

information, Mr. Smith is considered a favorable candidate for district manager in one of your smaller districts, and he definitely has potential for advancement to higher level sales management position.

Mr. GALLAGHER. We were advised yesterday that there is a great tendency on the part of the psychologists to re-test, and therefore to re-test. In order to make a determination at some future date as to the validity of the original test, one must have to keep the original test in the interests of determined social behavior patterns.

Mr. LUCE. Well, we excluded that possibility, Mr. Chairman.

Mr. GALLAGHER. Now where are these tests given?

Mr. LUCE. In Portland.

Mr. GALLAGHER. Where, I mean what the particular circumstance is?

Mr. LUCE. Well, for a particular job we first, through our normal selection process, pick the field of candidates that we think would be the best qualified.

Let's suppose this is a chief of power operations. We would go through our rolls of employment, and find those men that we think would have the best qualifications for filling this particular vacancy.

This is done by a committee of supervisory personnel, whom we think know what it takes to fill this job.

Mr. GALLAGHER. Leading up to that point, how are these actual tests administered?

Mr. LUCE. Yes. This is how we get the field of men to whom they are administered.

Mr. GALLAGHER. No objection at all up to that point.

Mr. LUCE. Then the psychologist, Dr. Porter, from Pittsburgh, comes out and meets with these men individually, if there are only a few of them, or meets with them as a group if there are more than a few, and explains to them the tests that he is going to give them.

He tells them what it is all about, and why we are doing it, and that after the test is given he will have an individual conference with each one of them to discuss the result, and they will know what his appraisal is and have a chance to discuss it with him, before he gives it to us.

Then the test is taken, superintended by him or an assistant of his, not by us, and then he takes the tests, and while he is still out there, since he is quite a ways from Pittsburgh, he evaluates the tests.

Then he conducts his post-testing interviews with each of the persons, and discusses with them the results of the test, and gets their reactions to it and anything further they would like to add.

Then he gives us a written report of the type that I have just given the committee a sample. Then that written report goes to my deputy administrator, No. 2 man in our organization, and he, together with the selecting committee, considers this, along with all of these other things that Mr. Romney pointed out, and read from the civil service policies, the report of the man's superintendent, the interviews with the men themselves, their past performance, their education, what we have observed about their personality, and so forth.

And finally the selection is made.

Mr. GALLAGHER. Is there any certificate that these tests are destroyed?