  Acts as if he is accustomed to having his own way
33  Punctual; careful to be on time
-25  Says he dislikes routine desk jobs
-23  Has held a great many jobs, each for a short time
SALES

Factor b3 Conforming (socialized)

32 Says he can remember faces, names and incidents better than most people
29 Was appropriately dressed
27 Controlled
25 'ould' stick to his runs' under pressure
24 Patient
-23 Avoids extreme attitudes and opinions
20 Meticulous
SALES

FACTOR C  OPINIONATED AND SUSPICIOUS

37  Says he dislikes routine desk jobs
33  Says most people are irrational and their opinions are likely to be worthless
-33 Would give in to avoid controversy
29  Has held a great many jobs, each for a short time
-29  Dependable
-28  Fears decisions and tests
26  Says that he thinks most people are a little 'queer' mentally though they don't like to admit it
26  Says he is unhappy in his marriage
25  Would 'stick to his guns' under pressure
-23  Indecisive; can't make up his mind
-23  Was active in many groups in high school
23  Lazy
22  Says he is not concerned about what others think of him

FACTOR D  A LONER

32  Says he does not want a job involving responsibility for others' work
30  Frequently used slang
27  Says he prefers to work alone
-24  Controlled
-24  Says he can remember faces, names and incidents better than most people
21  Acts as if he is accustomed to having his own way
18  Would break rules if thought he couldn't get caught
18  Kept the conversation going
FACTOR E  MOODY IMPULSIVE

42  Says he tends to act on impulse
35  Says he is inclined to be moody
35  Shy
30  Says he's not concerned about what others think of him
31  Would give in to avoid controversy
30  Fears decisions and tests
28  Acts as if he is accustomed to having his own way
28  Says he prefers to work alone
28  Indecisive; can't make up his mind
23  Says he does not want a job involving responsibility for others' work
22  Trustworthy
22  Dependable
22  Says he needs an occasional 'pat-on-the-back' to keep him going
21  Compulsive
20  Cooperative
-19  Kept the conversation going

FACTOR F  IMMATURE

40  Compulsive
37  Immature
32  Nosey
26  Fears decisions and tests
-26  Trustworthy
-26  Controlled
-21  Dependable
20  Kept the conversation going
FACTOR II  HIGH ABILITY

42  "Grew up" in a large city
36  Was active in many groups in high school
35  Has held jobs involving supervisory responsibility
34  Scored high on all screening tests
-30  Frequently adjusted his position in the chair while talking to you
-29  Frequently used slang
26  Has a record of special achievement and outstanding reward in his work
25  Was drafted into the service
-22  Dependable
22  Apologetic
-22  Was sloppily dressed
-19  Would break rules if thought he couldn't get caught
CLERK-TYPIST

FACTOR A  SOCIALLY RESPONSIVE AND ALERT

07  Patient

58  His self expression is natural and spontaneous

58  Dependable

57  Open Minded

55  Trustworthy

54  Easy to talk with

50  Can withstand a great deal of pressure

49  Smiled frequently

49  Controls his emotions effectively

48  Cooperative

48  Kept the conversation going

47  Cheerful

45  Expressed his ideas well

43  Says he keeps up with current events

41  Says he wants a job where there is opportunity for promotion

41  Maintains self control when others try to provoke him

40  Appeared ill-at-ease during the entire interview

39  Frequently used slang

39  Immature

-39  Says most people are irrational and their opinions are likely to be worthless

38  Was appropriately dressed

37  Would break rules if he thought he couldn't get caught

36  Controlled
Factor A (cont.)

-36 Says he is unhappy in his marriage
35 Readily accepts ideas currently in vogue
-35 Indecisive; can't make up his mind
32 Deliberate in his actions and speech
31 Meticulous
-30 Didn't say much—limited his answers to simple yes and no replies
-29 Fears decisions and tests
27 Concerned with making a good impression
-26 Lazy
-25 Aloof
-24 Says he's not concerned about what others think of him
-23 Says he tends to act on impulse
-21 Made good use of his chances for advancement
-20 Arrogant

Factor a1 Dependable (a good follower)
37 Dependable
36 Readily accepts ideas currently in vogue
29 Says he prefers to work alone
28 Cheerful
24 Says he does not want a job involving responsibility for others' work
24 Trustworthy
-23 Has been employed by a competing firm
Factor a2  Rebellious (non Responsive)
46  Says most people are irrational and their opinions are likely to be worthless
43  Lazy
41  Arrogant
38  Says he is unhappy in his marriage
33  Would break rules if thought he couldn't get caught
32  Says he's not concerned about what others think of him
32  Readily accepts ideas currently in vogue
26  Fears decisions and tests
26  Immature
-22  Worked his way through college—earned all his expenses

Factor a3  A loner (aloof)
41  Says he keeps up with current events
41  Aloof
34  Made good use of chances for advancement
-31  Dependent
28  Deliberate in his actions and speech
-27  Didn't say much—limited his answers to simple yes and no replies
-27  Asked how much his pay would be
-26  Easy to talk with
-26  Cheerful
24  Says he tends to act on impulse
-22  Has held a great many jobs, each for a short time
-22  Was appropriately dressed
Factor $a_3$ (cont.)

21 Has unrealistic desires for advancement
21 Fears decisions and tests
21 Fussy
21 Arrogant
20 Immature
-20 Patient
-19 Can withstand a great deal of pressure

Factor $a_4$  Cooperative (controlled; works well with others)

42 Deliberate in his actions and speech
41 Cooperative
-34 Says he prefers to work alone
-33 Says he prefers to work alone
-33 Says he does not want a job involving responsibility for others' work
32 Patient
-32 Frequently used slang
31 Meticulous
30 Controls his emotions effectively
-19 Would break rules if thought he couldn't get caught
CLERK-TYPIST

Factor  a  

5 Watchful (alert)

33 Appeared ill-at-ease during the entire interview
37 Didn't say much - limited his answers to simple yes and no replies
-35 Says he can get a great deal done in a short time
33 Fears decisions and tests
28 Cooperative
-27 Says he keeps up with current events
27 Would give in to avoid controversy
-26 Frequently used slang
25 Indecisive, can't make up his mind
-23 Expressed his ideas well
23 Meticulous
23 Aloof
-21 Worked his way through college - earned all his expenses
21 Says he does not want a job involving responsibility for others' work
20 Says he is unhappy in his marriage
20 Fussy
-19 His self expression is natural and spontaneous
CLERK-TYPIST

FACTOR B HIGH ACTIVITY LEVEL (DECISIVE)

40 Was active in many groups in high school
-40 Fears decisions and tests
-38 Says most people are irrational and their opinions are likely to be worthless
34 Expressed his ideas well
33 Can withstand a great deal of pressure
-32 Has a record of special achievement and outstanding reward in his work
-32 Indecisive - can't make up his mind
31 Maintains self control when others try to provoke him
31 Easy to talk with
31 Aggressive
30 Would break rules if through he couldn't get caught
-30 Says he does not want a job involving responsibility for others' work
-30 Lazy
28 Immature
-28 Says he is unhappy in his marriage
-28 Worked his way through college - earned his expenses
-27 Made good use of his chances for advancement
26 Trustworthy
25 Smiled frequently
25 Controls his emotions effectively
24 Was appropriately dressed
23 His self expression is natural and spontaneous
23 Independent
CLERK-TYPIST

FACTOR B (continued)

-23  Says he tends to act on impulse
22  Says he can get a great deal done in a short time
22  Says he wants a job where there is opportunity for promotion
22  Says he keeps up with current events

Factor b1  Low achievement record (shuns responsibility)

35  Smiled frequently
32  Would give in to avoid controversy
27  Has been on present job for six months or less
26  Says he does not want a job involving responsibility for others' work
24  Has held a great many jobs, each for a short time
-22  Has a record of special achievement and outstanding reward in his work

Factor b2  Compulsive drive to get ahead

36  Appeared ill-at-ease during the entire interview
35  Was active in many groups in high school
34  Arrogant
31  Compulsive
30  Would 'stick to his guns' under pressure
30  Says he keeps up with current events
27  Aloof
26  Aggressive
25  Didn't say much - limited his answers to simple yes and no replies
CLERK-TYPIST

Factor $b_2$ (continued)

24 Says he wants a job where there is opportunity for promotion
22 Deliberate in his actions and speech
20 Says he prefers to work alone
-19 Asked how much his pay would be

Factor $b_3$ Low performance record (undependable)

35 Smiled frequently
-29 Made good use of his chances for advancement
-27 Has a record of special achievement and outstanding reward in his work
-27 Says he prefers to work alone
26 Has held a great many jobs, each for a short time
-24 Dependable
23 His self expression is natural and spontaneous
22 Was appropriately dressed
-20 Trustworthy
20 Would give in to avoid controversy
CLERK-TYPIST

Factor b4 Independent (a self regulator)

35 Independent
34 Was active in many groups in high school
32 Would 'stick to his guns' under pressure
-31 Would give in to avoid controversy
30 Compulsive
28 Says he wants a job where there is opportunity for promotion
27 Aggressive
22 Arrogant
21 Says he's not concerned about what others think of him
**CLERK-TYPIST**

**FACTORS SUCCESSFUL UNDER PRESSURE**

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<td>Has been on present job for six months or less</td>
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<td>42</td>
<td>Has a record of special achievement and outstanding reward in his work</td>
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<td>33</td>
<td>Was active in many groups in high school</td>
</tr>
<tr>
<td>31</td>
<td>Maintains self control when others try to provoke him</td>
</tr>
<tr>
<td>29</td>
<td>Controlled</td>
</tr>
<tr>
<td>27</td>
<td>Would give in to avoid controversy</td>
</tr>
<tr>
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<td>26</td>
<td>Says he keeps up with current events</td>
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<td>Kept the conversation going</td>
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<td>24</td>
<td>Spoken his ideas well</td>
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<td>20</td>
<td>Can withstand a great deal of pressure</td>
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<td>Would 'stick to his guns' under pressure</td>
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<td>21</td>
<td>Says he's not concerned what others think of him</td>
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<td>Smiled frequently</td>
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<td>Concerned with making a good impression</td>
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</table>
CLERK-TYPIST

FACTOR D  HIGH ABILITY LEVEL (GOAL DIRECTED)

52 Would give in to avoid controversy
44 Has been employed by a competing firm
44 Scored high on all screening tests
44 Concerned with making a good impression
39 Has been on present job for six months or less
31 Meticulous
30 Asked how much his pay would be
29 Open minded
-29 Would 'stick to his guns' under pressure
26 Made good use of his chances for advancement
26 Easy to talk with
26 Independent
25 Didn't say much--limited his replies to simple yes and no answers
BLUE COLLAR

FACTOR I  GENERALLY ACCEPTABLE WORKER

35  Easy to talk with
-32  Shy
-28  Immature
27  Patient
28  Open minded
28  Frank
27  Sensitive to others' needs
26  Punctual, careful to be on time
25  Expressed his ideas well
-24  Says he thinks most people are a little 'queer' mentally though they don't like to admit it
24  Trustworthy
23  Cheerful
23  Cooperative
23  Says he wants a job where there is opportunity for promotion
21  Aggressive
-21  Says he tends to act on impulse
20  Says he is seeking higher wages
20  Says he has an even temperament
BLUE COLLAR

FACTOR A: POTENTIAL AS CONSIDERATE LEADER

42  Says he has an even temperament
36  Says he is seeking higher wages
36  Deliberate in his actions and speech
34  Easy to talk with
33  Sensitive to others' needs
31  Patient
30  Aggressive
28  Meticulous
27  Says he can get a great deal done in a short time
27  Cheerful
26  Controlled
23  Frank
23  Readily accepts ideas currently in vogue
23  Expressed his ideas well
22  Open minded
21  Aloof
19  Says he wants a job where there is opportunity for promotion
BLUE COLLAR

**Factor a\textsubscript{1}**  
Socially sensitive

- 38  Sensitive to others' needs
- 37  Deliberate in his actions and speech
- 25  Says he is seeking higher wages
- -22  Says he thinks most people are a little 'queer' mentally though they don't like to admit it
- -21  Dependable
- 20  Aloof

**Factor a\textsubscript{2}**  
Good at expressing himself

- 43  His self expression is natural and spontaneous
- 43  Smiled frequently
- 41  Expressed his ideas well
- -36  I'de good use of his chances for advancement
- 35  Easy to talk with
- 34  Can withstand a great deal of pressure
- 34  Cheerful
- 33  Aggressive
- 30  Frank
- 27  Kept the conversation going
- 26  Open minded
- 26  Punctual; careful to be on time
- -25  Didn't say much, limited his answers to simple yes and no replies
- -23  Fears decisions and tests
- 19  Was active in many groups in high school
- -19  Says he makes a principle of 'never taking his work home with him'
- -19  Aloof
BLUE COLLAR

FACTOR B  MATURE AND TRACTABLE

-45  Aloof
-47  Immature
-37  Shy
-37  Lazy
-37  Arrogant
-32  Says he tends to act on impulse
-28  Looked down and/or away while talking or listening
-27  Fears decisions and tests
-25  Nosey
-25  Acts as if he is accustomed to having his own way
-23  Appeared ill-at-ease during the entire interview
  23  Trustworthy
  23  Punctual- Careful to be on time
-23  Says most people are irrational and their opinions are likely to be worthless
-22  Didn't say much—limited his answers to simple yes and no replies
-22  Says he thinks most people are a little 'queer' mentally though they don't like to admit it
  21  Cooperative
-19  Would break rules if thought he couldn't get caught
  19  Easy to talk with
  19  Open minded
  19  Dependable
BLUE COLLAR

Factor b_1  Hardworker-Cooperative

-46  Lazy
-37  Immature
-32  Aloof
-31  Says he tends to act on impulse
-29  Arrogant
-28  Would break rules if thought he couldn't get caught
-27  Acts as if he is accustomed to having his own way
  27  Punctual; careful to be on time
  25  Dependable
  25  Cooperative
-25  Has unrealistic desires for advancement
-24  Says he thinks most people are a 'little' 'queer' mentally though they don't like to admit it
-24  Nosy
-23  Says most people are irrational and their opinions are likely to be worthless
-23  Has held a great many jobs, each for a short time
  22  Sensitive to others' needs
BLUE COLLAR

Factor b2 Dependable - Agreeable

47  Cooperative
46  Dependable
39  His self expression is natural and spontaneous
37  Trustworthy
36  Open minded
34  Easy to talk with
32  Says he does not want a job involving responsibility for others' work
32  Can withstand a great deal of pressure
32  Patient
30  Punctual; careful to be on time
27  Says he has an even temperament
26  Says he can get a great deal done in a short time
24  Cheerful
23  Is currently receiving unemployment compensation
23  Expressed his ideas well
23  Readily accepts ideas currently in vogue
23  Controlled
21  Kept the conversation going
20  Says he tends to act on impulse
20  Says most people are irrational and their opinions are likely to be worthless
Factor $b_{2.1}$  Headstrong-impulsive

38  Says he wants a job where there is opportunity for promotion

29  Says he tends to act on impulse

29  Acts as if he is accustomed to having his own way

29  Compulsive

26  Cooperative

26  Arrogant

26  Aloof

25  Made good use of his chances for advancement

25  Looked down and/or away while talking or listening

25  Has unrealistic desires for advancement

23  Would break rules if thought he couldn't get caught

23  Aggressive

22  Dependable

21  Was active in many groups in high school

20  Punctual: careful to be on time

-21  Is currently receiving unemployment compensation

-20  Frank
BLUE COLLAR

Factor $b_{2.2}$ Trustworthy (good team member)

-50 Says he thinks most people are a little 'queer' mentally though they don't like to admit it

36 Expressed his ideals well

34 Made good use of his chances for advancement

34 Trustworthy

-32 Would break rules if thought he couldn't get caught

32 Dependable

31 Cooperative

31 Aggressive

30 Says he wants a job where there is opportunity for promotion

-29 Readily accepts ideas currently in vogue

29 Patient

-28 Compulsive

-27 Says he has an even temperament

-25 Fears decisions and tests

-25 Lazy

23 Just moved into the community

-23 Says he tends to act on impulse

-21 Has held a great many jobs, each for a short time

-20 Says he prefers to work alone

20 Punctual; careful to be on time

19 Has held jobs involving supervisory responsibility
BLUE COLLAR

**Factor** b2.3  A loner

45  Fussy

-44  Smiled frequently

38  Says he prefers to work alone

34  Aggressive

33  Is currently receiving unemployment compensation

31  Worked his way through college - earned all his expenses

25  Frank

-25  Easy to talk with

-25  His self expression is natural and spontaneous

24  Meticulous

22  Has been on the present job for six months or less

22  Says he is seeking higher wages

22  Nosey

-21  Was active in many groups in high school

20  Says he does not want a job involving responsibility for others' work

19  Didn't say much - limited his answers to simple yes and no replies
BLUE COLLAR

Factor C  Confident (Record of past success)

-53  Shy

-47  Didn't say much, limited his answers to simple yes and no replies

-41  Says he does not want a job involving responsibility for others' work

40  Says he wants a job where there is opportunity for promotion

-39  Looked down and/or away while talking or listening

-38  Says he makes a principle of 'never taking his job home with him

-37  Appeared ill-at-ease during the entire interview

36  Made good use of his chances for advancement

32  Expressed his ideas well

31  Was active in many groups in high school

29  Kept the conversation going

-28  Dependable

27  Has unrealistic desires for advancement

-26  Says he prefers to work alone

26  Has held jobs involving supervisory responsibility

24  His expression is natural and spontaneous

-23  Deliberate in his actions and speech

-22  Fears decisions and tests

22  Easy to talk with

20  Worked his way through college - earned all expenses

20  Would break rules if thought he couldn't get caught

20  Readily accepts ideas currently in vogue
BLUE COLLAR

Factor $C_1$  Believes he can do the job

33  Says he can get a great deal done in a short time
-26  Punctual - careful to be on time
24  His self expression is natural and spontaneous
21  Smiled frequently
20  Made good use of his chances for advancement
19  Is currently receiving unemployment compensation
19  Kept the conversation going
19  Lazy

Factor $C_2$  Past record of success

60  Has traveled extensively
57  Has been active in many groups in high school
51  Has held jobs involving supervisory responsibility
47  Has a record of special achievement and outstanding reward in his work
-41  Just moved to this community
-33  Has held a great many jobs, each for a short time
31  Worked his way through college - earned all his expenses
-23  His self expression is natural and spontaneous
-23  Didn't say much - limited his answers to simple yes and no replies
-20  Fears decisions and tests
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<th>J</th>
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</table>
| Good Control of Himself (calm, proud) | Independent (a winner) | A Loser (had work record) | High Confidence and Motivation | Successful Record (came to his head) | Diffident in Business Social Situations (shy, aloof) | Leadership Record in School | Diffident in Business Social Situations (shy, aloof) | Management Trained | Item

Table 1
Table 1 (cont.)

Management Trainee

<table>
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<tr>
<th>Item</th>
<th>Dependable</th>
<th>Indecisive</th>
<th>Successful Record</th>
<th>Leadership Record in School</th>
<th>Difficult in Business Social Situations</th>
<th>Withdrawn (shy, aloof)</th>
<th>High Confidence and Motivation</th>
<th>Success Record (gone to his head)</th>
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Table 3 (cont)
Item Scale

Social Acceptability

Interpersonal Relations with the Public

Good Speaker

Successful Supervisory Experience

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**Note:** The table contains various personality traits and their corresponding values. The traits are listed in the left column, and the values are in the right column for each trait. The values range from 0 to 100, with higher values indicating a stronger trait expression.
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Table 6: Blue Collar
### Table 6 (cont)

**Blue Collar**

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<th>Good at Expressing Himself</th>
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APPENDIX E
ITEMS USED IN THE FACTOR COMPARISONS FOR THE MANAGEMENT TRAINEE, GENERAL MANAGEMENT AND ENGINEER GROUPS

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<td>Made good use of his chances for advancement</td>
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<td>Has a record of special achievement and outstanding reward in his work</td>
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<td>Looked down and/or away while talking or listening</td>
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<td>Says he keeps up with current events</td>
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<td>Persistent; does not give up easily</td>
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<td>Has unrealistic desires for advancement</td>
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<td>Fears decisions and tests</td>
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<td>Would give in to avoid controversy</td>
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**ITEMS USED IN THE FACTOR COMPARISONS FOR THE GENERAL SALES, CLERK-TYPIST, AND BLUE COLLAR GROUPS**

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<td>Has held a great many jobs, each for a short time</td>
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<td>Kept the conversation going</td>
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<td>His self expression is natural and spontaneous</td>
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<td>Smiled frequently</td>
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<td>Expressed his ideas well</td>
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<td>Appeared ill-at-ease during the entire interview</td>
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<td>Saye he does not want a job involving responsibility for others' work</td>
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<td>Says he prefers to work alone</td>
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<td>Says he tends to act on impulse</td>
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<td>Says most people are irrational and their opinions are likely to be worthless</td>
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Table 9

Tucker Factor Comparison: Engineer vs Management Trainee

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REFERENCES


Fruchter, D.A. and James, L.F. Development of a counseling form for use by supervising officers. USAF PRL TDR 64-12, 1964.


