

sion would regard as proper this kind of testing of a man who was going to be in the tower of an airport directing traffic.

Mr. GALLAGHER. Therefore, he should be properly evaluated.

Mr. LUCE. Right. And that is what we are trying to do.

Mr. GALLAGHER. This special inquiry is concerned not only with the proper evaluation, but we are concerned with whether or not in the evaluation of these people their privacy is being violated and they are not being subjected to humiliation and indignity in having to take a test which throws up all sorts of things which should remain part of their private life.

Mr. ROMNEY. Mr. Luce, your statement—and I quote—is in part:

The importance of psychological testing, we believe, should not be over-emphasized. The appraisal based on such testing is not the primary factor in management decisions as to promotion or transfer. It is one of the many elements considered by management. Others are confidential appraisals from supervisors and fellow employees, educational background, experience, seniority, past performance, and interviews.

Mr. LUCE. That is correct.

Mr. ROMNEY. You are dealing in your cases with personnel already in the employment of the Agency, are you not?

Mr. LUCE. Right. We don't use this testing on initial employment.

Mr. ROMNEY. And most of them have been there for some time, is that not correct?

Mr. LUCE. Yes.

Mr. ROMNEY. So you have been in a position to observe their performance?

Mr. LUCE. Not necessarily in the position they are applying for.

On the white-collar side of the organization, we are largely a professional organization, principally engineers, a number of accountants, some lawyers, some economists.

Now a man might be an excellent and outstanding technical engineer. He might be the best in the organization. And we might know he is the best in the organization. But if he hasn't been in a supervisory role, we wouldn't necessarily know whether he would make a good supervisor or whether he would even be happy in that position.

Now, we might have some hunches about it, we might have guesses about it, but what we are doing with this testing, really, is to seek another aid in the selection. And one of the principal things that this testing does is aid us in the use of these other criteria.

For example, in interviews. Suppose, for example, that the answers to the test questions indicate that the man might not be happy in a supervisory position, this might create some stresses that would be distressing to him. Then, when we interview him, we go into that in particular detail. It is a guide to the interview.

Actually, all that these tests bring out could be done by interviewing alone, if you had the money and the time to have a man sit down and ask all of these questions, or most of these questions. But what the testing does is really to help the interviewer, later on, by giving him some indication of the man's personality, if we are talking about personality tests, or his aptitudes, if we are talking about that, or his interests, if we are talking about interests.

As I pointed out in my statement, about 70 or 80 percent of the testing we are doing is not personality tests; it is in the other areas, aptitude, interests and achievements.