

training, and will be able to maintain himself and his family by means of the skills developed. His aptitudes along these lines would not have been discovered had he not taken the occupational tests.

*Case M 1992.* Ralph Swartz is 35 years of age, unmarried, the son of a factory worker. He began work at the age of 15 in a rug cleaning factory, operating a soap machine at 25 cents an hour. After three years of this work he joined the army, and spent eight months overseas, where he received a gunshot wound which kept him in the hospital for about six months. Upon his return to this country, the Veterans Bureau started to re-educate him as a clerical worker. For two years he studied stenography and bookkeeping, under the direction of the Veterans Bureau. At the end of the two years, he obtained a job as a repair man on box cars in the railroad yard.

#### From Clerk to Architect

The company for which he was working sold out, and this man became a timekeeper for the purchasers, but held the job only a short time. For two years from 1927 to 1929, he was idle, and then obtained a job in the packing department of a plant manufacturing electric apparatus. In this job he has received forty cents an hour whenever the factory was operating.

The occupational tests indicated that Ralph Swartz possessed the interests and abilities typical of artists and architects. He had high mechanical aptitudes, great speed and accuracy in the use of his hands, and very good academic capacity, although he had obtained only a common school education. He liked to draw and had spent a considerable amount of time visiting the Art Institute. It was clear that this man should have been trained as an architect rather than as a clerical worker. The Veterans Bureau had assumed that because of his lack of high school education, it would be impossible for him to master architecture, while as a matter of fact the man actually had better abilities for taking architectural training than three-fourths of the high school graduates who do take it.

Since the man is now thirty-five years of age, it may be difficult for him to secure the training he should have had, but he has already made excellent progress in courses in mechanical drafting and free-hand drawing.

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#### EMPLOYMENT RESEARCH

## Reorganization Threatens Occupational Testing Clinic

FOR TWO YEARS experts on personnel administration, economists, industrial social workers, vocational psychologists and medical specialists have been struggling to develop a scientific program for employment stabilization in Minnesota. Among other achievements they have succeeded in developing a highly efficient system of free public employment offices in Minneapolis, St. Paul, and Duluth. As work now draws to a close, the public employment offices are returned to the Minnesota State Industrial Commission.

The Minnesota program has received national and international recognition as a noteworthy attempt to develop a highly effective free employment system designed to analyze each applicant and to place him in the position for which he seems to be best fitted.

Those responsible for this new development of a high grade non-political employment service were given to understand that if increased funds for this service could be procured from the legislature that the service would be continued by the state on the same high plane. This was done and the legislature increased the appropriation for this service whereas appropriations for all other state services were decreased.

On July 1 the reorganized and improved employment office system was returned to the Industrial Commission, and unfortunately evidence of political manipulation appears again. The position of State Director of Testing and

Guidance was abolished and the Scientific Director of this service dropped with five days notice. Two of the best qualified personnel workers have also been dropped. Furthermore, the increased appropriation secured by the sponsors of the improved service has been arbitrarily taken away.

This has occurred in the face of an enormously increased burden to be placed upon the employment service by the Federal public works program which provides that workers be recruited through public employment offices.

Scientific experts in the field of employment stand ready to aid the government in the recovery program but it is obvious that they cannot render effective service if the machinery they are to create is kept in politics. One method by which the Federal government can protect itself is to call upon such non-partisan scientific organizations as the National Research Council, the Social Science Research Council, the National Occupational Conference, and the Personnel Research Federation for cooperation. These organizations could well assume the responsibility for passing upon the qualifications of persons to be appointed to important positions.

If prompt action of this sort is not taken, there is every likelihood that a large part of the Federal recovery program will break down because favoritism and inefficiency will creep into the local administrations.

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