

wrong reason, "testing does represent something of an invasion of privacy," says Whitney. "The real question is: Does management have the right to invade privacy? I believe management does have this right and should have as long as prospective and present employees represent an investment. But I also believe management's right in this regard should be restricted to obtaining information which has a bearing on how a man is likely to perform a job * * *."

Removing the "cure-all" obsession from psychological testing will not be an easy task. Its roots are buried deep in scientism. However, if it is not accomplished the practice of uncontrolled inquisitions into the psyche could spill over into U.S. life in general. Are the profits worth it?

CONSIDERING A TESTING PROGRAM? EIGHT POINTS TO KEEP IN MIND

1. Tests aren't designed to give a complete picture of a person—only those areas which are difficult or impossible to discern from other methods, such as interviews and reference checks. So, don't look on tests as panacea.
2. Tests can measure some things better than others. For example, intelligence can be "measured" better than motivation.
3. Tests a company uses itself should be obtained only from reputable test publishers. Tailormade tests are preferable to canned ones. If in doubt, contact: American Psychological Association.
4. Tests can be administered by outside testing service.¹ However, a company should make very sure the outside service understands demands of the company in general, and jobs for which they will be testing candidates in particular.
5. Tests must be given under proper conditions. This means surroundings should be quiet, well lighted and well ventilated. Time limits should be rigorously observed.
6. Test results for each person should be known to only a few top people in the company. The results should also be kept under lock and key. The information could be misused.
7. Tests are not infallible. If there's a disparity between test results and conclusions drawn from other evaluative techniques, don't assume tests are right. Dig deeper. More interviews, etc.
8. Test results should not be discussed with the person who took the test, unless there's certainty that the interviewer knows exactly how to handle it. If in doubt, get the aid of a qualified counselor.

ATTACHMENT NO. 2

FEDERAL PERSONNEL MANUAL

CHAPTER 335, SUBCHAPTER 3, SECTION 3-5b

Written test requirements: Promotion plans developed by agencies to cover position for which standards include a written test must include the written test requirement with the rating standards prescribed by the Commission. Agencies may also require written tests for promotion to other positions as a means of improving their promotion plans, or may add written tests in addition to those required by the Commission.

CHAPTER 335, SUBCHAPTER 3, SECTION 3-4

Ranking promotion candidates

The merit promotion program requires selection from among the best qualified candidates rather than selection of any qualified candidate. This requirement implies a ranking process more selective than the mere distinction between those eligible and those ineligible on the basis of the standards used. The term "ranking" may mean placing candidates in 1, 2, 3, order; or it may mean grouping them into two categories, qualified and well qualified; or into three categories, qualified, well qualified, and best qualified; or any other number of categories, depending on the number of candidates. Strict ranking order is not required within a category. Methods of ranking, referral, and selection should be designed

¹ Check reputation of these consultants with business and professional communities, with American Psychological Association in Washington, D.C.

Source: Personnel Laboratory Inc., National Industrial Conference Board.