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--December 1985

DEFENSE INTELLIGENCE AGENCY

PROJECT SUN STREAK TRAINING AND APPLICATIONS PROCEDURES

1. (S/NOFORN) GENERAL: The procedures set forth herein detail the activities of the Defense Intelligence Agency (DIA) Special Access Program (SAP) SUN STREAK in psychoenergetics. These procedures are in effect for the period required to train and apply psychoenergetics. They are effective and do not involve any practices which expose participants to harmful circumstances or substances such as drugs.

2. (S/NOFORN) DEFINITIONS:

a. (U) Psychoenergetics: A mental process by which an individual perceives, communicates with, and/or perturbs characteristics of a designated target, person, or event remote in space and/or time from that individual. It does not involve any electronic devices located or focused at the target, nor does it involve classical photo interpretation of photographs obtained from overhead or oblique means.

b. (U) Psychoenergetic Source: A person who perceives, communicates with, and/or perturbs characteristics of a designated target, person, or event.

c. (U) Psychoenergetic Trainee: A person being trained to

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SECRET

be a psychoenergetic source.

d. (U) Psychoenergetic Session: A single attempt by a psychoenergetic source and an interviewer/monitor to perceive, communicate with, and/or perturb characteristics of a designated target, person, or event.

e. (U) Interviewer/Monitor: The individual who interacts directly with the psychoenergetic source before, during, and after the session.

SECRET

f. (U) Remote Viewing: The name of a method of psychoenergetic perception. A term coined by SRI-International (SRI-I) and defined as "the acquisition and description, by mental means, of information blocked from ordinary perception by distance, shielding, or time."

g. (U) Coordinate Remote Viewing (CRV): A Remote Viewing technique that requires the use of coordinates as targeting information.

h. (U) Targeting Information: An abstract referent which represents the target of interest.

i. (U) Target/Site: A specific area, person or event at a specific time.

j. (U) Discrete State: A type of psychoenergetic activity in which the source perceives his consciousness to be located at the target.

3. (S/NOFORN) OBJECTIVE: It is the objective of these procedures to maintain the quality of psychoenergetic training and applications so that SUN STREAK will continue to support the broad spectrum of intelligence and counterintelligence requirements in collection, target acquisition, and deception.

4. (S/NOFORN) APPLICATIONS: SUN STREAK applications of psychoenergetics include but are not limited to: (1) targeting

of key enemy personnel from covert agents to key military commanders, (2) monitoring hostile military movements, lines of communication, and specific technologies, (3) detecting changes in the state of military units, (4) detecting and assessing hostile intelligence efforts targeted against friendly units/missions, and (5) detecting and assessing hostile technological capabilities in specific locations. Since US Department of Defense personnel, command and control locations and systems, units, materiel, and operations are subject to a similar hostile intelligence service threat, SUN STREAK can assist in devising countermeasures to eliminate or reduce vulnerabilities.

5. (S/NOFORN) APPROVAL HISTORY:

a. (S/NOFORN) Concept Approval: The Commander, US Army Materiel Development and Readiness Command (DARCOM) approved in principle the US Army Materiel Systems Analysis Activity (AMSAA) involvement in the project GRILL FLAME, which began in April 1978 (GRILL FLAME was the predecessor to the SUN STREAK Project). In May 1978, the Assistant Chief of Staff for Intelligence (ACSI) accepted lead responsibility for GRILL FLAME applications. Effective 14 January 1981, by approval of

the Under Secretary of the Army, INSCOM became the only active operational GRILL FLAME element in the Army. Program management for GRILL FLAME was transferred to Commander, INSCOM effective 11 February 1981. OACSI, DAMI-ISH remained the Army focal point for policy matters and interface at the national level. Overall DoD responsibility resided with the Defense Intelligence Agency (DIA). Also in 1981, a joint services GRILL FLAME Committee consisting of DIA, the US Air Force and US Army was formed. Later the Air Force Chief of Staff directed that the Air Force withdraw from the committee and all psychoenergetic programs. A comprehensive program was designed to determine the operational parameters and usefulness of psychoenergetics and assess the threat these phenomena posed to national security. At that time DIA was R&D oriented and INSCOM's GRILL FLAME Project was applications oriented. In the FY83 DoD budget review the Budget Subcommittee of the Senate Select Committee on Intelligence curtailed all psychoenergetic activities funded by the Army in the National Foreign Intelligence Program (NFIP), but directed that DIA could complete the third year of their effort and that all future Army funding be budgeted outside the NFIP. INSCOM terminated formal involvement with GRILL FLAME at the end of FY 82; in the fall of 1982, in keeping with congressional desires, the Commanding General INSCOM provided funding from Security and Investigative Activities (S&IA) monies, and continued its efforts under a provisional compartmented SAP nicknamed CENTER LANE. On 1 September 1983, the Secretary of the Army approved continued Army participation in CENTER LANE activities within INSCOM and with appropriate contractors in a cooperative effort

with DIA. In July 1984, CG, INSCOM determined that the technology and intelligence collection methodology used by CENTER LANE would have greater potential and could be better utilized at a higher echelon in DoD. Accordingly, CG INSCOM offered to transfer to DIA CENTER LANE's assets and personnel. On 7 March 1985, a memorandum of agreement was concluded between DIA and INSCOM providing for the interim operational control of CENTER LANE by DIA, and for the ultimate assimilation of CL assets and personnel into DIA's new SUN STREAK psychoenergetics program.

b. (S/NOFORN) Human Use Approval: SUN STREAK was designated a "Human Use" program as the result of a DIA General Counsel decision in 1985, which determined that the Project involved "Experimentation on Human Subjects," and that relevant Human Use protocols did indeed apply to Project procedures and technologies. Conduct of the Project under Human Use regulations was subsequently approved in 1985 by the Deputy Undersecretary of Defense. Appendix A contains an historical summary of the Human Use issue, as well as a list of the pertinent regulations governing SUN STREAK activities.

6. (U) SELECTION OF PERSONNEL:

a. (S/NOFORN) Current Selection Criteria: After over a year of participation within the psychoenergetic project, original source personnel were tested by the INSCOM Staff Psychologist in an attempt to determine a suitable profile by which further participants could be identified. The specific tests administered were (see Appendix B for test descriptions):

(1) The Minnesota Multiphasic Personality Inventory (MMPI).

(2) Gordon Personal Profile - Inventory (GPI).

(3) Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B).

(4) California Psychological Inventory (CPI).

(5) Edwards Personal Preference Schedule (EPPS).

(6) Personal Orientation Inventory (POI).

For the most part, the group presented itself as emotionally stable with no marked trends. There did appear to be an interesting similarity in defensive style, a tending toward artistic, aesthetic, and cultural interests, and an introversive style of emotional expression. From these test results the

INSCOM Staff Psychologist constructed a test that may be used as an initial screening tool in the selection of new psychoenergetic participants. This new test is called the INSCOM Factor Questionnaire. This instrument is used to compare the personality profiles of prospective Project candidates with successful psychoenergetic operatives. A high score suggests that individuals have similar characteristics to operational psychoenergetic personnel and may be potential selectees for the project. A score of 20 or higher is considered to be similar to SUN STREAK personnel. Individuals who score within the parameters specified by the INSCOM psychologist would then receive personal interviews with SUN STREAK Project personnel. From these interviews new project participants would be selected and trained.

b. (S/NOFORN) Projected Selection Criteria: SRI-I has completed a contract to investigate and report on a particular aspect of psychoenergetics relating to operational management of personnel; that is, to determine if a personality testing technique can be created which, when applied to a general population, would delineate specific individuals who exhibit a

SECRET

higher degree of talent for psychoenergetic abilities. Though the results provided by DIA came far short of providing either a thorough list of dependable selection criteria or a reliable selection system, they did establish a valuable data base and a promising point of departure for a future project that should be able to provide exactly what is needed.

c. (S/NOFORN) Voluntary Consent: As required under the regulations governing "Human Use" (see para 2., Appendix A), all personnel operate on a strictly voluntary basis, and may withdraw at any time without any form of prejudicial action or consideration directed against them. Further, participants are informed of any known or potential risks that might be inherent in program participation. This is accomplished through the use of a verbal briefing from a knowledgeable SUN STREAK official, and the execution of a personalized Statement of Consent form outlining all pertinent information and considerations. The voluntary consent requirement pertains to individuals assigned to the SUN STREAK Project and contractors/consultants. A sample of the voluntary consent form is attached as Inclosure 5, Appendix A.

7. (S/NOFORN) TRAINING PROCEDURES: To provide a framework for the standardizing of the task of psychoenergetic learning, a number of methodologies are being utilized and conducted within the SUN STREAK Project. These are as follows:

a. (S/NOFORN) Orientation Testing/Training:

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(1) Purpose: To provide new personnel with an introduction to training and applications procedures.

(2) Administered by: SUN STREAK Project personnel and selected contractor and subcontractors.

(3) Location: Fort George G. Meade, Maryland and other designated locations.

(4) Duration: One to six months.

(5) Description of Procedures: Orientation testing/training is developed from the practical application of state-of-the-art psychoenergetic technology drawn from academic institutions, scientific laboratories, and research establishments around the world. It is an eclectic approach, using those methods which have applications potential. Orientation testing is designed to determine if new personnel have aptitudes which would be of operational value and could be

SECRET

developed through training. This orientation testing consists of a series of controlled exercises in psychoenergetic functioning. New personnel may be asked to attempt to perceive, communicate with, and/or perturb characteristics of a designated target, person, or event remote in space and/or time from that individual. Orientation training is composed of practical exercises in Remote Viewing, lectures, literature review, and observation of others. It includes the use of locally significant sites, as well as more remote geographical locations as targets. A target pool consists of a controlled group of sites or targets and their associated targeting information. Prior to the beginning of a training session, a target is randomly selected from this target pool. Information available concerning the target is kept from the trainee until after the session.

(6) Training Session Preliminaries: Before a first training session is scheduled, the person being trained is oriented fully to the procedure to be followed by the monitor. The trainee is instructed that he or she should state only raw perceptions, since experience has shown that specific definitions are quite often wrong while initial raw perception tends to be correct. Personnel being trained are always encouraged to express their feelings and ideas for enhancing all aspects of the psychoenergetics collection process.

(7) Training Session Dynamics: During the 30-60 minutes prior to the agreed-upon time of a training session, the

SECRET

monitor offers some encouragement to the trainee in the same manner that a coach might give a pep talk to his team. During the 15 minutes immediately before the session the trainee and monitor are generally silent. Experience has shown (unpublished data) that this quiet time enhances the training process. The training room is homogeneously-colored, acoustic-tiled, and featureless, with light controlled by a dimmer, so that environmental distractions can be minimized. During the entire process the trainee and monitor function as a team. The monitor provides encouragement with words of reassurance that the task is, in fact, possible. At no time is the session conducted by the trainee in the absence of all other persons. If the trainee does not have any immediate sensory impressions, the monitor applies no pressure. Rather, the monitor reassures the trainee that there is no time limit for the training session. If it appears to the monitor that the impressions are in some way contradictory or inconsistent, the monitor may then attempt clarification by asking questions in order to verify what the trainee first describes. All sessions are tape-recorded, and pen and paper are available for the trainee to sketch his or her perceptions. Experience has shown that some trainees prefer to

combine written and oral descriptions, while some prefer to work sequentially. The average training session for orientation is approximately 15 minutes of actual perception. Trainees generally are not permitted to go beyond 30 minutes as this leads to perceptual confusion and eventual loss of the training affect.

(8) Post Session Dynamics: After the training session is over, the trainee and monitor obtain specific information about the target, either in picture descriptive form for remote geographic sites, or--as in the case of local sites--by actually visiting the target site. The trainee and monitor then discuss the session results. The purpose of this post-session activity is to provide the trainee with the satisfaction of knowing how well he or she did while mental perceptions of the targeted site are still fresh in mind.

b. (S/NOFORN) CRV Training:

(1) Purpose: To provide trainees with the requisite skills necessary to perform certain psychoenergetic applications.

(2) Administered by: In-house, contractor and subcontractor personnel.

(3) Location: Ft. Meade, MD; SRI-I Menlo Park, CA; SRI-I New York, NY; SRI-I Washington D.C.; and other mutually agreed locations as required.

(4) Duration: 12 to 18 months.

(5) Description of Procedure: CRV training is a contracted service provided by SRI-I. The training involves lectures on theory coupled with practical exercises and drills. Particularly effective instructional procedures include active participation wherein the trainee interacts with the curriculum materials by responding, practicing, and testing each step of the material to be mastered; information feedback, wherein the trainee finds out with minimal delay whether the response is correct; and individualized instruction, wherein the trainee moves ahead at his or her own rate. The training procedures have been broken down into several stages representing various elements of CRV phenomena. These stages both facilitate training and actually follow the predictable course of increasing perception which builds itself in specific increments and impact. Stages 1 through 3 appertain to general site features, which become increasingly refined as individual competency with Stage 3 techniques develops. Stage 4 involves perception of specific site elements, a good portion of which

SECRET

may not be available to any other intelligence techniques, save for actual penetration of the site. Stage 5 allows the trainee in a sense to reverse the procedure and "interrogate" his perceptions, allowing clarification of various specific or subtle features of the site. Stage 6 permits the construction of 3-dimensional models of major site characteristics, with increasing refinements in detail. Experience and theory extension indicates that additional increments exist beyond Stage 6. Research is underway to develop and define the parameters and potentials of these additional fields.

(6) Session Dynamics: In conducting a CRV session, a remote viewer or trainee and a monitor begin by seating themselves at the opposite ends of a table in a special remote viewing room equipped with paper and pens, a tape recorder, and an overhead TV camera which allows either recording for documentation, or monitoring by individuals outside the room. The room is homogeneously-colored, acoustic-tiled, and featureless, with light controlled by a dimmer, so that environmental distractions can be minimized. The session begins when the monitor provides targeting information, in the form of specific site coordinates, to the trainee. For training purposes the monitor is allowed to know enough about the site to enable him to determine when accurate versus inaccurate information is being provided. The session then proceeds with the monitor repeating the targeting information at appropriate intervals and providing necessary feedback. The feedback procedure was designed to reinforce the trainee's contact with

SECRET

SECRET

the site but not to assist him by random cuing. The remote viewer generates verbal responses and sketches, until a coherent response to the overall task requirement emerges. The use of the quick reaction-response procedure has been found useful in minimizing imaginative embellishment.

(7) Post Session Dynamics: After the training session is over, the trainee and monitor obtain specific information about the target. As in the case of orientation training, this is presented in picture descriptive form for remote geographic sites, or in the case of local sites, may involve actually visiting the target site. The trainee and monitor then discuss the session results, again with the purpose of providing the trainee with the satisfaction of knowing how well he or she did while mental perceptions of the targeted site are still fresh.

c. (S/NOFORN) Applications Training:

(1) Purpose: To enable advanced trainees to integrate and expand acquired skills for psychoenergetic applications.

SECRET

(2) Administered by: SUN STREAK Project personnel.

(3) Location: Fort George G. Meade, Maryland.

(4) Duration: Continuous.

(5) Description of Procedure: Procedures for applications training are essentially identical as those previously presented except in the style of target presented. Applications targets are actual targets of military interest, such as US facilities or USSR sites from which data are available or can eventually be obtained. Targets of this type provide a basis for judgements regarding utility, accuracy, calibration, and depth of detail for any given trainee in a real world environment.

d. (S/NOFORN) Advanced Individual Training:

(1) Purpose: To provide experienced sources with advanced individual training to meet applications requirements.

(2) Administered by: SUN STREAK Project personnel, and selected contractors and subcontractors.

(3) Location: Fort Meade, Maryland and various contractor locations.

(4) Duration: Continuous.

SECRET

(5) Description of Procedure: Individualized advanced training programs are developed to meet specific applications needs. Such programs may involve training in biofeedback, communications skills, perturbation techniques, discrete state, hemi-sync, search, Neuro-linguistic Programming, and alternate target acquisition methods. One program of particular interest is hemi-sync training conducted by the Monroe Institute of Applied Sciences (MIAS), Faber, VA:

The MIAS hemi-sync techniques are used to teach sources to control highly specialized mental states conducive to psychoenergetic performance. This form of advanced individual training is only used with sources of proven performance and a recognized degree of maturity. Training is accomplished in four essential phases; (1) application of the Monroe "Discovery" series done at Fort Meade to screen personnel and prepare for phase two; (2) Attendance at the MIAS Gateway program for qualified personnel, conducted in a seminar atmosphere; (3) One-on-one training sessions with Robert A. Monroe at MIAS, which are designed to "customize"

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SECRET

individual techniques for specific individual needs; (4) use of specially designed hemi-sync environments during applications training done at Fort Meade.

8. (S/NOFORN) PSYCHOENERGETIC APPLICATIONS: SUN STREAK sources can be used to perform psychoenergetic applications in support of intelligence and counterintelligence requirements (see paragraph 3, above). The dynamics of applications sessions parallel those of training sessions. The sequence of events consists of the following: (1) tasking; (2) development of a collection plan; (3) conduct of psychoenergetic session(s); (4) reporting; (5) evaluation. Applications sessions are always conducted under the control and management of SUN STREAK personnel. Sessions may be conducted at Fort Meade or other locations as deemed necessary. Psychoenergetic consultants/contractors may be employed when required to meet applications requirements.

9. (S/NOFORN) ADDITIONAL COMMENTS:

a. Selected personnel may use the hemi-sync environment in conjunction with psychoenergetic applications/training.

b. Sources and trainees may be monitored using appropriate non-intrusive biological monitoring equipment.

c. The maximum number of applications sessions for each source will not exceed ten per week.

SECRET

d. The maximum number of training sessions for each source will not exceed 20 per week.

e. (U) SUN STREAK procedures do not involve the use of drugs, substances, or circumstances harmful to participants. The INSCOM Staff Psychologist provides continuous support to the project. Facilities at Kimbrough Army Hospital, Fort Meade, MD, are available if required.

10. (S/NOFORN) CONFIDENTIALITY: Individuals performing as psychoenergetic trainees, sources, and monitors under the SUN STREAK Project will not have their roles identified outside of their parent organization without their specific prior consent, and they will be referred to in project reports only by an alpha-numeric designator. Products of SUN STREAK such as tapes, drawings, transcripts, rosters, or other materials which might reveal the identity of the source will be coded to assure the protection of their identity.

SECRET

11. (S/NOFORN) PHYSICAL ENVIRONMENT: Psychoenergetic sessions will be conducted in an ordinary room at ambient temperature and humidity during the normal waking hours of the participants. The only limitations on these parameters will be for security from electronic eavesdropping and elimination of ordinary distractions, such as radio, office machinery, and outside noises.

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SECRET

APPENDIX A

Historical Summary of "Human Use" Issue

1 (S/NOFORN) In February 1979, the Army General Counsel determined that GRILL FLAME activities involved testing on human subjects,

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In March 1979, The

Surgeon General's Human Subjects Research Review Board reviewed the GRILL FLAME protocol and concluded that it represented technology transfer and validation of the technology transfer, rather than research or clinical investigation, and as such, GRILL FLAME activities did not require approval for human use. However, the Board expressed concerns that future Army follow-on work might be classified as research, and as such, plans should be considered to establish credible human use review procedures to oversee GRILL FLAME activities.

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In April 1980,

the Under Secretary of the Army approved the continuation of GRILL FLAME activities. In October 1980, the DoD, DIA, and Army General Counsel jointly agreed that it would be prudent to obtain written approval from the Deputy Secretary of Defense to

SECRET

conduct GRILL FLAME activities. ACSI, DA concurrently initiated action to obtain Secretary of the Army approval to conduct GRILL FLAME activities. In September 1982, INSCOM GRILL FLAME activities ceased because of NFIP restrictions; INSCOM psychoenergetic activities were reinitiated in December 1982, under the INSCOM SUN STREAK Project (ICLP), an S&IA activity. Secretary or Under Secretary approval for GRILL FLAME/ICLP activities has been granted on 14 January 1981, 1 February 1982 and 1 September 1983. Approvals are generally valid for one year.

With the pending transfer of ICLP resources to DIA, and while these same resources were OPCON to that agency, DIA legal counsel concluded that further Human Use approval would be required to enable the INSCOM/DIA hybrid program to train and/or operate on a provisional basis. Accordingly, on

approval was sought and received from _____ to
operate IAW the Human Use regulations and protocols as
referenced below.

2. (U) Regulations governing "Experimentation on Human
Subjects" are as follows:

a. (U) 45 Code of Federal Regulations, Part 46, "Protection
of Human Subjects" (Incl 1).

SECRET

b. (U) Procedure 13, DOD Directive 5240.1-R (Incl 2).

c. (U) AR 381-10, paragraph 2-18 (Incl 3).

d. (U) USAINSCOM Regulation 15-3, "Boards, Commissions and

Committees: HIGH PERFORMANCE REVIEW PROCEDURES" (Incl 4).

APPENDIX B

Psychological Test Descriptions

1. The Minnesota Multiphasic Personality Inventory (MMPI):
Developed by S. R. Hathaway, Ph.D., and J. C. McKinley, M.D.,
The Psychological Corporation. The MMPI is designed to provide
an objective assessment of some of the major personality
characteristics that affect personal and social adjustment. The
point of view determining the importance of a trait in this case
is that of the clinical or personnel worker who wishes to assay
those traits that are commonly characteristic of disabling
psychological abnormality. The carefully constructed and
cross-validated scales provide a means for measuring the

personality status of literate adolescents and adults together with a basis for evaluating the acceptability and dependability of each test record. Nine scales were originally developed for clinical use of the inventory and were named for the abnormal conditions on which their construction was based. The scales were not expected to measure pure traits nor to represent discrete etiological or prognostic entities. Since they have been shown to have meaning within the normal range of behavior, these scales are now commonly referred to by their abbreviations--Hs (hypochondriasis), D (depression), Hy

(Hysteria), Pd (psychopathic deviate), Mf (masculinity-femininity), Pa (paranoia), Pt (psychasthenia), Sc (schizophrenia), and Ma (hypomania)--or by their code numbers to avoid possibly misleading connotations. Many other scales have subsequently been developed from the same items; Si (social introversion) is one that is commonly scored. There are also three validating scales: L (lie), F (validity), and K (correction).

2. Gordon Personal Profile - Inventory (GPI): Developed by Leonard V. Gordon, Ph.D., The Psychological Corporation. The GPI is companion instrument to the Gordon Personal Profile (GPP). It measures four additional traits, namely Cautiousness (C), Original Thinking (O), Personal Relations (P), and Vigor (V). The two instruments used together provide an economical

coverage of eight important factors in the personality domain.

Both have been found to be appropriate for use with high school, college, industrial, and general adult groups.

3. Fundamental Interpersonal Relations Orientation - Behavior

(FIRO - B): Developed by Will Schutz, Ph.D., Consulting Psychologists Press, Inc. The fundamental interpersonal dimensions of the FIRO Theory are; Inclusion (I), Control (C), and Affection (A) and are defined behaviorally as follows: I - The interpersonal need for inclusion is the need to establish

and maintain a satisfactory relationship with people with respect to interaction and association (both positive or negative). C - The interpersonal need for control is the need to establish and maintain a satisfactory relationship with people with respect to control and power. A - The interpersonal need for affection is the need to establish and maintain a satisfactory relationship with others with respect to love and affection.

4. California Psychological Inventory (CPI): Developed by Harrison G. Gough, Ph.D., Consulting Psychologists Press, Inc. The CPI is intended primarily for use with "normal" (non-psychiatrically disturbed) subjects. Its scales are addressed to personality characteristics important for social living and social interaction, i.e., to variables that are woven into the fabric of everyday life. "Folk concepts" such as these are hypothesized to be relevant to the prediction and understanding of interpersonal behavior in any setting, culture, or circumstance. Thus, although the inventory has been found to have special utility in work with particular kinds of problems, e.g., delinquent and asocial behavior, it can also provide information of value in regard to educational, vocational, familial, and many other issues.

5. Edwards Personal Preference Schedule (EPPS): Developed by Allen L. Edwards, Ph.D., University of Washington. The EPPS was designed primarily as an instrument for research and counseling purposes, to provide quick and convenient measures of a number

of relatively independent normal personality variables. The statements in the EPPS and the variables that these statements purport to measure have their origin in a list of manifest needs presented by H. A. Murray and other noted psychologists. The names that have been assigned to the variables are those used by Murray. These 15 measurable personality variables are; achievement (ach), deference (def), order (ord), exhibition (exh), autonomy (aut), affiliation (aff), intraception (int), succorance (suc), dominance (dom), abasement (aba), nurturance (nur), change (chg), endurance (end), heterosexuality (het), and aggression (agg). In addition to the above 15 personality variables, the EPPS provides a measure of test consistency and a measure of profile stability.

6. Personal Orientation Inventory (POI): Developed by Everett L. Shostrom, Ph.D., Educational and Industrial Testing Service, San Diego, California. The profile on the POI shows the degree to which the subject's attitudes and values compare with those of self-actualizing people. A self-actualizing person is one who is more fully functioning and who lives a more enriched life than does the average person. Such a person is developing and utilizing his unique talents to the fullest extent.