that he is dealing with probabilities and not with certainties; above all, that he is an advisor and not a dictator.

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PSYCHOLOGICAL TESTS IN THE INDUSTRIES

MENTAL TESTS ARE SUPPLANTING HAPHAZARD AND UNSCIENTIFIC METHODS OF SELECTING WORKERS FOR JOBS

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There are two aspects to job selection—choosing a worker to fill a particular job and choosing the most suitable job for a prospective worker. Industry is primarily interested in getting the worker for the job.

Psychological tests are replacing in industry the haphazard methods of choice in which the only measure of the applicant's fitness, outside of previous experience, is the judgment of the foreman or the employment manager on the basis of mere observation.

Sometimes those who make the selection use such additional criteria as the concavity or convexity of the applicant's face, the shape of the head, the length of the fingers, and any number of other standards which pseudoscientists are recommending to industrial executives. The readiness of industry to employ these methods is an indication of the need which is felt for some more definite criterion of selection than that of mere observation.

Psychological and trade tests provide definite standards—the former for inexperienced workers, the latter for experienced workers. The psychological test, as well as the trade test, gives the applicant something to do, and that which he does involves in its performance the same abilities which the worker needs to attain proficiency on the job for which he is applying. Psychological tests are used for jobs as diverse as machine hand and department head and include the whole range of commercial and manufacturing occupations.

One factor in vocational guidance should be the boy's competency for the occupation which he seeks or is advised to enter. The possession or absence of such competency can be determined by the use of the same tests which are being used by industry to select workers.

The test is only one of the factors in guidance. It is combined with the boy's health, his desires, temperament, and other conditions to determine final choice of an occupation. It can be used, however, in place of the harsher method of trial and failure, to weed out those who are definitely incompetent to attain proficiency in vocations which otherwise seem suitable.

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