

applicant for every position. They are discussed here with special reference to positions in education.

Not in every case are these factors the ones which *should* determine an individual's employment; they are the ones which, for good or evil, *do* determine it. Note that five of the factors have to do with the individual: his health, his intelligence, his personality and character, his education, preparation, and experience. These are more or less within his control. He can do something about most of them. One factor, Supply and Demand, is associated with forces beyond the individual's control, forces which presumably operate impersonally, inexorably, and which may set aside and nullify much or all that the individual can do. Largely beyond his control also are the forces of emotion found in the factor of Prejudice and Favoritism; and the caprice which enters into the play of Luck or Chance. Even the basic factor of Supply and Demand may be set aside by Prejudice, Favoritism, Luck or Chance.

Supply and Demand is determined by economic conditions and by political, fi-