

II

EIGHT FACTORS IN EMPLOYMENT *

EMPLOYERS and registrants are aware that eight factors determine employment. They are listed approximately, but *only* approximately, in the order of their importance:

- [1] . . Supply and Demand
- [2] . . Education and Preparation
- [3] . . Experience
- [4] . . Personality and Character
- [5] . . Intelligence
- [6] . . Health
- [7] . . Prejudice and Favoritism
- [8] . . Luck or Chance

More than 5000 business and school executives have checked these. Virtually all agree they are fundamental. Some or all of them operate in the case of every

* By Clyde R. Miller, Director of the Bureau of Educational Service, and Associate Professor of Education, Teachers College, Columbia University. School executives and teachers in charge of classes studying vocations occasionally ask for permission to use this statement of factors which determine employment. Such permission usually is granted if application is made to the Bureau of Educational Service. Reprints can be supplied at cost, or permission to reprint may be obtained.