

wrong in testing to appraise an individual's mental and emotional qualifications to fill an important job. We are convinced that, as we administer such tests, they are perfectly proper and moral.

For many years I was a vestryman, and for several years senior warden of an Episcopal parish. The canons of our church required both physical and mental examination of candidates for the clergy. Other churches, I understand, test the mental qualifications of all persons entering the mission field. Surely, if there were a moral question involved in psychiatric or psychological testing, our churches would not require it for any positions.

One reason that some denominations have employed testing is that clergymen and missionaries must have certain emotional and mental qualities to survive nervous strains inherent in their work. The churches have not abjured the teachings of modern psychology; some, at least, have attempted to use this teaching to make more intelligent selections of men and women to carry on their work.

Finally, let me say that I do not think the Bonneville Power Administration would collapse if we discontinued our present testing program. But I think it would be a step backward, and a disservice to the cause of good public administration, if we were compelled to abandon the program because of misunderstanding, or because of the mistakes of others who have used testing programs carelessly or thoughtlessly. We are proud of the forward-looking personnel policies of Bonneville Power Administration. We are proud, too, of Bonneville employees—as able and dedicated a team as ever planned, built, and operated a great electrical enterprise. We will continue to do our best to stay in the vanguard of efficient, considerate, and conscientious public administration.

(Attachments to statement follows:)

ATTACHMENT NO. 1

[Electrical World, Mar. 22, 1965]

MANAGEMENT NEWSLETTER

Psychological testing has woven its way into the fabric of American industry. What's more, it has shifted its sights from selection of first level workers to higher level management. Why the psych test? One management association says simply: "To keep bad apples out of the barrel." Another source says it's because companies are more concerned with waste elimination and sustaining creativity. In addition, they are taking on larger commitments due to fringe benefits and payments for unemployment compensation payments. Another reason is the attention psychology has been getting in industrial management graduate schools. How do people feel about psych tests? Testing is in a curious position. It's held with too much contempt, or viewed with too much monistic reverence. The latter group considers testing a panacea for hiring, firing, promotion, transfer, and virtually every other personnel problem in industry. There is also a third group, which says the psych test can be of great help to management. But this group's rationale seems faint beneath all the shouting. It maintains that, like everything else, the psych test is innocent in itself. It's only when the idea of the "person" is lost that these tests become corrosive. Such a thing can easily happen, since the values of the testers and testmakers, who create a market for all this, are imbedded deeply into the validity of the tests. How should they be used? What's their value? That's the subject of this newsletter.

WHAT PSYCH TESTS MEAN TO MANAGEMENT

"I've been with the company for 15 years. I've been promoted three times and received a number of raises. On top of this I've worked hard and I think I've done a darn good job. You know me, you know my family, and you know what I can do. Why, all of a sudden, do I have to take one of those psychological tests? What's happened to your good judgment?"

So, another manager, in line for an executive position, readies himself for what has been dubbed "P" Day—probably the most critical time in the manager's corporate life—the day of the psychic probe.

Perhaps this manager is convinced his superiors have lost confidence in their decisionmaking abilities and have collectively sold out to scientism, which, among other less-than-brilliant achievements, has eroded empathy and many an