

### Personality Important Element.

Recognizing the fact that personality is an important element in the efficiency of a stenographer, those who were reported as being unsatisfactory were not reprimanded in any manner but were merely transferred to some other employee or division of the corporation. If at the end of the next quarter they were again reported as unsatisfactory by the employee to whom they had been assigned they were again transferred and were notified that if they were reported as unsatisfactory a third time their services would be dispensed with.

Those who were reported as having performed more than satisfactory service were placed on an honor roll. They received a letter of commendation signed personally by the president and were given an opportunity to work overtime, for which the corporation remunerated them liberally. This assignment to overtime work has always been considered by the corporation's stenographers an extremely desirable assignment because of the liberal extra compensation.

The specialist next directed his attention to the methods employed in the selection of new stenographers. He announced that since the corporation paid more liberal salaries than many other corporations in the city it was entitled to the best stenographers. He found that when appointments were made on the recommendation of men who did not themselves come into intimate contact with the employees, such recommendations were not always based upon a knowledge of the stenographer's ability. Frequently such recommendations were made with a view to favoring those who had business relations with the corporation and whose efforts to secure employment for a friend or relative could not be easily resisted by the executive officers.

### Selected by Open Competition.

It was decided to select stenographers in the future by means of open competition. The corporation announced that any stenographer could obtain an application blank by making written request therefor, accompanied by a self-addressed and stamped envelope. The number of applications filed with the corporation was so large that the cost of examining these applicants was at first believed to be prohibitive. To overcome this objection each application was time-stamped and numbered consecutively upon its receipt in the office and the first examination was limited to the first two hundred and fifty applications filed.

On the application blanks the applicants were asked a question regarding their education. They were asked the name of each former employer, the dates of their service in the employ of each, and the cause of their leaving. They were also asked how many days they lost each year from their office work and the cause of their absence, specifying the disease if it was caused by illness. The application was put in the form of an affidavit because although no prosecution could be taken for perjury on an application of this kind it was found that applicants and particularly women are very careful about their statements under oath.

A large number of candidates were summarily rejected on their application blanks. Among those so rejected were some who frequently changed their employment without any good reason,—those who stated that their employers asked them to perform menial work, such as dusting a desk, which they did not consider compatible with the dignity of a stenographer—a class of women not satisfactory for work because these women are not willing workers. There were also rejected those who admitted that they lost several days each month because of a cold.