

- (3) It is practical to administer;
- (4) It is recognized by applicants as fair and reasonably related to job duties;
- (5) It is free of questions concerning the political, social, racial, or religious opinions or affiliations of applicants, and does not cover knowledge gained only through such affiliations, and
- (6) It safeguards the applicant against unwarranted invasion of his privacy.

II. APPRAISING PERSONAL CHARACTERISTICS

For each of the first three kinds of qualifications requirements, listed in I-A, above, over the years a variety of tests and other appraisal methods have been developed which have met these criteria adequately and have, in fact, proved useful in selecting the best qualified applicants.

Beyond these traditional areas, however, it is generally recognized that the performance of employees is, to a significant degree, related to a wide variety of personal characteristics which are commonly called personality traits, motivations, attitudes, interests and temperaments.

A. General methods of personality testing

In the effort to evaluate these characteristics, two general types of examining methods have been developed.

The first is based on observation of the applicant in real life situations or in miniature situations that reflect the job. These observations are obtained through a variety of techniques such as interviews, reference checks, ratings, situational performance tests, and review of past records of job performance.

The second major type comprises those methods generally called personality tests. In these tests, the applicant is presented with various materials—pictures, questions, words—and from his responses interpretations are made as to his personality traits and behavior patterns.

One group of such tests, the projective tests based on pictures, ink blots, et cetera, are recognized as purely clinical instruments and as clearly unadaptable to use in the Federal employment system.

The largest group of personality tests are those which are paper and pencil questionnaires or inventories. In these, a number of questions are assembled into a form on which the applicant tells about his opinions, his likes and dislikes, his values, his interests, his personal and social habits, his feelings, et cetera.

These tests are generally constructed by preparing a large group of questions presumed to measure a particular personality trait, then giving these questions to people, some of whom are thought to have this trait to a high degree and others to a low degree. Then the questions which are answered in one way by the high group and in a different way by the low group are considered to be useful in measuring the personality trait.

When, in this way, a number of items have been found which measure the same trait, these items become a test or scale for this trait. The average scores on such a scale may be found for various groups of people to provide a framework to which the score for a particular individual can then be related.