

SECRET25X1
MEMORANDUM FOR:[REDACTED]
SSA/DDA25X1
THROUGH:[REDACTED]
Chief, Psychiatric Division
Office of Medical Services25X1
FROM:[REDACTED]
Clinical Psychologist
Office of Medical ServicesSUBJECT: Compensation for Overseas Personnel and
Stress Results

1. On the basis of information obtained from OMS Stress Studies of Agency personnel who serve abroad in today's world, the following points are offered as justifications for additional compensation for Overseas Personnel.

- a. Additional compensation represents an appropriate signal to all Agency employees that several major factors and conditions of field service for overseas personnel and their families are unusual and different from those of Headquarters employees and most other official Americans who are working abroad. Attempts are being made to understand and relieve these unique stressors but more time is required. Additional compensation is the most immediate way to recognize Agency personnel for these unique stressors of overseas service.
- b. Additional compensation in the form of a salary related payment not only constitutes a meaningful recognition signal but also an appropriate incentive for valuable overseas services under conditions of increased stress. Monetary compensation effectively connotes to recipients and others that overseas service under increased dangers is recognized and appreciated by the Agency. In recent years, overseas stressors have increased significantly as a result of evolving factors, e.g., hostile identification and exposure which can be directed against any CIA employee and family member and asset overseas. The ground rules have changed. Although employees say that they continue to be motivated for O/S service, their families are increasingly more reluctant to accompany them overseas because they no longer have a secure sense of adequate protection and equity as regards substantial threats to career and safety.
- c. In comparison to most other Americans who are officially employed abroad, most Agency officers [REDACTED] This requires them to work longer hours at the risk of heightened visibility and exposure to potential threat without any additional compensation. These stressful duties and conditions serve to further separate and distinguish Agency officers from other official Americans abroad.

25X1

25X1

MORI/CDF

SECRET

25X1

d.

e.

- f. Agency personnel and their families serve in many areas abroad where there is a marked uncertainty and fear about safety because of the casual crime and violence. Ever-increasing anti-American sentiment political turmoil, and uncontrolled crime and violence abroad magnify the realism of these dangers and cause Negative Stress which is directly proportionate to the actual dangers involved. Agency personnel and their families are increasingly reluctant to expose themselves to such physical hazards despite possible detriment to their careers.
- g. Of the basic stress factors associated with PCS Reassignment Process, FAMILY CONSIDERATIONS is the first and largest cluster of stressors that is statistically isolated and identified. Essentially, this factor encompasses the stressful impacts of PCS reassignment on the family as a unit. Today, more than ever before, employees exhibit serious concern about the stressful effects of a reassignment on their families. Thus, FAMILY CONSIDERATIONS has a greater weight today in their decision to serve abroad.
- h. Another basic stress factor in the PCS Reassignment Process is FINANCIAL DISINCENTIVES. Statistically, this factor is made up of various stressors, e.g., continuing reduction of O/S inducements, benefits, privileges; unsatisfactory monetary allowances; inadequate compensation for major expenses, financial losses; marked decline of buying power of U.S. dollar abroad; etc. In essence, O/S living is much more expensive today. This fact is a major source of Negative Stress for employees and their dependents.
- i. Some basic stress factors which are statistically derived from the many stressors associated with Locale of Assignment include THREATS TO FAMILY WELFARE AND HAPPINESS, ADVERSE LOCAL LIVING CONDITIONS, DIFFICULT INTERPERSONAL RELATIONS, THREATS TO PHYSICAL SAFETY AND SECURITY, and ISOLATION. These hardships of Locale of Assignment

call for management attention in the form of recognition and support of employees and their families who serve in many stressful areas abroad.

- j. Today, most spouses, of necessity and by choice, are employed in jobs or careers which they must relinquish to accompany employees overseas. These gainful occupations serve a combination of purposes, e.g., to keep up with the cost of living and buy a home. Opportunities of equivalent employment and income for the spouse overseas are limited. Thus, overseas service today represents a financial job, and career sacrifice for most spouses and family.
2. OMS representatives are available to discuss these and any other points.



25X1