

### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: C/Secretarial Group  
PMCD

*JW*

EXTENSION

NO.

DATE

*11/20/86*

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. DC/PMCD

2. C/PMCD

3.

4. SG/Members

5.

6.

7.

8.

9.

10.

11.

12. C/SG

13.

14.

15.

*Here is a "double blend" response from a secretary and manager on the attitudes survey. Granted, it's only one, but it is an "up-lifting" feedback to us.*

*CP*

*JB*

*fu*

*amy*

*MA*

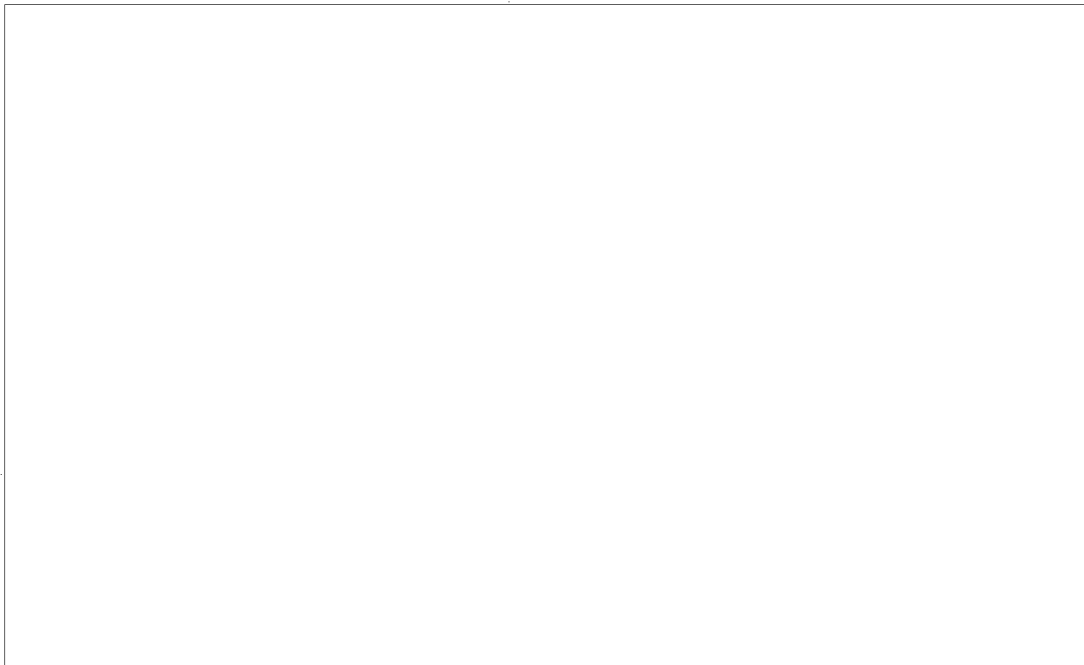
*W*

STAT

~~CONFIDENTIAL~~

25X1

OP  
OUTGOING



OUTGOING  
MESSAGE  
OUTGOING  
MESSAGE  
OUTGOING  
MESSAGE

SUBJECT: SECRETARY/SUPERVISOR ATTITUDE SURVEY ON NEW SECRETARY SYSTEM

1. FOLLOWING IS AN ATTITUDE SURVEY FOR SECRETARIES AND THEIR SUPERVISORS TO COMPLETE AND RETURN BY 1 FEBRUARY 1987. THE SURVEY ASKS FOR INFORMATION ABOUT THE NEW SECRETARIAL CAREER SYSTEM AS WELL AS SECRETARIAL JOB SATISFACTION. THE FIRST SECTION IS TO BE COMPLETED INDEPENDENTLY BY THE SECRETARY AND THE SECOND SECTION, BEGINNING AT PARA 5, IS TO BE COMPLETED INDEPENDENTLY BY THE SUPERVISOR. PLEASE MAKE A COPY OF THE QUESTIONNAIRE FOR EACH SECRETARY AND SUPERVISOR, SEND IN THE ANSWERS, AND THEN DESTROY ALL FIELD COPIES. ANSWERS MAY BE WRITTEN ON THE SURVEY FORM AND THE HARDCOPY POUCHED DIRECTLY, EYES ONLY, TO OMS/PSD OR ANSWERS CAN BE SENT BY TELEPOUCH TO OMS/PSD. TO ENSURE COMPLETE ANONYMITY, PLEASE DO NOT PUT YOUR NAME ON THE SURVEY FORMS. THANK YOU. WE APPRECIATE YOUR TAKING THE TIME TO ANSWER THE QUESTIONS.

2. ATTITUDES TOWARD THE SECRETARIAL CAREER SYSTEM  
(FOR SECRETARIES TO COMPLETE. SUPERVISORS SEE PARA 5):

THE QUESTIONS IN THIS SECTION DEAL WITH YOUR ATTITUDES AND OPINIONS ABOUT THE SECRETARIAL CAREER SYSTEM. THERE ARE NO RIGHT OR WRONG ANSWERS TO ANY OF THESE STATEMENTS. DO NOT SPEND TOO MUCH TIME ON ANY ONE STATEMENT.

FOR EACH OF THESE QUESTIONS PLEASE INDICATE ON A 5-POINT SCALE HOW MUCH YOU AGREE OR DISAGREE. THE POINTS ON THE SCALE ARE DEFINED AS FOLLOWS:

- A - AGREE
- B - TEND TO AGREE
- C - UNDECIDED
- D - TEND TO DISAGREE
- E - DISAGREE

- (C) 1. THE SECRETARIAL CAREER SYSTEM WILL HAVE A NEGATIVE EFFECT ON THE SECRETARIAL OCCUPATION.
- (C) 2. I WILL BE PAID MORE FAIRLY UNDER THE NEW PAY SYSTEM.
- (C) 3. MY FUTURE WILL BE BRIGHTER UNDER THE SECRETARIAL CAREER SYSTEM.
- (B) 4. TRAINING WILL BE VERY IMPORTANT FOR ADVANCEMENT UNDER

~~CONFIDENTIAL~~

# CONFIDENTIAL

86 2817185      PCR      PAGE 002  
TOT: 121523Z NOV 86      WASHINGT 153071

THE SECRETARIAL CAREER SYSTEM.

- (A) 5. THE SATISFACTION I GET FROM WORKING FOR THE ORGANIZATION WILL NOT CHANGE MUCH WITH THE NEW SYSTEM.
- (C) 6. THE SALARY THAT I RECEIVE UNDER THE NEW SYSTEM WILL BE MORE COMPETITIVE WITH PRIVATE INDUSTRY.
- (B) 7. FEWER SECRETARIES WILL LEAVE THE ORGANIZATION BECAUSE OF THE NEW SECRETARIAL CAREER SYSTEM.
- (E) 8. IT WILL BE DIFFICULT FOR ME TO GET THE TRAINING I'LL NEED TO ADVANCE UNDER THE NEW SYSTEM.
- (C) 9. THE SECRETARIAL CAREER SYSTEM WILL HAVE A POSITIVE EFFECT ON MORALE.
- (E) 10. I'LL HAVE LESS RESPONSIBILITY UNDER THE SECRETARIAL CAREER SYSTEM.
- (E) 11. EVEN WITH THE NEW SYSTEM I'LL PROBABLY LEAVE THE ORGANIZATION TO WORK SOMEWHERE ELSE.
- (A) 12. UNDER THE NEW SYSTEM I'LL FEEL MORE LIKE PART OF A TEAM.
- (A) 13. WITH THE NEW SYSTEM I WILL BE EXPECTED TO PARTICIPATE MORE IN MAKING DECISIONS.
- (C) 14. OVERALL, I AM NOT IN FAVOR OF THE SECRETARIAL CAREER SYSTEM.
- (A) 15. THE SECRETARIAL CAREER SYSTEM WILL IMPROVE COMMUNICATION BETWEEN ME AND MY SUPERVISOR.
- (A) 16. COMPLIANCE WITH TRAINING REQUIREMENTS WILL BE VERY DISRUPTIVE IN MY OFFICE.

3. JOB SATISFACTION INVENTORY (FOR SECRETARIES TO COMPLETE)

THE STATEMENTS IN THIS SECTION ASK YOU HOW YOU FEEL ABOUT YOUR JOB. IF YOU HAVE MORE THAN ONE SUPERVISOR, POOL YOUR FEELINGS AND GIVE US YOUR BEST RESPONSE. FOR EACH OF THESE STATEMENTS PLEASE INDICATE ON A 5-POINT SCALE HOW MUCH YOU AGREE OR DISAGREE. THE POINTS ON THE SCALE ARE DEFINED AS FOLLOWS:

- A - AGREE
- B - TEND TO AGREE
- C - UNDECIDED
- D - TEND TO DISAGREE
- E - DISAGREE

- (A) 17. I HAVE EXPERIENCED A GROWTH IN SKILLS OVER THE PAST YEAR.
- (A) 18. MY JOB REQUIRES ME TO BE CREATIVE.
- (E) 19. MY CO-WORKERS GIVE ME LESS COOPERATION THAN THEY SHOULD.
- (E) 20. MY SUPERVISOR WATCHES ME TOO CLOSELY.
- (B) 21. I AM GETTING PAID AS MUCH AS I WOULD OUTSIDE THE ORGANIZATION.

# CONFIDENTIAL

OUTGOING MESSAGE

OUTGOING MESSAGE

**CONFIDENTIAL**

86 2817185

PCR

PAGE 003

TOT: 121523Z NOV 86

WASHINGTON 153071

- (E)22. MY SUPERVISOR GIVES CONFUSING INSTRUCTIONS.
- (B)23. CURRENT OPPORTUNITIES FOR ADVANCEMENT ARE EXCELLENT.
- (E)24. SOME ASPECTS OF MY JOB ARE TOO DIFFICULT FOR ME.
- (E)25. I RARELY SEE THE RESULTS OF MY WORK.
- (E)26. MANAGEMENT FAILS TO EXPLAIN ADEQUATELY TO EMPLOYEES THE REASONS FOR ITS ACTIONS.
- (A)27. MY SUPERVISOR LISTENS TO MY SUGGESTIONS.
- (A)28. I WOULD TURN DOWN A CHANCE TO CHANGE MY PRESENT JOB FOR ONE OF EQUAL PAY, SECURITY, AND STATUS.
- (B)29. MY SUPERVISOR MAKES TOO MANY TECHNICAL MISTAKES.
- (A)30. I GET ALONG WELL WITH MY CO-WORKERS.
- (B)31. I HAVE DONE A GOOD JOB.
- (E)32. THERE ARE TOO MANY PEOPLE TELLING ME WHAT TO DO.
- (A)33. I CAN TRUST MY SUPERVISOR.
- (D)34. I WOULD PROBABLY ADVANCE MORE QUICKLY IN PRIVATE INDUSTRY THAN IN THIS ORGANIZATION.
- (A)35. MY SUPERVISOR MAKES SOUND DECISIONS.
- (E)36. MY SUPERVISOR IS UNWILLING TO ACT ON NEW IDEAS THAT I THINK HAVE MERIT.
- (A)37. I SUCCESSFULLY COMPLETE A PROJECT OR SOME ASPECT OF IT EVERY WEEK.
- (A)38. MY SUPERVISOR GETS ALONG WELL WITH HIS BOSS.
- (E)39. I AM RARELY ASKED TO PARTICIPATE IN THE PLANNING OF MY CAREER DEVELOPMENT.
- (A)40. I KNOW WHAT MY SUPERVISOR THINKS OF ME AND MY WORK.
- (B)41. IN TERMS OF INTERESTS AND ATTITUDES I HAVE A LOT IN COMMON WITH MY FELLOW WORKERS.
- (E)42. MY WORK BORES ME.
- (A)43. MY SUPERVISOR HAS SHOWN INTEREST IN MY CAREER DEVELOPMENT.
- (A)44. MY CHANCES FOR PROMOTION IN THIS ORGANIZATION ARE GOOD.
- (E)45. AT THE END OF THE DAY I WONDER WHAT I HAVE ACCOMPLISHED.
- (A)46. I CAN MAKE MY IDEAS KNOWN TO MANAGEMENT.
- (E)47. FOR THE WORK I DO I AM UNDERPAID.
- (E)48. I FEEL ILL AT EASE IN THE PRESENCE OF MY SUPERVISOR.
- (A)49. MY SUPERVISOR ALLOWS ME TO MAKE MY OWN DECISIONS ON HOW I DO MY WORK.
- (B)50. I HAVE ENOUGH WORK ASSIGNED TO KEEP ME BUSY.

**CONFIDENTIAL**O  
U  
T  
G  
O  
I  
N  
G  
M  
E  
S  
S  
A  
G  
EO  
U  
T  
G  
O  
I  
N  
G  
M  
E  
S  
S  
A  
G  
EO  
U  
T  
G  
O  
I  
N  
G  
M  
E  
S  
S  
A  
G  
E

# CONFIDENTIAL

86 2817185

PCR

PAGE 004

TOT: 121523Z NOV 86

WASHINGT 153071

- (B) 51. MY PRESENT JOB IS IN THE AREA OF WORK (NOT NECESSARILY THE SAME JOB) I WISH TO REMAIN IN PERMANENTLY.
- (A) 52. I GET CHALLENGING, IMPORTANT ASSIGNMENTS.
- (E) 53. MY SUPERVISOR FAILS TO PROVIDE ME WITH THE MATERIALS, INFORMATION, OR ASSISTANCE I NEED TO DO MY BEST WORK.
- (A) 54. MANAGEMENT MAKES AN EFFORT TO SOLICIT MY IDEAS OUTSIDE THE FORMAL SUGGESTION SYSTEM.
- (E) 55. I AM DISCOURAGED IN MY PRESENT JOB.
- (E) 56. THERE IS A COMMUNICATION GAP BETWEEN MANAGEMENT AND EMPLOYEES.
- (A) 57. MY SUPERVISOR IS WELL-QUALIFIED TECHNICALLY.
- (E) 58. MY JOB IS USUALLY SO EASY IT ISN'T INTERESTING.
- (E) 59. MY RATE OF ADVANCEMENT HAS BEEN SLOWER THAN I WAS LED TO BELIEVE.
- (A) 60. I USUALLY RECEIVE PRAISE FOR MY WORK WHEN I HAVE DONE A GOOD JOB.
- (E) 61. DECISIONS AFFECTING MY ASSIGNMENTS AND CAREER ARE MADE WITH LITTLE REGARD FOR MY OWN PREFERENCES.
- (A) 62. THE LONGER I WORK FOR THIS ORGANIZATION, THE MORE I FEEL I BELONG.
- (E) 63. I HAVE LITTLE OPPORTUNITY TO USE MY ABILITIES IN THIS ORGANIZATION.
- (B) 64. CURRENT PROMOTIONAL OPPORTUNITIES ARE FAIR.
- (E) 65. THE METHOD USED TO EVALUATE MY PERFORMANCE LEAVES MUCH TO BE DESIRED.
- (E) 66. SOMETIMES I FEEL THAT MY JOB COUNTS FOR VERY LITTLE IN THIS ORGANIZATION.
- (A) 67. I REALLY FEEL PART OF THIS ORGANIZATION.
- (A) 68. IF I HAVE A COMPLAINT TO MAKE, I FEEL FREE TO TALK TO SOMEONE IN MANAGEMENT.
- (A) 69. I FEEL I CONTRIBUTE TO THE OFFICE-TEAM EFFORT TO GET THE JOB DONE.
- (B) 70. FILLING IN A QUESTIONNAIRE LIKE THIS IS A GOOD WAY TO LET MANAGEMENT KNOW WHAT EMPLOYEES THINK.
- (A) 71. I THINK SOME GOOD MAY COME FROM A QUESTIONNAIRE LIKE THIS.

#### 4. DEMOGRAPHIC INFORMATION (FOR SECRETARIES TO COMPLETE)

THE QUESTIONS IN THIS SECTION DEAL WITH YOUR POSITION IN THE ORGANIZATION.

- (B) 72. WHAT IS YOUR CURRENT GRADE UNDER THE NEW SECRETARY SCHEDULE?
  - A. SECRETARY TRAINEE
  - B. SECRETARY

# CONFIDENTIAL

OUTGOING MESSAGE

OUTGOING

MESSAGE

OUTGOING

MESSAGE

**CONFIDENTIAL**

86 2817185

PCR

PAGE 005

TOT: 121523Z NOV 86

WASHINGT 153071

- C. SENIOR SECRETARY
- D. EXECUTIVE SECRETARY

(B) 73. WHICH DO YOU FEEL IS MOST ACCURATE IN DESCRIBING YOUR SKILLS AND ABILITIES?

- A. SECRETARY TRAINEE
- B. SECRETARY
- C. SENIOR SECRETARY
- D. EXECUTIVE SECRETARY

(B) 74. WHICH DO YOU FEEL IS MOST ACCURATE IN DESCRIBING THE LEVEL OF DUTIES IN YOUR PRESENT JOB?

- A. SECRETARY TRAINEE
- B. SECRETARY
- C. SENIOR SECRETARY
- D. EXECUTIVE SECRETARY

(D) 75. HOW MANY YEARS HAVE YOU WORKED FOR THIS ORGANIZATION?

- A. LESS THAN ONE YEAR.
- B. AT LEAST ONE YEAR BUT LESS THAN THREE YEARS.
- C. AT LEAST THREE YEARS BUT LESS THAN FIVE YEARS.
- D. AT LEAST FIVE YEARS BUT LESS THAN TEN YEARS.
- E. TEN YEARS OR LONGER.

(B) 76. DO YOU WORK FULL TIME OR PART TIME?

- A. FULL TIME
- B. PART TIME

END OF SECRETARY'S PART OF THE SURVEY

5. ATTITUDES TOWARD THE SECRETARIAL CAREER SYSTEM

THE QUESTIONS IN THIS SECTION DEAL WITH YOUR ATTITUDES AND OPINIONS ABOUT THE SECRETARIAL CAREER SYSTEM. THERE ARE NO RIGHT OR WRONG ANSWERS TO ANY OF THESE STATEMENTS. DO NOT SPEND TOO MUCH TIME ON ANY ONE STATEMENT.

FOR EACH OF THESE QUESTIONS PLEASE INDICATE ON A 5-POINT SCALE HOW MUCH YOU AGREE OR DISAGREE. THE POINTS ON THE SCALE ARE DEFINED AS FOLLOWS:

- A - AGREE
- B - TEND TO AGREE
- C - UNDECIDED
- D - TEND TO DISAGREE
- E - DISAGREE

(E) 1. THE SECRETARIAL CAREER SYSTEM WILL HAVE A NEGATIVE

**CONFIDENTIAL**

OUTGOING MESSAGE OUTGOING MESSAGE OUTGOING MESSAGE

# CONFIDENTIAL

86 2817185

PCR

PAGE 006

TOT: 121523Z NOV 86

WASHINGT 153071

EFFECT ON THE SECRETARIAL OCCUPATION.

- (A) 2. MY SECRETARY WILL BE PAID MORE FAIRLY UNDER THE NEW PAY SYSTEM.
  - (B) 3. MY SECRETARY'S FUTURE WILL BE BRIGHTER UNDER THE SECRETARIAL CAREER SYSTEM.
  - (B) 4. TRAINING WILL BE VERY IMPORTANT FOR ADVANCEMENT UNDER THE SECRETARIAL CAREER SYSTEM.
  - (D) 5. THE SATISFACTION MY SECRETARY GETS FROM WORKING FOR THE ORGANIZATION WILL NOT CHANGE MUCH WITH THE NEW SYSTEM.
  - (A) 6. THE SALARY THAT MY SECRETARY RECEIVES UNDER THE NEW SYSTEM WILL BE MORE COMPETITIVE WITH PRIVATE INDUSTRY.
  - (B) 7. FEWER SECRETARIES WILL LEAVE THE ORGANIZATION BECAUSE OF THE NEW SECRETARIAL CAREER SYSTEM.
  - (A) 8. IT WILL BE DIFFICULT FOR MY SECRETARY TO GET THE TRAINING SHE'LL NEED TO ADVANCE UNDER THE NEW SYSTEM.
  - (C) 9. THE SECRETARIAL CAREER SYSTEM WILL HAVE A POSITIVE EFFECT ON MORALE.
  - (C) 10. MY SECRETARY WILL HAVE LESS RESPONSIBILITY UNDER THE SECRETARIAL CAREER SYSTEM.
  - (E) 11. EVEN WITH THE NEW SYSTEM MY SECRETARY WILL PROBABLY LEAVE THE ORGANIZATION TO WORK SOMEWHERE ELSE.
  - (B) 12. UNDER THE NEW SYSTEM MY SECRETARY WILL FEEL MORE LIKE PART OF A TEAM.
  - (D) 13. WITH THE NEW SYSTEM MY SECRETARY WILL BE EXPECTED TO PARTICIPATE MORE IN MAKING DECISIONS.
  - (E) 14. OVERALL, I AM NOT IN FAVOR OF THE SECRETARIAL CAREER SYSTEM.
  - (B) 15. THE SECRETARIAL CAREER SYSTEM WILL IMPROVE COMMUNICATION BETWEEN ME AND MY SECRETARY.
  - (B) 16. COMPLIANCE WITH TRAINING REQUIREMENTS WILL BE VERY DISRUPTIVE IN MY OFFICE.
6. MANAGEMENT PERCEPTIONS OF SECRETARIAL JOB SATISFACTION (FOR SUPERVISORS TO COMPLETE)

THE STATEMENTS IN THIS SECTION ASK YOU TO EVALUATE HOW YOU BELIEVE YOUR SECRETARY FEELS ABOUT HER JOB. WE ARE INTERESTED IN YOUR PERCEPTIONS, SO PLEASE DO NOT ASK YOUR SECRETARY FOR "THE ANSWER." IF YOU HAVE MORE THAN ONE SECRETARY, POOL YOUR FEELINGS AND GIVE US YOUR BEST RESPONSE.

FOR EACH OF THESE STATEMENTS PLEASE INDICATE ON A 5-POINT SCALE HOW MUCH YOU BELIEVE YOUR SECRETARY WOULD AGREE OR DISAGREE. THE POINTS ON THE SCALE ARE DEFINED AS FOLLOWS:

- A - AGREE
- B - TEND TO AGREE
- C - UNDECIDED
- D - TEND TO DISAGREE

# CONFIDENTIAL

OUTGOING MESSAGE OUTGOING MESSAGE OUTGOING MESSAGE

**CONFIDENTIAL**

86 2817185

PCR

PAGE 007

TOT: 121523Z NOV 86

WASHINGT 153071

E - DISAGREE

- (B) 17. MY SECRETARY FEELS THAT SHE HAS EXPERIENCED A DEFINITE GROWTH IN SKILLS DURING THE PAST YEAR.
- (A) 18. MY SECRETARY THINKS THAT HER JOB REQUIRES HER TO BE CREATIVE.
- (E) 19. MY SECRETARY FEELS THAT HER CO-WORKERS GIVE HER LESS COOPERATION THAN THEY SHOULD.
- (E) 20. MY SECRETARY THINKS THAT I WATCH HER TOO CLOSELY.
- (C) 21. MY SECRETARY BELIEVES THAT SHE IS GETTING PAID AS MUCH AS SHE WOULD OUTSIDE THE ORGANIZATION.
- (E) 22. MY SECRETARY THINKS THAT I GIVE CONFUSING INSTRUCTIONS.
- (D) 23. MY SECRETARY BELIEVES THAT CURRENT OPPORTUNITIES FOR ADVANCEMENT ARE EXCELLENT IN HER OCCUPATION.
- (E) 24. MY SECRETARY THINKS THAT SOME ASPECTS OF HER JOB ARE TOO DIFFICULT FOR HER.
- (D) 25. MY SECRETARY BELIEVES THAT SHE RARELY SEES THE RESULTS OF HER WORK.
- (C) 26. MY SECRETARY THINKS THAT MANAGEMENT FAILS TO EXPLAIN ADEQUATELY TO EMPLOYEES THE REASONS FOR ITS ACTIONS.
- (B) 27. MY SECRETARY FEELS THAT I LISTEN TO HER SUGGESTIONS.
- (A) 28. MY SECRETARY BELIEVES THAT SHE WOULD TURN DOWN A CHANCE TO CHANGE HER PRESENT JOB FOR ONE OF EQUAL PAY, SECURITY, AND STATUS.
- (D) 29. MY SECRETARY THINKS THAT I MAKE TOO MANY TECHNICAL MISTAKES.
- (A) 30. MY SECRETARY FEELS THAT SHE GETS ALONG WELL WITH HER CO-WORKERS.
- (A) 31. MY SECRETARY FEELS THAT SHE HAS DONE A GOOD JOB.
- (E) 32. MY SECRETARY THINKS THAT THERE ARE TOO MANY PEOPLE TELLING HER WHAT TO DO.
- (A) 33. MY SECRETARY BELIEVES THAT SHE CAN TRUST ME.
- (D) 34. MY SECRETARY THINKS THAT SHE WOULD PROBABLY ADVANCE MORE QUICKLY IN PRIVATE INDUSTRY THAN IN THIS ORGANIZATION.
- (A) 35. MY SECRETARY THINKS THAT I MAKE SOUND DECISIONS.
- (D) 36. MY SECRETARY THINKS THAT I AM UNWILLING TO ACT ON IDEAS THAT SHE THINKS HAS MERIT.
- (A) 37. MY SECRETARY BELIEVES THAT SHE SUCCESSFULLY COMPLETES A PROJECT OR SOME ASPECT OF IT EVERY WEEK.
- (B) 38. MY SECRETARY THINKS THAT I GET ALONG WELL WITH MY BOSS.
- (B) 39. MY SECRETARY FEELS THAT SHE IS RARELY ASKED TO PARTICIPATE IN THE PLANNING OF HER CAREER DEVELOPMENT.

**CONFIDENTIAL**O  
U  
T  
G  
O  
I  
N  
G  
M  
E  
S  
S  
A  
G  
E  
  
O  
U  
T  
G  
O  
I  
N  
G  
M  
E  
S  
S  
A  
G  
E  
  
O  
U  
T  
G  
O  
I  
N  
G  
M  
E  
S  
S  
A  
G  
E



**CONFIDENTIAL**

86 2817185

PCR

PAGE 008

TOT: 121523Z NOV 86

WASHINGT 153071

- (A)40. MY SECRETARY KNOWS WHAT I THINK OF HER AND HER WORK.
- (A)41. IN TERMS OF INTERESTS AND ATTITUDES MY SECRETARY BELIEVES SHE HAS A LOT IN COMMON WITH HER FELLOW WORKERS.
- (E)42. MY SECRETARY FEELS THAT HER WORK BORES HER.
- (B)43. MY SECRETARY FEELS THAT I HAVE SHOWN INTEREST IN HER CAREER DEVELOPMENT.
- (A)44. MY SECRETARY THINKS THAT HER CHANCES FOR PROMOTION IN THIS ORGANIZATION ARE GOOD.
- (E)45. AT THE END OF THE DAY MY SECRETARY WONDERS WHAT SHE HAS ACCOMPLISHED.
- (A)46. MY SECRETARY THINKS THAT SHE CAN MAKE HER IDEAS KNOWN TO MANAGEMENT.
- (D)47. MY SECRETARY FEELS THAT SHE IS UNDERPAID FOR THE WORK SHE DOES.
- (E)48. MY SECRETARY FEELS ILL AT EASE IN MY PRESENCE.
- (B)49. MY SECRETARY FEELS THAT I ALLOW HER TO MAKE HER OWN DECISIONS ON HOW SHE DOES HER WORK.
- (A)50. MY SECRETARY THINKS THAT SHE HAS ENOUGH WORK ASSIGNED TO KEEP HER BUSY.
- (C)51. MY SECRETARY BELIEVES THAT HER PRESENT JOB IS IN THE AREA OF WORK (NOT NECESSARILY THE SAME JOB) SHE WISHES TO REMAIN IN PERMANENTLY.
- (C)52. MY SECRETARY THINKS THAT SHE GETS CHALLENGING, IMPORTANT ASSIGNMENTS.
- (D)53. MY SECRETARY BELIEVES THAT I FAIL TO PROVIDE HER WITH THE MATERIALS, INFORMATION, OR ASSISTANCE SHE NEEDS TO DO HER BEST WORK.
- (A)54. MY SECRETARY THINKS THAT MANAGEMENT MAKES AN EFFORT TO SOLICIT HER IDEAS OUTSIDE THE FORMAL SUGGESTION SYSTEM.
- (E)55. MY SECRETARY FEELS DISCOURAGED IN HER PRESENT JOB.
- (B)56. MY SECRETARY THINKS THAT THERE IS A COMMUNICATION GAP BETWEEN MANAGEMENT AND EMPLOYEES.
- (B)57. MY SECRETARY THINKS THAT I AM WELL-QUALIFIED TECHNICALLY.
- (E)58. MY SECRETARY THINKS THAT HER JOB IS USUALLY SO EASY THAT IT ISN'T INTERESTING.
- (D)59. MY SECRETARY THINKS THAT HER RATE OF ADVANCEMENT WILL BE SLOWER THAN SHE WAS LED TO BELIEVE.
- (B)60. MY SECRETARY USUALLY RECEIVES PRAISE FOR HER WORK WHEN SHE HAS DONE A GOOD JOB.
- (D)61. MY SECRETARY THINKS THAT DECISIONS AFFECTING HER ASSIGNMENTS AND CAREER ARE MADE WITH LITTLE REGARD FOR HER OWN PREFERENCES.
- (A)62. THE LONGER MY SECRETARY WORKS FOR THIS ORGANIZATION,

**CONFIDENTIAL**O  
U  
T  
G  
O  
I  
N  
G  
  
M  
E  
S  
S  
A  
G  
EO  
U  
T  
G  
O  
I  
N  
G  
  
M  
E  
S  
S  
A  
G  
EO  
U  
T  
G  
O  
I  
N  
G  
  
M  
E  
S  
S  
A  
G  
E

**CONFIDENTIAL**

86 2817185

PCR

PAGE 009

TOT: 121523Z NOV 86

WASHINGT 153071

THE MORE SHE FEELS SHE BELONGS.

- (E)63. MY SECRETARY THINKS THAT SHE HAS LITTLE OPPORTUNITY TO USE HER ABILITIES IN THIS ORGANIZATION.
- (B)64. MY SECRETARY THINKS THAT CURRENT PROMOTIONAL OPPORTUNITIES ARE FAIR.
- (D)65. MY SECRETARY THINKS THAT THE METHOD USED TO EVALUATE HER PERFORMANCE LEAVES MUCH TO BE DESIRED.
- (D)66. SOMETIMES MY SECRETARY FEELS THAT HER JOB COUNTS FOR VERY LITTLE IN THIS ORGANIZATION.
- (A)67. MY SECRETARY REALLY FEELS PART OF THIS ORGANIZATION.
- (A)68. IF MY SECRETARY HAS A COMPLAINT TO MAKE, SHE FEELS FREE TO TALK TO SOMEONE IN MANAGEMENT.
- (A)69. MY SECRETARY FEELS SHE CONTRIBUTES TO THE OFFICE-TEAM EFFORT TO GET THE JOB DONE.
- (A)70. MY SECRETARY THINKS THAT FILLING IN A QUESTIONNAIRE LIKE THIS IS A GOOD WAY TO LET MANAGEMENT KNOW WHAT EMPLOYEES THINK.
- (A)71. MY SECRETARY FEELS THAT SOME GOOD MAY COME FROM A QUESTIONNAIRE LIKE THIS.

7. DEMOGRAPHIC INFORMATION (FOR SUPERVISORS TO COMPLETE)

- (C)72. YOUR CURRENT GRADE IS:
  - A. GS-7, GS-8, OR GS-9
  - B. GS-10, GS-11, OR GS-12
  - C. GS-13, GS-14, OR GS-15
  - D. SENIOR SERVICE - LEVEL 1 OR 2
  - E. SENIOR SERVICE - LEVEL 3 OR HIGHER
- (B)73. WHICH DO YOU FEEL IS MOST ACCURATE IN DESCRIBING YOUR SECRETARY'S SKILLS AND ABILITIES?
  - A. SECRETARY TRAINEE
  - B. SECRETARY
  - C. SENIOR SECRETARY
  - D. EXECUTIVE SECRETARY
- (B)74. WHICH DO YOU FEEL IS MOST ACCURATE IN DESCRIBING YOUR SECRETARY'S LEVEL OF DUTIES IN HER PRESENT JOB?
  - A. SECRETARY TRAINEE
  - B. SECRETARY
  - C. SENIOR SECRETARY
  - D. EXECUTIVE SECRETARY
- (E)75. HOW MANY YEARS HAVE YOU WORKED FOR THIS ORGANIZATION?
  - A. LESS THAN FIVE YEARS.

O  
U  
T  
G  
O  
I  
N  
G  
  
M  
E  
S  
S  
A  
G  
E  
  
O  
U  
T  
G  
O  
I  
N  
G  
  
M  
E  
S  
S  
A  
G  
E  
  
O  
U  
T  
G  
O  
I  
N  
G  
  
M  
E  
S  
S  
A  
G  
E

**CONFIDENTIAL**

# CONFIDENTIAL

-----  
86 2817185      PCR                      PAGE 010  
TOT: 121523Z NOV 86                      WASHINGT 153071  
-----

- B. AT LEAST FIVE YEARS BUT LESS THAN TEN YEARS.
- C. AT LEAST TEN YEARS BUT LESS THAN FIFTEEN YEARS.
- D. AT LEAST FIFTEEN YEARS BUT LESS THAN TWENTY YEARS.
- E. TWENTY YEARS OF LONGER.

END

THANK YOU, PSD/OMS.



END OF MESSAGE

CONFIDENTIAL

OUTGOING MESSAGE

OUTGOING MESSAGE

OUTGOING MESSAGE

# CONFIDENTIAL

25X1