

S E C R E T

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A SURVEY OF JOB-RELATED ATTITUDES AND OPINIONS  
OF CAREERISTS IN THE DIRECTORATE FOR INTELLIGENCE



25X1

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S E C R E T

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JOB ATTITUDES AND OPINIONS OF CAREERISTS  
IN THE DIRECTORATE FOR INTELLIGENCE

SURVEY OBJECTIVES:

- . To describe job-related attitudes and opinions of DDI careerists
- . To compare job views of DDIs with other Agency professionals
- . To compare job views of DDIs here 5 and 10 years
- . To compare expressed job satisfaction of experienced and new DDIs

GROUPS SURVEYED:

- . DDI group consisted of 190 employees who EOD'd approximately 5 or 10 years ago in professional-level jobs and who were under age 30 when hired. All carried DDI career service designations.
  - 5-year sub-group numbered 138
  - 10-year sub-group numbered 52
- . Agency comparison group (non-DDIs) consisted of 358 employees who met same age and EOD requirements as DDI group. Included were 52% DDPers, 37% DDSers, 10% DDS&Ters, and 1% from O/DCI.
- . DDI (1-year) comparison group, numbering 101, was made up of employees who had entered the Agency in FY68, at under age 30, in professional-level jobs. Results for this group were drawn from an earlier attitude survey.

SURVEY INSTRUMENT:

- . 127 item multiple-choice questionnaire covering respondent's background, and attitudes toward immediate job and work environment, career, training and supervision, and the Agency in general
- . 1 open-ended question which invited personal comments and suggestions for change

ADMINISTRATION:

- . Survey conducted in Fall 1969 under auspices of the Inspector General to whom questionnaires, completed anonymously, were returned
- . 190 of 239 DDIs returned questionnaires, yielding 79% return rate

RESULTS:

DDI GROUP - General Job Satisfaction

- . Nearly 70% claimed satisfaction with their jobs as a whole
- . About 20% were "about as satisfied as dissatisfied"
- . About 10% expressed clear dissatisfaction

DDI GROUP

Job Aspects on which a High Proportion (about 3/4 or more) Satisfied

- . Co-workers - cooperation and interpersonal relations
- . Agency Goals - importance and worthwhileness
- . Agency Rules and Regulations - reasonableness
- . Intrinsic Aspects of Work Itself
- . Treatment by Supervisor
- . Competence of Supervisor
- . Personal Work Accomplishments - sense of making a contribution
- . Impression Job Makes on Family and Friends

Job Aspects on which a Fairly High Proportion (about 2/3) Satisfied

- . Salary Received
- . Recognition Received for Work - appropriateness and adequacy

Job Aspects on which Low or Moderate-Sized Proportions (about 1/2) Satisfied

- . Opportunities for Advancement  
e.g., 32% felt promotional opportunities were unfair and that their rate of advancement would be slower than they were led to believe
- . Classroom and On-The-Job Training - quality and relevance  
Nearly 1 in 4 claimed Agency had provided them inadequate training and that they were dissatisfied with the quality of their instructors
- . Physical Surroundings/Working Conditions  
Sizeable minorities described their office area as depressing and affording too little privacy
- . Way Agency is Run (see below)

Matters Pertaining to Way Agency is Run Eliciting Unfavorable Comment

- . Communications  
57% claimed communication gap existed between management and employees  
57% felt that management fails to explain adequately to employees the reasons for its actions
- . Coordination  
45% felt management does not see to it that there is cooperation between offices
- . Personnel Management  
46% felt Agency is not doing a good job managing its young officers  
40% felt Agency has grown more depersonalized in its relations with employees
- . Career Planning and Development  
34% indicated that decisions affecting their assignments and careers were made with little regard for their own preferences  
72% indicated that they were rarely asked to participate in the planning of their careers
- . Miscellaneous  
Between 35 and 40% claimed that they are unable to get enough clerical help and that they spend too much time themselves on clerical tasks

COMPARISONS BETWEEN GROUPS -- Differences in Attitudes

DDI vs. OTHER AGENCY PROFESSIONALS

- . Slightly larger percentages of DDI careerists than others satisfied with their salaries and opportunities for promotion
- . Proportionately more of the non-DDIers satisfied with their immediate work environment -- e.g., 49% of DDIers but 34% of non-DDIers claim their offices afford them too little privacy
- . A larger percentage of DDIers thought that a communication gap existed between management and employees
- . 74% of the non-DDIers and 60% of the DDIers indicated long-range career plans to remain with the Agency

DDI: 5- vs. 10-YEAR CAREERISTS

- . Differences in specific job views and opinions minimal -- expressed satisfaction on basic job dimensions very much alike
- . Long-range career plans of 73% of 10-year and 57% of 5-year DDIers were to remain with the Agency

DDI: NEW vs. EXPERIENCED CAREERISTS

- . A larger percentage of the careerists here 5 or 10 years than those here 1 year voiced satisfaction with intrinsic aspects of their work and salary they receive

REPLIES TO OPEN-END QUESTION

- . Most free response comments were expressions of dissatisfaction and concerned:
  - Career development and personnel management
  - Communication and coordination
  - Work environment -- an especially salient issue, eliciting strongly negative feelings from employees working in  25X1
- . Comments tended to corroborate the findings from the multiple-choice items as to the leading sources of discontent and concern

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INTRODUCTION

This report describes some job-related attitudes of a group of professional officers serving in the Directorate for Intelligence. For reference purposes, comparative attitude data on a group of officers from other Agency Directorates are also provided. Both the DDI and the comparison samples consisted of employees who had entered on duty approximately five or ten years ago in professional-level jobs. A complete description of the samples appears below.

The source of the data for this report was a questionnaire attitude survey conducted under the auspices of the Office of the Inspector General in Fall 1969, and involving over 550 Agency officers. The questionnaire was designed to develop information concerning employees' attitudes and views about their careers, their immediate jobs and work environment, their training and supervision, and the Agency in general.

A Psychological Services Staff report dated January 1970 ("A Survey of Job-Related Attitudes of Five- and Ten-Year Agency Officers") describes in detail the survey results for the overall Agency sample. The present report deals more or less exclusively with the attitudes of the DDIs within this larger Agency sample. Included are: 1) discussions in absolute terms of the job attitudes and satisfactions of DDIs as expressed on both objective and

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open-ended questionnaire items; 2) comparisons in relative terms of the stated job satisfactions of DDIs and other Agency professionals; and 3) comparisons of job views of DDIs here five and ten years.

#### Sample Description

The DDI sample consisted of 190 professional officers -- 88% male, 12% female -- all of whom carried DDI ("I") career service designations. The comparison or non-DDI sample totaled 358.

Most of the DDI officers were between 30 and 40 years of age at the time of completing the questionnaire survey; all were under age 30 when hired. Nearly all possessed at least a bachelor's degree, with 44% claiming advanced degrees. With very few exceptions, the DDI group reported EOD grades between GS-05 and GS-10, with grades 7 and 9 being most frequently cited. Slightly under one-quarter of the group indicated they had been through either the JOT or CT Programs.

DDI employees with EOD dates in 1963-64 (5-year group) made up 73% of the study sample; the remaining 27% reported EOD dates in 1958-59.

Appendix A contains a breakdown of the DDI sample and the non-DDI comparison sample on the above and other background factors.

An exact breakdown of the DDI sample by current office is not available, as this information was not requested. However, the

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number of respondents in each office to whom questionnaires were sent is available and allows us to estimate the above breakdown. This is done by assuming that the proportion of all returned questionnaires that came from a given office parallels the proportion of the total number of questionnaires that was initially sent out to that office. The resulting estimates are displayed below:

<u>CURRENT OFFICE</u>	<u>ESTIMATED % OF SAMPLE</u>
NPIC	20
OCI	15
OER	13
<div style="border: 1px solid black; width: 100px; height: 20px; display: inline-block;"></div>	10
OSR	8
OBGI	8
IAS	7
DCS	5
CRS	5
O/DDI	3
IRS	1
-----	
Currently serving in non-DDI offices	5

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Questionnaire and Administration

A full description of the attitude questionnaire and the details of its administration both at Headquarters and at overseas

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locations are contained in the PSS Report dated January 1970, referenced above. It suffices to indicate in the present context that the questionnaire was to be completed anonymously and returned directly to the Office of the Inspector General. Self-addressed envelopes were provided for that purpose.

Of a total of 239 questionnaires distributed to personnel carrying DDI career service designations, 190 were returned and included in the analyses. This represents a return rate of 79%, one which closely approximates the return rate of 76% obtained for the non-DDI group.

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RESULTS

Basic Job Dimensions -  
Degree of Satisfaction on Present Job

This section is concerned with the question of how satisfied the DDIs were with various basic aspects or dimensions of their jobs. Responses of the group to 15 questionnaire items designed to assess the degree of satisfaction and/or dissatisfaction felt toward important job dimensions are the bases for the remarks that follow.

The data indicated that the great majority of DDIs were satisfied and very few clearly dissatisfied with most of the important aspects of their jobs. On only 4 of 15 job aspects did the proportion satisfied drop significantly below two-thirds, and only in one instance did the percent dissatisfied exceed 20%. On an overall job attitude index, nearly 70% of the DDI sample indicated that they were satisfied with their jobs as a whole and only about 10% expressed clear dissatisfaction. The remainder claimed they were "about as satisfied as dissatisfied".

The specific job aspects responded to with the greatest degree of satisfaction were "the importance of the Agency's goals" and "relations with co-workers" -- in both instances more than 80% responded favorably.

Slightly less, but still impressive percentages of DDIs (75 to 80%) found their work interesting and meaningful, their supervisors

competent and fair, Agency regulations reasonable, and their personal work accomplishments satisfying. One small step below these dimensions in terms of overall satisfaction were ones concerned with the impression that one's job makes on others, the recognition received for one's work, and salary received. Between 65 and 75% of the respondents noted satisfaction on these job aspects. Typically, only between 5 and 10% of the DDI sample expressed clear dissatisfaction on any of the above job aspects.

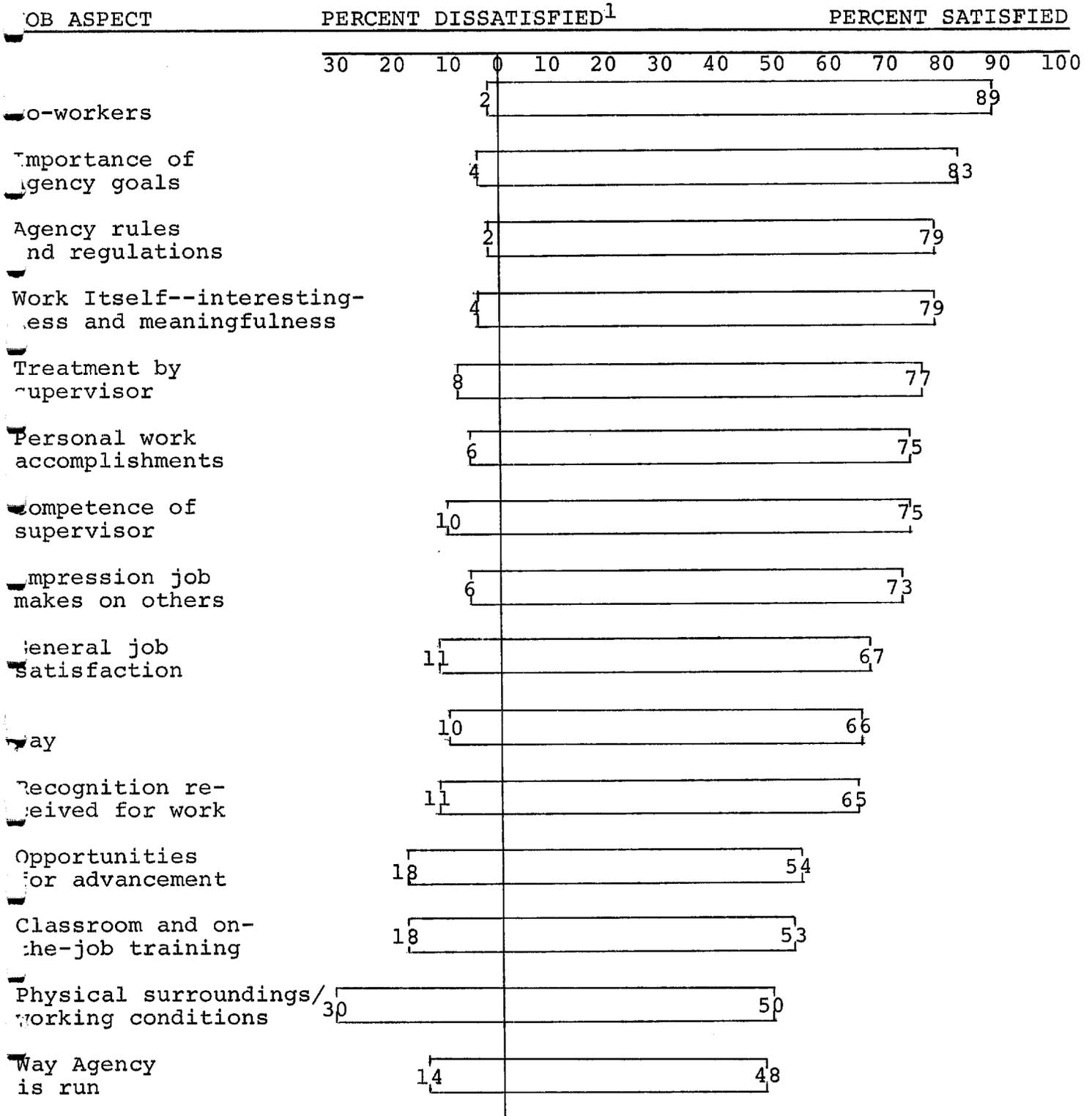
Finally, in what constituted the only real exceptions to the picture of general and widespread satisfaction delineated above, we note that about one-half of the DDIs are satisfied with 1) opportunities for promotion, 2) the training they have received, 3) the way the Agency is run, and 4) their work environment. It should be pointed out that only on the last of these job aspects, physical surroundings, did a sizeable minority, in this case 30%, of the sample express dissatisfaction. Figure 1 shows the percentages of the DDI sample responding "Satisfied" and "Dissatisfied" to each of the job aspects mentioned.

#### Job-Related Attitudes of the DDI Sample

The preceding remarks were intended to provide an overview of the job satisfaction expressed by DDI professionals toward various aspects of their jobs. What follows are more detailed descriptions of the job-related attitudes, views, and opinions

FIGURE 1

PERCENT OF DDI SAMPLE EXPRESSING SATISFACTION AND DISSATISFACTION WITH VARIOUS ASPECTS OF THEIR JOBS



<sup>1</sup>Does not include percent responding "About as satisfied as dissatisfied".

of these same careerists. No attempt is made to cover the entire content of the questionnaire in this section; a complete listing of all the survey items and the distribution of responses of the DDI sample to these items is provided in Appendix B.

#### Nature and Magnitude of Work Demands

More than one-third of the DDI professionals asserted that they spent too much time doing clerical tasks; not unexpectedly, 39% of the group claimed they've had trouble getting enough clerical help. Most DDIs could agree that enough work was assigned to keep them busy; fewer than 10% thought that there was too much pressure on their jobs.

Attitudes of DDIs toward the intrinsic aspects of their work were moderately to very favorable. Less than 5% claimed they were dissatisfied with the nature of the work they do; i.e., its interestingness and meaningfulness.

#### Recognition Received for Work

Overall, two out of three respondents claimed that they were satisfied with the amount and kind of recognition -- both praise and criticism -- they have received for their work. About 10% expressed clear dissatisfaction on this job aspect. Unfair criticism of one's work was hardly ever cited (4%), but fully 25% of those surveyed claimed they did not usually receive praise for a job well done. Evidently, too little praise rather than unjustifiable criticism is the concern of this minority of employees.

### Views on Supervision

Attitudes toward supervisors were among the most positive ones expressed anywhere on the questionnaire. On the average, 80% of the DDI respondents claimed that their supervisors were competent technically, were reasonable in their dealings with their employees, and were sound decision-makers. On a less positive note, 26% of the sample felt that their supervisors had not shown appropriate interest in their (the employees') career development.

### Classroom and On-The-Job Training

Among DDiers, attitudes toward training were not particularly favorable. Overall, slightly more than one-half of the sample were clearly satisfied with their training and slightly less than one-fifth were clearly dissatisfied. Yet, just about all DDI employees surveyed felt that they have experienced growth in their skills on their present jobs. This feeling is probably attributable in part to effective on-the-job training and to job-related academic courses taken by employees. Over 60% of the respondents reported that they have taken such academic courses since joining the Agency. For the great majority, course work was paid for in whole or in part by the Agency.

To round out the training picture, it was noted that one-quarter of the sample felt that the training provided by the Agency for their jobs was inadequate; 69% described it as adequate. One-quarter also

claimed they were not satisfied with the quality of Agency training instructors -- one-half were satisfied, one-quarter were "undecided".

### Promotions

Opportunities for advancement and promotion policy in the Agency were not regarded with particular favor by a sizeable minority of the DDI sample. For example, one-third of the group did not think that promotional opportunities were fair. One-third claimed that their rate of advancement would be slower than they had been led to believe. It would be informative to learn the bases from which employee expectancies regarding promotion had arisen. Was there a failure in communication or did the expectancies which were subsequently disconfirmed really represent wishful thinking or rationalization?

A clue to some of the discontent referenced above may be found in the fact that only 55% of the sample thought that rewards and recognition in the Agency were based primarily on actual accomplishments while about 30% disagreed. The response of the latter group is interpreted as an unfavorable attitude toward the bases on which rewards are made. Typically, employees would like to see rewards made contingent upon demonstrated performance. Within the DDI sample, as many people thought that demonstrated performance was not the basis for getting ahead as did. Seniority and getting known by the right people were the most frequently cited alternatives to demonstrated performance.

Physical Surroundings and Working Conditions

It was noted above that the degree of dissatisfaction expressed toward physical surroundings and working conditions exceeded that registered on any of the other basic job aspects. Some of the specifics include the findings that between one-third and one-half of the DDIs surveyed described their office area as "depressing" and as offering "too little privacy". Parking and eating facilities, too, were the objects of more than passing concern. For example, nearly 60% of the sample thought eating facilities were inadequate. The fact that 1 in 5 of the DDI respondents worked  may be contributing to these latter results. 25X1

Commitment to Agency Career

About 3 in 5 of the DDI professionals surveyed indicated that their long-range career plans were to remain with the Agency. About the same proportion claimed that they really "feel part of the Agency" -- slightly more than 25% couldn't agree.

As might be anticipated, fewer people plan to remain in their present jobs (42%) than plan to remain in the Agency (60%). Getting into general management or administration was the most frequently preferred alternative (cited by 30%) to one's present job.

Caliber and Management of New Professionals

Nearly all DDIs agreed that the young professionals entering the Agency today are as capable as those who entered when they did. But a far smaller number, less than 60% of the DDI sample, were of

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the opinion that these young professionals are as motivated (i.e., committed to their work) as they were at the outset of their careers. Perhaps most revealing is **the** finding that only 1 in 5 of the DDIers thought that the Agency is doing a good job of managing young professionals; 36% had no opinion.

#### Way Agency is Run

Only low or moderate degrees of overall satisfaction were expressed toward management practices, especially as they affect career development, personnel management, and communication. Although the great majority of respondents perceived the people who manage the Agency as possessing "good judgment," many were clearly dissatisfied with the way the Agency is run. For example, only 4 in 10 of the DDIers felt that management sees to it that there is cooperation between offices. In the area of communications, well over half the group claimed that there is a communication gap between management and employees, and that management fails to explain adequately the reasons for its actions. On the plus side, most respondents did acknowledge that they can make their ideas known to management and that they feel free to bring complaints to the attention of their supervisors.

Attitudes expressed toward career development and personnel management in the Agency were notably unfavorable. Some indication of this is reflected in the fact that the majority of those surveyed

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felt that the Agency should take more interest in each employee as a person than it presently does. On a related matter, 4 in 10 of the DDIs claimed that since they've been here, the Agency has grown more depersonalized in its relations with its employees. To illustrate further, nearly 75% agreed that they were rarely asked to participate in the planning of their careers. Fully one-third claimed that decisions affecting their assignments and careers were made with little regard for their own preferences. More than one-quarter felt that their supervisors had not shown interest in their career development. Finally, in regard to views on the availability of personnel-type information, considerable polarization of experiences was evident; 46% of the DDI sample said they were kept informed of personnel policies and procedures while 42% said they were not so informed.

#### Reactions to Questionnaire

Two items in the questionnaire asked respondents for their views on the value of attitude surveys. Sixty percent of the DDIs felt that "filling in a questionnaire like this is a good way to let management know what employees think". A significantly smaller percentage (44%) believed that "some good may come out of filling in a questionnaire like this".

#### Differential Job Attitudes of DDI and Other Agency Professionals

In this section comparisons of job-related attitudes and satisfactions of DDI and non-DDI officers are presented. The focus

will be primarily on those survey items on which responses of the two Agency groups differed to both a statistically reliable and, in our judgment, a noteworthy degree.

Only 16 of 114 questionnaire items were responded to in a sufficiently different manner by the DDI and non-DDI sample to warrant additional comment.<sup>1</sup> The discussion of these differences is organized around the job dimensions within which the individual questionnaire items were clustered (shown in Appendix B). It should be noted that on no items falling on 13 of the 18 job dimensions tapped by the questionnaire did noteworthy group differences obtain.

#### Background Characteristics

As noted earlier, both the DDI and the Agency comparison sample consisted of employees who had EOD'd approximately five or ten years ago in professional-level jobs and who were under age 30 when hired. The Directorate most heavily represented in the non-DDI sample was the Clandestine Service with 52% of the total; next came the Support Services with 37%; then the Directorate for Science and Technology with 10%; and the Office of the Director with 0%. A total of 358 officers were in the Agency comparison sample.

Differences between the DDI and the Agency comparison sample on the variables of age, sex, and EOD grade were minimal. The samples

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<sup>1</sup>Statistically significant differences were found on a total of 31 of the 114 items. The DDI sample expressed, on the average, more favorable attitudes than the non-DDIers on only 11 of the 31 items where reliable differences were found.

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did differ somewhat in distribution of current grades, education, and the percent that were former CTs. DDIs enjoyed higher grades, on the average, than the others surveyed. They also tended to have attained higher levels of education -- 44% with advanced degrees compared to 20% for the non-DDIs. Finally, more than twice the proportion of non-DDIs than DDIs reported having been through the CT Program (52 vs. 23%).

#### Job-Related Attitudes

##### Opportunities for Advancement

It will be recalled that in absolute terms, opportunities for promotion was among the job aspects responded to most unfavorably by the overall DDI sample. Relatively speaking, more dissatisfaction was expressed on this job aspect by non-DDIs (31%) than by the DDIs surveyed (18%). A clue to interpreting this differential may reside in the finding that nearly one-half of the non-DDIs but only 29% of the DDIs felt they would advance more quickly in private industry than in the Federal Government. Also noteworthy is the fact that the two groups did not differ reliably in their attitudes toward either "personal chances for promotion" or the fairness of Agency promotional opportunities.

##### Classroom and On-The-Job Training

For both the DDI and non-DDI sample satisfaction with training was not particularly high -- about 55 clearly satisfied, 17%

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dissatisfied. Slightly more than 20% of both groups felt they had received inadequate training for their jobs, while nearly one-quarter were not satisfied with the "quality of Agency training instructors." Percentage-wise, fewer DDIs than non-DDIs (22 vs. 32%) acknowledged they have a well-planned training program "for people in my position". But it should be noted that the great majority of both groups felt that the training they had received for their jobs was adequate. Perhaps the discrepancy in these latter two items stems from the feeling that a well-planned training program cannot (or need not) be designed for their positions.

#### Pay and Benefits

Attitudes of DDI and non-DDIs toward salary differed reliably, sometimes rather substantially. First, in terms of overall attitude toward present salary, 1 in 10 of the DDIs and 2 in 10 of the others are clearly dissatisfied. Feelings of being underpaid for work done are far more prevalent among the non-DDI than the DDI careerists (40 vs. 26% unfavorable). More striking still is the fact that fully 60% of the Agency comparison sample, but only about half that percentage of the DDIs thought they would be better off salary-wise outside of the Federal Government. This last finding should be interpreted in light of the fact that nearly one-half of the non-DDIs but only about one-quarter of the DDIs reported current grades below GS-12.

Physical Surroundings/Working Conditions

Satisfaction with physical surroundings and working conditions was less widespread among DDIs than others. Two-thirds of the non-DDIs, but only one-half of the DDIs were clearly satisfied with this aspect of their jobs; conversely, dissatisfaction was registered by 30% of the DDIs, but only 15% of the others. Some clues to this differential may be found in the facts that far more DDIs than non-DDIs felt that eating facilities were inadequate and that their office space afforded too little privacy.

Adequacy of Communication

A significantly greater proportion of DDIs than the others (57 vs. 42%) asserts that there is a communication gap between management and employees. For both groups, the problem does not seem to arise from any inability to make one's ideas known to management -- better than 4 in 5 of the total Agency sample felt they could -- but rather from management's failure to explain adequately to employees the reasons for its actions. The latter claim is made by 57% of the DDIs and 44% of the Agency comparison sample.

Career Development and Personnel Management

Non-DDI officers were slightly more likely than DDIs to agree that they are kept informed of personnel policies and procedures (58 vs. 46%) and that they are asked to participate in the planning

of their own careers (32 vs. 21%). However, the two groups did not differ reliably in their attitudes toward a variety of other personnel management matters. The latter would include attitudes toward the personnel office per se, the role of one's supervisor in career development, and the manner in which decisions affecting assignments and careers are made.

Commitment to Agency Career

A final area in which group differences are found concerned the sense of belongingness respondents felt toward the Agency. Typically, non-DDIers were slightly more extreme than DDI officers in asserting that they really felt part of the Agency (73 vs. 62%) and that the longer they worked here the more they felt they belonged (64 vs. 46%). In light of the above attitude differences, it is not altogether surprising that more of the non-DDIers should have indicated that their long-range career plans were to "stay with the Agency" (74 vs. 60%).

Differential Job Attitudes of  
Five- and Ten-Year DDI Employees

In this section, job-related attitudes of DDI careerists here approximately five and ten years are compared.

With but a few exceptions, the distributions of responses of the two groups of careerists to the attitude survey were remarkably similar. The exceptions were only six in number, out of a possible 114, and fell in rather disparate areas. On no

item inquiring about satisfaction felt toward basic job dimensions did the groups respond in a significantly different manner.

#### Background Characteristics

The 10-year DDI sample, numbering 52, and the 5-year sample, numbering 138, appeared very much alike on a variety of demographic variables (EOD grade, distribution by sex, and percent CTs). They did differ predictably on current grade; 22% of the 5-year employees report grades of GS-13 and above compared to 61% for those here 10 years. Another reliable group difference emerged on education level attained. Whereas more than 60% of the 10-year group noted that they had earned at least a master's degree, less than 40% of the 5-year group could make a similar claim. This difference is probably attributable in part to the longer time the 10-year group has had to complete advanced degree work after joining the Agency.

A final point by way of introduction to the two groups is that a somewhat larger percentage of the 10- than the 5-year employees indicated that their long-range career plans were to stay with the CIA (73 vs. 55%). This difference is not unexpected inasmuch as with increased time in the Agency, the number of attractive alternative careers open to employees is probably reduced. Moreover, one might speculate that because of the time factor, a greater proportion of the disenchanted in the group that EOD'd 10 years ago would have left the Agency by now than would be true of the 5-year group.

Job-Related Attitudes

A greater percentage of the 10-year than the 5-year group indicated that it was kept informed of personnel policies and procedures. However, this perceived information advantage did not lead the 10-year people to more positive views of the personnel system. Nearly one-half of the 10-year group but only one-third of the 5-year group felt that the Agency "personnel program" is a hindrance.

Although the overall degree of satisfaction/dissatisfaction expressed by the two samples of DDiers toward classroom and on-the-job training did not differ reliably, group differences did emerge on the question of the quality of Agency training instructors. Twenty-nine percent of the 10-year but only 10% of the 5-year careerists commented unfavorably on the quality of these instructors.

Two attitude items dealing with physical surroundings and working conditions occasioned differential responding from the two groups. Proportionately more of the 10-year group felt that eating facilities available to them were adequate and that starting and quitting times were satisfactory. In interpreting both of these differences it should be noted that a far greater percentage of 5- than the 10-year group worked  A final group difference observed was that more of the 5-year than the 10-year professionals agreed that there was too much "red tape" in the Government (81 vs. 63%).

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In summary, differences in specific job views and opinions between the two groups of DDIs were minimal and expressed satisfaction on basic job dimensions very much alike.

Summary of Attitudinal Differences Between  
1-Year and 5- and 10-Year DDI Professionals

Up to this point in the report, the job-related attitudes of relatively experienced intelligence officers have been discussed. In order to gain additional perspective on the attitudes of these careerists, we have made selected comparisons between their responses and those of a group of young DDI professional employees. This latter group, numbering 101, completed an attitude survey nearly identical to the one described herein approximately one year after joining the Agency. They were surveyed in Fall 1968 (along with some 200 young professionals in other Directorates) as part of the Agency's participation in President Johnson's Program for Talented Youth in the Federal Service. Included in this DDI group, referred to below as the 1-year DDIs, were employees who 1) EOD'd between July 1967 and June 1968; 2) were under age 30 at time of hire; and 3) whose entry-level position required the equivalent of a bachelor's degree.

The degree of job satisfaction expressed by the 1-year and the combined 5- and 10-year DDI groups toward the basic dimensions of their jobs did not differ in most important respects. In fact, on 12 or 15 such dimensions group differences of less than 10%

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responding "Satisfied" (or "Dissatisfied") were found. Slightly larger differences in expressed satisfaction, averaging about 15% were found in responses to two items: more of the experienced group than the 1-year group of DDIs were both clearly satisfied with their "jobs as a whole" (67 vs. 55%) and with the work they've done, including its interestingness and meaningfulness (79 vs. 63%). On two related attitude items -- not inquiring about satisfaction per se -- it was found that the experienced DDIs were more likely to acknowledge that they got "challenging, important assignments" and to assert that their work did not bore them. Evidently, over time the average level of satisfaction of on-board DDIs toward the intrinsic aspects of their work is increased to a measurable degree. It was noted earlier that 73% of the 10-year and 55% of the 5-year employees indicated that their plans were to remain with the Agency. For the 1-year group, the percent planning to stay was 31%, while another 31% indicated that they had no definite career plans.

Another area in which a group difference was found concerned communications in the Agency. Proportionately more of the 5- and 10-year than the 1-year DDIs felt that a communication gap existed between management and employees. Interestingly, the groups did not differ reliably in their experiences and views regarding the handling of their career development. To about the

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same degree respondents in the three DDI groups claimed they were asked to participate in the planning of their careers (a uniformly low degree of participation was claimed) and agreed that their supervisors had shown an interest in their career development (about 55% agreed).

Finally, in what constitutes the single largest group difference in expressed satisfaction on a basic job dimension, it was observed that favorable attitudes toward salary were more widespread in the combined 5- and 10-year groups than among 1-year DDIs. Fully two-thirds of the former group but only 40% of the latter claimed satisfaction with their salary.

Discussion of Comments made in Response To  
An Open-End Attitude Survey Question<sup>1</sup>

The last section of the attitude survey contained a single question designed to give the respondents an opportunity to express more fully in writing reasons for job satisfaction/dissatisfaction not covered elsewhere in the questionnaire and to offer specific suggestions for change.

Seventy-six of the 190 DDIs included in the survey made one or more comments on the open-end question. The overwhelming majority of their comments contained some element of dissatisfaction,

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<sup>1</sup>Mrs. [redacted] assisted in the preparation of this section. She was also responsible for the computer analyses of data on which this report was based. Clerical support for the preparation of this report was provided by [redacted]

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frequently strongly worded. This is not an unusual finding for an attitude question formatted this way, and it does not cast doubts on the validity of the information (mostly favorable) developed from the other sections of the questionnaire. Typically, people restrict their comments to sources of dissatisfaction and negative concern, leaving unmentioned those areas in which they are either satisfied or toward which they feel indifferent. Therefore, to achieve proper perspective and a balanced view of what people are thinking, the results from the open-end question should not be considered independently of the results from the multiple-choice items presented earlier in this report.

In preparing this section, emphasis was given to narrative material which either enlarged and clarified the information developed from other parts of the questionnaire or which introduced novel concerns of respondents. It should be noted that the number of respondents making the same or closely similar sorts of comments is usually very small, most often less than five. Relatively few of the proposals for change offered can be considered new or unique and they are therefore not give special treatment in what follows.

By far the greatest number of comments made by DDIers concerned career development/personnel management in the Agency. Communications and coordination, construed in the broadest sense, accounted for

the second-largest number. Physical surroundings/working conditions and the work itself were the other major categories in which a significant number of comments were clustered.

Career Development/Personnel Management

A number of DDIsers intimated in their narrative comments that the Agency is simply not devoting enough effort to planning meaningful and satisfying careers for their professional staff. What career planning that does exist, is seen by some as taking only a short-range view, as generally for the convenience of the Agency, and as failing to give enough consideration to "an individual's desires in personnel matters". This is consistent with the finding on the multiple-choice attitude items where between one-fourth and one-third of the respondents noted that decisions affecting their assignments and careers were made with little regard for their preferences and that their supervisors had not shown an interest in their career development.

A cause of concern to many of those who made comments on personnel management is that employees who are either non-productive or marginal in performance of their duties are retained rather than released. Two of the more pointed comments on this topic were phrased as questions; "Doesn't anybody in the Government know that incompetents should be fired and not promoted?" and "Private industry actually fires people -- does this ever happen in Government?"

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Another point of contention cited by several of the DDiers concerns the practice of hiring retired military personnel (after their having served tours in the Agency) at mid- and upper-management levels.

Several comments were made which dealt with the handling of promotions within the Agency. They seemed to stress two points. First, promotions should be based more on merit and less on seniority or politics than they presently are. Second, the Agency's policy of requiring supervisory responsibility of an individual in order for him to advance beyond a certain grade was questioned. To illustrate the latter point, one DDier suggested that "the grade structure should be revamped to provide for continuing and meaningful monetary reward to those fulfilling primarily technical functions when the nature of those functions are so complex as to require a lifetime of study to master them". Hiring policy was seen by a couple of respondents as inappropriate and unrealistic in its insistence on a college degree for some professional-type positions. More flexibility regarding educational credentials was urged.

More than one DDier commented that the Agency should make it easier for employees to rotate between offices and even between Directorates and to affect permanent transfers. Rotations and transfers were seen as procedures which "allow variety and maximum

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opportunity for career development". The suggestion was made by several to introduce efficient means of providing employees with information on job vacancies.

Communication and Coordination

On two multiple-choice attitude items inquiring about communication, more than one-half of the DDI sample claimed that there was a communication gap between management and employees and that management fails to explain adequately to employees the reasons for its actions. Several of the narrative comments concerning communication suggest that faulty and inadequate communication is not only something observed between management and employees per se, but that it is also a serious problem between and within Directorates and between the Agency and other Government bodies. Within the Agency, generally, more effort in developing employee understanding of the various Directorates and their functions was called for. Specialists, particularly, were seen as requiring this Agency-wide exposure and perspective. Communication and coordination between Directorates was characterized by one DDIER as "internecine frictions". Others agreed that jurisdictional problems existed and that these had deleterious effects on the overall Agency mission. Still others were disturbed by the state of communications between this and other agencies. As an illustration of this feeling, one respondent observed that constant feuds between the Agency and

"DIA, State, Army, Air Force, etc., prohibit important (photo) intelligence from being disseminated to the policy levels in Government". On a somewhat related matter, one DDier pointed out that management's shift in emphasis to vast and expensive intelligence systems has not been associated with appropriate concern with "the final product, the mission or the place of the Agency in the scheme of things".

Although some DDiers acknowledge in their comments that their advice on management practices such as communications has been solicited, they felt that "follow-up action, if taken, has usually been of a sweeping-under-the-rug variety", or that constructive criticism has, in the past, generated such panic that the net effect has been to stifle speaking out.

#### Physical Surroundings and Working Conditions

Comments placed in this category were for the most part produced by DDI employees who identified themselves as working  Many alluded to the special set of difficulties associated with working in a building located in, to quote one respondent, "a filthy, crime-infested slum". At least six of the group working at **this** building expressed dismay over the inadequate and unsafe parking or more generally expressed fears concerning their personal safety. The feeling that "no one seems to care" about the difficulties encountered by people  distressed one respondent.

25X1-

25X1

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Another theme concerning physical surroundings on which several DDIs, presumably analysts, expressed similar sentiments was that over-crowding in their working areas (and "the noise-level") was detrimental to their research work. One respondent suggested increased use of partitions and individual conference rooms. It will be recalled that overall, about one-half of the total DDI sample asserted that their office space gave them too little privacy. Nearly one-third of the total group described their office areas as depressing.

#### The Work Itself

On a multiple-choice attitude item, less than 5% of the DDI sample expressed clear dissatisfaction with the nature of the work they do. However, well over one-third of the DDIs surveyed claimed they spent too much time doing clerical tasks and that they had trouble getting enough clerical help. This complaint is evidently one felt so strongly that several of the respondents reintroduced it in their narratives, adding that the "effectiveness/efficiency of many professionals in research-type activities would be enhanced by the availability of more secretarial/clerical support." Complementing this assertion is one made by several respondents that "the Agency is over-staffed with professionals". For example, one DDI claims that hiring of professionals goes on although "...for years analysts have complained that their

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responsibilities are continually being circumscribed because we hire too damn many people for the work we have been -- or rather, ought to be -- doing".

**APPENDIX A**

**Summary of Background Characteristics of  
the DDI and Non-DDI Samples**

## APPENDIX A

SUMMARY OF BACKGROUND CHARACTERISTICS OF  
THE DDI AND NON-DDI SAMPLES

	<u>DDI SAMPLE</u> %	<u>NON-DDI SAMPLE</u> %
Distribution of Sample by Career Service:		
Executive Service (DCI)	--	01
Clandestine Service (DDP)	--	52
Support Service (DDS)	--	37
Research Service (DDS&T)	--	10
Intelligence Service (DDI)	100	--
Year of EOD:		
1958	15	22
1959	13	19
1963	56	38
1964	17	20
Have you been through the Career Training Program (CTP or JOT)?		
Yes	23	52
No	77	47
During the past year did you spend six or more months overseas (PCS)?		
Yes	09	53
No	91	47
How old are you?		
25-29	21	15
30-34	49	51
35-39	25	32
40 and above	05	03
What is your sex?		
Male	88	94
Female	12	06

	<u>DDI SAMPLE</u> %	<u>NON-DDI SAMPLE</u> %
What is your highest degree of education?		
Less than a bachelor's degree	06	16
Bachelor's degree	19	36
Bachelor's degree with some graduate work	31	28
Master's degree, L.L.B., J.D., or equivalent	39	18
Ph.D., M.D., or equivalent	05	02
What was your grade when you entered on duty with the Agency? (Do not consider summer jobs.)		
GS-5 or GS-6	18	27
GS-7 or GS-8	55	59
GS-9 or GS-10	21	09
GS-11	06	02
GS-12	--	02
GS-13	--	01
GS-14	--	01
What is your present grade?		
GS-7 or GS-8	--	01
GS-9 or GS-10	06	13
GS-11	20	34
GS-12	41	30
GS-13	25	15
GS-14	05	05
GS-15	03	01
GS-16 and above	--	01

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APPENDIX B

Distribution of Response Percentages to Agency  
Job Attitude Questionnaire: DDI Sample Only

S E C R E T

DISTRIBUTION OF RESPONSE PERCENTAGES TO AGENCY  
JOB ATTITUDE QUESTIONNAIRE: DDI SAMPLE ONLY

APPENDIX B

RESPONSE  
JUDGED  
FAVORABLE<sup>1</sup>

I. THE WORK ITSELF--INTERESTINGNESS AND  
MEANINGFULNESS

		UNFAVORABLE		UNDECIDED			FAVORABLE	
		1	3	17	51	28		
18.* How do you feel about the work you have done? (This would include how interesting and meaningful it has been.)								
31. My job requires me to be creative.	A	3	11	7	48	31		
39. Some aspects of my job are too difficult for me.	D	1	1	2	32	65		
49. I have to look outside my work for things to make life worthwhile and interesting.	D	8	33	8	35	16		
59. I often come home angry or irritable because of something that has happened at work.	D	7	13	4	59	17		
69. My work bores me.	D	5	12	7	27	48		
80. I spend too much time doing clerical tasks.	D	10	26	7	43	13		
84. I have enough work assigned to keep me busy.	A	3	13	4	34	45		

<sup>1</sup>For items marked A, "Agree Completely" and "Tend to Agree" were considered favorable responses. For items marked D, "Disagree Completely" and "Tend to Disagree" were considered favorable response. \*These items, which cover basic dimensions of job satisfaction, were answered on a five-point scale ranging from Very Satisfied to Very Dissatisfied.

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II. PERSONAL WORK ACCOMPLISHMENTS

	RESPONSE JUDGED FAVORABLE		UNFAVORABLE		UNDECIDED		FAVORABLE	
	A	D	8	19	10	45	18	
88. I get challenging, important assignments.	A			19	10	45	18	
99. My job is usually so easy it isn't interesting.	D		2	13	4	44	38	
105. There is too much pressure on my job.	D		1	7	9	60	23	
109. I have little opportunity to use my abilities in the Agency.	D		1	19	9	47	23	
123. The Agency expects too much from me.	D		0	1	3	44	53	
15.* How do you feel about your personal work accomplishments? (This would include such things as whether or not you have successfully accomplished your work assignments or to what degree you feel you have been able to make a real contribution.)								
40. I rarely see the results of my work.	D		1	5	19	52	23	
64. I successfully complete a job or some aspect of it every week.	A		3	10	5	48	34	
75. At the end of the day I wonder what I have accomplished.	D		6	15	5	49	25	
118. Sometimes I feel that my job counts for very little in the Agency.	D		5	25	9	48	13	

SECRET

RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE  
UNDECIDED  
FAVORABLE

III. OPPORTUNITIES FOR ADVANCEMENT

- |   |   |    |    |    |    |    |  |  |
|---|---|----|----|----|----|----|--|--|
| 27.* How do you feel about the opportunities for promotion provided by the Agency?            |   |    |    |    |    |    |  |  |
| 38. Opportunities for advancement are excellent in my occupation.                             | A | 10 | 34 | 17 | 31 | 9  |  |  |
| 57. I would probably advance more quickly in private industry than in the Federal Government. | D | 7  | 22 | 51 | 13 | 2  |  |  |
| 73. My chances for promotion in the Agency are good.  | A | 6  | 23 | 20 | 41 | 11 |  |  |
| 100. My rate of advancement will be slower than I was led to believe.                         | D | 9  | 23 | 18 | 35 | 16 |  |  |
| 113. Promotional opportunities are fair.  | A | 6  | 26 | 16 | 44 | 7  |  |  |

IV. CLASSROOM AND ON-THE-JOB TRAINING

- |  |   |   |    |    |    |    |  |  |
|--|---|---|----|----|----|----|--|--|
| 16.* How do you feel about the classroom and on-the-job training you have received in and for your present position? (This would include such things as the quality of the training and its relevance to the job.) |   |   |    |    |    |    |  |  |
| 44. During the first part of my Agency employment, I would rather have spent more time on the job and less in classroom training.  | D | 3 | 12 | 12 | 42 | 31 |  |  |
| 53. The Agency has provided inadequate training for my job.  | D | 5 | 18 | 8  | 45 | 24 |  |  |

	RESPONSE JUDGED FAVORABLE	UNFAVORABLE	UNDECIDED	FAVORABLE
79. I am satisfied with the quality of Agency training instructors.	A	7	17	25 45
94. The Agency has a well-planned training program for people in my position.	A	26	33	19 20 2
<u>V. PAY AND BENEFITS</u>				
25.* How do you feel about the salary you receive?		2	8	25 55 11
34. I am getting paid as much as I would outside the Federal Government.	A	11	21	24 35 8
77. For the work I do I am underpaid.	D	4	22	15 46 13
103. I'm satisfied with employee benefits.	A	4	12	4 63 18
112. I understand what the Agency benefit program provides for employees.	A	4	22	11 53 9
<u>VI. CO-WORKERS</u>				
17.* How do you feel about your co-workers? (This would include how well you get along with them and how much cooperation they give you.)		0	2	9 46 43
32. My co-workers give me less cooperation than they should.	D	1	5	4 39 51
50. I get along well with my co-workers.	A	0	1	2 47 49
68. In terms of interests and attitudes, I have a lot in common with my fellow workers.	A	3	16	9 57 14

RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE 1 6 2 18 74  
UNDECIDED 2  
FAVORABLE 74

83. One or more of my co-workers has discriminated against me because of my age.

D

VII. RECOGNITION RECEIVED FOR WORK

21.\* How do you feel about the recognition you have received for your work? (This would include such things as any praise or criticism you might have received for your work.)

4 7 24 45 20  
1 3 8 41 48

85. My work is unfairly criticized.

D

89. In this Agency, rewards and recognition are based primarily upon actual accomplishments.

7 22 15 43 7

102. I usually receive praise for my work when I have done a good job.

A

18

VIII. TREATMENT BY SUPERVISOR

20.\* How do you feel about the way your supervisor has treated you?

A

33

33. My supervisor watches me too closely.

D

56

43. My supervisor listens to my suggestions.

A

37

52. There are too many people telling me what to do.

D

28

56. I can trust my supervisor.

A

43

RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE  
UNDECIDED  
FAVORABLE

Item	Response	Unfavorable	Undecided	Favorable
65. My supervisor gets along well with his boss.	A	2	12	48
67. I know what my supervisor thinks of me and my work.	A	3	15	50
74. My supervisor gives me inadequate time for breaks and lunch.	D	13	7	16
78. I feel ill at ease in the presence of my supervisor.	D	2	3	35
82. My supervisor allows me to make my own decisions on how I do my work.	A	2	7	58
95. My supervisor has little influence on the people above him.	D	5	21	43
121. My supervisor is too interested in his own success to care about the needs of his employees.	D	5	10	44
19.* How do you feel about your supervisor's ability to understand the nature of your work?		2	8	15
36. My supervisor gives confusing instructions.	D	3	12	6
48. My supervisor makes too many technical mistakes.	D	4	7	5
60. My supervisor makes sound decisions.	A	1	13	16
				57
				14

IX. COMPETENCE OF SUPERVISOR

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RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE  
UNDETERMINED  
FAVORABLE

XI. IMPRESSION JOB MAKES ON OTHERS

23.\* How do you feel about the impression your job or occupation makes on your family or friends?

42. My family and friends think my present job is a good one.

62. The public looks down on Government employees.

1	4	14	53	29
3	33	9	44	11

XII. AGENCY RULES AND REGULATIONS

28.\* How do you feel about the Agency's rules and regulations as they affect you?

37. The Agency's rules and regulations are unnecessarily strict or rigid.

1	1	20	67	12
2	6	5	57	29

XIII. WAY AGENCY IS RUN

22.\* How do you feel about the way the Agency is run?

58. The Agency is run by people who have good judgment.

63. The Agency is unwilling to act on new ideas that I think have merit.

71. The Agency has progressive programs.

111. Management here sees to it that there is cooperation between offices.

4	10	38	44	4
2	8	22	60	8
3	14	26	48	8
4	10	37	44	5
14	31	16	37	2

S E C R E T

RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE  
UNDECIDED  
FAVORABLE

XIII. (A) ADEQUACY OF COMMUNICATION

41.	Management fails to explain adequately to employees the reasons for its actions.	D	20	37	13	27	3
51.	There is too much "red tape" in the Government.	D	29	47	7	16	1
76.	I can make my ideas know to management.	A	4	9	6	54	27
91.	Management makes an effort to solicit my ideas outside the formal suggestion system.	A	16	29	8	37	9
97.	There is a communication gap between management and employees.	D	23	34	16	24	4
104.	I know how my job fits in with other work in the Agency.	A	2	6	6	55	31

XIII. (B) CAREER DEVELOPMENT/PERSONNEL MANAGEMENT

30.	I have experienced a definite growth in skills since taking my present job.	A	2	4	4	35	55
45.	The personnel program of this Agency is a hindrance.	D	13	24	29	23	12
66.	I am rarely asked to participate in the planning of my career development.	D	39	33	6	16	5
70.	My supervisor has shown interest in my career development.	A	7	19	15	43	14
96.	The people who hired me misrepresented my job.	D	5	14	7	37	37

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	UNFAVORABLE	UNDECLINED	FAVORABLE
101. The personnel office in the Agency tries to be helpful.	11	16	34
106. Decisions affecting my assignments and career are made with little regard for my own preferences.	15	19	46
107. The Agency should take more interest in each employee as a person than it presently does.	19	36	20
114. Since I've been here, the Agency has grown more depersonalized in its relations with its employees.	8	32	25
115. The fitness reporting system leaves much to be desired.	22	39	17
116. Complaints are handled poorly in the Agency.	8	23	47
117. The Agency is doing a good job of managing the young professionals who have recently entered on duty.	12	34	36
119. I am kept informed of personnel policies and procedures.	13	29	12
122. If I have a complaint to make, I feel free to talk to someone up the line.	4	17	8
<b>XIV. CALIBER OF NEW PROFESSIONALS</b>			
124. Overall, young professionals entering the Agency today are as capable as those who entered when I did.	0	4	5

RESPONSE  
JUDGED  
FAVORABLE

RESPONSE  
JUDGED  
FAVORABLE

2 UNFAVORABLE  
19 21 44 14  
2 UNDECIDED  
21 44 14  
14 FAVORABLE

125. Overall, young professionals entering the Agency today are as motivated (i.e., committed to their work) as those who entered when I did.

A

XV. IMPORTANCE OF AGENCY GOALS

26.\* How do you feel about the importance of the Agency's goals?

2 2 12 42 41  
2 1 11 40 46

86. The goals of the Agency are worthwhile.

A

XVI. COMMITMENT TO AGENCY CAREER

45-

46. I would turn down a chance to change my present job for one of equal pay, security, and status.

19 16 27 19 19

87. My present job is in the area of work (not necessarily the same job) I wish to remain in permanently.

9 11 17 44 19

108. The longer I work for the Agency, the more I feel I belong.

6 22 26 37 9

110. If I had it to do over again, I would probably not come to work here.

7 12 15 36 29

120. I really feel part of the Agency.

4 23 12 51 11

XVII. GENERAL JOB SATISFACTION

14.\* How do you feel about your job as a whole?

1 10 22 53 14

S E C R E T

SECRET

RESPONSE  
JUDGED  
FAVORABLE

UNFAVORABLE      UNDECLINED      FAVORABLE

55. My job is as good as I thought it would be when I was hired.	A	17	13	43	21
93. I am discouraged in my present job.	D	27	9	28	36
126. Filling in a questionnaire like this is a good way to let management know what employees think.	A	7	14	20	41
127. I think some good may come out of filling in a questionnaire like this.	A	10	17	29	37
					7

XVIII. REACTIONS TO QUESTIONNAIRE

S E C R E T

JUN 18 1 54 PM '70

JUN 24 9 04 AM '70

S E C R E T