

recommend certain of the personality tests that the committee has here, which have been mentioned this morning.

Mr. ROSENTHAL. Could I interrupt a second? How many men do you have in this highly responsible, sensitive position, that you referred to?

Mr. LUCE. Well, I would say about 50. We have tested for 29 positions only. I want to get into that. We don't have a mass testing program, such as was described earlier this morning.

Well, in any event, with this background, I felt we should take a look at psychological testing as an aid to our problem, not as an attempt to supplant our judgment, or to let computers or anyone else make the decisions that management has to make if it is going to do its job. So we retained two firms that specialize in this kind of counseling, one from Los Angeles and one from Pittsburgh. And in order to be sure that, as applied to the electric industry and applied particularly to our own situation, this testing would have meaningful results, we did this, before we decided to go into a larger program, we selected 10 employees, who had been with us for a substantial length of time, one of them in fact was about to retire, men whose strengths and weaknesses we knew, and we asked them to take the test. We didn't compel them, nobody is compelled to take the tests. And they did. And we were surprised, or "pleased," I suppose is the word, at the remarkable correlation between the results of the appraisals resulting from the tests and what we knew about the way these men performed on their jobs. This convinced me that for our operation, and for certain key positions, psychological testing would be worth using.

Now I emphasize not as a touchstone as to whether a candidate for promotion does or doesn't get the promotion, but as one factor that we would consider when we were filling a critical job.

Now as a lawyer I realized right away that there was an important question of privacy involved in these examinations—I suppose in all of the examinations, but particularly in those that involved the personality analysis. So we had the question of whether to hire a staff psychologist at Bonneville and try to do this ourselves, or to get outsiders. It was my conclusion that we should not have anybody in Bonneville administer or evaluate these tests, but rather to attempt to establish a doctor-patient relationship, with an independent consulting firm that was highly regarded among the profession. And so we went that route. We employed the two firms that I mentioned. We set up various safeguards for the privacy of our employees.

First of all, we provided that no Bonneville employee other than the man taking the test sees the answers. The answers are sealed and go to the consultant, the consultant evaluates the answers, then talks with the employee in a counseling way, following up leads that are suggested by the answers to the written questions. Then the consultant gives us a written appraisal of the candidate's qualifications for the job. I have a sample appraisal here, if the committee would like to see what one looks like. It is, of course, not related to any specific employee, because that would indeed, as the chairman pointed out, be invading privacy.

Then the consulting firm destroys the answers. So at no time are the answers ever seen by anybody in Bonneville, and they are destroyed after the evaluation is made. The evaluation is not put in