

intuitive grasp on things. Feeling helpless he wonders: "Will the results of this psychological test haunt me for the rest of my working life?"

How many times daily the curtain has lifted on this quiet, and sometimes not so quiet, office drama is anyone's guesstimate, since there are no U.S. statistics on it—yet. What is known, however, is that the hotly debated use of psychological testing methods, from aptitude to personality tests, is "replacing baseball as the great American pastime," quips one humorist.

Originally, psychological tests were used by managers as a tool for weeding out unqualified beginners. They are, of course, still greatly used for this. Now, however, especially since the addition of personality tests, management painfully uses them on experienced managers, which is, "hoist by its own philosophy."

Apparently all this testing is no fad. Right now, interest is being shown in efforts to determine, biologically, how many useful years an applicant may have ahead of him. So, the scope of testing is due to broaden. Wryly comments William H. Whyte: "A dynamic would appear to be at work. The more people who are tested the more test results there are to correlate, and the more correlations, the surer are many testers of predicting success or failure, and thus the more reason there is for organizations to test more and more people." To what extent is psychological testing used in the United States today?

Most of the Nation's major corporations, as well as hundreds of smaller ones, will employ only applicants who have taken psychological tests. "Virtually every aspiring manager under the age of 30," comments one report, "has already gone through at least one testing of his personality at some stage during the past decade." In addition, many older managers and officers are now subject to testing when they're shooting for the high position.

The testing of individuals for beginning jobs is generally accepted today, says the National Industrial Conference Board. The evaluation of managers and officers is less generally accepted. There are several reasons for this, comments the board. "The evaluation of executives is a fairly recent development compared with employment testing, which is well over a generation old. Selecting young workers for clerical or production jobs is relatively easy. Appraising older men for one-of-a-kind positions is more difficult. Many norms are available for starting jobs," says NICB, "but there are few useful norms for top positions."

This is one reason why many firms have turned to using the outside psychological consultant. (Some 16 firms have even engaged the services of psychiatrists.) The psychological consultant usually charges \$150 to \$200 per "executive evaluation." This involves a full day of the individual's time. It means psychological testing (measures of reasoning, interests, and personality), an interview with the staff psychologist, and a discussion of the findings with the individual.

Several reasons may be cited for the increasing use of psychological consultants, says NICB. An organization that has made a number of poor appointments, or one that has suffered high executive turnover may feel the need for outside help. Also, if the man under consideration is already with the company, management may say: "It's true we have known and worked with this man for 15 years, but this very fact suggests we are too close to him to see him fairly and objectively."

"Furthermore, we have learned that a man who is effective at level B is not necessarily effective when moved in level A. Thus, we want a third-party view of our man (enter consultant) and a report on him in terms of the level A position for which we are considering him." An executive evaluation is also supposed to assess the individual's strong, as well as weak points, and serve as a guide to his subsequent development.

Testing is also used extensively in the electric utility industry (see table below). A recent study completed by John C. Arnell, director of personnel and industrial relations, Consolidated Edison Co. of New York, uncovered the following data: Of 63 large and small electric companies in all sections of the country, 90 percent utilize tests during preemployment; 65 percent find them useful during selection for promotion; 54 percent use tests during selections for transfers.

How 63 electric utilities use testing

Preemployment:		Promotion:	
	Utilities		Utilities
Achievement.....	38	Achievement.....	26
Aptitude.....	51	Aptitude.....	27
Interest.....	21	Interest.....	14
Personality.....	28	Personality.....	20
Combination.....	15	Combination.....	11
Intelligence.....	6	Intelligence.....	5
No testing program.....	6	No testing program.....	22