

Aptitude, achievement, and personality tests, in that order, are the most popular, not only in the area of preemployment, but also for promotion and transfer. These are followed by interest and "combination" tests. Intelligence tests are utilized in all three selection areas but not to any great degree. What jobs are involved in the testing?

"For hiring-in jobs, tests are utilized for all except, in a few cases, they are given only for clerical positions such as typist and stenographer. For transfers and promotions, some utilities stated that all jobs are involved, while others restrict tests to skilled or professional occupations such as engineers, programmers, and system operators." Who administers the tests?

This is in the hands of the personnel department in 63 percent of the areas. Sixteen companies (29 percent) indicated joint responsibility between personnel and the individual departments. Labor organizations are more apt to have specialists in their personnel departments to administer the testing programs. In this same light, two companies both relatively small as to the number of employees, says Arnell, hire the services of a consultant in one case to administer tests by himself, in the other to administer them in conjunction with personnel. What weight is given to these psychological tests?

Tests are employed as a "supplement" to other selection factors, say 68 percent of the utilities. However, 15 companies (27 percent) replied that tests are predominant for some jobs but are used as a supplement to others. Remarks Arnell: "Although those who reported using tests as a supplement are in the majority, quite a few * * * report that test scores are the major factor in the selection process. They indicate generally that failure to receive a passing grade on pre-employment tests automatically disqualifies the applicant * * *"

"I ask this group: What prompted you to adopt this policy? Was it an easy way out? Could you prove that it's related to the requirements either of the job or your employee training program? If you can't prove this, haven't you lulled yourself into a false sense of security? To be realistic about testing, shouldn't you know why and how you are using tests and what they prove?"

This is one of the reasons why testing has been a controversial subject from the day they were first introduced into business—some companies use them with too much reverence, willing to believe too much about what tests can do for them. Individuals and companies have used tests improperly and have accepted test findings uncritically. Persons with inadequate training have been given responsibility for organizing testing programs. Test scores have been taken as final answers in making personnel decisions.

Other reasons for the fight over psychological testing are the violent feelings that are aroused by the criticism that testing is an invasion of privacy and therefore an unfair—if not immoral—practice, and the disparity of opinions within the psychological profession itself on what constitutes ethical testing and how it should be employed. How should testing be employed?

Psychological testing is not a scientific hiring method, says King Whitney, president, the Personnel Laboratory, Inc., Stamford, Conn. "The idea that test scores of themselves should determine who should be hired and who shouldn't is a rank absurdity. A man succeeds or fails on a job because of a host of factors and variables—only a certain number of which are revealed or measured by tests.

"So, I do not advise anyone to begin making use of psychological testing as an aid to selection because he thinks that tests will make decisions for him. He is doomed to disappointment, since he will sooner or later find that in a number of instances, tests will only raise more questions about a person, muddying the waters and making decisionmaking even more difficult.

"There is only one reason for using any form of psychological testing in your hiring procedure and that is because you want more insight into the intellectual and/or emotional makeup of an individual than you are likely to derive from your interviewing or reference checking alone. In other words, you don't want to rely entirely on surface impressions in making a decision to hire or not to hire, to promote or not to promote." What about weight?

The weight given test results in making decisions to hire or promote people will vary considerably, says Whitney. "Just like the weight you give to their previous experience, education, or personal mannerisms. One good reason for avoiding assigning a rigid weight to test results is the disparity that sometimes occurs between an analysis of a person on the basis of his test performance and the evaluation made through interviews and references."

What about the "invasion of privacy" howl that is being sent up over psychological testing? Management, the critics say, has no right to dig into and expose one's psyche. Aside from the fact that the howl may be sent up for the