

to make valid discriminations among candidates so as to bring a relatively small grouping of the best qualified candidates to the attention of the selecting official. Where the evaluation and ranking techniques bring a large number of candidates into the top group from which choice must be made, the situation should be reviewed to see if it is practicable to devise ranking methods that will make finer distinctions and relieve some of the selecting officer's burden. Conversely, ranking or grouping is of dubious value when there are only a few candidates (four or five, for example) since even the best selection techniques cannot make distinctions so exact that some final choice by the appointing officer is not desirable. Under the latter circumstances the evaluator can help the selecting officer by pointing out the strengths and weaknesses of each candidate.

CHAPTER 337, SUBCHAPTER 1-4

Examining methods

The methods used to evaluate qualifications are designed to measure the knowledge, skills, and abilities considered essential to successful performance on the job. Written tests, performance tests, evaluation of experience, education and training, vouchers, interviews, qualification questionnaires and investigations and interest questionnaires may be used separately or in combination to determine eligibility for particular jobs. The examining methods for particular positions are reflected in the standards.

CHAPTER 337, SUBCHAPTER 3-3 A AND B

Use of commercial testing material

a. Optional use: An agency is not limited to the use of Commission tests in intraagency examinations and may obtain testing materials by other means, including buying them from commercial firms if this is permitted by the agency's budget and regulations. However, where the Commission specifies eligibility on a written test for qualification purposes, that test must be used.

b. Selection of tests: (1) Commercial tests must, however, be used with extreme caution. * * *; (2) Unless several forms or series of a commercial test are available, there may be an additional question as to fairness since answer keys as well as tests are for sale. * * *; (3) Dependable selection of tests for a position requires first a job analysis which reveals the factors most needed for success on a job. Second, tests must be selected which validly and reliably test these factors. Third, the test or battery of tests must be so scored that proper weight is given to the various parts and thus to the factors being tested. * * *

Mr. GALLAGHER. The subcommittee stands adjourned until 2 o'clock.

(Whereupon, at 12:20 p.m., the subcommittee was recessed, to reconvene at 2 p.m., this same day.)

AFTERNOON SESSION

Mr. GALLAGHER. The subcommittee will be in order.

Mr. LUCE, can you pick up where you left off?

Mr. LUCE. Mr. Chairman, I had completed a verbal summary of my written statement, and I am prepared to answer the committee's questions.

Mr. GALLAGHER. Before we proceed, I would like Mr. Cornish to read into the record some of the questions from the tests which you give.

Mr. LUCE. Excuse me, Mr. Chairman, could he identify the test from which the questions are taken?

Mr. CORNISH. Surely. I understand, Mr. Luce, you have a file of the questions?

Mr. LUCE. No, sir; you have my file of questions. Oh excuse me, we have it back; yes.

Mr. HORTON. Mr. Chairman, has the witness identified what tests they give or what tests are given by their agency?