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6 DEVELOPMENT OF PREDICTOR INSTRUMENTS USED IN
STUDY OF SELECTION OF CANDIDATES FOR OFFICER
TRAINING

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I. BACKGROUND AND AUTHORIZATION

In the summer of 1945 the Personnel Research Section made an intensive study (Project No. PR-4071b) at Fort Monmouth, New Jersey, on the prediction of leadership qualifications of Signal Corps Officer Candidates. Four leadership predictors, which when tried out on about 125 officer candidates yielded a multiple correlation of .71, were developed. (See Report and Recommendations on Project No. PR-4071b, Prediction of Leadership Qualifications of Officer Candidates in the Signal Corps, PRS Report Nos. 711 and 711a) These predictors were:

- (a) Interview Blank, OCS-1
- (b) Biographical Information Blank, OCS-1
- (c) Military Report, OCS-1
- (d) Recommendation Blank, OCS-1

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The favorable trend of this study led to recommendations to the Commanding General, Army Service Forces, that the work be continued on an Army-wide basis. (letter file SPMP-1, subject: Selection of Officer Candidates, dated 18 October 1945) This was approved by the Assistant Chief of Staff, G-1, WDGS, and transmitted to TAG by WD Disposition Form, file WDGP 352 O.C.S., subject: Procedures for Selection of enlisted men for Officer Training, dated 2 November 1945.

II. PREDICTOR INSTRUMENTS

Predictors found valid at Fort Monmouth and during the officer retention program (Project No. PR-4061) were revised and adapted for try-out on potential officer candidate populations. This report will deal with the content of these instruments:

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- (a) Biographical Information Blank, Form OCB-1
- (b) Recommendation Blank, Forms OCB-1, OCB-2, and OCB-3

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- (c) Officer Candidate Applicant Evaluation Report, Form OCE-1
- (d) Officer Candidate Applicant Interview, Forms OCI-1 and OCI-2
- A. Biographical Information Blank, Form OCB-1

This is a self-description blank, which provides an objectively scored measure of previous experience, life history, and personal leadership characteristics.

1. Content

OCB-1 is a revision of Biographical Information Blank, OCS-1, the form used in Project No. PR-4071b, which in turn was an adaptation of Form D of the BIB developed for the officer selection program (Project No. PR-4061). The main change in OCB-1 (from OCS-1) is that the personal history items of Part I are arranged in chronological order; this section also contains items on participation in various sports.

Part II contains pairs of items, of which the examinee selects the one which applies best to him.

Part III contains forced-choice item-quintets, from which the examinee selects the one most and least descriptive of him.

Part IV contains pairs of descriptions, of which the examinee selects the one which applies best to him; each item also contains space for indicating the degree to which the descriptions apply. As with other biographical forms, the examinee is instructed to answer all items. No time limit is set for the blank which requires about two hours for completion.

2. Scoring Keys

An OCS Scoring Key is available based on item analysis of results of OCS samples tested with Form D in connection with the work on Project No. PR-4061; this key was found useful in predicting the personal leadership criterion at Fort Monmouth. An Adjusted OCS Scoring Key, made with results obtained at Monmouth, did not add to the predictive value of the blank (See Appendix C to PRS Report #711). An OCB-1 Scoring Key will be prepared from data obtained in the current study.

B. Recommendation Blank, Forms OCR-1, OCR-2, and OCR-3

This is an objectively scored reference form dealing primarily with the applicant's behavior before his entry into the Army. At the time the Biographical Information Blank is completed, each applicant fills out Civilian Reference Form, OCR-1, which calls for the names of three references (mature civilians and non-relatives). One of the three forms of

the Recommendation Blank is then mailed, with covering letter, to each of these references.

1. Content

All items on the Recommendation Blanks appear to be favorable, so that the respondent has no apparent way of estimating the actual goodness of his responses. The three new forms have been prepared on the basis of previously developed blanks in order to simplify responses and develop response and area ratings. Each of the recommendation blanks has three sections:

a. Section I contains 30 items, all favorable in tone, balanced to discriminate positively and negatively. The respondent marks the 15 which are most applicable to the soldier being rated. This section has been arranged so that, after item analysis, it will provide scaled items for use in preparing new sets of paired items as found in Section II.

b. Section II consists of 20 paired items, all of a favorable character, with one of each pair discriminating positively and the other negatively. These pairs represent a simplification of the forced-choice material used in the item-triads and item-quintets in Recommendation Blank, OCS-1.

c. Section III contains a 20-point rating scale for making an over-all evaluation of the soldier; the scale is presented differently in each of the three forms.

The three forms of the Recommendation Blank (OCR-1, OCR-2 and OCR-3) are alike in form, but differ in content. These differences, and the sources of the various kinds of items, are given below:

OCR-1. The statements in Sections I and II concern behavior characteristics which can be observed in civilian situations. The 30 items of Section I were constructed from the 15 most discriminative item pairs selected from the 25-item triads in Section I of Recommendation Blank, OCS-1. Twenty additional item pairs from the same source make up Section II. In a few instances, the same item appears in both sections.

OCR-2. Sections I and II contain statements of qualifications used more frequently in military situations. The items were selected from the Enlisted Man Description Form, OCL-2, (see PRS Report No. 719) and the Biographical Information Blank, OCS-1.

OCR-3. Sections I and II contain adjectives rather than descriptive phrases. They were selected from the 28 item-triads of Section II of Recommendation Blank, OCS-1.

2. Scoring Keys

Two keys will be available for scoring each form of Sections I and II: a Predetermined Scoring Key for each section prepared on the basis of item scale-values computed from the results of administration in their original sources; a special OCR Scoring Key to be prepared from validity data obtained through field administration.

C. Officer Candidate Application Evaluation Report Form OCE-1

This is a new efficiency report for enlisted men, derived from experience with the Military Report, OCS-1 (Project No. PR-4071b) and the officer evaluation report forms studied in connection with Project No. PR-4073. (See Report and Recommendations on Project No. PR-4073, Officer Efficiency Reporting Procedures, dated 15 December 1945.) Extensive revision was necessary, since the Military Report OCS-1 had shown rather low validity--possibly because of administrative difficulties. It is intended that two Evaluation Reports will be completed for each candidate: one by his immediate superior commissioned officer, the other by his immediate superior non-commissioned officer. These forms will each be indorsed by the next highest ranking superior, in all cases of an officer.

1. Content

OCE-1 contains eight sections, as follows:

- a. Section I has instructions to the rater.
- b. Section II contains 25 item-quartets; from each, the alternatives most and least descriptive of the applicant are selected. Eleven of these item-quartets come directly from QCL-2 (PRS Report No. 719); five from QCL-1 (PRS Report No. 679, Project No. PR-4073); nine from both QCL-2 (high group descriptive choices) and QCL-1 (low group descriptive choices).
- c. Section III includes a 20-point rating scale of overall effectiveness, as in the Military Report, OCS-1, but accompanied by training material adapted from previous studies. (See PRS Report No. 675r)
- d. Section IV consists of ratings on "demonstrated leadership" and "character" as required by AR 625-5, which sets qualifications necessary for selection for Officer Candidate Schools.
- e. Section V calls for information about the rater.
- f. Sections VI, VII, and VIII are for the indorser to indicate concurrence or disagreement with the rater.

2. Scoring Keys

Two scoring keys will be available for Section II: a Preliminary Scoring Key based on the item analysis of QCL-1 and QCL-2, and an OCE Scoring Key developed from data collected in the validation studies of the form itself.

D. Officer Candidate Applicant Interview, Forms OCI-1 and OCI-2

While involving somewhat different interviewing procedures, both these forms were designed to estimate ability to deal with people, and both can be scored objectively. OCI-1 is modified for use with enlisted men from Form 3 of the interview blank used in the officer integration program. (Project No. PR-4061); OCI-2 is an adaptation from the Interview Blank, OCS-1: of Project No. PR-4071b. Form 3 had been constructed for use by officer interview boards after brief self-training, while the OCS-1 form was to be used by well trained permanent OCS Selection Boards.

1. Content

Conversational topics used in the interviewing procedures for officers (Project No. PR-4061) had already been modified for use with officer candidates in the Fort Monmouth study (Project No. PR-4071b), but experience with the latter group had shown that further revision was necessary. Therefore, numerous new conversational situations were written including topics on amusements, sports, and other programs which enlisted men participate in. These, along with those adapted from the OCS-1 form, were ranked by a committee of experienced field agents. The first 20 were included in the manual for both forms of the OCI: 12 of these were entirely new, and eight from the OCS-1 form.

a. OCI-1 contains four work sheets:

- (1) Work Sheet A provides items to evaluate the impression made by the applicant. It is a redistribution into 11 areas of the 14 areas of observation of the original Form 3.
- (2) Work Sheet B provides a check list of adjectives for recording the impression made by the applicant, arranged under the headings: I. How he looks, II. How he sounds, and III. How he reacts. Adjectives are listed in columns roughly according to degrees of "goodness" as established by item analysis of the earlier forms. The number of words in each of the three categories has been equalized.

- (3) Work Sheet C permits the Board member to summarize his impressions of the three categories of Work Sheet B: looks, sounds and reactions.
- (4) Work Sheet D provides for an over-all rating on a 20-point scale, of the applicant's ability to deal with people.

b. OCI-2 involves five work sheets:

- (1) Work Sheet A provides for observation of interview behavior. The 11 areas included in the OCS-1 form are regrouped into nine areas. Ten descriptive phrases or words, of which the interviewer selects as many as apply, are included under each area.
- (2) Work Sheet B, which replaces sheets B and D of the OCS-1 form, consists of eight items in each of the nine areas as in Work Sheet A. The interviewer selects the one which is most descriptive.
- (3) Work Sheet C permits the Board member to summarize the impression the applicant made in each of the nine categories.
- (4) Work Sheet D provides for rating the applicant on a 5-point scale on his ability to deal with enlisted men, junior officers, and superior officers.
- (5) Work Sheet E provides for an over-all rating, on a 20-point scale, of the applicant's ability to deal with people. The original scale had only 15 points.

2. Scoring Keys

Scoring keys for work sheets A and B of both forms have been prepared: the key for Form 3 (the forms employed in the officer selection program, Project No. PR-4061) was adjusted to conform to revisions made for OCI-1; likewise was this done with the key for the OCS-1 version additional scoring keys will be prepared after item analysis of results obtained with OCI-1 and OCI-2 in the validation study.

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III. STATUS OF PROJECT

An extensive try-out of these predictors was made in the spring of 1946. Before these data could be analyzed, the PRS was informed that an interim program for use in the fall of 1946 was required. A preliminary analysis of these data to provide a basis for a recommended interim program, and the more completed statistical analysis will be presented in subsequent reports.

IV. TECHNICIANS

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B. Technicians responsible for preparation of instruments:
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C. Technicians responsible for preparation of this report:
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