A SURVEY OF TWENTY SELECTED MANUFACTURING BUSINESSES
IN DALLAS COUNTY, TEXAS TO DETERMINE HOW
THEIR SALES MEN ARE SELECTED

THESIS

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CHAPTER I

INTRODUCTION

When compared with the practices used before the war, today's job of selecting salesmen is undeniably better, but it seems that the average company is far from efficient in its use of the full range of selection techniques and tools that are available to them.

There has been considerable study in the field of sales management to develop better ways of evaluating a person's future worth to a particular company. Many of these selection plans have shown a high degree of accuracy in selecting men who have become top producers, but it is apparent that the old, easy-to-use, traditional procedure, built around the personal interview, is still the method relied upon most.

With the recent change from a seller's market to a buyer's market, it became evident to the sales managers in all types of industries that their jobs were becoming more and more difficult. Every phase of the distribution of their products had to be keyed to the highest degree of efficiency in order to meet the increasing competition and the decreasing demand for their products. It was during this change that industries, for the first time in years, became pressed for more scientific ways of selecting salesmen. They began to realize the
need for men who were willing to work under adverse conditions and for low salaries long enough for them to develop to the stage where they ceased to be an expense to the company and began to pay their way in the form of sales volume.

Statement of Problem

The purpose of this study is to compare the existing selection plans for salesmen which are being used in Dallas with the selection plans which are suggested by certain of the accepted authorities in the field of sales management. Based on the writings of these authorities, recommendations will be made for the improvement of those plans where a need for such improvement is apparent.

Justification of Study

This study should be of considerable value to those firms that employ a large number of salesmen each year as well as to those who employ only a limited number. It should assist them in a better understanding of those tools and techniques that are available to them. Second, it should sell firms on the idea that those tools and techniques can be of value to their respective firms. Third, should definite weaknesses exist in the plans that have been in use in Dallas, it should serve to point out these weaknesses that exist in the plans in general. Also, this information should be of definite value to the students of marketing in the schools near Dallas to enlighten them further on the subject of sales management in this general area.
Delimitations

This study of necessity has three limitations. First, it will be limited in area to Dallas County, Texas. Second, it will be limited to the manufacturing firms within that area as listed in the Key to Buying in Dallas,¹ the official buyer's guide published by the Dallas Manufacturer's and Wholesaler's Association. Third, it will be limited to those manufacturing firms in Dallas County that employ 250 people or more. All these limitations will be discussed in detail in a later chapter.

Definition of Terms

The following is a list of terms that will be used throughout this study. A clear understanding of the definitions of these terms will be necessary for a more thorough understanding of this study.

Selection.--Selection is the process by which potential employees are examined and separated into two groups; those that are to be employed and those who are to be eliminated.²

¹Dallas Manufacturing and Wholesaler's Association, Incorporated, Key to Buying in Dallas, pp. 236-278.
²Dale Yoder, Personnel Management and Industrial Relations, p. 182.
Tools.--Tools are those devices that aid in the defining and measuring of characteristics of the prospective employee.

Techniques.--Techniques are those methods of procedure that are used in selecting and placing men on the job.

Employers.--Employers are the people or firms who employ salesmen.

Prospective employees.--Prospective employees are those applicants for a job as a salesman.

Tests.--Tests are those devices used to measure the presence or absence of certain aptitudes, skills, personality, and interests necessary for success in selling.

Job description.--Job description is the complete record of what is required in the performance of a specific job.

Job analysis.--Job analysis is the procedure by which the facts with respect to the work to be performed, the responsibilities involved, the skill or training required, the conditions under which the job is done, and type of personnel required for the job.

Job specifications.--Job specifications are those descriptions of the man to fit the job, his qualities and factors, experience, social background, training, and personality.

Sources of Data

The data in this study were secured from both primary and secondary sources. The tools and techniques that are generally accepted by the authorities as being the most
desirable were studies in the literature on the subject in the libraries of North Texas State College and Texas State College for Women in Denton, Texas. Books, periodicals, government documents, and all types of surveys in the field of sales management were utilized in this study in order to obtain a well rounded understanding of those phases of selection that go to make up a successful selection program.

In order to get a first-hand viewpoint of the conditions that existed in these firms in Dallas, personal interviews were made involving twenty-six sales managers of different manufacturing firms in Dallas. To assist in these interviews, a questionnaire was prepared and utilized.

From the book *Key to Buying in Dallas* a list of all those firms employing 250 people was secured. A preliminary survey was made by telephone to determine which of those firms actually had their sales forces in Dallas and actually selected their men in Dallas.

Twenty-six manufacturing firms were included in the list of firms to be visited personally. Of these twenty-six firms, only six refused to give the specific data requested on the questionnaire. All these six contributed considerably, however, by giving much of the information orally. The writer feels that a representative group of the manufacturing firms in Dallas, Texas, were surveyed.
Treatment of the Data

The nature of the data makes it necessary that it be presented on a comparative basis. The conditions that exist in Dallas will be determined in order to know whether suggestions for improvement are necessary. It is important that the primary data be compared with the secondary data to see if any outstanding deviations from the accepted procedure exists.

No names of the companies will be used in this study. Since these interviews were of a personal nature, the executives disclosed information that they ordinarily would not give in written form. It was the desire of most of these executives that no mention of the firm's name be used in any publication.

Organization of Material

Chapter I will introduce the study, following the usual plan for presenting a research paper. Chapter II will deal with the discussion of the tools and techniques which are generally accepted as being more desirable by the authorities in the field. Chapter III discusses the procedure used and the results of the personal survey. These data were secured entirely through secondary sources in the Library of North Texas State College and in the library of Texas State College for Women. Chapter IV will deal with the presentation and evaluation of the selection techniques now being used in Dallas. The criteria for this evaluation are derived primarily from the reading of the literature in the field.
Chapter V will present the conclusions and recommendations to be made for the improvement and suggestions for eliminating the weaknesses in those selection techniques now being used in the area around Dallas, Texas.
CHAPTER II

DISCUSSION OF TECHNIQUES AND TOOLS USED IN THE SELECTION OF SALES MEN WHICH ARE GENERALLY ACCEPTED BY THE AUTHORITIES AS BEING MORE DESIRABLE

The purpose of this chapter is to discuss the tools and techniques that are considered outstanding in the minds of the authorities in the field on the subject of sales management. It is felt for those companies in Dallas to actually be sold on the recommendations that will be made in this study, it would be necessary to present authoritative information on the subject by writers in the field who are considered leaders in the use of the more modern selection programs.

Many of the recommendations that will be made in this study will be of a general nature and will not apply to all situations. Because of this fact, a broad introduction of the tools and techniques that are available will be presented. It is hoped that this information will enable any particular one of the manufacturing plants in Dallas, Texas, to choose those phases of the suggested plans that will apply more favorably to their company in light of the company's total situation.
It is important that the person doing the selection of salesmen have a thorough knowledge of the tools and techniques that are available to him. It is only fair to the person being employed, as well as to the company, that he be properly selected.

Although it is believed that there is no golden rule for measuring man's native capacity to sell, the fact remains that any device which will assist the interviewer and supplement his judgment is worth trying. The employer should concentrate on the fact that it is his duty to select men who will be satisfied with the position offered. The employer's failure to do so will only result in lower performance, increased turnover within the sales force, and ultimately to higher and higher cost of distribution.¹

General Considerations in Selection

Before going too far into the subject of selection tools and techniques, it seems fitting that certain general characteristics about selection be brought out at this time in order to give the reader some of the more important factors to be considered.

Harry R. Tosdal states that sales management is an art, not a science. He claims that no person would be able to

¹ Charles F. Phillips, Marketing for Manufacturers, p. 388.
speak logically of the science of sales management, but that there is a scientific sales management. He explains this statement by saying the knowledge that science furnishes can be utilized, both in principles taken from science and in methods of approach to problems that confront sales managers.2

As a start in the drafting of a more scientific selection program, James C. Aspley, in his Sales Manager's Handbook, points out the following standards that were developed by a well known food company after careful analysis of the sales records over a period of years.

1. Long experience has taught that men coming from companies in the same line of business have more to unlearn than to learn. They tend to undermine the efforts of the instructor and the percentage of those that make good is surprisingly small.

2. Salesmen who apply for jobs are checked by the retail credit companies. If there is evidence that the salesmen do not have a well-established credit rating, they are considered too risky to consider for the reason that salesmen are often required to collect money from the customers. Too often this type of salesman will "borrow" a small amount to pay pressing creditors.

3. Men who have already had over five jobs previously are considered already to have a habit they cannot break—that of quitting when the first difficulty arises.

2Harry R. Tosdal, Introduction to Sales Management, p. 3.
4. Good men do not lose their job because of layoffs, forces reduced, or mergers. These reasons can often be used as evidence of weaknesses in the salesmen. It is thought that only the weaker men are eliminated at these times and that employing one of them would be picking up the material that some competitor has already discarded.

5. Men whose wives are not behind them in their desire for the job are considered poor risks.

6. Men who have domestic difficulties, and who are paying separation allowances, frequently have too many worries to permit them to do a good job.

7. Men about whom there is some question concerning their physical fitness should be turned down if examination points too strongly to the presence of some physical handicap.

8. Men who had salaries considerably larger than the beginning salary offered are usually glad to get the job but soon become dissatisfied and tend to feel they are too good for the job.

9. Men who have heavy financial responsibilities or who are in debt are considered very doubtful assets in the sales departments.

10. Men who have gone to college more than three years but did not graduate are considered poor risks. The objection to this type of person is that he is a quitter.

11. Men who claim they have reformed, whether in regard to financial matters or in habits such as drinking, are rejected,
for it is believed that few of these people reform. The argument in this respect is that most of the men who are habitual drunkards, cheats, and borrowers in their school days are usually the same fellows who continue these habits through middle age.\textsuperscript{3}

Of course, these standards cannot possibly be applied to all situations, but they should be considered as guides in the developing of standards for any particular company.

J. L. Rosenstein presents four general principles that seem to be worth considering at this time. They are: (1) the standards used in other companies are not necessarily proper and valid for your company; (2) men who have been successes or failures with other companies will not necessarily be either successes or failures with your company; (3) all standards that make up a successful salesman must come from an actual analysis of the characteristics of men who have been successes or failures in your company; (4) men who have failed in one territory may not necessarily fail in another territory.\textsuperscript{4}

In their book on sales management, Haynard and Nolen point out that unless the applicant is properly selected he cannot be developed beyond a certain point. They claim that sales managers are giving increased thought to securing the right men as a partial solution to decreasing their costs of

\textsuperscript{3}James Cameron Aspley, \textit{The Sales Manager's Handbook}, pp. 518-520.

\textsuperscript{4}J. L. Rosenstein, \textit{Scientific Selection of Salesmen}, p. 4.
distribution, and scientific methods of selection are being substituted for the old trial-by-error methods wherever possible.\footnote{Harold H. Maynard and Herman C. Nolen, \textit{Sales Management}, pp. 230-231.}

**Costs of Poor Selection**

New salesmen cost money. In many cases, the figures run into the thousands of dollars for one salesman. He has to be located, employed, trained, coached, supervised, and gradually brought up to the stage where he becomes a real money-maker for the house. Consequently, a high turnover in the sales force results in excessive selling costs. In many cases, these new men not only cost in monetary figures but add considerably to customer dissatisfaction and loss in business. Because of this high cost of selection it is necessary that turnover in the sales force be eliminated if possible.\footnote{Harry Simmons, \textit{Sales Executives Handbook}, section by William H. Lough, p. 318.}

Maynard and Nolen point out that too great a turnover in salesmen involves a number of costs. First, they mention that cost is involved in repeating the selecting and training process over and over. They mention the costs that are incurred when the time of the executives is used in the interviewing of applicants. They claim that one of the outstanding costs of high turnover is the effect that it has on prospects or customers. It is pointed out here that few of the men who
are new in the territory work as efficiently as they do after they become familiar with the territory and the product.

Still other aspects of the cost of poor selection is that there is no way of telling how much sales volume is lost by not hiring a more efficient salesman in the beginning. It is impossible to know what the sales record of some other person who was considered would look like. Chances could be that they would be much higher. Whatever the difference, it must be considered as a cost of the original selection.

Since selection is so important in keeping down the cost of selling, it now becomes pertinent to find techniques that can be employed to increase selection effectiveness.7

Benefits of Good Selection

Good selection will put the personnel in the jobs where they will be best adapted, mentally, physically, and emotionally. With good selection, the employee will have every opportunity to use his best abilities and consequently achieve success both for the company and for himself. He will tend to get along with people much better, thereby reducing friction within the sales force. Cooperation and efficiency will be the ultimate result and the cost of operations should decrease considerably.8


8National Society of Sales Training Executives, Handbook of Sales Training, p. 315.
The Selection Procedure

Many of the companies that claim a high degree of success for their programs for selecting salesmen use the following steps or procedure in their plan.

1. A careful analysis of the job to be performed and of the qualities of the men necessary to perform the duties.
2. Recruiting desirable applicants.
3. Requiring written applications and looking for certain characteristics that they have found to be common among most of the top salesmen in their company.
4. Interviewing the applicants by several executives in the firm.
5. Investigating the references.
6. Testing the applicants aptitudes and capacities by the use of certain tests.
7. Giving the applicant a thorough physical examination.9

In the following pages each step will be taken up individually and covered thoroughly so that every step of this suggested plan may be presented.

Job Analysis

The primary step in the development of a successful selection program is the careful analysis of the job to be performed. If this is done properly, job analysis will show clear-cut descriptions of the duties, responsibilities,

9Ibid., p. 316.
and problems to be dealt with on the job. From the job
description a series of man specifications may be established.
When this is done, it may be possible to develop tests which
will help to give some kind of measurement of these qualities.10

Simmons says it is an unusual thing to find the elements
that go to make up a good salesman written out on paper. He
claims that because the sales managers seldom take time to put
these elements in written form, they often forget to mention
certain aspects of the job in the interview. Too often those
things that are forgotten are crucial factors in determining
the man's ability to do a good job.

Simmons claims that job descriptions are vital parts of
good selection program because:

(1) They permit more intelligent interviewing
(2) They assist in training programs
(3) They assist in day-to-day supervision of salesmen.

He claims that executives can do a much better job of testing
applicants after a thorough record of what is required for
efficient performance of the job has been established.11

William Rados says if sales managers are genuinely
interested in building a better sales force they must constantly
have the ideal salesman in mind, and spare no effort to obtain
him.12

10 Ibid., p. 316.
11 Simmons, op. cit., p. 395.
12 William Rados, How to Select Better Salesmen, p. 82.
Aspley points out the argument of many sales managers concerning job description. He says often sales managers insist that it is not practical to set up job descriptions because no two salesmen work under the same conditions or have the same objectives. To answer this argument he makes the following statement:

While it is true that salesmen cannot be hedged in with job definitions to the extent that production jobs are defined . . . it is essential to successful sales operations that any program of recruiting, training, and supervision of salesmen have its roots in a clear understanding between employer and employee as to what the salesman is paid to do. It is not enough that the sales manager should know what he wants his salesmen to do and tells them from time to time. The nature of the job, the knowledge deemed essential, the weight of various duties, etc., should be written out carefully and serve as a basis for the sales personnel program.13

Job Specifications

The completed job description gives the basis for determining the job specifications. This subject was mentioned in the previous section on job description by several of the authors. This is to be expected since job description and job specifications are generally thought of as being included in the same operation. Although this is the general thought, there seems to be certain considerations that should be taken up separately.

Job specifications are merely descriptions of the man who is to fit the job. His qualities and factors of make-up necessary to perform the job successfully must be determined.

13 Aspley, op. cit., p. 483.
Simmons points out that job specifications serve:
(1) to assist in the selection of new personnel, (2) to
screen out applicants who are unfit for the job, and (3) to
aid the interviewer in determining the applicant's qualifi-
cations for the job. 14

The National Society of Sales Training Executives point
out that it should be remembered at this stage that there are
important decisions yet to be made after the job specifications
are developed. They say that the person doing the hiring must
decide at this point if he will look for men who will be
possible candidates for promotion in the future. They stress
the fact that these two possibilities must be given con-
siderable thought. If there is a possibility that the person
being selected will be expected to advance, particular care
must be exercised to avoid selecting someone with limited
abilities. 15

Recruiting

After the job requirements have been established, the
next step is to find desirable applicants. In order that the
most qualified men will be attracted, several factors must be
considered by the sales managers. First, to avoid the high
costs of turnover, Simmons points out that the sales manager

14Simmons, op. cit., p. 395.

15National Society of Sales Training Executives, Handbook
of Sales Training, p. 317.
must be sure that they have sufficient numbers of the right
type of men from whom to choose. He defines the "right type"
of man as being those applicants with fair intelligence and
good character who possess the essential traits for dealing
with purchasers of goods. In order to attract sufficient
numbers of the type of men desired, it should be remembered
that, as pointed out by Simmons, salesmen want three basic
things in a job. They want stability in the job, opportunity
for advancement, and social recognition.16

As for principles to be followed in recruiting, William
Rados presents the following which appear to him to have
universal application:

1. The recruiting goal should be to locate several
qualified applicants for each job so that the best qualified
man can be selected.

2. A file of qualified men should be built in advance.
This offers a range of men to select from when a vacancy
suddenly occurs. It also prevents overlooking certain men.

3. Some managers who do have job specifications do
little toward going to the source of such men. Sales
managers should prospect for applicants in those places from
which their best salesmen have come in the past.

4. Refusal to employ an unqualified man is a mark of
a good recruiting program.

16 Simmons, op. cit., p. 316.
5. The opportunities of the job should be presented to the applicant before he is employed. This presentation should be made based on fact. It has been proved that those companies which can present factual evidence that their firm offers salesmen better-than-average opportunities tend to get better applicants.\(^{17}\)

If conditions so exist in the company that will alter the applicant's opportunities in the future, the person should be told about it. Of course, the conditions that come with war cannot be avoided, but the general conditions that are characteristic of the company during wars and depressions should be pointed out to the applicants if such conditions are known.\(^{18}\)

In order that a company may get men who will stick with the company and succeed, the company must go as far as possible in assuring salesmen of a steady job. This assurance should be subject, however, to unforseeable fluctuations in the business and the individual's continuous success in the job.\(^{19}\)

Assuming that the reputation of the company alone will not bring in prospective salesmen, there are various sources available to most companies. They are as follows:

\(^{17}\)Rados, op. cit., p. 380.

\(^{18}\)Simmons, op. cit., p. 317.

\(^{19}\)Ibid., p. 316.
1. Walk-ins are those men who take the initiative in asking for jobs. Many executives too often start the interview with these applicants with the assumption that something is wrong with them. Often, according to Simmons, this is not the case. He says that it is not good business to dismiss these men without first considering their records, for there is a possibility of getting some good men from this source.  

2. Present salesmen can sometimes be a good source for other salesmen. Aspley says that this is one of the best methods for building the sales force. His objection to this source is that a salesman is apt to recommend a friend or relative upon the basis of his regard for the person and not for his selling ability.

Simmons says that the nature of this source makes it necessary that the sales manager weigh the tendency for salesmen to over estimate the qualities of their friends. He says that often this method is the source of hard feeling among the present salesmen if their friends are not accepted.

3. Personal inquiries are those inquiries made of the friends of the sales manager and other friends of the executives in the firm. This is a limited source but sometimes a good one.

4. Employees from other departments of the organization are considered above all others by many companies.

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20 Ibid., p. 322.  
21 Aspley, op. cit., 413.  
22 Simmons, op. cit., p. 323.  
23 Ibid., p. 322.
Maynard and Nolen point out several considerations concerning this method that should be presented. They say that the loyalty that is generated from years of employment can often be a disadvantage to the salesman. He discovers after going into the field that buyers do not feel the same as he does about the product. His loyalty to one line may make it difficult for him to appreciate the good points of the competitor's product. It has also been discovered that often these men want to talk more about the manufacturing of the product and not about the profit it will make the customer.\(^\text{24}\)

Phillips cites a case history of an insurance company that found their top men tended to be those men who had been taken from other departments in the company.\(^\text{25}\) Simmons seems to believe that where a knowledge of the company policies and products is necessary for success as a salesman, this source is particularly desirable.\(^\text{26}\)

5. Employment agencies are sources to be considered, but the typical ones are seldom regarded as good sources for salesmen. The good salesmen have more confidence in themselves and look for their own jobs.\(^\text{27}\)

Maynard and Nolen point out that men secured through this source are very apt to be those men who cannot hold a steady


\(^{26}\) Simmons, *op. cit.*, p. 323.

\(^{27}\) Ibid., p. 323.
position. They point out that these applicants' weaknesses are usually below the surface and are not easily recognized.28

Aspley states that employment agencies are good sources to secure day labor, but that they lack the ability to choose good salesmen. He says that if this source is to be used, there should be a definite understanding with the selection executive in the employment office concerning the detailed specifications of the man wanted.29

6. Newspaper advertisements and advertisements in trade journals are the most productive source, but the quality of the applicant is usually rated low.30 Experience shows that advertisements sometimes tend to recruit too many people who are looking for just any job and not enough interested salesmen.31

7. Schools and colleges are preferred by many of those organizations which are prepared to build their sales force over a period of years. The reason for this is the fact that institutions cannot supply experienced men and the company has to assume this function.32

Maynard and Nolen stress the fact that sales managers must not overlook the recent graduates from the colleges and

29Aspley, op. cit., p. 503.
30Simmons, op. cit., p. 323.
31Maynard and Nolen, op. cit., p. 237.
32Simmons, op. cit., p. 323.
universities as a possible source for salesmen. They say that although it is generally understood that the newly graduated applicant is not fitted at present for the sales job, he has definite advantages as a recruit for a sales force.

The first advantage mentioned is the fact that the technical training that they have received in college will be of value to these men in selling. Maynard and Nolen refer to courses such as accounting, statistics, engineering, agriculture, pharmacy, marketing, advertising, and a host of other courses.

The second advantage is the fact that college graduates represent only a small percentage of those who start with them in grade school. Their survival indicates the evidence of many of the qualities necessary for a salesman.33

8. The salesman of competitors are a definite factor in supplying salesmen for many companies. Maynard and Nolen point out that the practical, as well as the ethical aspects, must be considered before these men are employed.

Ethics enter into this situation in two ways. One, it is sometimes considered to be unfair or dishonest for a company to employ men from their competitors after they have been out the expense to employ and train them. Some sales managers think this factor significant but still others are not impressed by it.

33Maynard and Nolen, op. cit., p. 236.
Second, if one company employs the salesmen of another company, this procedure almost forces retaliation. In the long run, the salesmen are the only ones to benefit. This factor has been instrumental in bringing about agreements which sometimes are industry-wide.

Some sales managers believe that a salesman who is sold on his product cannot easily shift around from company to company. Maynard points out that sometimes salesmen who change products and companies and go back to the same territory find that they fail. It is difficult for them to push a product to the same customers when only a week before they were criticizing this product to these buyers.

Many companies employ men merely to get them out of a territory in which they were working. This may serve the purpose of getting the man out of the territory, but Maynard points out that this same man will be just as apt to leave when other enticements come along.34

There are many other sources that could be mentioned. The important thing for any company to do is find the most efficient salesmen in their company and try to learn from them what source they tend to get the most of these efficient men. From this analysis, a company should secure strong hints as to where to look for their new salesmen.

It is apparent that the recruiting of good men is no easy task and deserves considerable effort on the part of

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34 Ibid., pp. 234-235.
sales executives. All these methods may have to be utilized at one time or another when several men are needed at once, but the more modern trend now is away from hurried recruitment and toward the idea of pre-employment training which will recruit men, test them thoroughly, and teach them a great deal about the job before they are actually employed.

The Application Blank

The application blank should be one of the major sources from which information is secured about prospective employees. An effective application blank should seek information concerning qualifications to fill the job which are based on job specifications. J. L. Rosenstein says too often there is evidence that the questions on the application blank have little value in this respect. He points out that application blanks in the hand of most sales executives are of little value to them because of the bias that has been built up over the years. Actual cases are cited by Rosenstein where sales managers have gone directly to one specific question on the application blank in order to form their opinion of the applicant's qualifications. He says that some sales managers look for education, others look for the absence of it if, by chance, they were successful in this particular firm without much education. He says that some sales managers look for sales experience and still others look for the evidence that applicants have had several jobs in the last few years. If
this characteristic is outstanding, the applicant is immediately tagged undesirable.

Too many times it becomes evident that the only basis used in these important decisions is pure prejudice. It is interesting to note that Rosenstein stresses the principle that the only true basis for using the information found in the application blank for the selection of salesmen is that of comparing those items on the application blanks of the successful men in the company's employ with those of the applicant's. Rosenstein points out that by this method only data are compared and not opinions or prejudices. In a large majority of the cases, he claims that the most likely to succeed will be selected. 35

Maynard and Nolen say that the principle of the weighted application blank is that of obtaining the relationship between certain objective facts in the background of a large group of salesmen and the success attained by each. They claim that each company must adapt its own procedure of weighting the application blank since the measurements that predict success vary with the selling situation. The method for establishing the different weights for the application as suggested by Maynard and Nolen are as follows:

1. The first step is to select a fairly large sample of salesmen with established records. These men should be

35 Rosenstein, op. cit., pp. 72-74.
divided into two or three groups on the basis of their selling success.

2. The next step involves the testing of this group to see what degree each objective factor is related to success on the job. It should be pointed out that only those factors which indicate success or failure should be used.

3. When these factors are found it is necessary to correlate each item with the degree of success it predicts. From the correlation, a weight is assigned to each factor.  

There are limitations to the use of the weighted application blank, but it has definitely proved itself as being a valuable aid to sales managers. It should be remembered, however, that each sales manager must use judgment in the assigning of values to different characteristics. The sales manager must realize that each value assigned must be determined in the light of his company's particular characteristics.

The Interview

Despite the use of many of the newer aids to selection, it is pointed out by Maynard and Nolen that the interview is still the most commonly used tool in hiring. They state that there are three basic types of interviews. First, the preliminary interview is employed in which those applicants who are apparently unfit are eliminated. This interview is usually short and concise. It is often administered by someone in the personnel office, for it requires little more than

36 Maynard and Nolen, op. cit., p. 255.
just talking to the applicant about certain definite factors that are necessary for the job. This interview is desirable, for it eliminates undesirable applicants quickly and with little time and expense involved.

The second type of interview mentioned by Maynard and Nolen is the more intensive interview sometimes called the multiple-interview technique. Multiple interview refers to either several interviews with different men in the firm or several interviews by the same person or persons in the company. These interviews usually take place after the references of the applicant have been checked.

The third interview mentioned is the final employing interview. In this interview, final decisions are made and the placement of the applicant is determined. This interview also gives an opportunity to clarify certain information concerning the applicant. Often this information will determine whether he is employed or not. 37

Phillips points out that although the interview method of selecting men has been faulty in the past, it still has a definite advantage to the employers over other methods. He says that it is the quickest possible way that the prospective employer can get an impression as to the applicant's personality and mannerisms. He claims that the interview can be

37 Ibid., pp. 262-263.
very valuable in the selection of salesmen if it is properly conducted and evaluated. 

In order for companies to receive the maximum benefit from their interview programs, it is necessary that they consider certain factors. Yoder points out in his book on personnel management that there are five principles which should serve as a guide for interviewing.

The first principle is that the purpose of the interview should be defined in the mind of the interviewer. He says that interviews can leave rather unfavorable impressions with the person being interviewed if they are not conducted properly.

The second principle mentioned stresses the fact that interviewers must recognize their own bias and prejudice in regard to certain visible characteristics or overt actions of the applicants. Without this realization that certain factors tend to impress them unduly, there is a possibility that the interviewers' judgment will be distorted considerably.

The third principle mentioned by Yoder is the fact interviewers must keep in mind that they can secure the information which they seek much more easily if the applicant is talking freely. If the interviewer has the ability to get the applicant to talking honestly and freely, then the job of interviewing becomes one of listening.

Fourth, Yoder says it should be remembered that the surroundings of the interview should be private so that the

\[38\text{Phillips, op. cit., p. 393.}\]
applicant may speak confidentially and without restraint. The fact that it is possible for outsiders to observe him while he is being interviewed may have considerable effect upon the attitude that he will assume during the interview.

The last principle mentioned by Yoder is that the interview should not be hurried. He says that the interviewer should take all the time that is necessary to get the applicant's confidence. Only then will he get his true picture of the applicant's ordinary behavior.39

The two principles that Phillips points out are (1) the need for multiple interviews, and (2) the need for a planned interview. The first of these two ideas has already been presented by Maynard and Nolen and involves the same considerations that they presented. The second principle is a need for interviewers to have a definite plan by which the interview is conducted. Phillips says that the determination of certain characteristics from the interview is a difficult job with planning. He feels that definite questions should be decided upon which are to be asked during the interview. To assist the interviewer and to prevent his forgetting some of these more important questions, Phillips recommends the use of an interview check list. This check list is to be used either during the interview or immediately after the interview to record the impressions which the applicant made

39 Yoder, Personnel Management and Industrial Relations, pp. 200-201.
upon the interviewer. In this way, the tendency for the interviewer to remember only a few of the outstanding characteristics is eliminated and a thorough record of the total impression is available to the interviewer. Phillips believes that this will eliminate the possibility of getting incomplete information about the applicant.40

In the process of conducting the interview, a few basic principles of psychology must be employed if good interviews are to be conducted. The National Society of Sales Training Executives points out a few of these principles in their handbook.

To begin with, executives say that understanding is the basis of all satisfactory relations. They claim that the lack of understanding immediately undermines confidence between the interviewer and the applicant. They point out that if an understanding cannot be reached before the applicant is employed it may be much more difficult to have any type of understanding with him after he is an employee.

The second psychological factor that is mentioned by this group concerns the attitude of the interviewer. They say it is important to remember that attitudes are easily assumed or absorbed from the people with whom one meets. If the interviewer is pleasant, it is probable that this attitude will be reflected by the applicant. They stress that if the interviewer is to be a success he must be able

40 Phillips, op. cit., p. 394.
to assume an honest, objective attitude. They claim that the answers that he gets from the applicants will depend largely upon his own attitude. It is pointed out that practice is the one thing that will develop this ability to ask questions in such a way as to get the applicant to disclose the information that is needed.

Along with these general principles of psychology, the sales training executives say it should be remembered that a pleasant place for the applicant to wait is necessary. A mirror should be placed in this waiting room for it is felt that applicants will appreciate an opportunity to look themselves over before the interview. Courteous attendants and the fact that the applicant does not have to wait too long for the interview may prove to be of value to many firms.

In general, the common belief among authorities concerning the interview can be summed up in a statement made by Harold H. Maynard. In brief, he says that even though the interview is conducted poorly, it still has certain basic strength. He says that, without a doubt, much can be learned by a two-man conversation which would otherwise not be revealed.

Interviewing the Wife

Too often in the past a company has employed a man without considering whether or not the wife of the applicant is

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41 National Society of Sales Training Executives, op. cit., p. 318.
42 Maynard and Nolen, op. cit., p. 262.
thoroughly behind the man in his desire for the job. Many times this condition has been discovered after considerable time and effort has been spent to select and train this man.

Today, in order to remove the possibility of this happening, many of the firms require that the wife of the applicant be interviewed almost as thoroughly as the applicant. She is brought into the offices of the interviewing executives and told all the conditions under which her husband will be working.

If it is apparent that she is not willing to have her husband away from home a large part of the time, it is almost certain that her husband will not be selected for the job. Those companies who have employed men without the interview of the wife have found that if the wife does object to her husband being away, the salesman will make all kinds of excuses for staying at home. It is realized that unless these men are actually in their territory and working, they are not doing a thorough job of selling.

Investigation of References

Members of the National Society of Sales Training Executives believe that since neither the aptitude test nor the interview can be relied upon as a measure of the applicant's dependability, honesty, and industry, a careful investigation must be made of the applicant's references.43

43 National Society of Sales Training Executives, op. cit., p. 334.
Rados says that the practice of demanding references has undergone sharp attack because of the tendency for applicants to give only those people's names who will say something good about them. He claims that the speed of telephone calls has put this factor high on the list as a method. He claims this method is particularly desirable because it obtains information that could not ordinarily be easily obtained from these former employers in written form. 44

Aspley says that those salesmen who have many references to show usually need them. However, he says that valuable information can be secured from the former employers if a method can be worked out to circumvent the practice of whitewashing. 45

Simmons suggests the following methods for making reference investigations:

1. Personal contacts are the recommended method. He says that many employers will not put information about their former employees in writing unless it is something good about the employee. Other employers will not give information over the telephone because of the uncertainty of the person's identity who is requesting the information. He claims that the personal contact will often find these men very cooperative.

44 Rados, op. cit., p. 229.
45 Aspley, op. cit., p. 529.
2. Telephone contact is not so valuable as the personal call, but it may be used when the employer is in another city. The cost of the long-distance telephone call may be repaid many times if pertinent information is secured about the applicant.

3. Mail investigations are the least effective methods. If such a method is used, the letter should be written to the applicant's former immediate superior.\textsuperscript{46}

Maynard and Nolen point out it should be remembered that sometimes applicants are given good recommendations because of a desire to push them on to someone else. The good qualities of an employee may also be understated because of a desire to hold him.\textsuperscript{47}

The Use of Tests in Selection

Testing has become an established part of the modern selection programs. If they are administered properly, tests will provide invaluable aid in appraising certain qualities in the applicant. In general, tests tend to facilitate selection by permitting objective evaluations of abilities, aptitudes, skills, intelligence, interests, and emotional make-up of individuals. In order that a more thorough understanding may be had by the reader, it seems necessary that the purposes of the tests be presented.

\textsuperscript{46} Simmons, \textit{op. cit.}, p. 418.

\textsuperscript{47} Maynard and Nolen, \textit{op. cit.}, p. 260.
Aptitude tests tend to measure a condition or set of characteristics regarded as symptomatic of an individual's ability to acquire certain knowledges and skills.\(^{48}\)

Maynard and Nolen point out that aptitude tests do not measure future performance, but estimate future possibilities that may be made on the basis of present performance.\(^{49}\)

Achievement tests tend to measure the present level of skill in specific areas.\(^{50}\)

Personality tests deal with vast ranges of intimate feelings, attitudes, habits, and social factors in a person's behavior.\(^{51}\)

Maynard and Nolen say that the physical aspects of personality have long been recognized as having a bearing on success in general. They say that after sales managers recognized they could not predict sales success with measurements of mental ability, attention was turned to the personality factors of the salesmen. They claim that although much progress has been made, much remains to be done in the way of perfecting the personality tests. It is their belief that neither the relative contributions of personality nor adequate measuring techniques are known.\(^{52}\)

\(^{48}\)Simmons, op. cit., p. 420.

\(^{49}\)Maynard and Nolen, op. cit., p. 280.

\(^{50}\)Simmons, op. cit., p. 420.

\(^{51}\)Ibid., p. 421.

\(^{52}\)Maynard and Nolen, op. cit., p. 278.
The National Society of Sales Training Executives makes the statement that the appraisal of personality traits is an important factor in proper selection of salesmen. They claim that personality tests are helpful in verifying impressions obtained in the interviews. They point out that it is easy to misinterpret the results and that inexperienced persons should use them with caution. Simmons points out that personality inventories in the hands of skilled technicians are extremely useful for determining personality and temperament fitness for certain types of jobs.

Interest inventories are tests that supply information on the applicant's potential interests for certain fields of work. Simmons points out that they do not attempt to measure ability or achievements. They are merely aids in determining if the person will be happy with the work and the type of people with whom he will have to be working.

Rados says that many salesmen who have all the other qualifications necessary for success on a particular job when employed often drop out. He claims that the reason for these drop-outs is merely the lack of interest in the work.

53 National Society of Sales Training Executives, op. cit., p. 327.
54 Simmons, op. cit., p. 421.
55 Ibid., p. 421.
56 Rados, op. cit., p. 303.
Sales personality tests must be administered with the idea in mind that selling is essentially a social phenomenon and that certain traits of personality are necessary for success in certain types of selling jobs. According to Simmons, successful selling requires certain definite aptitudes, skills, personalities, and interests patterns. If tests can be devised that will point out the presence or absence of these characteristics in the applicant, it seems that these tests are essential in the job of selection.

The number of manufacturing firms making use of various types of tests is steadily increasing, for it has been proved that the use of these tests has definitely improved the type of men being selected. Of course, to be successful, tests must be given under standardized conditions and scored in the same exacting way each time.

Phillips says it should be remembered that tests do not attempt to select the men. He says they cannot possibly replace the sound executive judgment of those who select men. The prime objective of tests, according to the National Society of Sales Training Executives, is to learn something about the applicant which would otherwise take a rather lengthy period of actual observations on the job.

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57 Simmons, op. cit., p. 422.
58 Ibid., p. 423.
59 Phillips, op. cit., p. 397.
60 Ibid., p. 397.
61 National Society of Sales Training Executives, op. cit., p. 325.
There are many forms of tests but they are classified into three groups by Phillips. They are the intelligence tests, the aptitude tests, and the tests for certain characteristics.

Intelligence tests, which are used more widely in the testing of adults, have certain conclusions to be made considering their use in selection of salesmen: (1) the exact relationship of intelligence to success in selling has not yet been fully tested or determined; (2) studies have shown that there is no relation between high scores on these tests and success on the job; (3) these tests do tend to screen out those applicants who seem to be less likely to succeed as salesmen; and (4) for some sales jobs, those applicants with a high score are not so likely to succeed as those applicants who are among the average or lower groups in the test scores. In general it can be said that these tests serve a vital part in the screening out of those applicants who appear to be less likely to succeed in the selling job.

Tests of certain characteristics are used to determine the possession of certain qualities that may have some relation to the applicant's success in selling. They depend upon the determination of the characteristics necessary to perform the particular job and to the extent to which the lack of certain characteristics will affect success. Not too much credit is given these tests, but it is believed they
can be of value in eliminating candidates who possess only the minimum of the characteristics measured by the test.

Aptitude tests, which are often combinations of many tests, are designed to test the applicant's ability to acquire with training certain sets of responses necessary for success on the job.62

In developing the tests, it may be necessary for the sales managers to use a much larger number of tests than are actually needed. From the results obtained and the experience gained in the use of the tests which were selected for the original development of the selection program, the sales manager must select those tests that measure the characteristics desired. He must eliminate those tests that do not differentiate between successful and unsuccessful salesmen.

Simmons points out the following battery of tests as most helpful in the selection of salesmen. They include:

1. Mental ability or mental alertness tests measure how quickly and how thoroughly a person will learn

2. Personality tests measure the ability to deal with other people

3. Sales aptitude tests measure interest in sales work

4. Vocabulary tests measure extent of vocabulary needed for the job

5. Social intelligence tests measure the knowledge of tact and diplomacy

6. Basic business skills tests measure abilities to handle fundamentals of business procedures.

Simmons points out that there are over 4,000 published tests and that it is a difficult job to pick out those which will fit any one particular company. His advice is to seek the counsel of experienced men in the field of sales personnel psychology. 63

Aspley includes the same tests in his list of desirable tests to use. The only difference in Aspley's list and Simmons' list is that Aspley adds the self-confidence test and the mechanical test.

The self-confidence test measures the amount of dominance and social independence possessed by the applicant. A certain amount of each of these is felt to be necessary.

Mechanical ability tests are designed to measure the native mechanical aptitude possessed by the applicant. The tests attempt to determine a man's ability to grasp mechanical perceptions. 64

Maynard and Nolen give the following list of tests which were used by one company. They were: the Strong Vocational Interest Tests; the Bernreuter Personality Inventory; the Salesman's Classification Test; and the Minnesota Formboard. 65

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63 Simmons, op. cit., p. 424.
64 Aspley, op. cit., pp. 520-541.
According to the National Society of Sales Training Executives, there are three considerations or checks to be made before the testing program can be said to be a success. First, reliance can be placed on the testing program only after it has been compared with the actual performance of the men selected by the tests. In many cases they say that this is hard to do because of the difficulty in measuring the performance of the salesmen. There are often conditions in the territory that make it difficult for a person to succeed even though he is actually doing a good job. The second consideration is that before the test can be successful, it is important that it show a high correlation with the criteria used. The best salesmen must make the high scores and the poor salesmen must continually tend to make the lower scores. The third consideration mentioned was that the validity of the test must be proved by the ability to appraise the qualities apportioned to this test. Reliability is the proved ability of the test to give the same appraisal each time. This factor is essential before the test can be of any value.66

When it is decided that tests will be used, it is pointed out by the National Society of Sales Training Executives that great care must be used in the determination of the ability of the person administering and interpreting the tests. Many times these men are placed in these

positions because of seniority, favoritism, or pure ignorance as to the person's ability. When this has happened, they suggest that it may be wise to give the supervisors certain tests to determine their ability to hold such an important job.\footnote{Ibid., p. 330.}

It is pointed out by the sales executives in their handbook that great care must be used in the presentation of the tests to the management in general as well as to the employees. They say that it would be wise to spend considerable time in the beginning for educating the personnel of the company in the use as well as to the purpose of the tests. Without education and frank answers to every criticism of testing, the program of testing is sure to fail.

Just as medical students are not permitted to practice privately until they have had considerable training in a hospital, it is necessary that the person evaluating the tests be thoroughly trained in sales psychology. It is pointed out by the Society of Sales Training Executives that if this person is not a sales psychologist himself, he should have a thorough knowledge of the principles used by sales psychologists. They say that it is wise to realize also that just being a psychologist does not qualify a person to fill this particular job. They say that he must be familiar with the principles in the correct way to test for sales abilities.\footnote{National Society of Sales Training Executives, \textit{op. cit.}, p. 333.}
It is pointed out also by the group mentioned in the preceding paragraph it should not be concluded from all the considerations involved in the selection of salesmen through the use of tests, that only large companies should consider the use of tests. They claim that it is desirable for companies to have their own sales psychologists but that it is possible to secure the services of reputable firms who are in the business to assist small companies to test and select their salesmen properly. It would be possible through this method for all small firms to work out an inexpensive and effective selection program through testing.\(^{69}\)

**Physical Examinations**

According to the National Society of Sales Training Executives, the physical examination is becoming more and more important in the selection of salesmen. They believe that whether to require it of all the applicants depends upon the nature of the job and the policies of the company. Physical examinations, according to these authorities, should disclose all the physical characteristics that are important in the efficient performance of the job. Many sales jobs require considerable exposure to the weather in certain seasons. Because of the many physical characteristics that enter into the success or failure of a salesman, it is generally

considered highly desirable to include a physical examination in the selection program for salesmen.\textsuperscript{70}

From the information which has been presented in the foregoing chapter, the following tools and techniques were found to be the most accepted by the authorities which were used in the field of sales management for the selection of salesmen:

1. It is generally accepted that the job analysis, job description, man specifications, and all the analysis that make up clear cut definitions of the job to be performed and the qualities necessary for success in the job, is the first step in a scientific approach to selection.

2. It is generally accepted that the recruiting program has much to do with the success of the job analysis since it is important that the right type of men be attracted.

3. The written application blank is generally accepted by the authorities as being one of the outstanding sources for securing information about the applicant. There is some disagreement as to the value of the weighted application but the majority of the authorities place certain advantages on the weighted application blank.

4. It is the general belief of the authorities that the interview is not properly conducted if the interviewer does

\textsuperscript{70}Ibid., p. 334.
not use the more modern tools that are available to him. They stress certain advantages of the multiple interview, the preliminary interview, the interview check list, and the interview which is required of the wife of the applicant.

5. There is a general agreement among the authorities that the reference investigation is of little value to the employer unless personal visits are made to the firm in which the applicant has previously worked.

6. Without an exception, the authorities state that written psychological tests have certain definite values to the person doing the selection.

7. Physical examinations are not believed to be necessary in all companies, but it is generally accepted by the authorities that the time and effort spent in examination of applicants is very important for those companies who are developing sales forces through a long range program.
CHAPTER III

METHODS USED IN THE COLLECTION OF ORIGINAL DATA

In order to obtain a specific viewpoint as to the selection plans that were actually being used in Dallas, it was decided by the investigator that a personal survey would be made of the manufacturing plants in Dallas selecting their own salesmen in the area around Dallas.

Dallas County, Texas, was chosen for the study for several reasons. First, there was a strong desire on the part of the investigator to learn the conditions that existed concerning the selection programs in this area. Second, it was realized that such a study would be of much more value if it were possible to conduct it through personal interviews. Dallas was close enough and the firms were so located within the city that a study of this type did not present too many difficulties in this respect. Third, after a short preliminary survey it was learned that Dallas offered a representative group of manufacturing firms large enough to require some type of selection program.

A listing of the manufacturing firms in Dallas that employed 250 or more people was secured from the book Key to Buying in Dallas 1949 edition.

1Dallas Manufacturing and Wholesalers' Association, Incorporated, Key to Buying in Dallas, pp. 236-278.
It was from this book that the investigator obtained the names of the companies which were used in the original survey.

Only those firms with 250 employees were chosen because it was believed that if any of the firms in Dallas had developed scientific selection plans, the larger firms would be more likely to have given consideration to the more scientific methods. The larger firms would be the ones that would need these methods most and would benefit most by having them. Although the investigator is not interested in the number of employees but in the number of salesmen employed, it was felt that those firms which were largest in respect to number of employees would give a good indication of the firms that employed the most salesmen. This assumption was found to be true in all but four cases. One company employed over five hundred people but sold all their products to another company which distributed the products through their own salesmen. In one case, the vice president was the only salesman, and in two others the products were used to fill government contracts.

Where these unusual conditions existed, the firms were eliminated from the study. Since it was decided to use those firms that employed the most employees, it was decided to use all those companies listed under the key number seven -- companies with more than five hundred employees. Table 1 gives the breakdown of the firms by number of employees.
TABLE 1  
MANUFACTURING PLANTS IN DALLAS BY NUMBER OF EMPLOYEES

<table>
<thead>
<tr>
<th>Code</th>
<th>No. of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Less than 10</td>
</tr>
<tr>
<td>2</td>
<td>10 to 24</td>
</tr>
<tr>
<td>3</td>
<td>25 to 49</td>
</tr>
<tr>
<td>4</td>
<td>50 to 99</td>
</tr>
<tr>
<td>5</td>
<td>100 to 249</td>
</tr>
<tr>
<td>6</td>
<td>250 to 449</td>
</tr>
<tr>
<td>7</td>
<td>500 or over</td>
</tr>
</tbody>
</table>

*Source: Key to Buying in Dallas, p. 236.

It was found that there were only twenty firms having more than five hundred employees. After a visual survey of the group, it was apparent that many of them would not be desirable for this study. It was then decided to include a representative group from those firms employing 250 to 499 in the study in order to obtain a larger sample. It was felt that this inclusion was necessary since so many of the leading companies employed 250 to 499 people. Because of this fact it was decided that any study of this type which excluded companies in this category would not be representative of the conditions in Dallas.

From these two categories, a list of forty-seven firms was secured as a working list for the preliminary survey. In order to determine which of these firms employed their own salesmen in Dallas, a telephone call was made to all the firms on the list.
Some of the companies were eliminated from the list because they either did not employ a sales force; had the salesmen sent from home offices; or had unusual conditions such as one salesman for the entire company or the complete distribution of their products by other firms.

From this original list, twenty-six firms were decided upon for the personal interviews. The character of the sample may be determined in Table 2 which shows a breakdown of the size of the companies which are included in the survey.

TABLE 2

BREAKDOWN OF MANUFACTURING PLANTS USED IN SURVEY OF DALLAS COUNTY, TEXAS
BY NUMBER OF EMPLOYEES

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Number of Companies Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>250 to 499</td>
<td>13</td>
</tr>
<tr>
<td>500 and over</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
</tr>
</tbody>
</table>

It will be noticed that there is a total of only twenty firms included in the survey. Of the twenty-six firms that were included in the interview, all but six were willing to cooperate in the study. The sales managers of these six firms said that they were not permitted to give out any information of this type in written form; however, in each case the investigator secured some valuable information merely through talking about their selection program with them.
On the basis of the total number of firms listed in the book *Key to Buying in Dallas* 42.5 per cent of the firms in Dallas were interviewed. Considering the number of returns from the final list after the preliminary survey was made, a return of twenty out of the twenty-six, or a total of 76.7 per cent, was secured.

In the personal survey of the twenty-six firms, the investigator made a special effort in every case to contact the person in the firm who was directly responsible for the policies concerning the selection of salesmen. In many cases, this procedure took the investigator into the offices of vice presidents and even presidents of companies, but it was felt necessary that a person of this official rank be contacted because of the nature of the information requested. Many of the questions on the questionnaire and many of those that were asked incidentally during the interview were of the nature that only men in these positions within the firm would be expected to have this information concerning them. The appendix will point out the nature of the questions which were asked.

It was discovered that many of the firms in Dallas did not actually select their salesmen but had them sent from home offices and various other sources. Because of this fact, no other basis for selecting the sample other than the number of employees was used, but it might be interesting to note the
distribution of the firms under the different classifications. Table 3 will give some idea as to the territory served by the different firms in the sample. Although this condition was not looked for as is evident from the table, those firms contributing to the study are widely distributed and give a representative sample in this respect.

TABLE 3

DISTRIBUTION OF SAMPLE ACCORDING TO AREA SERVED BY SALESMEN

<table>
<thead>
<tr>
<th>Code Letter</th>
<th>Territory Served</th>
<th>Number of Companies in Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>A...........</td>
<td>Dallas Metro. Area</td>
<td>2</td>
</tr>
<tr>
<td>B...........</td>
<td>District</td>
<td>0</td>
</tr>
<tr>
<td>C...........</td>
<td>State-wide</td>
<td>2</td>
</tr>
<tr>
<td>D...........</td>
<td>Regional</td>
<td>5</td>
</tr>
<tr>
<td>E...........</td>
<td>National</td>
<td>5</td>
</tr>
<tr>
<td>F...........</td>
<td>International</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

*Source: Key to Buying in Dallas, p. 236.*

On the questionnaire, a question was asked concerning the age of the firms. The purpose of this question was to secure information as to whether the relatively new companies or the relatively old companies in the field tended to have the better selection plans. The word "relatively" is used because it was learned from talking to the sales managers that
their companies are considered young or old only in relation to the whole of the industry within which their particular company operates. Although this factor does enter, it seems advisable to present the ages of the firms that are used in the study.

It has not been determined as yet just how long it should take a company to establish a well-rounded selection program, but it seems from the very beginning of the company some consideration should be given this factor. Table 4 is designed to present the range in the ages of the companies which are used in the survey.

TABLE 4

<table>
<thead>
<tr>
<th>Ages of the Companies</th>
<th>Number of Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 9 years</td>
<td>3</td>
</tr>
<tr>
<td>10 to 19 years</td>
<td>5</td>
</tr>
<tr>
<td>20 to 29 years</td>
<td>2</td>
</tr>
<tr>
<td>30 to 39 years</td>
<td>1</td>
</tr>
<tr>
<td>40 to 49 years</td>
<td>2</td>
</tr>
<tr>
<td>50 to 59 years</td>
<td>1</td>
</tr>
<tr>
<td>60 to 69 years</td>
<td>3</td>
</tr>
<tr>
<td>70 to 79 years</td>
<td>2</td>
</tr>
<tr>
<td>80 to 89 years</td>
<td>1</td>
</tr>
</tbody>
</table>
It was stated previously in this chapter that those men who were directly in charge of the salesmen were contacted. In many cases, these men had titles which were not indicative of the fact that they made the policies concerning the selection of salesmen. It will be noted in Table 5 that these titles vary considerably, but after talking to these men it was learned that although their titles varied their jobs were about the same in each respective firm. The use of the different title is shown in Table 5.

TABLE 5
TITLES OF PERSONS BEING INTERVIEWED IN MANUFACTURING PLANTS IN DALLAS COUNTY, TEXAS

<table>
<thead>
<tr>
<th>Title of Person in Firm</th>
<th>Number with Title</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales manager .......</td>
<td>7</td>
<td>35</td>
</tr>
<tr>
<td>Asst. sales manager</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Executive vice presidents ......</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Managers ............</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Secretary and treasurer........</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Director of sales</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Personnel administraotr ........</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>President ............</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>
The channels of distribution may have considerable effect on the type of selection program that different companies may employ. To show that the sample was well representative of all the different channels of distribution, Table 6 is presented. It should be noticed that two of the companies mentioned two main channels they used for the distribution of their products. This fact will explain the reason for the total number of times mentioned being twenty-two instead of twenty - the number of firms interviewed.

**TABLE 6**

**CHARACTER OF SAMPLE BY CHANNEL OF DISTRIBUTION**

<table>
<thead>
<tr>
<th>Channels Used</th>
<th>Number of Times Mentioned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobbers</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Wholesalers</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Retailers</td>
<td>6</td>
<td>30</td>
</tr>
<tr>
<td>Direct</td>
<td>9</td>
<td>45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>22</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The original list of companies was selected according to the number of employees. This basis was used because it was felt it would also include those companies that employed the most salesmen. Table 7 is presented to show the range in the number of salesmen employed in the different companies.
### TABLE 7

**RANGE IN NUMBER OF SALESMEN EMPLOYED**

<table>
<thead>
<tr>
<th>Number of Salesmen</th>
<th>Companies in Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 19</td>
<td>9</td>
<td>45</td>
</tr>
<tr>
<td>20 to 39</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>40 to 59</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>60 to 79</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>80 to 99</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>100 to 149</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>150 to 200 or over</td>
<td>2</td>
<td>10</td>
</tr>
</tbody>
</table>
CHAPTER IV

THE PRESENTATION AND EVALUATION OF THE SELECTION PLANS
NOW BEING USED IN DALLAS, TEXAS

In this chapter the investigator will present the tools
and techniques that are now being used in the selection of
salesmen by the manufacturing concerns in Dallas County, Texas.

This chapter has two purposes. First, it should serve
to point out the use of the different tools and techniques
that are available to the firms. Second, it will be poss-
sible to compare the plans that are being used with the
accepted plans which are presented in Chapter II.

Because of the desire to compare those plans in Dallas
County, Texas, with the plans that are suggested by the
authorities in the field of sales management, this study will
be presented in steps that will conform to the ideal situ-
atution as suggested by the authorities.

These steps will be presented as follows:

1. The Job Analysis and the Job Difficulty Analysis
2. The Methods of Recruitment
3. Written Applications
4. The Use of Interviews in Selection
5. The Use of Reference Investigations
6. The Use of Tests in Selection of Salesmen

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7. The Use of Physical Examinations in Selection

Job Analysis and Job Difficulty Analysis

Two questions were included in the questionnaire to determine the extent to which job analysis and job evaluation were being used in Dallas, Texas.

The first question asked was, "Is the salesman's job thoroughly analyzed so that you will know just what is expected of each salesman in each territory?" The replies to this question pointed out that those firms were definitely weak in this respect. It was found that 35 per cent of the companies interviewed stated they did not have any type of job analysis established for their salesmen. Companies that employed as many as 450 salesmen were included in this group that did not have job analysis.

It seems apparent, since the whole idea of a scientific selection plan centers around job analysis, that these firms are lacking considerably in this respect. Since twenty-five per cent of those companies interviewed stated they did not use any type of job difficulty analysis, it is evident that many of the firms let the new salesmen learn of these difficulties through experience.

It hardly seems possible that a firm with 450 salesmen can actually say that they do a good job of managing salesmen without knowing what is expected of the salesmen once they
are placed in the territory. However, this is the situation in several of the large firms which are operating manufacturing plants in Dallas, Texas. Surely some consideration of a job analysis of some type would be very valuable to these firms.

Recruiting of Salesmen

It was discovered through the interviews of the sales executives that the method of recruitment varied considerably with the different firms. Concerning the source, four of the firms, which were the largest in any one particular group, named the newspaper as the source of most of their salesmen. To give a more thorough understanding of the different sources mentioned, Table 8 will be presented.

**TABLE 8**

**SOURCES OF SALESMEN USED BY THE MANUFACTURING FIRMS IN DALLAS COUNTY, TEXAS**

<table>
<thead>
<tr>
<th>Source Used</th>
<th>Number of Companies</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical schools</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>From within the company..........</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Applications for jobs...........</td>
<td>1</td>
<td>05</td>
</tr>
<tr>
<td>Contacts with customers..........</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Personal contacts by salesmen...</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Newspaper advertisements........</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Colleges</td>
<td>1</td>
<td>05</td>
</tr>
<tr>
<td>No definite source</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
It was evident from Table 8 that the sales managers in Dallas, in the majority of the cases, put little importance on any one particular method of securing applicants.

Another interesting fact revealed in Table 8 is that those firms in Dallas, Texas, do not prefer to hire college graduates since only five per cent of the companies mentioned colleges as a possible source of their salesmen.

The newspaper, which is believed to be one of the least desirable sources by the authorities, is mentioned more times than any other particular source. It was found from this study that twenty per cent of those companies surveyed used this source to secure their applicants.

Several advantages were pointed out concerning the use of a reserve list of prospective salesmen who could be secured if a vacancy suddenly occurred in the territory. A question was asked the sales managers in Dallas to determine if they used such a list. It was found that seventy per cent of those companies interviewed actually kept such a list and kept it up-to-date. Although this seems to be a fairly acceptable condition in this respect, it should be pointed out that it takes very little time and effort to keep such a reserve list, and in time of need, it will pay for itself many times. According to the survey, thirty per cent of those firms in Dallas do not actually begin looking for men to fill jobs until the vacancy has occurred in the territory. It is pointed out by the authorities that this is a poor habit for sales managers to develop. These authorities also
point out the belief of many sales managers that any salesman in the territory is better than none often leads to considerable trouble.

The Use of the Interview

In reply to the question which asked how many people in the organization interviewed the applicant before final selection, fifty per cent of the firms said that their applicants were interviewed by three or more executives in the firm before they were finally selected. Only one firm stated that their salesmen were selected after only one interview. In three of the firms, the applicants were required to have at least four interviews with different executives in the company. Compared with the opinions of the authorities in the field of sales management, this factor seems to be one of the most acceptable techniques that are being used in Dallas, Texas. To further point out this fact, it was learned that sixty per cent of the firms also require the applicant to be interviewed more than once by the same executive in the firm. It seems evident that the interview procedure in these two respects compares favorably with the suggested procedure. It should be pointed out, however, that there are two aspects of the interview procedure which are being used in Dallas which show evidence of a possible weakness in the over-all interview plan.
First, the use of the screening interview or the preliminary interview seems to be very weak. It was learned that thirty-five per cent of the firms interviewed did not use this type of interview. This figure is rather significant considering the fact that this type of interview saves so much of the executive's time. It seems rather questionable that thirty-five per cent of the firms sent all the applicants directly to top management for interviews. Whether they had someone whose duty it was to give these interviews or not, it seems likely that someone in the company served this purpose without knowing that he was actually performing this function.

The second phase of the interview procedure that showed signs of weakness was the use of the interview check list. Numerous advantages of the check list are pointed out by the authorities; yet, only forty per cent of the sales managers stated that they actually employ the use of this type of check list when they are interviewing applicants. One executive expressed the belief that he could do a better job of interviewing when he did use a check list, but it seemed to him that it made the applicant nervous if he saw the check list being used while the interview was in progress. Like many of the objections of the more scientific methods of selecting salesmen, this objection could easily be removed. It is possible for the interviewer to use the check list immediately after the interview and derive as much
benefit from the check list as he would if it were used during the interview. In any case, it would be better than the system whereby the sales manager is expected to remember all the things noticed in the interview.

It is interesting to learn that only twenty per cent of the firms attempted to interview a certain number of applicants for each job that became available in order that the most qualified man may be chosen. Many of the firms stated that the first man to apply usually got the job if he looked good. The others who applied were turned away without any type of interview to see if their qualifications were more desirable than those of the first man interviewed. It seems evident that these men cannot be selected with any degree of success by merely looking at them. There must be a more scientific approach to this problem in order to eliminate the possibilities of costly errors.

It is stressed by the authorities that the territory in which the applicant has lived most of his life greatly affects the type of territory in which he will be most likely to succeed as a salesman. It was the desire of the investigator to compare the opinions of the sales managers in Dallas with this belief. It was found that fifty-five per cent of the firms stated they like to employ men from those territories in which the vacancy occurred.
The Use of the Written Application

From the interviews of the firms in Dallas, Texas, it was learned that only sixty-five per cent of the firms use a written application blank. This figure was surprising, since it was believed by the investigator that most of the companies would be found to employ some type of written application blank.

It should be remembered that the more modern trend is toward the use of written application forms. It has been pointed out by the authorities that the written application can be one of the best sources for securing information concerning the applicant. It seems that these firms are definitely not taking advantage of the benefits of the written application. Considerable study has been made concerning the weighting of different parts of the written application as a basis for selecting salesmen. In order to determine if the firms in Dallas did actually assign certain weights to different factors on the application blank, the following question was asked: "Have you ever attempted to compare the presence or absence of certain factors on the written application blank with success on the job?" In reply to this question, seventy-five per cent of the firms interviewed stated they did not assign specific weights to any of the factors on the application by comparing them with success on the job.
The fact that those companies that stated they emphasized certain factors on the application more than others but did not call them weighted application blanks points out one of two possibilities. These firms either did not believe in all the possibilities of the weighted application blank, as pointed out by the authorities, or they simply are not familiar with the expression. In many cases, this term had to be more thoroughly explained whenever it was used.

It was the desire of the writer to know what value the sales managers placed on previous selling experience. In reply to a question concerning the desire for experience, sixty-five per cent of the firms stated they definitely require experience in some selling field.

Surely the fact that a man has had experience is definitely in his favor, as is pointed out in Chapter II. It should be remembered it is also pointed out in the same chapter that it is often possible to get men who have had too much experience to make a good salesman. The reason for this argument is that often these men resent having to take training and advice from men who do not have as much experience as themselves.

Although there are certain disadvantages to employing men with experience, it seems to be the general belief of the sales managers in Dallas, Texas, that the advantages heavily
outweigh the disadvantages. In many cases this is said to be the chief reason why more college men are not accepted.

The Use of Tests in Selection

Much study has been done on the subject of tests for the selection of salesmen. Almost every sales management magazine has some discussion of tests for the selection of salesmen. In all of the outstanding sales executives' handbooks, considerable space is devoted to the use of tests for the scientific selection of salesmen. However, from this survey of manufacturing plants in Dallas, Texas, it was learned that none of the companies in the survey used any type of written examination in the selection of their salesmen. The question asked concerning these tests was, "Do you use any type of written test in the selection of your salesmen?" The investigator included four other important questions in the questionnaire concerning the use of tests, but since it was found that none of these companies were using tests, these questions did not contribute to this study. In the original construction of the questionnaire, it was the belief of the investigator that some of the firms would not employ the use of tests, and a portion of the questionnaire was devoted to securing data concerning the reasons these firms did not use tests.

In reply to one of the questions in this group, it was learned that only two firms had used tests in the past. When
asked why they discontinued these tests, one sales manager said he found no relationship between poor test scores and poor salesmen. The other person gave the reason as being that the employees selected by the tests were not satisfactory.

Another question concerning tests was asked to learn if the companies planned to use tests in the future. In reply to this question, only thirty-five per cent said they had given any consideration to the use of tests in the future.

The last question concerning the tests was asked in order to determine the outstanding objections to the use of tests. There were four questions that were mentioned most in response to this question. They are as follows:

1. "I saw no value in the tests that were used in the Army."

2. "We do not hire enough people to warrant the time and expense involved."

3. "We are not satisfied with the validity of the tests being used in other companies."

4. "We hire only those men who have proven their abilities in other departments of our company."

It should be noticed that many of the objections found here are the same as those mentioned by the authorities in Chapter II. It is evident that those firms in the area surveyed are misinformed concerning the use of tests in the selection of salesmen.
Use of Reference Investigations

A question was included in the questionnaire to determine the extent of the use of reference investigations. This factor seemed to be a little better than the average condition in Dallas, Texas, for it was found that eighty-five per cent of the companies that were included in the survey made some type of reference investigation. As pointed out by the authorities, there are several methods of communication that can be used. It was also stressed that the most preferred method was the personal contact with former employers.

It was learned in this survey that only thirty-five per cent of the companies used the personal contact as a method of securing information about the applicant. Many of the companies gave more than one method which they used. Table 9 is presented in order that the replies may be more thoroughly presented.

**Table 9**

<table>
<thead>
<tr>
<th>Method of Communication</th>
<th>Number of Times Mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter</td>
<td>14</td>
</tr>
<tr>
<td>Telephone</td>
<td>13</td>
</tr>
<tr>
<td>Personal visits</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
</tbody>
</table>
It will be noticed that written correspondence was mentioned fourteen times by these firms. In the discussion on the methods that were the most desirable, the authorities definitely stated that this method was the least beneficial; yet, it is the outstanding method of communication being used for reference investigations in Dallas, Texas. It may be assumed that these letters are of little value to the sales executives in determining the applicant's qualifications.

It is interesting to observe that many of the companies also use the telephone. This method was almost as popular as written correspondence, for it was mentioned thirteen times. This fact may have some bearing on the making of reference investigations more acceptable than they seem if these calls are used in connection with the letter.

The Use of the Physical Examination

Certainly, there are some companies that would benefit more than others by giving the applicants a physical examination. It would seem advisable, however, in cases where companies spend considerable sums of money in the training of their salesmen, that they know the physical fitness of their applicants.

In reply to the question concerning the use of physical examinations in the manufacturing plants in Dallas, only twenty-five per cent of the companies stated they used such
examinations. It is evident that many of the firms in Dallas, Texas, could greatly benefit by using the physical examination as an aid in determining the applicant's future worth. This figure seems to point out another phase in the scientific selection of salesmen in which those manufacturing firms are not using all the selection aids available to them.
CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

From this study certain conclusions can be made concerning the selection plans that are now being used in the manufacturing plants in Dallas County, Texas, as compared with those that are generally accepted by the authorities as being more desirable.

The conclusions are as follows:

1. It was learned that the most relied-upon method in Dallas County, Texas, is still the old, easy-to-use method built around the personal interview. The phase of the selection program which is the most accepted phase being used in the manufacturing plants is the interviewing procedure. It was learned that sixty-five per cent of the firms have the applicants interviewed by three or more executives in the firm and sixty per cent insist that the applicants be interviewed more than once by the same executives.

2. There was a definite and conspicuous weakness in the selected manufacturing concerns in the use of the more modern methods of selecting salesmen. Those phases where the weakness tends to be outstanding are in job analysis, the sources of salesmen, use of the interview check list, reference
investigations, use of the physical examination and use of psychological tests.

3. According to the study, none of the selected firms at the present use any type of written tests to assist them in the selection of salesmen. Only ten per cent have ever used tests in the past, but thirty-five per cent stated they have made definite plans to use tests in the future.

4. The primary method of making reference investigations is by the use of the letter. Only thirty-five per cent of the companies use the personal visit method of securing information.

5. The physical condition of the applicant when employed is not considering by most of the manufacturing firms.

6. Sales executives are not impressed by educational qualifications. Only fifteen per cent of the firms desire to have college graduates.

7. Sales executives place considerable value on previous selling experience. They do not believe this experience has to be in related field. It was learned that sixty-five per cent of the sales managers believe experience in some selling field is necessary.

Recommendations

The recommendations offered in light of the information developed in this study are given below. It should be remembered that these recommendations do not necessarily apply
to large firms. The smaller manufacturing concerns in Dallas County, Texas, may also benefit from these recommendations.

1. Considerable study should be made by the different companies to determine the actual cost of selecting salesmen. It is believed that if this fact were known by the sales executives, considerable changes would be made in the selecting programs being used.

2. The sales executives should realize that selection of salesmen is a job that requires every possible assistance tests, weighted applications, check lists, physical examinations, reference investigations - that is available. Pride and ego as selectors of men has proved costly when mistakes are made.

3. A thorough study of the present selection program should be made to determine the weaknesses that exist and to establish standards to remove the weaknesses.

4. Sales executives in Dallas, Texas, should utilize the many placement offices that are available to them. They rely too heavily at present on the newspaper for applicants.

5. Every effort should be made to read all the better magazines in the field of sales management and also several of the recent books which are written by acceptable authorities in the field of sales management.
6. The sales managers in Dallas, Texas, should give some consideration to the possibility of using tests to aid them in the selection of salesmen. This tool is definitely not being utilized in those firms in Dallas, Texas. For the smaller firms that believe tests are too expensive to develop for them to consider, there is a possibility of getting assistance from outside firms that are in the business to perform such functions.

7. The firms in Dallas, Texas, should make an effort collectively to study, plan, and develop more scientific methods of selecting salesmen. This should be done through the sales executives' club for the benefit of the larger as well as the smaller manufacturers in Dallas County, Texas.
APPENDIX

DATA SHEET TO BE USED IN THE SURVEY OF TWENTY-FIVE SALES EXECUTIVES IN DALLAS COUNTY

I. THE FIRM

What is the title of the person being interviewed?  

_________________________  Age of Firm  

A. What channels of distribution do you use primarily for your product?
   1. Jobber
   2. Wholesalers
   3. Retailers
   4. Direct to Consumer- (industrial)
   5. Other

B. How large is the territory served by your salesmen?
   1. Locally
   2. State-wide
   3. Nationally
   4. Internationally

II. FACTS ABOUT THE SALESMEN

A. How many salesmen do you employ at the present time?

B. What is the source of most of your salesmen?

_________________________  YES  NO

C. Do you keep a reserve list of prospective salesmen that could be hired immediately in case a vacancy suddenly occurred in one of your territories?

D. Do you have any statistical study that would show how long your salesmen stay with this firm on the average?

E. Is the salesmans job thoroughly analyzed so that you will know just what is expected of each salesman in each territory?

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F. Has the beginning salesman's job been analyzed with the idea of being able to point out to him the possible difficulties that he will encounter on his first job? 

III. THE INTERVIEW

A. How many different people in your organization interview the applicant before the selection? 

B. Is the applicant interviewed more than once by the same person? 

C. Do you employ the use of a short preliminary interview in which all those applicants who are apparently undesirable are eliminated? 

D. Do the interviewers use a check list during the interview or immediately after on which they list the desirable and undesirable characteristics observed during the interview? 

E. Is there a minimum number of applicants who must be interviewed per each man hired? 

F. Does the type of locality in which the applicant has lived most of his life have any bearing upon the type of territory in which he will be selling if he is selected? 

IV. THE SELECTION PLAN

A. Do you require a written application? 

B. Have you ever attempted to compare the presence or absence of certain factors on the written application blank with success on the job? 

C. Do you require experience in some selling field?
D. Do you make any inquiry of former employers?

E. If YES to the above questions, what means of communication do you use?
   1. Letter (___)
   2. Telephone (___)
   3. Personal visit (___)
   4. Other ___________________________

F. What is the minimum education required of salesmen in your company?
   1. No minimum (___)
   2. Elementary grades (___)
   3. High School (___)
   4. 1 to 2 years college (___)
   5. 2 to 4 years college (___)
   6. College degree (___)
   7. Other ___________________________

G. Do you have any limits as to the maximum education desired of your salesmen? YES NO

H. Do you give applicants a physical examination before hiring? ___________________________

V. TESTS IN SELECTION

A. Do you use any type of written test in the selection of your prospective salesmen? ___________________________

B. (If the answer to the above question is NO, omit the remainder of section V. Turn to next page.)

B. What tests are included in your battery of tests? (Check those used)
   1. Mental ability (___)
   2. Personality (___)
   3. Composite Inventory (___)
   4. Social Intelligence (___)
   5. Social Adjustment (___)
   6. Vocational Interest (___)
   7. Sales Aptitude (___)
   8. Sales Sense (___)
   9. Others ___________________________
C. Who selected your battery of tests?
   1. Someone from within the firm (___)
   2. Someone outside the firm (___)

D. How long have you used these tests?

E. Are you able to place any specific value on your testing program?

VI. INFORMATION FROM THOSE NOT USING TESTS

A. Have you ever used tests in the past?

B. If you have used them in the past, why did you discontinue to use them?

C. If you have never used tests in the past, do you plan to use them?

D. If you answer NO to the above questions, what is your primary objection to using tests?
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