UNCLE SAM REGISTERS BRAIN POWER OF EVERY SOLDIER

KNOWLEDGE OF TRADE RECORDED

Occupational Classification Puts Men in Positions They Are Best Qualified to Occupy.

By William Atherton Du Puy

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THE United States is today taking the exact measure of the abilities of every man in the army—intellectual, physical, industrial. It has just completed the detail of making that measure a matter of record that it may turn at any moment to a "qualification card" and see at a glance just what are the capacities of any man it may be considering for any task. But, what is more important, it is classifying every man at the time of his entrance into the service and directing him into the work in which he will be most useful to the great cause.

There was the case of Randolph Price Bieber, for instance. He had volunteered at the very outbreak of the war and gone into the regular army. He was six feet tall and so husky as to appear somewhat awkward and ungainly. His physical strength was his obvious and outstanding characteristic. He was therefore assigned to heavy work with a pick.

Later he came with the millions of his fellows that his qualifications might be definitely ascertained. The government was beginning to find itself and apply intelligence and science to its war making in many novel ways. It had a committee on classification of personnel, and a representative of this committee examined Bieber.

The proceeding had not gone far before it was found that the applicant had driven a motor truck for four years. He might rightly be classified as an expert motor truck driver. There were many demands for such drivers and this husky would be much more valuable to his government in that work than with a pick. His energies were being wrongly directed.

The Case Of Bieber

As the questioning proceeded it developed that Bieber knew wireless. He had worked as an operator for two years. There was a positive famine in wireless operators. This man should not be used as a truck driver under the circumstances. He was versatile even beyond this, however, as it developed that he knew photography and photographers were in demand. Finally it was found that he was a chemist. He had graduated from high school and had worked a year and a half as a laboratory chemist.

Here was a still further opportunity for greater usefulness. What sort of chemist was Bieber? He was called in for further questioning. His experience, he said, was in gas. He had worked in the laboratory of the United States Rubber company in the manufacture of gas masks. Here, finally, was his opportunity of greatest usefulness. He was in a class almost by himself. There were not half a dozen like him in the United States. The demand was great. He was worth a thousand men with picks and shovels.

Psychology, Too, Plays Its Part

The government's classification of its men has been an evolution and just now, with the introduction of the psychological tests into all the training camps, its application is being brought to completion. The idea from which it grew originated in the tests that certain industrial plants gave to employes, particularly salesmen. The office of the adjutant general, Major General Henry P. McCain directing, early saw the possibilities of aid to the service by properly classifying the men as they came to the cantonments. Professor Walter Dill Scott, a psychologist who had been doing similar work for industry, was chosen as an expert to put the plan into operation. The application of the principle to the needs of the army has been an outgrowth which came into thorough organization by the end of the first year.

The theory is that this war is so complicated that there is a place in it for almost any variety of talent. The classification of personnel resolves itself into a search for talent. In 3,000,000 of Americans there is likely to be much talent. The test of 3,000,000 of Americans is intended to uncover it. It is and has been uncovering it. It is taking the young manhood of the best educated, best trained, most ingenious people in the world and giving it every chance to use its abilities. It is believed that the results are already showing themselves in the fighting and will show more and more as the war progresses.

Each Individual Is Examined

The work of classifying the personnel begins at the time of the arrival of the recruits at the training camps. The first thing is the physical examination and the tests upon which classification depends come next. The men who have charge of this work are themselves selected specialists. The employment managers of such organizations as the General Electric company, the Westinghouse Electric company, Baldwin Locomotive works, the Packard Motor Car company, are in the service of the government aiding in making these tests all that they should be. The individuals who actually examine the recruits are selected because of special training in such work.

The recruit is asked how long he attended school and what grade he finished. If he went to school six years and finished the fourth grade, there is an indication of dullness. The examiner tries to find out the reason for this discrepancy. If he attended high school, technical school, college, he may have developed a specialty. It is important to get this down.

Vocational Skill Ascertained

The examiner subtracts the age of the recruit when leaving school from his present age and takes pains to fill in the intervening years with what the man has done. This is getting at his occupational value. "Just what did you do?" is a question often repeated. The man may have followed a number of occupations but the examiner must get at the main occupation, that which is most nearly the man's specialty. He may have been a carpenter, a wheelwright, a plumber, each to an extent. The examiner talks to him about these trades. A very complete system is worked out by which tests are put to the recruit during what seems to be a more or less casual conversation. The examiner has an "Aid for Interviewers" before him. He turns casually to "carpenters" in that pamphlet. There are nine questions which might be put to a carpenter. If he gives the right answer to the first three, he passes as an apprentice carpenter. If he answers the second three correctly he is a journeyman carpenter. If he answers the third three he is an expert carpenter. The examiner grades him in accordance with his response to this test. His word is not taken for it that he is a carpenter. He must show his knowledge.

Leadership Is Sought

Particular care is taken in determining any experience in leadership. If a man had been captain of his baseball team when in school, there is an indication that he has the qualities of leadership. Possibly he has been a gang leader in the factory where he worked. These are indications that will be of value to his captain when he is looking his men over for non-commissioned officers. I personally know a man who volunteered as a private who had managed a plantation in Hawaii and bossed 5000 Japs and Kanakas. It was obvious that he knew how to handle men.

The final step in classifying the men of the army as to occupation is about to be taken. Already the personnel officers have refused to take the word of the recruit and have asked questions which he would not know unless proficient. Now the intention is to establish shops at each training camp, fully equipped to test men. There will be a truck, for instance, which the man who says he is a truck driver, will be required to drive, a carpenter's bench at which men of that trade will bt put to work, a clock that a man must take apart and put together again if he says he is a clockmaker.

All Findings Classified

All the findings go on the qualification card in such a way that the man who knows how to read it can get the information at a glance. Then tabs in bright green colors are placed along the upper rim of the card, their location indicating the particular thing in which the individual is proficient. A green tab indicates the occupation in which the man is most skilled, a black tab his secondary usefulness, and an orange tab the occupation of third degree of expertness. So, when the card is filed, it is possible to run through a drawer and pick out at a glance, the men to meet any special call.

Into Depot Brigade

All this happens to a man during the first day or two in camp. He is then assigned to the depot brigade which is an organization of men who have not yet gone into the permanent units in which they are to serve. These men are held in this organization for some weeks, even months. They are given setting-up exercises, the preliminary drills, the first lessons in soldiering that are common to all services. But their assignments await calls from units that can use their particular qualifications.

A depot brigade for instance, may contain 200 machinists. These men might be assigned to infantry regiments, engineers, or the artillery. It is thought advisable to hold them, however, for machinists fit particularly well into machine gun companies. There they are likely to best serve. Their usefulness as machine gunners, or in some such capacity, will be so much greater than elsewhere, that it is the part of wisdom to wait such a call.

By Way of Example

It was unusually cold in Camp Sheridan last winter. One night the water pipes all froze and cracked. The next day there was a mighty clamor for plumbers. Atlanta was asked to send out 50 plumbers but pipes everywhere had broken and all the civilian plumbers were working overtime. None was procurable. The classification division had just completed its work and the colonel was not sufficiently familiar with its purpose to have resorted to it at first. But he called up the officer in charge and asked for plumbers.

"How many do you want?" he was asked.

"Fifty," was the answer.

"Better take a hundred," was the reply. "I can get them for you in 15 minutes." And he did.

At Camp Meade one day it was raining and the wind flapped the flag across the top of the pole and it stuck. It would not come down at sunset. The classification officer went to his cards and in 10 minutes had a steeplejack who went up after Old Glory. The problem was the same when the general's clock stopped one day. The cards revealed a clockmaker, he was called and promptly met the emergency. At Walter Reed hospital in Washington there was a call for an ex-ray photographer, a somewhat rare bird. It was a coincidence, of course, but the cards showed that such a man was working in the kitchen at the hospital.

Famine in Men Of Skill

With relation to usefulness to the army from the standpoint of occupational training, it is interesting to know those that offer least opportunity for special service. They are factory workers, farmers, laborers, lawyers, business men. These men are least likely to have learned anything that will help win the war. In all probability they will go into the infantry which is the best place for unskilled men. Lawyers and business men, knowing nothing useful, are likely to become officers. Their general information and intelligence can best be used in this way.

On the other hand there is a famine in skilled men along certain lines. The personnel officers in all training camps were recently asked by the adjutant general to retain for special assignment all men of the following trades:

Cargador, sailmaker, chemical engineer, chemical worker, poison gas man, gear cutter, lathehand, benchhand, lens grinder, log roller, railroad dispatcher, railroad signal operator, general fire fighter, balloonist, high pressure gas expert, barrel driller expert, barrel rifler, barrel straightener, surgical instrument maker, brass finisher, drawing press operator, molter brass, lead burner, automatic screw operator, die setter, profile operator, tool designer draftsman, propeller maker tester, coppersmith, engineering instrument maker and repairer, gauge maker, gunsmith rifler, die sinker, grinding machine operator, tool maker, powderman.

These are what are designated by the personnel division as "rare birds." They are hard to find and much needed. The classification method will give them if they are available in all those called by the draft. Any man who could fill one of these unusual purposes would be wasted if otherwise employed.

The infantry is the backbone of the army and the home of the general run of men. Of the 250 men who make up a company but 28 need special skill. There must be a mess sergeant who should have been a caterer in private life, and a supply sergeant who was a shopkeeper. Four cooks and four machinists are required. Then there are two buglers, a blacksmith, butcher, carpenter, cobbler, interpreter, pipefitter, tailor, typist. The others are just men.

Pershing Insists On Classification

Early in the war many men came into the service before the plan of occupational classification was in operation. Its extension throughout the service has been gradual and it is just now reaching the last of the men. General Pershing has requested that all men going to Europe be accompanied by their vocational classification cards. Lately blanks have been sent to the organizations that went abroad before the plan of classification was in operation and by listing them the whole task will be completed.

The committee on the classification of personnel goes even farther than this in that it attempts in an emergency to get "rare birds" not available among men already called. It has established a war service exchange which is virtually an employment agency for the army handling only specialized men. This war service exchange can go beyond the draft and induct men into the service. There were recently many calls for men of special qualifications for the tank corps. Boilermakers and truck drivers are among the major demands in this service and it likes men who weigh 200 pounds. There are many boilermakers subject to draft but not yet called. Under ordinary circumstances these men might not volunteer. They must wait for their call. But the war service exchange may "induct" them. They may be let in for this special service before their numbers are reached under ordinary circumstances. The tank corps appeals to them.

Intellect Also Is Tested

But the adjutant general's office is not satisfied with a test which goes no further than to establish the occupational worth of the individual. It has come to the conclusion that science may lend another aid to the army in knowing the human material with which it has to work in building a fighting force. It has decided that a measure of the intelligence of the men may be made a vastly important guide to their better use.

Therefore it has been determined that psychological tests shall be put to every individual who wears a uniform. This was a task requiring very specialized training. Psychologists naturally came under the surgeon general's office and that branch of the service was asked to arrange the psychological tests.

At first the work was regarded as experimental and the tests were given only at Camps Devens, Dix, Lee and Taylor. As the advantages were demonstrated they were gradually extended until now they are used practically throughout the training organization. At each camp there is a psychological squad, all tieing back to Major Robert Mearns Yerkes, formerly professor of psychology of Harvard.

The examination is designed to test a man's intellectual ability. It has been found that this is a thing that can be very definitely measured, that all possibility of pretense can be stripped from any candidate and that he may be made to stand forth mentally bare that his intellectual capacities may be seen in the nude.

Clear Thinking Is Sought

So the psychological squad has come into being at most of the training camps. It is made up of men who know how to administer a most carefully worked out test. It gives its examination to men in groups as large as a company of 250 men. Its first step is to ask the men in such a group to write their names at the top of the examination paper. There will be illiterates who cannot do so. There will be foreigners who do not understand. The examiners pass among the men being examined and excuse all who cannot proceed thus far.

Thus is segregated the first group to be carefully examined. The illiterate is open to suspicion for it may be that he is not capable of rendering a service commensurate with the expense of training him. It must be determined whether he is merely without education or if he has mental deficiencies.

One of the most interesting of tests is that which has been developed for these illiterates. It is so arranged that it can be followed by the man who understands no word of English. But a man's mind must be capable of thinking straight or he cannot get through it.

On a blackboard, for instances, is a maze through which the examiner runs his pointer, tracing it all the way through without crossing a line. Then he asks his corporal to do the same thing with a piece of chalk. The corporal proceeds. He gets along pretty well but finally goes off the track and crosses a line. The laugh is on the corporal and he is made to go back and execute the task properly. The men have got the idea. They are asked to thread their way through a similar maze furnished them on a piece of paper. Defective minds often stumble on this first test. More difficult tests follow.

Defectives Are Discovered

These tests disclose that there is something near one mentally defective individual in a hundred. The defective may not be illiterate. The tests disclose his mental age. He may be 30 years of age and have the mental development of a child of seven. That is as far as he can go. He may be a fine physical specimen and may get through his ordinary drills in a satisfactory way. Many mental children of seven have thus gone into the fighting army. Almost always they cause trouble. They have not intelligence enough to take care of themselves and so get sick. They do not avoid accident and are often injured. When placed under the stress of battle they are likely to go to pieces and become burdensome rather than of value.

It is estimated that it costs $5000 to get a man to the front. He may carry $10,000 of insurance. He may cost much money in hospital treatment. This defective may cost his government as much as $25,000. The chance of his being of service is slight. He may be used on some simple, manual task to advantage. On a simple task of drudgery that would be irksome to a man of intelligence, the defective is often happy and useful. He may even be a better man than the more intelligent. He is either assigned to such work or sent back home. The army is well served in his being so handled.

Tests Increase In Difficulty

Having thus weeded out the illiterates and defectives, the psychological squad proceeds with the examination of the normal men. The test is one which does not depend so much on education as in straight thinking. Many men of only common school training get excellent marks, while the fuzzy witted man of much schooling may fall down. It gives a wide range for the rating of men. There is a possibility of scoring as low as naught or as high as 414. Somewhere between those extremes will be found the intellectual measure of every man. Twenty-five per cent of enlisted men get above 200 and 25 per cent get below 100. Fifty per cent are between 100 and 200. Twenty-five per cent of officers rank above 325 and 25 per cent below 250.

The tests begin with those of attention and ability to execute simple instructions. The examination blank, for instance, might show a circle, a square and a diamond. Those taking the examination would be called to attention, which would mean holding their pencils in the air. Then they would be given their instructions. They might be told to put the last letter of the alphabet in the diamond, the figure "8" in the circle and the letter "m" in the square. "Go."

Such tests would be continued with increasing difficulty. Others would be tests of judgment. Two sentences might appear side by side and the applicant might be asked to tell which was true and which was false. A series of numbers would begin as follows: -4-3-, -7-6-, -10-9-, and the individual would be asked to continue the series. Obviously the next numbers are -13-12, -16-15-, and so on. The tests progress in difficulty. They reach a point to which no man can follow. So is a measure to be had of all degrees of intelligence.

When men are to be chosen for advancement, the tests are the best sort of indication of officer material. The first need of an officer is intelligence. This points to the men possessing intelligence. They then must be examined to determine which have the other qualities of leadership necessary. Thus, it is emphasized that the mental test must not be taken to mean more than it actually does—must not be taken as a proof, but as an indication, of ability.

So is the United States using new forces in making its army, bringing to bear on that titanic task practical, common sense and scientific knowledge never so applied in history. It is the first nation to classify its recruits by occupations, the first nation to scientifically take a measure of the intelligence of any man. If those organizations, when they get into battle, fight more effectively, use their heads to better advantage, stand more firmly because of the lack of flaws in the building stone, a part of the reason for it may be found in this pioneer work in getting the proper measure of the men and handling them accordingly.

In this work, as in innumerable other war undertakings of the government, it may be that a demonstration is being made that will be of infinite use to the nation in times of peace. The task of industry is to find the talent for the important posts. That talent is often under the very noses of those who go far afield in their search for it. It is admittedly true that there are as many remarkable men who die without ever having had their opportunity as there are those who find their places in the sun.

A Worthy Precedent

These trade and intelligence tests could readily be adapted to any industry in such a way that that industry could take stock of every man engaged in it. Whenever it was looking for a man for advancement, for any difficult task, it could determine at a glance just where lay the most promising material. The industry would be served and the opportunity of advancement would be extended to every man upon his merit. The government, in its departmental work, could extend the principle to its employes in such a way that the service would cease to be a burying ground for ability. It would seem safe to say that here is a development that has a chance to become an important element in the national life.

MINDS ARE MEASURED CAREFULLY

Psychological Tests Determine Mental Fitness of Each Individual and Ability to Lead.

America's Stupendous Undertaking Unrivalled

Creation of New Army Is Record Achievement

BY NEWTON D. BAKER, SECRETARY OF WAR

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NEVER before within the reaches of reported history has a nation transported and supplied across an ocean an army the size of the forces which the United States now has put into France. It is a stupendous undertaking to which the people of this nation are setting their hands in the creation of an army of millions, its development to fighting efficiency, its transportation to the far battle grounds of Europe, its participation in combat there; and its supply and maintenance while so occupied.

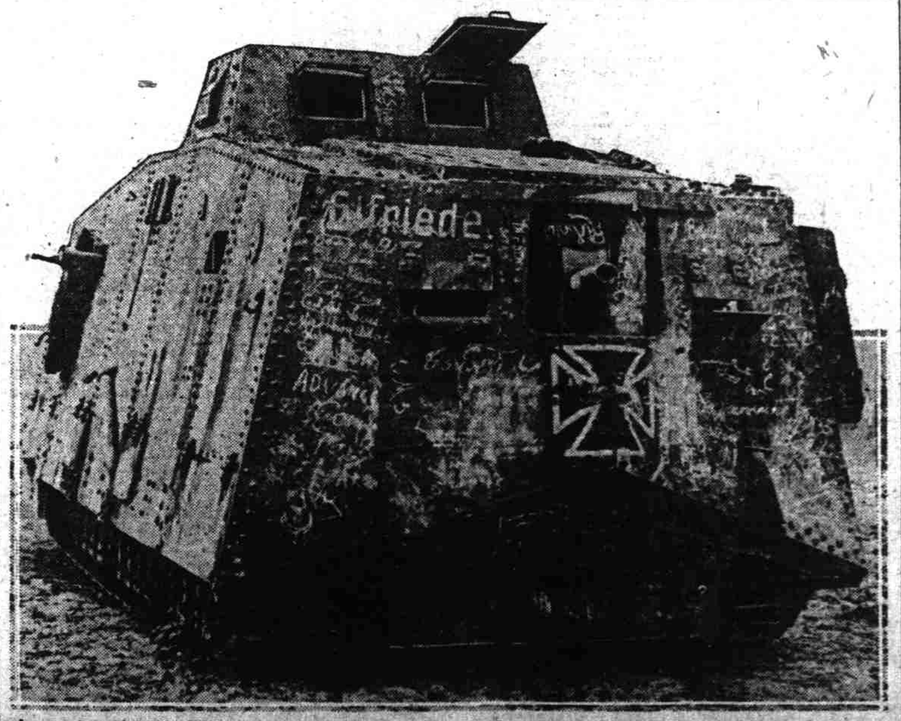
We get fleeting glimpses of the size of elements of this task when, for example, the contractors tell us that the lumber used in the cantonments of the United States would make a sidewalk four times around the world, that a carload of tacks was required at each of the cantonments to hold the roofing paper in place, and that the capacity of those establishments in this country would house a company of people equal to the combined populations of Arizona, Delaware, Nevada, Wyoming and Alaska; and when the men overseas report that the storage areas built or building in France, if placed end on end, would constitute a structure 50 feet wide, and stretching from Washington to a point a few miles beyond New York, or from Cleveland to Buffalo, and that the supply of a million men at the front will require the operation by the military authorities of a standard freight train in each direction every 25 or 28 minutes. Not long since a single War Department bill passed without a dissenting vote called for an expenditure of $14,000,000,000, and this a scant half dozen years after a 'billion dollar congress' was pointed to as a demonstration of profligacy.

Our beginning was small, gauged by the measure of modern armies, but we have struck forth boldly as the occasion has demanded. We have not made always the progress which was hoped for or expected, but we have pressed always forward. We have dealt with innumerable problems whose origins could not always be foreseen, and whose complexity has been without precedent. We have made mistakes and we have tried to profit by them.

Today the history of some of these undertakings is ready for at least the preliminary writing. When time enables the tale to be completed, it will furnish the fundamental facts in the story of our participation in the greatest of ancient or modern wars.

He who sets out to chronicle this history while it is yet fresh and vital and available from original sources will find material as fascinating as any romance. His record will set down facts of inestimable value to the generations that will come. I welcome such an undertaking, and will assist it insofar as I may with all the information which may be safely published without risk of carrying comfort to the enemy.

GERMAN TANK CAPTURED BY FRENCH



A recent sortie near Villers-Brettoneux resulted in the capture of several hundred enemy troops and the tank, which, after being under a heavy bombardment, was badly damaged. French engineers repaired the machine and it was sent to a town behind the lines

Police Object When Girls Kiss Soldiers

Sayre, Pa., July 20.—(U. P.)—Kissing soldier boys when the troop trains stop at the station here, is no longer considered patriotic.

Osculatory patriotism is taboo under a new order issued by the police, which prohibits sentimental girls and women from congregating in the station when trains arrive.

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$850 Re-sale—STEGER (Used) $495
$25 Cash, $12 Monthly
Including $10 in Player Rolls and Combination Bench

$750 SINGER (1917 Model).....$435
$25 Cash, $12 Monthly
Including $10 in Player Rolls and Combination Piano Player Bench

USED PARLOR ORGANS	Original Price.	Sale Price.
Camp & Co., high, mirror...	$ 85	$ 25
Schulz Co., high, mirror.....	125	30
Burdett, high, mirror.....	125	35
Clough & Warren, 6-octave..	140	38
Chicago Cottage, 6-octave...	150	45
USED UPRIGHT PIANOS		
Collard & Collard, walnut..$275		$ 45
Hohler & Hohler, walnut...	300	85
Ernest Gabler, ebony.....	350	115
Hallet & Davis, ebony.....	350	135
Ellers Duo Tone, mahogany	450	165
Weser Bros., oak	400	165
Kroeger, large, oak.....	450	190
Bennett Co., mahogany....	450	190
Kimball, mahogany	450	190
Kurtzman, mahogany	410	215
Kneisel, mahogany	375	235
Thompson, oak	375	245
Thompson, oak	395	285
Thompson, mahogany	395	262
Davis & Son, mahogany....	375	260
Thompson, walnut	425	290
Kneisel, mahogany	375	281
Thompson, mahogany	475	290
Mendenhall, mahogany	425	290
99% NEW 1917 MODELS and Re-Sale 95% New Used Pianos		
Thompson, mahogany $375		$245
Davis & Son, oak.....	395	281
Thompson, walnut	395	262
Kneisel, mahogany	375	262
Thompson, mahogany	425	290
Thompson, walnut	425	290
Thompson, mahogany	450	290
Singer, mahogany	525	328
Singer Piano Co., mahogany	475	345
Singer Piano Co., walnut...	475	356
Singer Piano Co., oak.....	525	356
Steger & Sons, mahogany..	550	365
Steger & Sons, mahogany..	550	380
Steger & Sons, mahogany..	550	395
Reed & Sons, walnut.....	500	395
Reed & Sons, mahogany....	500	395
Steger & Sons, mahogany...	550	395
Steger & Sons, mahogany...	550	425
PLAYER PIANOS		
Thompson, oak $650		$435
Thompson, large	750	435
Thompson, mahogany	650	465
Thompson, mahogany	650	487
Singer Piano Co.....	750	562
Singer Piano Co.....	750	562
Steger & Sons, walnut.....	850	495
Steger & Sons, mahogany...	850	495
Steger & Sons, mission.....	950	562
Steger Electric 1050		695
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N. Y. Piano Forte Grand..$1000		$165
Steinway & Sons.....	1100	495
Steger & Sons	1050	595
Steger & Sons	1150	695

Terms $10 or More Cash, $5 or More Monthly

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$25 Cash, $12 Monthly
Including $10 in Player Rolls, Combination Player and Piano Bench

$850 STEGER (1917 Model).....$562
$50 Cash, $15 Monthly
Including $10 in Player Rolls, Combination Piano and Player Bench

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