

PROJECT SELECTION (PART I)

Psychiatric aid in the selection of personnel is being sought more frequently today than at any previous time in history.

Because of the relative scarcity of psychiatrists and the large number of individuals to be screened, aids are constantly being sought in preliminary screening so that the number of individuals needing a final more complete check by the psychiatrist may be held to a minimum.

Various psychological tests are usually used for this purpose. They are of considerable value in detecting some cases of personality deviation and neuroses. This is true especially in the less-educated groups and where the individual may expect to gain by revealing his real symptoms -- as for example in Selective Service examinations or in routine psychiatric examinations as a preliminary to psychotherapy.

Where the individual may expect to lose by revealing his true self or where overevaluation of himself may seem desirable, these tests are much less accurate. In such cases only a test in which the answers are unknown to the examinee is of much value. There are not many such tests which can be easily administered and scored.

Project Selection was undertaken to determine which of several tests could be used as an aid in the selection of personnel on the basis of comparing the results of a rapid psychiatric screening to the test outcome.

The aim of this method was the selection of one more effective and efficient test which compared favorably with the psychiatric evaluation that, for the purpose of this study, was regarded as the standard most effective procedure.

The project was planned in two stages:

PART I

Approved For Release 2000/06/07 : CIA-RDP79-00434A000300060008-4

a. Psychiatric examination of 100 consecutive applicants for employment.

b. Administration of four standard psychological tests to be compared to the psychiatric evaluation.

c. Administration of the "Draw-a-Person" test following the method of Machover; also for comparison with (a) and (b). This test is not yet standardized but has excellent possibilities and, if effective, would be easiest of all the tests to administer and evaluate.

## PART II

a. Administer the four psychological tests to 100 employees of proven ability to determine whether from these examinations any standard could be determined for evaluating new applicants.

b. Administer the Draw-a-Person test to this **same** 100 employees for the purpose of comparing it to the four psychological tests. This would help in its standardization in a group of individuals who, by performance, had demonstrated that they possessed those qualities which we wished to measure in the new applicants.

This report covers Part I of this project. Unfortunately only 50 psychiatric examinations were performed due to limitation of time and personnel. It is not felt however that this seriously affected the validity of the results, although the larger number would have been more desirable. The two traits which were selected for primary examination were (a) emotional stability and (b) sexual deviation. These were considered the basic factors to be determined.

The following psychological tests were selected:

1. Cornell Index N2
2. Hoston Personal Adjustment Inventory
3. Minnesota Personality Scale
4. Bernreuter Personality Inventory
5. Draw-a-Person Test (Machover)

Each of these tests measures multiple personality traits in addition to emotional stability. It was also decided to administer, in addition to the five tests listed above, the aptitude-interest test of \_\_\_\_\_ to all those individuals who through their Draw-a-Person test showed evidence of disturbed sexuality. This test measures the degree of masculinity-femininity of the individual. It was thought that it might be of value in the detection of sexual deviates.

#### Description of the Individual Tests

Those factors which the individual tests were designed to test are described below in the words of their authors. The descriptions are taken verbatim from the manuals of each author.

##### 1. CORNELL INDEX N 2 (1)

"The need has been felt for an instrument for the rapid psychiatric and psychosomatic evaluation of large numbers of persons in a variety of situations. The CORNELL INDEX was assembled as a series of questions referring to neuro-psychiatric and psychosomatic symptoms, which would serve as a standardized psychiatric history and a guide to the interview, and which, in addition, would statistically differentiate persons with serious personal and psychosomatic disturbances from the rest of the population. It was devised as an adjunct to the interview; not as a substitute unless an interview is impractical."

For the purposes of Project Selection a score of 13 or above was regarded as evidence of a need for further examination.

##### 2. HESTON PERSONAL ADJUSTMENT INVENTORY (2)

###### (A) ANALYTICAL THINKING

"This scale, which was originally labeled "Intellectuality," parallels what has often been termed "Thinking Introversion." Scores on this scale are not

synonymous with intelligence; hence "Analytical Thinking" has been selected as a more accurate designation. A study cited later does show "A" much more closely related to college aptitude and achievement than any of the other scales. A person high on "A" likes to be intellectually independent, thinks for himself, analyzes and theorizes a great deal, enjoys solving problems, likes carefully planned and detailed work, is persistent at tasks, and is serious (as opposes to casual). Low scores suggest an uncritical acceptance of other's ideas, a willingness to avoid planning and thinking, and a dislike for creative or intellectual activities. "A" bears practically no relationship to any of the other five scales; it is a very independent measure."

(S) SOCIABILITY

"High degrees of this trait indicate extroversion in the social sense. A person with a high "S" score is more interested in people than in things, he makes friends easily, converses readily and freely, feels he is a "lively" individual, enjoys social mixing, and frequently takes the lead in social participation. The low person is self-conscious, shy, and socially timid, has only a limited number of friends, and seeks the background on social occasions. He is the "introvert" who is lacking in social skills and/or inclinations. "S" is more nearly related to "C" than to any of the other scales. It is least related to "A".

(E) EMOTIONAL STABILITY

"High scores here typify persons who can remain in stable and uniform spirits, are not subject to apprehensive fears or worries, are not easily upset or frustrated, can relax and avoid tension, and see life in reality rather than through daydreams and uneasy retrospection. People low on "E" are easily disrupted by minor crises, are readily embarrassed, often feel tired and listless, are too impulsive and jittery, frequently feel thwarted, and suffer often from

tension, worry uneasiness. Extremely low scores may indicate the traditional "neurotic." Both "C" and "P" appear highly correlated with "E". There is good reason to believe this is a genuine association, since the items of each scale comprise relatively discrete varieties of behavior."

(C) CONFIDENCE

"Persons scoring high on "C" make decisions readily, feel sure of the value of their own judgment, adjust easily to new or difficult situations, feel they enjoy the approval and favor of their associates, favor the present and future optimistically rather than linger regretfully over the past, lack inferiority feelings, and are not dissatisfied with their physique and appearance. A high positive relationship has been observed between "C" and "E". People low on "C" distrust their ability, cannot make decisions satisfactorily, and display the traditional "inferiority complex."

(P) PERSONAL RELATIONS

"High scores on "P" indicate two basic attitudes: (1) feeling that other people are trustworthy and congenial and (2) ability to refrain from annoyance and irritation at others' behavior. Thus one who is high on "P" does not feel slighted by others, does not feel they misunderstand him or cast him in an inferior role, is not too critical of others, does not lose patience readily, and is not angered too frequently or too easily. He can see things fairly and impersonally. People low on this scale are touchy, suspicious, and easily irked by other people. A very low score might be partially indicative of "paranoid" trends. Caution is needed in the interpretation of an individual's "P" score, because it has the lowest reliability of any of the six scales."

(H) HOME SATISFACTION

"On "H" a high score denotes pleasant family relations, an appreciation of desirable home conditions, a feeling of mutual understanding and respect, freedom from emotion-breeding home conflicts, and a healthy recognition of one's obligation to home and family. At the low extreme we find admissions or complaints of such difficulties as wishing for a different home, feeling that enjoyment can be found only away from home, conflicts with parents' ideas, family not considerate, parents too strict, domineering, or unsympathetic, or parents overly irritated or emotional. Although composed of items correctly classifiable into a separate category, the "H" scale exhibits some positive correlation with all the other scales except "A!"

For our purposes any scores below the 10th percentile or above the 95th percentile were regarded as showing a need for further investigation. Scores which were too high were thought to be evidence of self-overevaluation.

3. MINNESOTA PERSONALITY SCALE (3)

"Part I - MORALE: High scores are indicative of belief in society's institutions and future possibilities. Low scores usually indicate cynicism or lack of hope in the future.

"Part II - SOCIAL ADJUSTMENT: High scores tend to be characteristic of the gregarious, socially mature individual in relations with other people. Low scores are characteristic of the socially inept or undersocialized individual.

"Part III - FAMILY RELATIONS: High scores usually signify friendly and healthy parent-child relations. Low scores suggest conflicts or maladjustments in parent-child relations.

"Part IV - EMOTIONALITY: High scores are representative of emotionally stable and self-possessed individuals. Low scores may result from anxiety states or over-reactive tendencies.

"Part V - ECONOMIC CONSERVATISM: High scores indicate conservative economic attitudes. Low scores reveal a tendency toward liberal or radical points of view on current economic and industrial problems.

"It is to be noted that excessively high scores may have clinical significance from the adjustment standpoint, depending upon other case data. Thus a very high score on Part I may represent naivete and uncritical acceptance of society as the best of all possible worlds. A very high score on Part II may represent excessive oversocialization or extreme "extroversion." A very high score on Part III may represent unrecognized overdependence on the family at an age when some independence might be expected. A very high score on Part IV may represent manic or hyperactive tendencies. A very high score on Part V may represent reactionary viewpoints which exclude the absorption of new material in some social sciences."

#### 4. THE PERSONALITY INVENTORY - BERNREUTER (4)

"B1-N. A measure of neurotic tendency. Persons scoring high on this scale tend to be emotionally unstable. Those scoring above the 98 percentile would probably benefit from psychiatric or medical advice. Those scoring low tend to be very well balanced emotionally.

"B2-S. A measure of self-sufficiency. Persons scoring high on this scale prefer to be alone, rarely ask for sympathy or encouragement, and tend to ignore the advice of others. Those scoring low dislike solitude and often seek advice and encouragement.

"B3-I. A measure of introversion-extroversion. Persons scoring high on this scale tend to be introverted; that is, they are imaginative and tend to live within themselves. Scores above the 98 percentile bear the same significance as do similar scores on the Bi-N scale. Those scoring low are extroverted; that is, they rarely worry, seldom suffer emotional upsets, and rarely substitute daydreaming for action.

"B4-D. A measure of dominance-submission. Persons scoring high on this scale tend to dominate others in face-to-face situations. Those scoring low tend to be submissive.

"F1-C. A measure of confidence in oneself. Persons scoring high on this scale tend to <sup>be</sup> hamperingly self-conscious and to have feelings of inferiority; those scoring above the 98 percentile would probably benefit from psychiatric or medical advice. Those scoring low tend to be wholesomely self-confident and to be very well adjusted to their environment.

"F2-S. A measure of sociability. Persons scoring high on this scale tend to be nonsocial, solitary, or independent. Those scoring low tend to be sociable and gregarious."

In all of these groups scores above the 85th percentile were considered abnormal except in class B4-D where scores below 20 were considered an indication of further study.

##### 5. Draw-a-Person Test.

There are many varieties of Draw-a-Person Tests. That used in this study is that described by Machover ( 5 ). This test is performed by requesting the person being examined to "draw the picture of a person." When the drawing is completed the individual is then asked to draw the picture of a person of



-9-

the opposite sex. No questions should be answered except that if the subject asks whether he should draw the full figure of a person it is answered in the affirmative. This test is not fully standardized as yet but its use was suggested by Machover's statement (p.101) that in her series all those individuals who drew a picture of a person of the opposite sex first showed evidence of at least latent homosexuality. This is denied by Levine and by my own experience, but the test is nevertheless valuable in detecting sexual disturbances of many varieties. Levine states that if eyelashes are drawn on the male figure that it is pathognomonic of homosexuality. This has not much proven validity but is worthy of more study. Besides disturbed sexuality this test reveals many other personality deviations which space does not permit me to discuss at this time but which will be indicated during discussion of the results.

For purposes of screening, the following deviations in the test were considered sufficiently significant to warrant further examination: (1) Opposite sex was drawn first. (2) Both figures drawn nude, unless the subject had studied art, medicine or anatomy. (3) Male genitalia drawn on a nude figure. (4) Clothing transparent with the figure showing through. (5) Eyelashes on the male figure. (6) Figures drawn with broken lines. (7) Small figure (less than two inches) drawn in any corner of the page. (8) Either figure more than nine inches in height. (9) Facial features omitted. (10) Drawings were refused. (11) Stick figures. (12) Wavy line figures. ( See Figures I to VIII for examples.)

Results in one plus group

+	CORNELL	HESTON	MINNESOTA	BERNREUTER	PICTURES	
17	0	CPE		BIN B3I B2S	-	SHY EMOTIONAL, INFERIOR
24	4				Δ	
26		P	I V		-	
28	1	E	II IV		Δ	NUDE DRAWING
42	1	PE	TV		-	DEPRESSED
43	0				-	EMOTIONAL
44	2				*	
71	3	CE	TV	B3I	*	
72	12	AS	II V		-	DEPRESSED
74	3				Δ	
75	0	E		B3I	*	EMOTIONAL INDECISIVE
76	1	ACPE		B2S B3I	-	STUTTER
85	4		TV	B3I	-	PARANOID
87	0	E		B3I	Δ	INADEQUATE INFERIOR
88	0	EH	III IV V		Δ	
92	9				Δ	EMOTIONAL BLUSHES
94	0				Δ	
99	1	PEH	I		-	
100		ACSPHE	II			
19	0	High - 20 Low - 8	High - 5 Low - 11	High - 7 Low - 2	# 6 * 3 <hr/> 9	

SUBJECTS GIVEN TWO PLUS EVALUATION

+	+	CORNELL	HESTON	MINNESOTA	BERNREKTER	PICTURES	
2	4		S H	II III IV	B4D FIC B4D	—	
14	0		A C E	IV V	BIS BIN B3I	Δ	OVERSEXED Δ
15	2		S	I	—		*
18	16		C P	IV	FIC	Δ	Homo? Δ
19	0		P				
20	0		C P	I IV	BIN B3I B4D FIC	*	
21	0		C E		B3I	"MASCULINE WOMEN"	INTENSE, ANXIOUS, QUICK
22	1			V			ANXIOUS, TENSE
23	1		C				
25	2		C P E	No RECORD	BIN	Δ	
30	1		A E			Δ	TENSE - WITHDRAWN
31	0			IV			
32	0		C E H	II IV			
33	0		C P E				
34	3		A C H			*	
35	1		S E				
36	5		C				
37	0		C E H	I III		Δ	
38	0		E			NUDE	
40	1					*	
41	1		E			✓	
81	1		E		BIN B3I	✓	
84	1		C E	IV	BIN FIC	Δ	
86	1			IV		✓	Eyelashes on MALE
90	0		E		B3I	✓	

(Continued)

++	CORWELL	HESTON	MINNESOTA	BERNREUTER	PICTURES	
91	1	H A	I III			
93	0	C S P E	IV	B2S, BIN B3I, B4D, FIC		
95	0	E	III	B4D		
97	0	C E	V	No SCORE	Δ	NUDE
98	3		I II III			
101	2					
104	1		III			
105	1					
33	1	High - 41 Low - 9	High - 18 Low - 8	High - 20 Low 4	# 7 * 3 <hr/> 10	

RESULTS:

The results of the examinations are shown in charts I to VIII. In these charts the individual evaluations are based on a grading of from \* (low) to +++. Those numbers in red are considered to be readings which are too high. Those in blue are the lower than average readings. The symbol (A) indicates a drawing which was considered abnormal in some respect and the symbol (\*) is used to indicate those drawings in which the figure of the opposite sex was drawn first. The psychiatric classification of (0) indicates those individuals considered unfit for employment in any capacity. One plus (+) was used to designate individuals considered fit only for duty in clerical positions within the continental limits of the United States. Two plus (++) designates those individuals considered psychiatrically qualified for duty both at home and overseas but not in positions involving much stress. Three plus (+++) and four plus (++++) designations were given to those individuals considered fit for all duty. There were no four plus designations given in this series.

Chart I gives the test results in those individuals given a psychiatric classification of one plus (+). There were 19 applicants given this classification (18 % of series). They showed no consistent deviations in any of the psychological tests and there was no case in which all tests showed deviations in the same direction. In the 19 cases there were 20 high scores (62 %) and 8 low scores (38 %) on the Heston, 5 high (16 %) and 11 low (50 %) on the Minnesota, 7 high (22%) and 2 low (10 %) on the Bernreuter, no abnormalities except one score of 12 on the Cornell Index. The most frequent deviations shown were in the Draw-a-Person Test, there being 9 abnormal drawings (49%) in this series. The details of these drawings are shown in charts VII and VIII.

Chart II gives the results in those patients who were given a psychiatric classification of two plus (++) . There were thirty-three (33) individuals

+++	CORNELL	HESTON	MINNESOTA	BERNREUTER	PICTURES	
29	1			B4D	✓	
39				B4D		
77	1	E		BIN B3D		
83			NOT SCORED		CARICATURE	
89		E	I	BIN		
106						
6		High - 2 LOW - 0	High - 0 LOW - 0	High - 5 LOW - 0	0	

CASES NOT PSYCHIATRICALY QUALIFIED

(+1) - (0)	CORNELL	HESTON	MINNESOTA	BERNREUTER	PICTURE	
73	2	S	III		—	PREOCCUPIED EMOTIONAL
92	9	PH	III			EMOTIONAL INADEQUATE
96	1	E	—	B2S	* D NUDE	ASTHMA
102	4	H		B2S	*	EMOTIONAL
103	6	E	IV		*	Schizoid
107	5	A	V			
108	1	CPE				
7	0	High - 6 Low - 4	High - 0 Low - 4	High - 0 Low - 2	3	

	CORNELL	Heston	MINNESOTA	BERNREUTER	PICTURES	COMMENTS
59	2	C	-	FIC BIN B3I B40	*	
60	0	CSPEH	III	BIN B3I		
61	0	C				
62	2	-	I	No test	Δ	
63	2	-	V	B2S		
64	0	A CE	-	-		
65	2	CE	IV	-		
66	8	-	I	BIN	Δ	
67	0	CPEH	-	B3I	Δ	
68	0	EH	-	BIN B40		EYELASHES ON HUD
69	0	E	V	B2S F2S		
70	0	CPE	II IV	B2S B40 BIN FIC	Δ	
38	0	High - 46 LOW - 8	High - 17 LOW - 9	High - 26 LOW - 12	Δ 9 * 7	



SUMMARY OF CHARTS I-IV

CLASS	CORNELL	HESTON					MINNESOTA					BERNREUTER					TOTAL		PICTURES			
		A	S	E	C	P	H	I	II	III	IV	V	B1N	B2S	B3I	B4D	F1C	F2S	NUMBER	%	Δ	*
0 )	0	0	1	1	0	0	0	0	0	2	1	1	0	2	0	0	0	0	11	16%	0	3
		1	0	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0	6	5%		
+	0	2	2	1	1	1	1	3	3	1	2	3	0	2	0	0	0	0	29	40%	6	3
		1	0	9	3	5	2	1	1	0	3	0	1	0	6	0	0	0	29	24%		
++ )	1	1	2	0	1	1	3	2	1	3	2	2	0	2	0	2	1	0	57	49%	7	3
		3	2	16	10	4	2	4	2	3	7	2	7	0	6	3	4	0	75	62%		
+++	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0	0
		0	0	2	0	0	0	1	0	0	0	0	2	0	1	2	0	0	8	7%		
Low		3	5	2	2	2	5	5	4	6	5	6	0	6	0	0	1	0	71		13	9
High		5	2	29	14	10	5	6	3	3	10	2	10	0	13	5	4	0	121			

CHART # VI  
 Approved For Release 2000/06/07 : CIA-RDP79-00434A000300060008-4  
 SUBJECTS WITHOUT PSYCHIATRIC EVALUATION

	CORNELL	HESTON	MINNESOTA	BERNREUTER	PICTURES
3	0	C P E	—	B 3 I	
4	2	C P E	—	F 2 S	
5	5	C S P H	VI		
6	0	C P E	I III IV	B 3 I F 1 C	△
7		—	V		
8	5	—			
9	2	C E	I III V	B 2 S	
10	No TEST	—			
11	1	—	III	—	*
12	0	E	—	—	△
13	0	S P H	—	B 3 I	*
16	0	—	—	—	*
27	5	S	I V		
45	1	C S P E	IV	B 2 S B 3 I B 4 D F 1 C	*
46	5	—	—		*
47	1			B 1 N B 4 D	△
48	1			B 2 S F 2 S	
49	—			No SCORE	
50	—			No SCORE	*
51	0	C E H	III IV	B 1 N B 3 I F 1 C	*
52	0	—	V	—	
53	5	—	—	—	
55	4	C P	—	B 4 D	△
56	0	C E	IV	B 1 N B 4 D F 1 C	△
57	0				
58	10				

(CONTINUED)

responses (46%) and 9 low responses (43%), on the Minnesota there were 18 high responses (20%) and 8 low (41%) responses. The Bernreuter gave 20 high (20%) and 4 low (19%) responses. Ten (31%) drawings in this series gave abnormal responses, the details of which are shown in Charts VII and VIII.

Chart III gives the test results in those cases given a psychiatric evaluation of three plus (+++). There were six applicants in this group (6%). There were no low scores, but as in the other groups there were 7 high responses. There were no abnormal drawings.

Chart IV gives the results in those individuals who were not considered psychiatrically qualified for employment. In this group the only high scores were on the Heston, being 6 in number. The low scores were on the Heston (4), on the Minnesota (4), and on the Bernreuter (2). There were three abnormal pictures in this group (43%).

Chart V is a summary of chart I through chart IV. It should be noted that high readings on the "E" score on the Heston are not confirmed by a relatively low total score for the same trait (10) on the Minnesota scale. There were 22 abnormal drawings (54%) for this series.

Chart VI shows the results in those cases in which no psychiatric evaluation was made. It is presented primarily to show the test results as compared to the results of the Draw-a-Person Test. There were 38 persons in this series with 16 (42%) abnormal drawings.

Chart VII shows a comparison of the test results in those cases in which the individual drew an abnormal picture. Chart VII does not include those who drew a picture of the opposite sex first (Chart VIII). The only finding worthy of note here is the high "E" score on the Heston (10). There were 22 applicants who were in this series, of these 10 were in the unclassified group, 6 were in the one plus (+) group, 5 were in the two plus (++) group. The Heston, as usual, showed consistently higher scores than the other tests. Only one case (18) in this

series showed a low attitude-interest percentile ~~100~~ (17%). In this case there was suggestive evidence of sexual deviation.

Chart VIII is similar to Chart VII except that it compares the test results in those cases in which the pictures of the opposite sex was drawn first. It should be noted that in those cases in which an attitude-interest test was performed only 4 cases gave any suggestion of homosexuality. These cases probably should have further study. ( Cases 16, 34, 46, and 71).

Chart IX shows the results of the Attitude-Interest Test as compared to the type of pictures and psychiatric classification. Four of the five cases giving a reading low enough to suggest sexual deviation drew the picture of a person of the opposite sex on the Draw-a-Person Test and the fifth drew nude figures and the psychiatric examination suggested the presence of latent homosexuality. This test was performed only on those cases drawing nude figures or persons of the opposite sex on the Draw-a-Person Test.

#### Discussion:

Unfortunately there seems to be very little correlation between the psychiatric evaluation and the psychological tests. This is believed to be due primarily to the natural tendency of an individual to present himself in the best possible light. During the psychiatric interview, this same tendency is, of course, present but in a face to face interview, a psychiatrist is in a better position to penetrate the individual's defenses. The applicant is naturally anxious to make a good impression and if he has the knowledge because of previous training he is likely to either consciously or unconsciously check the more normal response on a written psychological test whether it really applies to him or not. For this reason <sup>very</sup> high scores are quite as likely to be pathological as very low scores.

The test which showed the highest degree of correlation with the psychiatric evaluation is the Draw-a-Person Test. This relationship is shown in

all the charts. Due to lack of standardization of this test one would hesitate to put too much significance on these results, especially where they are not in accord with the psychiatric examination. It seems quite safe to say that where the picture of a person of the opposite sex is drawn first that this is definite evidence of disturbed sexuality. This disturbance may not infrequently be due to some type of sexual deviation. As previously noted there is enough evidence already accumulated to warrant further and more intensive examination when certain types of drawings are produced.

As a result of these preliminary tests we can conclude:

1. There were no consistent relationships between the psychological tests.
2. There was no consistent relationship between the psychological tests and the psychiatric evaluation.
3. The Draw-a-Person Test proved most valuable in screening but was likely to show pathology where none was found on psychiatric examination.
4. Further study of the Draw-a-Person Test is definitely indicated.
5. The best method of screening available is the face-to-face psychiatric interview.
6. The whole matter of screening of personnel needs further evaluation.

The last conclusion is worthy of further discussion. It is improbable that any method of evaluation will be successful which is confined to the level of the initial medical examination. Too little is known of the individual and what he is expected to do at that time. The examiner is handicapped because if he does not know what the individual is expected to do he must apply the same standards to all and as a consequence some individuals suitable for clerical positions would be rejected. For satisfactory initial screening, one should know what the examinee is expected to do so that a rating scale should be employed to grade him as was done in this study.

Those to be screened may be divided into three classes:

Class I: Those for duty in the United States in an administrative capacity.

Class II: Those for duty outside the United States in an administrative capacity.

Class III: Those for duty in the field.

This grouping provides three large groups of personnel for selection, each of which, would have different standards of evaluation. In order to carry out such a method of selection a more elaborate organization would be required than is now available. Selection by groups requires more elaborate investigation of the individual. It is likely that some would raise the question as to whether or not such a plan was not more than screening and was actually an assessment process. This is an important point.

Psychiatric screening is a procedure for the elimination of the largest possible number of psychiatrically unfit from an organization.

Assessment is the selection of an individual within an organization who is best qualified to perform a particular job.

Assessment is not necessarily an elaborate procedure as for example that employed by the OSS. It may be done by an individual or by a small group. Group assessment is undoubtedly the method of choice.

In either screening or assessment a number of variables should be considered. The weight given to each variable will depend upon the class of employment for which the individual is being considered. The variables used by the OSS and outlined in the description of their assessment (?) are as follows:

1. Motivation for Assignment: war morale, interest in proposed job.
2. Energy and Initiative: activity level, zest, effort, initiative.
3. Effective Intelligence: ability to select strategic goals and the efficient means of attaining them; quick practical thought-resourcefulness,

originality, good judgement-in dealing with things, people or ideas.

4. Emotional Stability: ability to govern disturbing emotions, steadiness and endurance under pressure, snafu tolerance, freedom from neurotic tendencies.

5. Social Relations: ability to get along well with other people, good will, team play, tact, freedom from disturbing prejudices, freedom from annoying traits.

6. Leadership: social initiative, ability to evoke cooperation, organizing and administering ability, acceptance of responsibility.

7. Security: ability to keep secrets, caution, discretion, ability to bluff and to mislead.

8. Physical Ability: agility, daring, ruggedness, stamina.

9. Observing and Reporting: ability to observe and to remember accurately significant facts and their relations, to evaluate information, to report succinctly.

10. Propaganda Skills: ability to apperceive the psychological vulnerabilities of the enemy; to devise subversive techniques of one sort or another; to speak, write, or draw persuasively.

Naturally individuals in classes I and II would not be expected to measure up to all ten variables in an equal degree but the list provides a basis of comparison. Many of these points are beyond the scope of a screening procedure and their determination would require a more elaborate procedure than is now available.

For most of these variables there is no proven method of procedure. The O. S. S. staff frankly admitted at the conclusion of their report that none of their results were subjected to a critical evaluation due to faulty or inadequate methods of follow-up. Since the evaluation of the personalities of staff personnel is of the utmost importance it would seem advisable to consider seriously the adoption of this procedure on an experimental basis.

which would include adequate follow-up so that the validity of the tests employed could be determined.

Such a plan should ideally include:

1. the organization of a suitable group of specialists and of personnel equipped for and interested in the evaluation procedure. As a minimum this group should include a psychiatric and a psychological consultant, a psychiatrist, a psychologist, a personnel officer, an intelligence officer and an adequate number of administrative assistants.
2. this group should then prepare a program designed to investigate the personality variables listed above.
3. adequate follow-up procedure should be devised.

As pointed out by the O. S.S. staff their attempts to evaluate the performance of the men whom they had assessed were faulty. This was due primarily to their inability to get satisfactory follow-up reports from field commanders in regard to the success or failure of the men whom they had assessed. They decided that the only satisfactory procedure was to have periodic intervals by individuals familiar with assessment procedures. For many reasons, particularly the cessation of hostilities, this plan was not put fully into effect. Such a follow-up should be an integral part of any real assessment procedure.

A plan organized along these lines and functioning as a research group would be able to devise an assessment procedure which could easily be expanded in the case of a national emergency. There is no information of this type at present available.

As an alternative to this plan, some individual in the Medical Department should be assigned to the psychiatric evaluation project and try further tests to determine their value in screening procedures.



have value. These include the Rosenzweig P-F Study and the Turk Test, both of which have possibilities for use by us. There are, however, numerous other tests both written and mechanical which should be investigated. In addition to this provision should be made for some qualified individual in the Medical Department to visit the psychological testing facilities of other agencies to learn what they are doing which may have value. An adequate follow-up system should be devised, whereby at least a semi-annual check on the original evaluation could be obtained. This plan should include establishment of a close working relationship between the psychiatrist, the personnel officer, the security officer, and the assignment officer.

CONCLUSIONS:

1. The marked tendency of test subjects to overevaluate themselves negatives the value of written psychological tests.
2. This tendency to personal overevaluation raises the question of the value of performing Part II of Project Selection in its entirety. In view of the inconsistent results obtained in Part I of Project Selection, I would recommend dropping the psychological tests contemplated in Part II. Performance of the Draw-a-Person Test on this group is strongly recommended.
3. The face-to-face interview is the best method of psychiatric screening.
4. The Draw-a-Person Test should be continued as a screening procedure and all subjects drawing abnormal pictures should be subjected to further examination.
5. The possibility of establishing an Assessment Research Unit should be investigated.

CHART VII  
 Approved For Release 2000/06/07 : CIA-RDP79-00434A000300060008-4  
 COMPARISON OF RESULTS IN SUBJECTS WITH ABNORMAL DRAWINGS

Δ

Subject	CLASS	CORNELL	HESTON	MINNESOTA	BERNREUTER	ATTITUDE-INTEREST NOTES
7				V		
12		0	E	-	-	
47	1	1	No SCORE	No SCORE	BIN B4D	
55		4	C P	-	B4D	
57	0	0				
62	2	2		V	B2S	
66		8	-	I	BIN	68.5% NUDE F
67		0	C P E H	-	B3I	
70		0	C P E	II IV	B2S B4D BIN FIC	70% NUDE
97		0	C E	V	B4D	66.5% NUDE GENITAL
24	+	4				
28	+	1	E	I IV		
74	+	3	-	-		
87	+	0	E	-	B3I	
88	+		EH	III IV V		
94	+	0				80.5% NUDE
14	++	0	ACE	IV V	B2S BIN B3I FIC B4D	41% NUDE
18	++	16	C D	IV	FIC	17% Homo-?
25	++	2	C P E	No RECORD	BIN	
37	++	0	C E H	III	-	
84	++	1	C F	-	BIN FIC	
96	0	1	E	-	B2S	88% NUDE
22	0	1	High 26 Low 4	High - 7 Low 8	High 15 Low 6	

# CHART VIII

Approved For Release 2000/06/07 : CIA-RDP79-00434A000300060008-4

## SEX WAS DRAWN FIRST

\*

SUBJECT	CLASS	CORNELL	HESTON	MINNESOTA	BERNREUTER	ATTITUDE-INTERES
96	0	1	E	-	B2S	88%
102	0	4	H	-	B2S	No TEST
103	0	6	E	<u>IV</u>		No TEST
44	++	2	-	-	-	62%
75	++	0	E		B3I	33.5%
15	++	2	S	I		50.5%
20	++	0	CP	I <u>IV</u>	BIN B3I B40 FIC	51%
34	++	3	AC H	-	-	4.5%
40	++		-	-	-	No TEST
11		1	-	<u>III</u>	-	31%
16		0	-	.	-	12%
45		1	C S P E	<u>IV</u>	B2S B3I B40 FIC	96.5%
46		5	-	-		14.5%
51		0	CE H	<u>III</u> <u>IV</u>	BIN B3I FIC	!
59		2	C	-	FIC BIN B3I B40	60.5%
44	+	2	-	-	-	62%
71	+		CE	<u>IV</u>	B3I	3.5%
75	+	0	E		B3I	33.5%

	0	HIGH 19	HIGH 7	HIGH 16
		Low 2	Low 2	Low 4

RESULTS OF ATTITUDE INTEREST TESTS

SUBJECT	PICTURE	CLASS	A	B	AVERAGE	COMMENTS
11	*		6	56	31.70	
14	Δ	++	42	40	41.70	NUDE
15	*	++	47	54	50.570	"AT 14 EXPERIENCED HOMO - I'VE OUTGROWN THAT"
16	*		2	22	12.70	DRESS MAKERS MODEL
18	Δ	++	17	17	17.70	NUDE LATENT HOMO - ?
20	*	++	62	40	51.70	"HOMO - NOT REPUGNANT" IT TURNED INTO
34	*	++	4	5	7.570	FEMALE. "AT TIME I DREW HANDS I WAS THINKING OF MALE" HOMO - ??
44	*	+	82	42	62.70	
45	*		96	97	96.570	
46	*		2	27	14.570	NOTHING.
51	*		87			
52	*		75	93	84.70	
59	*		57	64	60.570	
63			22	50	36.70	↑ ↑
66	Δ		65	72	68.570	CARICATURE NUDE F.
70	Δ		60	80	70.70	NUDE
72	*		45	39	42.70	
75	*	+	40	27	33.570	
79		?	75	45	66.70	REFUSED QUESTIONS
94	Δ	+	76	85	80.570	NUDE
96	* Δ	+	100	70	88.70	NUDE
97	Δ	++	61	72	66.570	NUDE E GENITALS
40	*	++	90	98	94.70	
91	*	+	2	5	3.570	