

into a supervisory position, if temperamentally it is going to tear him apart. So in only a very few instances, only one that I can recall, did a man actually try to outguess the test, by giving the answers he thought would best qualify him for the position. It turned out he guessed wrong.

Mr. ROMNEY. Was this one of the guinea pig men?

Mr. LUCE. Well, guinea pig is your term, not mine.

Mr. ROMNEY. I am sorry. I used this as a figure of speech.

Mr. LUCE. I don't think it is fair to our employees to call them that, Mr. Romney.

Mr. GALLAGHER. Regardless of what you call them, Mr. Luce, we have a feeling this was unfair and perhaps if we have to label these people, then the label is one the profession has given to people who have volunteered for these tests.

Mr. LUCE. I see. But this was wholly voluntary, they were honorable, fine employees and they were entirely willing to help us. They are part of the top management of the organization and we are always trying to improve this organization the best we can.

Mr. ROMNEY. But is it not true the psychological attitude of a person taking the test, knowing that a possible change of his assignment or grade is involved, would be different from the attitude of a person taking it merely to show theoretically what the results might be?

Mr. LUCE. Oh, it might be different. But I think our employees are honest, and I don't think they are going to fake answers to questions, whether they are in a competitive situation or not.

Mr. GALLAGHER. If you have a presumption of honesty, should you not also have a presumption of stability, sanity?

Mr. LUCE. I think you are dealing with two different problems.

Mr. GALLAGHER. Are we not dealing with some basic presumptions about our fellow human beings?

Mr. LUCE. Well, a man can have a temperament, I think the chairman would realize, where to be under a stress situation, where he has to make decisions and make them fast, which can affect the lives of other men, would make him uncomfortable. It might even shorten his life.

Mr. GALLAGHER. Yes.

Mr. LUCE. But a man applying for such a job might not himself realize that this promotion he was seeking was going to actually be something that he doesn't want. He is after the promotion because it involves more pay, or because his family may feel that it would be a good thing if he was promoted, and so forth. But it may not be the best thing for him.

Actually, we use these tests as much, as I said in my opening statement, as an employee consulting service, as we do for the benefit of management.

Mr. GALLAGHER. Well, you cite the stress factor as one that must be taken into consideration. We certainly agree. The President of the United States is under stress and strain, the Secretary of State, and there is a presumption on the part of the people in the country that they are stable, and we don't require them to take tests. So the stress factor is not or should not be the sole argument. It should be part of an argument.

Mr. LUCE. It is not the sole argument; it is only part of it. But as Chairman Macy pointed out yesterday, the Civil Service Commis-