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National Security Agency

Fort George G. Meade, Maryland

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INITIAL ATTITUDES OF COLLEGE RECRUITS HIRED IN 1960-61

MARCH 1962

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Office of Resources Analysis
Resources Analysis and Research
Division
Psychological Research Branch
National Security Agency
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FOREWORD

This report describes the results obtained from a questionnaire given to newly-hired college graduates employed as a result of the 1961 Agency recruiting program. The questionnaire covered areas dealing with NSA publicity, recruitment, testing, appointment, and processing practices, and with the job market.

In Appendix B of this report, comparative responses are listed for the major items of the same questionnaire used with 1958, 1959, 1960, and 1961 college hirees.

Wm. H Ward

WILLIAM H. WARD
Chief, M73

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INITIAL ATTITUDES OF COLLEGE RECRUITS HIRED IN 1960-61*

E. M. Gibson

Introduction

Each year, as the culmination of an intensive recruitment program, NSA employs a select group of college students. This program in itself represents a considerable investment, and the investment will continue in terms of security clearance and training of the new employees. Furthermore, the success of the program is extremely important to the future effectiveness of the Agency. For these reasons, a continuing effort is being made to improve the recruitment and placement policies and procedures for college graduates. Regularly, the reaction of the new recruits is obtained by means of a questionnaire designed to identify the problems they encounter. Since 1957, studies of the responses have been conducted (1, 2, 3). These studies, taken together, reveal the persistence of some problems as well as the progress made toward alleviating others. This report deals with the attitudes of college recruits hired in the calendar year 1961, and is specifically concerned with isolating and defining the nature of their problems, establishing the relative importance of these problems, comparing the results with those of previous years, and recommending remedial action.

Method

Between May 1961 and October 1961, a total of 185 individuals hired under the college recruitment program entered on duty. Of these, 112 were Liberal Arts graduates and 73 were Physical Science graduates. (The latter include mathematicians, engineers, physicists, and chemists.) This year, for the first time, part of the processing of college recruits was completed during a pre-employment visit to the Agency. Offers of employment were made after this visit, based upon the results of approximately three days of pre-employment processing which included general orientation, psychological tests and interviews, medical examinations, and, for some candidates, proficiency tests and visits to operating areas. Those who subsequently entered on duty spent two days being processed for specific assignments. This second period included placement tests and interviews and additional orientation. During the final day of processing, employees completed a 17-item

* No separate report was published for the calendar year 1960. The tables and statistics for 1960 which are included in this report were derived from raw data available in the files.

questionnaire (See Appendix A) covering their contacts with NSA up to that point. The areas covered were:

1. Publicity - initial source of contact with NSA and estimate of the effectiveness of NSA publicity.

2. Recruitment - reactions to the NSA recruitment interview.

3. Job Market - comparison of NSA job offers with others received.

4. Testing - reactions to the Professional Qualification Test as well as the various tests taken during pre-employment and final processing. The latter include the Professional Placement Battery in the case of Liberal Arts recruits, the Engineering Qualification Test or the Mathematics Qualification Test in the case of Physical Science recruits, the Personnal Assessment Battery given to all recruits, and language proficiency test given to certain Liberal Arts candidates.

5. Processing - impressions of NSA and opinions about the processing procedures.

6. Appointment - reactions to accepting employment with NSA.

Questionnaires were completed by 158 employees, of which 89 were Liberal Arts graduates and 69 were Physical Science graduates. This represented 85 per cent of the total number hired, 80 per cent of the Liberal Arts graduates hired, and 94 per cent of the Physical Science graduates hired, respectively.

In some instances, it was desirable to analyze responses separately for the Liberal Arts and Physical Science groups. Items for which there was no interest in response differences between the two groups were analyzed for both groups combined.

For many items, responses to more than one of the possible choices were allowed. For these items, the number of responses frequently exceeds the total number of the group. The response percentages, however, were based on the number of employees comprising the responding group (i.e., 89 for the Liberal Arts group, 69 for the Physical Science group, and 158 for both groups combined). Thus, the tables show the percentage of the responding group involved and will total more than 100 per cent for many items.

Instructions for both item 16 and item 17 required that the response be ranked in the order of importance. However, in analyzing the results, these responses are merely tallied in the same manner as the multiple responses to other items and no weights assigned to take account of the ranking of responses.

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There were certain items to which some of the new employees failed to respond. In such cases, the response percentages were still based on the total number of possible respondents for the group involved (89 for Liberal Arts graduates, 69 for Physical Science graduates, or 158 for the combined group.)

In comparing the salary offer from NSA with offers received by Liberal Arts new employees from other sources (Table 4, Appendix B), the salary range applicable to the majority of Liberal Arts graduates (i.e., those with a B.A. degree) was used, since the questionnaire was not designed to identify those with M.A. and Ph.D. degrees.

The same method was used to determine the percentage of Physical Science graduates receiving offers above, below, and equivalent to the NSA offer. In this instance, however, the NSA salary offers for B.S. and M.S. degrees fell within the single salary range used for comparison purposes.

In general, responses to "Other" options showed no trends. These varied responses are listed individually in only four of the tables in Appendix A, i.e., Tables 15a, 15b, 16a, and 16b. For other items, the responses were so highly individualistic and subjective that a listing appeared to be of little value.

The salient information derived from the questionnaire is summarized below. Additional information may be gained from an examination of the tables in Appendix A which summarize the responses to the questionnaire in more detail.

Results

Item

1. The first knowledge of NSA came from three primary sources. In the order of frequency these were: (a) College Placement Office, (b) Friends or relatives, and (c) School bulletin board.

2. The emphasis on security at NSA, as expressed by the recruiter, "sounded necessary" and "was expected" by the great majority of new employees.

3. The overall evaluation of the NSA recruitment interview indicated that the interview was "satisfactory" though "lacking in needed information about the job."

4. The general opinion among both Liberal Arts and Physical Science employees concerning improvement of the interview

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is represented by the following statement "More detailed information about the nature of the work and the requirements of specific positions is needed." Equally important was the desire for more concrete information about the Agency, the advantages of being employed by NSA, and the opportunities afforded new employees. Fifty-five per cent of the new employees failed to respond to this item, many of whom did not have a campus interview with a recruiter.

5. Forty-eight per cent of the new employees said they felt more favorably disposed toward NSA after an interview with the recruiter. Another 34 per cent stated that their feelings toward NSA were not substantially affected by the interview. Four per cent felt less favorably disposed toward NSA after the interview.

6. The average number of job offers received by the Liberal Arts employees was 1.4. The Physical Science graduates received an average of 1.7 job offers.

(a) Forty-five per cent of the salary offers received by the Liberal Arts group were in a range equal to or greater than those made by NSA, while 55 per cent received by this group were below.

(b) Fifty-eight per cent of the job offers received by Physical Science new employees were equal to or greater than those made by NSA, while 42 per cent were below the NSA offer.

7. The great majority of Liberal Arts new employees felt that the P.Q.T. was well administered and given under favorable conditions.

8 & 9. The majority of Liberal Arts employees were tested with the P.Q.T. and interviewed on their own campus.

10. Most employees felt that NSA publicity would have been more effective if there had been more publicity, if information had been actively brought to the attention of the students either by the use of bulletin boards, school paper, or public announcements; if publicity had contained more specific information about NSA's job opportunities; and if more advance notice about tests and interviews had been given.

11. The great majority of both Liberal Arts and Physical Science employees felt that the tests they took during their pre-employment processing period were well administered and given under favorable conditions.

12. During the pre-employment processing visit, the greatest number of new employees disliked the poor scheduling and the resulting periods of inactivity. This single factor accounted for one-half of the total number of responses.

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13. During the pre-employment processing period, the new employees were favorably impressed by the friendliness and courtesy of the personnel. Second in importance was a mention of the efficiency with which the processing was accomplished. A close third was the favorable impression created by the physical plant, facilities, and desirable working conditions.

14. Improvements in personnel processing most frequently suggested were: (a) Better organization of processing and more efficient scheduling, (b) Provision of more explicit information about Agency work and job opportunities, (c) Provision of more information about processing procedures as well as the significance of and the time for each process.

15. Employees knew of others who probably would have accepted employment if they had known more about NSA and the kind of benefits and job opportunities available. Other items mentioned next in the order of frequency were (a) "if the salary were higher" and (b) "if they had known about NSA in advance of the tests and/or the interviews."

16. (a) The Liberal Arts graduates accepted NSA employment chiefly for the following reasons:

    (1) Interesting, challenging or varied work
    (2) Importance of work
    (3) Good salary compared with other offers
    (4) Good educational and training opportunities.

    (b) The Physical Science graduates accepted NSA employment for the following reasons:

    (1) Good educational and training opportunities
    (2) Interesting, challenging, or varied work
    (3) Good opportunities for professional development
    (4) Good salary compared with other offers.

17. (a) The factors detracting from NSA employment as given by the Liberal Arts group were:

    (1) Not enough specific information given about the job
    (2) The delay between the initial interview and the job offer was too long
    (3) No opportunity to talk with the prospective supervisor about the job
    (4) Too much red tape involved in getting government job.

    (b) The factors most frequently mentioned by the Physical Science group as detracting from NSA employment were:

    (1) Not given enough specific information about the job
    (2) Too much red tape involved in getting a government job.
    (3) The delay between the initial interview and job offer was too long.
    (4) No opportunity to talk with the prospective supervisor about the job.

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Comparison and Interpretations of Questionnaire Responses

The same questionnaire has been administered to newly-hired Liberal Arts and Physical Science recruits for the past four years. Comparative responses for the more important items are given in Appendix B.

A summary of these comparisons follows:

1. Sources of first knowledge of NSA.

The same three sources have been ranked as the top three sources for the past four years. Although the order among the three has varied from year to year, first place has been held by the College Placement Officer for the past two years. The other two are "Friends or relatives" and "School bulletin board."

2. Reason for Liberal Arts employees accepting NSA employment.

"Interesting, challenging, or varied work" has been the foremost reason during the past four years. "Salary good compared with other offers" has been in either second or third place for the past three years, while it was down to fifth place in 1958. "Good educational and training opportunities" has held a rank in one of the top three places for all four years. "The feeling that abilities would be well utilized" has been in either third or fourth place throughout the four years.

3. Reasons for Physical Science candidates accepting NSA employment.

"Good educational and training opportunities" and "interesting, challenging, or varied work" have ranked first and second respectively for the past four years. "Good opportunities for professional development" has ranked in third place for three of the four years and in fourth place the remaining year (1960). "Salary good compared with other offers" was not given at all as a reason in 1958 and 1959; however, in 1960 and 1961, it ranked third and fourth respectively.

4. Non-NSA full-time salary offers received by Liberal Arts candidates.

In 1961, for the first time in four years, more than one-half of the salary offers received were lower than the NSA offer.

5. Non-NSA full-time salary offers received by Physical Science candidates.

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In 1961, 42 per cent of the salary offers received were lower than the NSA offer. This compares with 10 per cent in 1960, 4 per cent in 1959, and 10 per cent in 1958.

6. Factors which detracted from NSA employment for Liberal Arts hires.

First, in the order of importance, for the past four years was the factor "Not given enough specific information concerning job." "Too much red tape involved in getting a government job" has been ranked within the first four places throughout the four years. Other factors showed considerable variability with no specific trend discernible.

7. Factors detracting from desirability of NSA employment for Physical Scientists.

"Was not given enough specific information about the job" was ranked first in 1960 and 1961 but was not listed as a significant factor in either of the two preceding years. It is significant to note that first place in 1958 and second place in 1959 was held by the factor "Salary low compared with other offers." In 1958 the factor in second place was "Risk of not being granted clearance after reaching D. C." This factor dropped to fifth place in 1961. The change in processing procedures whereby the polygraph and psychological tests and interviews were completed during a pre-employment processing visit may partially account for the fact that less concern appears to be shown over this factor. As was the case with the Liberal Arts hires. . . . factor "Delay between initial interview and job offer was too long" ranked higher in 1961 (3rd place) and 1959 (1st place) than in 1960 (6th place) and 1958 (4th place).

Recommendations

A. Changes in processing procedures

1. In order to improve the scheduling, it is recommended that every effort be made to have the Liberal Arts candidates and the Physical Science candidates visit the Agency at different times so that they may be processed in separate groups.

2. Since it is impossible to eliminate completely the time lags between the various stages of processing, it is recommended that the area provided at the Agency for accommodating the groups be as comfortable, convenient, and attractive as possible.

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3. It is recommended that every effort be made to reduce the time required for each of the various personnel evaluation reports, e. g., medical center reports, polygraph reports, and security reports.

4. It is recommended that as much detailed information as possible be provided in written form. This pertains to information about the Agency and career opportunities as well as facts about conditions of employment, travel expenses, time required for processing, tests required, processing schedule, etc. This will eliminate the necessity for lengthy orientation talks, provide reading material so that waiting periods need not be termed "idle time", preclude the possibility of misunderstandings, and reduce feelings of uncertainty and apprehension.

B. Changes in the New Employee Survey questionnaire

1. It is recommended that the questionnaire be revised at the earliest feasible time to render this questionnaire compatible with the one given to candidates who decline offers of employment.

2. If the questionnaire is to be used again in substantially its present form, the following minor revisions are recommended:

a. Add a Personal Data item to get information as to the highest degree held, sex, and marital status.

b. Omit specific reference to the campus interview and provide for any type of interview by a recruiter in items 2, 3, 4, and 5.

c. Change item 11 to apply to any tests taken at NSA rather than those taken during the pre-employment processing visit.

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APPENDIX A

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Table 1 (Item 1)

I first learned about NSA through.....	N	%
a. School bulletin board	32	20
b. Recruiter from NSA	18	11
c. Professional Qualification Test	13	8
d. College Placement Office	57	36
e. Friends or relatives	46	29
f. Military service	9	6
g. Professor	16	10
h. College paper	3	2
i. Other		
(1) Press releases	3	2
(2) Living in vicinity	1	1

Table 2 (Item 2)

The emphasis on security at NSA, as expressed by the recruiter in the campus interview.....	N	%
a. Made me somewhat apprehensive	8	5
b. Sounded necessary	74	47
c. Was not discussed	2	1
d. Was not emphasized	13	8
e. Was expected	79	50
f. Other	1	1

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Table 3 (Item 3)

My campus interview with the NSA recruiter was.....	N	%
a. Satisfactory	114	72
b. Unsatisfactory	2	1
c. Lacking in needed information about the job	21	13
d. Lacking in needed information about (other)	3	2
e. Misleading in that...	1	1
f. Other...	1	1

Table 4 (Item 4)

I felt that my campus interview with the NSA recruiter would have been more satisfactory if.....	Liberal Arts N	Physical Science N
a. More detailed information had been provided about the nature of the work and the requirements of specific positions, i.e., information on where specific skills could be applied	10	12
b. More concrete information had been furnished about the opportunities afforded and the advantages of being employed by NSA	6	1
c. More time had been spent with each person	3	2
d. More specific information had been given about NSA (including the mission and scope)	7	7
e. More details about the graduate school program had been given	--	1
f. I had known more about NSA in advance of the interview	3	7
g. No changes are made - interview was satisfactory	3	3
h. Not interviewed by a recruiter	24	7
i. No response	32	24

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Table 5 (Item 5)

After I had completed my interview with the NSA recruiter.....	N	%
a. I felt MORE favorably disposed toward NSA	76	48
b. I felt LESS favorably disposed toward NSA	6	4
c. My feelings toward NSA were not substantially affected	53	34

Table 6 (Item 6)

Non-NSA full-time salary offer(s) received.....

Salary range	Liberal Arts N	Scientific N
3001-3500	3	
3501-4000	4	1
4001-4500	24	6
4501-5000	36	
*5001-5500	39	20
5501-6000	12	22
**6001-6500	2	33
6501-7000	2	21
7001 up	0	12
Average number of job offers per candidate	1.37	1.67

* The majority of NSA job offers made to Liberal Arts candidates fall within this range.

** The majority of NSA job offers made to PhysicalScience candidates fall within this range.

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Table 7 (Item 7) Liberal Arts Only

I feel that the Professional Qualification Test that I took before coming on duty was.....	N	%
a. Well administered	66	74
b. Poorly administered	4	4
c. Given under favorable conditions	42	47
d. Given under unfavorable conditions	5	6
e. Other	9	10

Table 8 (Items 8 & 9) Liberal Arts Only

At what school were you tested? At what school were you interviewed?	N	%
a. Test and interview at same school	59	66
b. Test and interview at different schools	20	22
c. Local applicant	10	11

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Table 9 (Item 10)

At my school the NSA publicity would have been more effective if.....		N	%
a.	More specific information about the type of jobs and opportunities offered by the Agency had been given (Regis, Manhattan, Stanford, VPI, Ga Tech, Penn St., Stevens, Drexel, U of Wisc, Villanova, St. John's, Lehigh, U of Iowa, W. VaIT, U of Del	18	11
b.	There had been more publicity (U of Berkeley, Regis, U of Wisc, La Salle, Rutgers, Notre Dame, U of Ky, Ohio St, U of Maine, U of Texas, N C State, U of NC, Trinity, Loyola, Bucknell)	16	10
c.	More advance notice had been given about tests and interviews (Indiana U, U of Texas, Denver U, Newark, U of Del, Regis, Fordham, U of Fla)	10	6
d.	It had been more widely disseminated (U of Ky, U of Wisc, U of Wash, UCLA, American U, W Va U, Penn St, Duke)	9	6
e.	There had been some (U of Miami, Lehigh, U of Mich, Mt Holyoke, W Va U, Bryn Mawr, Rutgers, Drexel)	9	6
f.	No change is made - very effective (U of Wisc, St. John, Mich St, Regis, Cornell, Ga Tech)	9	6
g.	It had been more prominently displayed (Syracuse, Duke, UCLA, Regis, Loyola)	8	5
h.	It had been published in the school paper (Miami U, W Va U, U of Ill, Georgetown U, U of Minn, Fordham, U of Fla)	8	5
i.	There had been more and larger signs and more up-to-date brochures (U of Mo, La Salle, Stevens, U of Fla, U of Md)	7	4
j.	College Placement Office had been more effective in bringing it to the attention of the students (GWU, U of Miami, Boston, U of Wisc, Ohio Wesleyan)	6	4
k.	An interviewer had visited the school	1	1
l.	The interviewer had been a recent U. of Florida graduate	1	1

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Table 10 (Item 11)

I feel that the tests that I took during my pre-employment processing visit to NSA were...	N	%
a. Well administered	132	84
b. Poorly administered	1	1
c. Given under favorable conditions	74	47
d. Given under unfavorable conditions	8	5
e. Other	12	13

Table 11 (Item 12)

During my pre-employment processing visit I disliked..	N	%
a. Poor scheduling and periods of inactivity	64	41
b. Lack of specific information about jobs and working conditions	12	8
c. Lack of adequate information about processing procedures	7	4
d. Psychological tests and interviews	7	4
e. Orientation talk at the end of the visit	7	4
f. Hotel accommodations	6	4
g. Timing of visit, e.g., too much time missed from school	6	4
h. Lack of personal attention	4	3
i. Polygraph	4	3
j. Taking too many tests in a short period of time	3	2
k. Having to make too many trips to NSA	3	2
l. Restrictions imposed by security	2	1
m. Rushing to get everything done in a short time	1	1
n. Military aspect	1	1
o. Delay in repayment of travel expenses	1	1

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Table 12 (Item 13)

On the other hand, during my pre-employment processing I was favorably impressed by.....	N	%
a. Friendly, helpful, courteous people	78	49
b. Efficiency in planning and conducting the processing	25	16
c. Favorable working conditions and facilities available	22	14
d. General attitude toward and treatment of applicants	18	11
e. Pleasant atmosphere	11	7
f. Agency's policy of thoroughness in the processing	10	6
g. Personal attention given to applicants	8	5
h. Security measures	6	4
i. Tour of working areas	5	3
j. Importance and scope of the Agency's work	4	3
k. Orientation talk	3	2
l. Location of Agency in the Washington area	1	1
m. Living conditions	1	1
n. Location near schools	1	1
o. Professional opportunities	1	1

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Table 13 (Item 14)

In my opinion, a specific improvement in personnel pre-employment processing could be accomplished by.....	N	%
a. Better organization of the processing and more efficient scheduling	25	16
b. More explicit information about Agency work and job opportunities	14	9
c. More definite information about the schedule and time required for pre-employment processing	9	6
d. No improvement needed	4	3
e. Reducing the size of the group	4	3
f. More individual treatment	4	3
g. Opportunity to visit work areas and meet prospective fellow workers	3	2
h. More comfortable place for waiting	3	2
i. Reducing the time interval between the school interview and the job offer	3	2
j. Extending time 1 day	1	1
k. More information about housing	1	1
l. Less duplication in filling out forms	1	1
m. Less formal atmosphere	1	1
n. Partial clearance prior to processing	1	1
o. Have forms filled out by mail	1	1

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Table 14 (Item 15)

I know others who probably would have accepted employment with NSA if.....		N	%
a.	They had known more about NSA and the benefits of employment	22	14
b.	They were given more detailed information about job possibilities	12	8
c.	They had known about NSA in advance of the test and/or interviews	12	8
d.	The salary were higher	12	8
e.	Security restrictions were less stringent	6	4
f.	The time between initial testing and job offer were reduced	6	4
g.	They had been offered employment	5	3
h.	Application forms were less involved	3	2
i.	They had not objected to the geographical location	3	2
j.	They had received an earlier invitation to visit and had visited NSA	3	2
k.	They had known moving expenses would be paid	1	1
l.	Moving expenses could have been paid	1	1
m.	The recruiter had not emphasized the need for a B average	1	1
n.	They had been more favorably impressed by NSA employees	1	1
o.	They had been promised more frequent promotions	1	1

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Table 15a (Item 16)

Reasons in the order of importance for Liberal Arts candidates accepting NSA employment		N	%
a.	Interesting, challenging, or varied work	63	71
b.	The importance of the work	47	53
c.	Salary good compared with other offers	46	52
d.	Good educational and training opportunities	44	49
e.	Feeling that my abilities would be well utilized	40	45
f.	Location (Washington area)	29	33
g.	Preference for government job	27	30
h.	Feeling that work would include individual responsibility	27	30
i.	Superior professional associates	26	29
j.	Career possibilities	22	25
k.	Good opportunities for advancement	21	24
l.	Good opportunities for professional development	17	19
m.	Adequate recognition of independent thought and accomplishments	7	8
n.	Liberal government policy on "fringe benefits"	7	8
o.	The very satisfactory interview with the NSA recruiter	4	4
p.	Government's personal interest in its employees	3	3
q.	Other		
	(1) Spouse employed at NSA and likes it	5	6
	(2) Atmosphere and working conditions	1	1
	(3) Curious to find out about the work	1	1
	(4) Previous summer employment at NSA	1	1

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Table 15b (Item 16)

Reasons in the order of importance for Physical Science candidates accepting NSA employment		N	%
a.	Good educational and training opportunities	51	74
b.	Interesting, challenging, or varied work	47	68
c.	Good opportunities for professional development	27	39
d.	Salary good compared with other offers	23	33
e.	The importance of the work	20	29
f.	Good opportunities for advancement	19	28
g.	Feeling that my abilities would be well utilized	16	23
h.	Career possibilities	16	23
i.	Location (Washington area)	13	19
j.	Government's personal interest in its employees	13	19
k.	Liberal government policy on "fringe benefits"	12	17
l.	Feeling that work would include individual responsibility	12	17
m.	Preference for government job	9	13
n.	Superior professional associates	9	13
o.	The very satisfactory interview with the NSA recruiter	8	12
p.	Adequate recognition of independent thought and accomplishments	4	6
q.	Other		
	(1) Previous summer employment with NSA	3	4
	(2) Chance to fulfill military obligation in a good position	3	4
	(3) Interest shown in personal questions	2	3
	(4) Liked the people I would be working with	2	3
	(5) Graduate study program	1	1
	(6) Excellent working conditions and equipment	1	1

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Table 16a (Item 17)

Reasons which detracted from NSA employment for Liberal Arts candidates in the order of importance...		N	%
a.	Was not given enough specific information about the job	55	62
b.	Delay between initial interview and job offer was too long	36	40
c.	No opportunity to talk with prospective supervisor about the job	26	29
d.	Too much "red tape" involved in getting a government job	23	26
e.	No opportunity to talk with prospective fellow workers about the Agency	17	19
f.	Objected to geographical location	16	18
g.	Did not wish to pay own travel and moving expenses	15	17
h.	Risk of not being granted a security clearance after moving to Washington	12	13
i.	Government does not take personal interest in its employees	6	7
j.	Preferred non-government work	5	6
k.	Opportunities for advancement too limited	5	6
l.	Little recognition of independent thought and accomplishments	5	6
m.	Did not feel work would include individual responsibility	4	4
n.	Salary low	4	4
o.	Opportunities for professional development too limited	3	3
p.	Felt abilities would not be fully utilized	3	3
q.	Opportunities and financial assistance for professional training too limited	3	3
r.	Other		
	(1) Interested in working abroad	4	4
	(2) Feeling that my college education would be of negligible value	3	3
	(3) Knowledge that other applicants have experienced a 4-12 month delay before knowing about job offer	2	2
	(4) Pressure to accept GS-7 salary when NSA could have offered GS-9 initially	1	1
	(5) Hatch Act	1	1
	(6) Expense of living in D. C.	1	1
	(7) Strict security requirements	1	1
	(8) Not sure about opportunity for advancement	1	1

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Table 16b (Item 17)

Reasons which detracted from NSA employment for Physical Science candidates in the order of importance.....		N	%
a.	Was not given enough specific information about the job	41	59
b.	Too much "red tape" involved in getting a government job	27	39
c.	Delay between initial interview and job offer was too long	23	33
d.	No opportunity to talk with prospective supervisor about the job	23	33
e.	Objected to geographical location	16	23
f.	Risk of not being granted a security clearance after moving to Washington	15	22
g.	No opportunity to talk with prospective fellow workers about the Agency	14	20
h.	Salary low compared with other offers	8	12
i.	Opportunities for advancement too limited	6	9
j.	Preferred non-government work	3	4
k.	Government does not take personal interest in its employees	3	4
l.	Little recognition of independent thought and accomplishments	3	4
m.	Felt abilities would not be fully utilized	2	3
n.	Government policy on "fringe benefits" not liberal enough	1	1
o.	Did not feel work would involve individual responsibility	1	1
p.	Opportunities and financial assistance for professional training too limited	1	1
q.	Did not wish to pay own travel and moving expenses	1	1
r.	Other		
	(1) Security requirements too stringent	1	1
	(2) Delay between initial interview and visit to NSA was too long	1	1

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APPENDIX B

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Table 1

Source of first knowledge of NSA (ranked in order of importance)	1961	1960	1959	1958
a. College placement office	1	1	2.5	2
b. Friends or relatives	2	3	1	3
c. School bulletin board	3	2	4	1
d. Recruiter from NSA	4	5	7.5	6
e. Professor	5	6	6	4
f. Professional Qualification Test	6	7	5	7
g. Military service	7	4	2.5	5
h. Press releases	8	--	--	--
i. College paper	9	8	7.5	8

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Table 2

Reasons for Liberal Arts candidates accepting NSA employment (ranked in order of importance)	1961	1960	1959	1958
a. Interesting, challenging, or varied work	1	1	1.5	1
b. Salary good compared with other offers	2.5	3	3.5	5.5
c. The importance of the work	2.5	5	3.5	4
d. Good educational and training opportunities	4	2	1.5	2
e. Feeling that my abilities would be well utilized	5	4	5	3
f. Liked geographical area	6	6	10.5	5.5
g. Preference for government job	7.5	10.5	7.5	8
h. Feeling that work would include individual responsibility	7.5	9	6	9
i. Superior professional associates	9	10.5	10.5	12
j. Career possibilities	10	8	7.5	7
k. Good opportunities for advancement	11	7	10.5	11
l. Good opportunities for professional development	12	12	10.5	10
m. Adequate recognition of independent thought and accomplishments	13.5	14.5	--	13
n. Liberal government policy on "fringe benefits"	13.5	14.5	13.5	15
o. The very satisfactory interview with the NSA recruiter	15	13	13.5	14
p. Government's personal interest in its employees	16	16	15	16
q. Spouse employed at NSA	17	--	--	--

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Table 3

Reasons for Physical Science candidates accepting NSA employment (ranked in order of importance)	1961	1960	1959	1958
a. Good educational and training opportunities	1	1	1	1
b. Interesting, challenging, or varied work	2	2	3	2
c. Good opportunities for professional development	3	4	5	3
d. Salary good compared with other offers	4	3	--	--
e. The importance of the work	5	8	10.5	9
f. Good opportunities for advancement	6	11	3	4
g. Career possibilities	7.5	6.5	6.5	6
h. Feeling that my abilities will be well utilized	7.5	9	10.5	8
i. Liked geographical location	9.5	5	3	7
j. Government's personal interest in its employees	9.5	15	10.5	13
k. Liberal government policy on "fringe benefits"	11.5	10	10.5	12
l. Feeling that work would include individual responsibility	11.5	12.5	--	--
m. Preference for government job	13.5	12.5	6.5	10.5
n. Superior professional associates	13.5	14	10.5	10.5
o. The very satisfactory interview with the NSA recruiters	15	6.5	10.5	5
p. Adequate recognition of independent thought and accomplishment	16	--	--	--
q. Previous summer employment with NSA	17.5	--	--	--
r. Chance to fulfill military obligation in good position	17.5	--	--	--

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Table 4

Non-NSA full-time salary offers received by Liberal Arts candidates	Percentage			
In comparison with NSA's offer, most other salary offers received were:	1961	1960	1959	1958
a. About the same	32	31	27	45
b. Higher	13	33	24	18
c. Lower	55	36	49	16
d. No response	—	—	—	21

Table 5

Non-NSA full-time salary offers received by Physical Science candidates	Percentage			
In comparison with NSA's offer, most other salary offers received were:	1961	1960	1959	1958
a. About the same	29	12	21	29
b. Higher	29	78	75	58
c. Lower	42	10	4	10
d. No answer	—	—	—	3

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Table 6

Factors, in order of importance, which detracted from NSA employment for Liberal Arts candidates	1961	1960	1959	1958
a. Was not given enough specific information concerning job	1	1	1	1
b. Delay between initial interview and job offer was too long	2	6	2	4
c. No opportunity to talk with prospective supervisor about job	3	7	5.5	6
d. Too much "red tape" involved in getting a government job	4	4	3	2
e. No opportunity to talk with prospective fellow workers about the Agency	5	5	8	8.5
f. Objection to geographical location	6	3	5.5	5
g. Did not wish to pay own traveling and moving expenses	7	8.5	8	8.5
h. Risk of not being granted a security clearance after reaching D. C.	8	2	4	3
i. Government does not take personal interest in its employees	9	16	11	13
j. Preferred non-government job	11	10	15	10
k. Opportunities for advancement too limited	11	8.5	8	13
l. Little recognition of independent thought and accomplishments	11	14	13	15.5
m. Salary low compared with other offers	13.5	11.5	10	7
n. Did not feel work would include individual responsibility	13.5	14	13	13
o. Felt abilities would not be utilized	16	11.5	11	11
p. Opportunities for professional development too limited	16	14	13	15.5
q. Opportunities and financial assistance for professional training too limited	16	--	--	--

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Table 7

Factors, in order of importance, detracting from desirability of NSA employment for Physical Science candidates	1961	1960	1959	1958
a. Was not given enough specific information about the job	1	1	--	--
b. Too much red tape in getting a government job	2	2	4	6
c. No opportunity to talk with prospective supervisors about the job	3.5	8	4	3
d. Delay between initial interview and job offer too long	3.5	6	1	4
e. Objected to geographical location	5	4	4	5
f. Risk of not being granted clearance after reaching D. C.	6	3	6	2
g. No opportunity to talk with prospective fellow workers about the Agency	7	7	--	--
h. Salary low compared with other offers	8	5	2	1
i. Opportunities for advancement too limited	9	9.5	--	--
j. Government does not take personal interest in its employees	10	9.5	--	--

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