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Accomplishments and Objectives

Accomplishments

For the purposes of this paper, the accomplishments of the fiscal year ending 30 June 1953 are divided into two phases, Professional and Administrative.

(A) Professional Accomplishments:

(1) During the fiscal year just past, the Assessment Branch performed a total of 407 assessments. (83 additional cases were scheduled but were cancelled or failed to report.) An assessment involves two full days for the individual assessed, plus the necessary time for the assessment psychologist to evaluate the test results and to prepare the final report. Experience indicates that each assessment represents 1 1/2 to 2 1/2 days' effort for the assessment psychologist. On the average, four assessment psychologists each conducted two assessments per week.

The very nature of the professional problems involved contributes most to the number of man-hours required for each assessment. Time is also needed for experimental derivation of some of the processes,

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and for the training of even generally competent people to bring them to the high Agency standard. The special difficulties in assessing deeply covert cases also tend to reduce the number that each psychologist can assess. An intensive assessment program will always be time consuming, but the value of the time spent is reflected in better selection for sensitive and critical assignments.

(2) During the past year, steps were taken to provide a systematic check on the value of the assessment process. This is reflected best by the appointment of a research-liaison committee by the DD/P to work with A & E staff personnel in implementing follow-up studies of the effectiveness of assessment. It has not yet been possible to implement this new Agency policy by undertaking a specific study.

(3) Considerable progress was made in working out a basic program of assessment with resultant improvement both in the quality of the assessment and its reporting.

(4) Considerable work was accomplished on specific phases of the assessment process. A very promising Work Attitudes Survey was revised twice and is in use in three different programs. A Practical Situations Test was revised and is being tried out for further modification. A test for measuring ability to analyze and interpret complex data was improved for our purposes. All tests in use have been systematically reviewed and the norms kept current for our population. Two new Situation tests or "live problems" were developed.

(5) Over 1,000 training evaluations were processed through the Training Evaluation Branch, and, wherever appropriate, reports on unsatisfactory progress were specially prepared after interviews and counseling sessions.

(6) A major accomplishment during the year was the development and initial tryout of a standard procedure for evaluating students in training. The evaluation form evolved for this procedure is now in use in the basic instruction series of courses and plans are being completed for extension to all Office of Training courses. Many problems are yet to be solved for this system.

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(7) The library of objective test items was reviewed and the items reclassified. (This library is used in preparing tests to measure what is being learned in the various courses.)

(8) Lectures and consultation concerning training evaluation problems were given.

(9) Testing of all students entering training was a major program begun during the past year. This program was devised to produce information which could be used for the following purposes:

- (a) to produce more meaningful training evaluations (see the functions of the Training Evaluation Branch)
- (b) to select and assign students in training
- (c) to enable instructors to adapt their teaching to the capabilities of the staff
- (d) to evaluate individual problems which might develop during training.

During the last six months of the fiscal year, 368 persons were tested as they actually entered a training program at the basic stages. During the last quarter of the fiscal year, 158 additional persons were tested as they entered on duty in the Agency, in anticipation of their entrance into the basic courses.

(10) Participation in the selection of candidates for the Junior Officer Training program (JOT) was another major activity during the fiscal year. A new battery of tests was developed and a total of 263 potential candidates were given a day's testing. The results and interpretations of these tests were transmitted to the Chief of the JOT program to aid him in making final selections. Psychologists from the A & E Staff administered these tests in Washington, Chicago, Boston, Denver, Los Angeles, San Francisco, and Seattle.

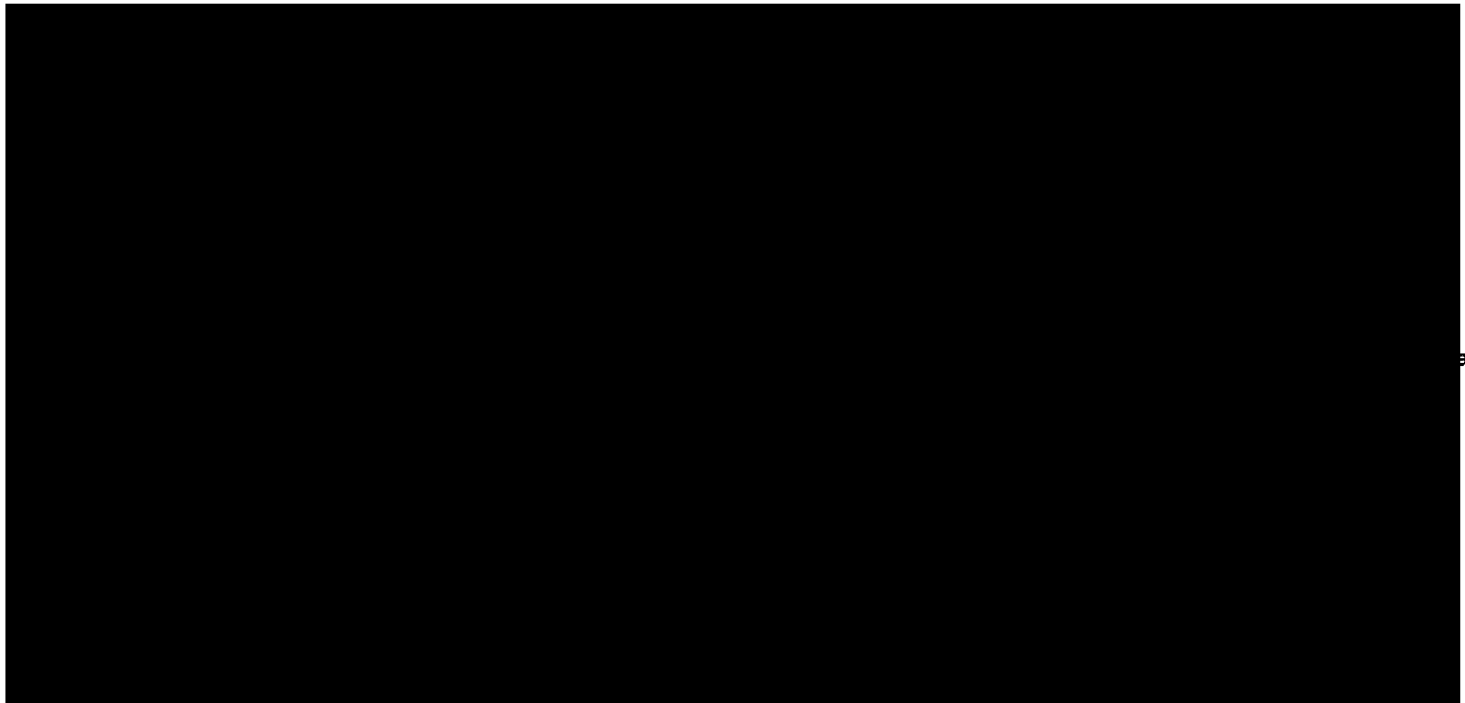
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(15) From time to time, the Staff was called upon to furnish professional advice to various components of the Agency. These requests have included review of proposals, research studies, and techniques in such areas as [REDACTED] and FI operations; as well as evaluations of proposals from outside sources. Some assistance has also been rendered the Testing Division of the Personnel Office in the area of research and validation. Various conferences were held with Placement Officers and Procurement Officers of the Personnel Office on psychological problems and techniques.

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(16) The language aptitude testing battery has been administered to 101 individuals and results reported to those concerned.

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(B) Administrative Accomplishments:

- (1) A major change occurring during the period was the removal of the Staff from under the DD/TR(S), placing it directly under the D/TR. The scope of the services was thus expanded to general Agency needs. At this time, the A & E Staff provides assistance to both the TR(S) and TR(G) activities. The professional staff, however, has not yet been expanded to absorb all the new functions.
- (2) The three Branches were brought together in one location, as opposed to the four widely separated locations of the past, insuring closer cooperation, and making it possible to combine clerical and administrative services into a central pool. This has resulted in increased efficiency through the elimination of duplication of effort.
- (3) The general organization of the three branches was revised, providing for more effective supervision of personnel and a more equitable distribution of responsibility.
- (4) Within the framework of the Staff, efforts were made to define intra-office personnel policies. Salary levels were equalized and positions were defined so that each individual has a good understanding of his duties and responsibilities.
- (5) The record system was completely revised and is being centralized wherever possible. Duplication of records is being eliminated and a central master file system will provide guide references to files on hand.
- (6) Systematic reporting systems are being worked out, so that a record of work done in the Staff can be made a part of Agency Archives for ready reference. In addition, a separate file of assessment reports formerly maintained by the Personnel Office is being integrated into our files to eliminate duplication of effort and to establish professional control of assessment. This task is approximately 50 per cent complete.
- (7) The library of psychological literature was augmented and newly catalogued to permit more efficient use. A psychological test library was completed, catalogued and is now in daily use.
- (8) The machine records unit was reorganized to facilitate both operational and research activities. IBM cards were prepared to cover all assessments, all pre-course and JOT testing, and all training evaluations conducted during the period. Close cooperation has been effected between the A & E Staff machine records unit and the Agency unit, to eliminate duplication of effort.

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(9) The system for scheduling assessments from the clandestine offices was completely revised, and published procedures were issued. This procedure establishes a priority system, and clearly defines the scheduling process.

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Objectives for Fiscal Years 1954 and 1955

(A) Professional Objectives

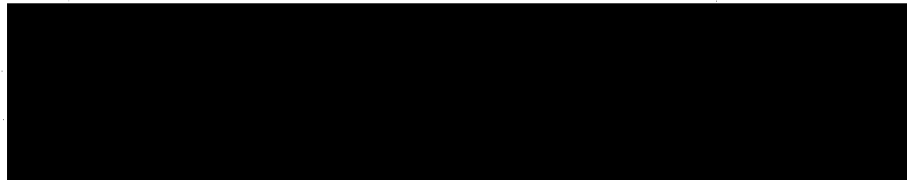
(1) Fiscal 1954

- a. Augment the professional staff to the point where it can adequately discharge its expanded duties. A special recruiting trip is planned to accomplish this.
- b. Increase the effectiveness of the assessment process by:
 1. Revising the referral form.
 2. Further systematizing what is reported.
 3. Revising the procedure so that the professional skills of more members of the staff are brought to bear on the final judgment concerning the individuals assessed.
 4. Better organizing the efforts of junior staff members.
 5. Systematically collating information concerning procedures used.
- c. Implement the recently established policy concerning evaluation of the assessment process by surveying means of securing estimates of success on the job.
- d. Initiate more active programs to develop professional staff in those directions which best serve Agency needs.
- e. Introduce the newly developed core procedure for training evaluation in all group training courses.
- f. Implement the training evaluation policy concerning the use of objective measures by assisting instructors to develop objective tests of the knowledge they teach in each course.
- g. Develop a procedure to identify special problems or special talents while individuals are in training; and develop a method of reporting these findings.

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- h. Revise the EOD testing program to give it greater scope and permit quicker utilization of test results.
- i. Revise the JOT testing program to achieve better differentiation within this extremely able group.
- j. Initiate a study to improve the language aptitude testing program. This it is planned to do through contract.
- k. Coordinate all testing programs including that used for assessment purposes, to achieve greater testing efficiency.
- l. Initiate a special project of testing Agency personnel, to establish the standards necessary for full utilization of test results.
- m. Set up procedures and personnel to maintain routine validity studies of the training evaluation program.

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- (a) two weeks by Chief, A and E
 - (b) two months by Acting Chief, Research and Validation Branch, A and E
 - (c) up to six months by an additional staff member
2. Carry out a basic study to determine whether test results can be interpreted similarly in different cultures. This it is planned to do through contract.

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(2) Fiscal 1955

- a. Undertake further studies on the assessment process, the nature of which will be determined by the results obtained during 1954.
- b. Initiate further follow-up studies to evaluate the success of the assessment program.
- c. Continue the professional development program.
- d. Begin a program for developing measures of skills, attitudes, and personality characteristics for purposes of training evaluation, taking up each course in accordance with priorities set by Director of Training.
- e. Begin a program for development of better situational tests for use in assessment.
- f. Begin follow-up studies for evaluating EOD and JOT testing programs.
- g. Continue work (through contract) on language aptitude testing program.
- h. Continue testing Agency personnel for purpose of establishing more meaningful norms.
- i. Continue routine validity studies of training evaluation.
- j. Continue studies (both in service and contract) aimed at developing a systematic and widely applicable procedure for screening indigenous personnel.

(B) Administrative Objectives

(1) Fiscal 1954

- a. Completion of the record system revision inaugurated during 1953.

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- b. Improvement in the system of routine internal reports, to permit better control and planning of A & E efforts.
- c. Initiation of a study to improve the methods of reporting results of training evaluation.
- d. Development of an SOP to facilitate operations of the Staff.

(2) Fiscal 1955

- a. Increase general efficiency of operation with particular reference to the use of machine methods.
- b. Install the system of routine reports to be developed during 1954.

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