

Mr. LUCE. I am not a psychologist; I am a lawyer, but the tests that we have been using, as I understand it, are tests that have been developed through experience, or through research, if you want to call it that. The reason that we concentrated our testing in the Psychological Service in Pittsburgh, was that for 20 years they have been using various tests as they were developed in predicting the suitability of certain key employees in electric companies for jobs for which they are applying. Over this period, they have had the opportunity to take a backward look to see how their predictions, at the time the tests were given, squared with the results that developed when the man was placed in the job. It was on the basis of that experience with these tests that we felt this was an especially qualified firm.

Now in answer to your question of what submission we would make, we will have to request the consulting service to lay before the Civil Service Commission the research in detail that went into the preparation of their questions and into their analysis of the answers. It will then be up to the Civil Service Commission to determine whether it meets the criteria that you have just read.

Mr. GALLAGHER. I think 20 years is not a good argument, as a lawyer. For hundreds of years, people read the entrails of sheep and this has been proven rather unpredictable lately.

Mr. LUCE. I don't think that is a proper comparison, Mr. Chairman. These people aren't reading the entrails of sheep.

Mr. GALLAGHER. Well, they were the forecasters of their day. And on the testimony we have heard yesterday there is serious doubt cast on the reliability of the tests. Would not the entrails of sheep perhaps be more reliable, since the tests are not much better than the element of chance?

Mr. LUCE. We take a practical approach to this. We tested 10 people whose capabilities we knew. The testing indicated that the tests brought out the strengths, the weaknesses, of these people. Now to me that is the proof of the pudding, that is the practical proof.

Mr. ROMNEY. Mr. Luce, the recent civil service policy statement gives as one of the difficulties in the administering of tests of this type, the following' and I quote:

In employment use, particularly, the test becomes a threatening and competitive device, which the applicant, consciously or otherwise is likely to distort in his favor.

You have cited an example of your justification in using these tests that 10 men were selected as guinea pigs to see how the particular personality tests would work out, and these were men who were already employed by the administration, many of them for some time apparently, some about to retire. Is it not true that these men, taking these tests, were not under any stress or competitive pressure when they took the tests?

Mr. LUCE. That is correct. However, we take as great a precaution as we can, Mr. Romney, to assure the people taking the test that they have full freedom of choice in the matter, and urge that they not try to outguess the tests. The testing consultant talks with them in advance and points out that the test is really to help them as much as it is management, because it doesn't do a man any good to get