

invaded by the test, but it conditions that agency, conditions the entire population, to consider invasion of privacy a normal way of life. It would be only the beginning of the invasion of privacy.

Should this be established as respectable, this would be only the beginning. Testers would invent criteria for all kinds of behavior; for dress, for speech, for attitudes on politics, religion. They do this now to an extent, but they would go much further. This would be opening the floodgates, I would think, to the destruction of our way of life.

Mr. HORTON. Based on your interviews and your research in these 3 years that you spent in compiling your book, have you found that industry is using on a large order the so-called personality tests?

Mr. GROSS. It is very difficult to state the percentage, but my guess is that about half of the large corporations in the country, in one way or another, use psychological testing either directly through testing companies or through management consultants.

Mr. HORTON. And the same reason for the Government not using them would obtain insofar as your criticism of industry using it also?

Mr. GROSS. Right. The lack of essentiality of the tests is indicated by the very successful companies such as the Bell Telephone Co., the DuPont Corp., which refuse to use them. On the other hand, others can point to Sears, Roebuck, which does use them, as an argument for the efficiency of testing. But a better argument for efficiency is indicated by the fact that if you withdraw something, something bad will subsequently happen. For example, if a person has pneumonia and you don't give him antibiotics, he is going to suffer, perhaps die. Now if you withdrew testing from the DuPont Corp., it should collapse. But the DuPont Corp. is quite successful because it has intelligent management and doesn't need testing. It is very difficult to say testing will hurt a large corporation immediately, because a large corporation has a tremendous amount of talent to draw from, whatever system they use, tossing coins or testing. There are a tremendous amount of young college graduates coming out of business school and many young engineers, so all the testers are doing is shuffling fate. But more than that, they are setting a bad precedent for the future.

I raise the argument in my book that from the tests I have seen and the corporations I have talked to, too much of a premium is being put on conformity and shallow traits in the criteria for personality scales that they match against the test scores. In a time of success and prosperity, this may not hurt a large corporation, but should the Nation ever be faced with a depression and require great ingenuity and aggressiveness from heads of corporations, we may find we have been selecting the wrong men. Perhaps testing it is a luxury of peacetime, a luxury of prosperity.

Small corporations, I do feel, suffer greatly when they use testing because little corporations need growth and they need aggressive imaginative individuals. This type are screened out by tests such as the "Study of Values" which testers use to discriminate against men of culture and intellect in favor of men who only want to make money.

Mr. HORTON. Thank you.

Mr. GALLAGHER. Mr. Rosenthal.

Mr. ROSENTHAL. Thank you, Mr. Chairman.