

a threatening and competitive device which the applicant (consciously or otherwise) is likely to distort in his favor.

As a result, there is even more danger if nonprofessionally trained persons use these test scores to make inferences about the personality and behavior of the applicant and his probable job adjustment.

(3) Research studies of the use of scores on such tests in the prediction of job success show that they have only a very limited value, even in making group predictions. For individual prediction, tests must be much more precise than for group prediction. The available tests are simply not adequate for individual prediction of job performance.

(4) In the competitive situation these tests can be readily distorted. Applicants can either recognize what the acceptable answers are or can be taught to recognize them. Thus, the results are undependable.

(5) Existing tests are not limited to information which management needs to know in order to make sound personnel judgments. Many questions included in such tests have no relevance for employment purposes.

(6) The use of scores by untrained people leads to unwarranted conclusions about scores which may be different from the norm. There is no evidence that persons who have atypical scores on such tests are necessarily poor risks from a vocational standpoint.

To eliminate all applicants who do not happen to fall at the average on such tests might well be unwisely to reject many persons who could contribute materially to the organization. Certainly, some deviations in behavior are unacceptable, for example, chronic alcoholism, frequent emotional instability, et cetera, which clearly would affect the employees' dependability and ability to do the work for which he is paid.

It is usually possible for the employer to find out about such problems from the applicant's past history. Personality tests are not needed to uncover them.

Beyond these deviations, however, there is relatively very little known about what kinds of behavior are acceptable or unacceptable in particular job situations.

(7) In the nature of personnel management processes and records maintenance, it is almost impossible to safeguard the privacy of the testing material and thus the privacy of the individual.

Many questions included in personality tests call for information which the employer does not need in order to reach sound personnel decisions. To require the applicant to take a test of this sort is to confront him with the dilemma of revealing personal information which he may not wish to reveal and whose purpose he cannot see, or of risking loss of the employment opportunity. If the information is, in fact, not essential to the personnel decision, then clearly the privacy of the applicant would be violated.

Although the test scores, answer sheets, and related information should be kept confidential, it is quite likely that the information will be seen and used by many people for purposes for which the material is totally irrelevant, and perhaps damaging.