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In the period April to December 1964, Subject was the Chief of JHWAVE's Paramilitary Branch. In this capacity he was played with the responsibility of mounting successful paramilitary operations into a denied area. Subject met his responsibilities in an exemplary manner and his Branch did mount successful operations into PBRUMEN in which intolligence was collected, resistance nuclei were establised in the rural areas of PBRUMEN, and in- and exfiltration routes were developed whereby supplies and men could be moved in and out of PBRUMEN. In addition, his Branch maintained a UDT and a Commando unit in a high state of combat readiness. The UDT and Commando units were not used operationally in their specialties because of policyprobibitions against committing them against the PGRUNEN target; however, they were available to meet contingency situations. Subject's performance as a Branch Chief was characterized by drive, dedication, reliability, imagination, and the use of sound first-echelon management techniques. Subject is realistic and effective in delegating authority and responsibility to his subordinates. Subject has the ability to weld into a cohesive unit a diverse group of men who are Staff agents, Career Agents, Contract Employees, and military personnel on detail to KUBARK. This quality of leadership developed sound principles of team work in the PM Branch and made it easy for the Branch to coordinate its activities with the programs of the other Branches in a Station that has over 300 employees and is engaged in

SECTION D	CERTIFICATION AND COMMENTS	(continued)
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SECTION C - Narrative Comments (Continued)

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FI, C1, PW, PM, Maritime, Air, and properations. Subject is cost-conscious and effective in the use of space and equipment.

In the period January to March.1965, Subject filled the role of Special Assistant to the Chief of Station JNWAVE and, as such, was the operational supervisor for the establishment of a frame of reference in which a counter-insurgency program could be developed and implemented in Peru. In this phase of his activities, Subject's work had the hallmark of sound prefessionalism and reflected lavorably on Subject's judgment, Spanish language fluency, area knowledge, and dedication to duty.

The totality of the information outlined above leads the Rating Officer to conclude that Subject's over-all performance warrants an evaluation of Strong.

Subject is a flexible, broad-gauged officer who has experience in depth in F1, C1, PW, PM and Maritime operations. In addition, he has a proven record of sustained performance whereby he has established that he can be counted on to do the job in less than allowable time limits. In view of these factors, it is believed that Subject is a valuable asset to his career service and, as such, can meet the leng-term needs of his service in Latin America or other Spanish—speaking areas.

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FORM 45 DESCRIPTIONS

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Continuation Sheet/FITNESS REPORT - Section C:

Subject is a dedicated officer who has proven by performance that he can be counted on to get the job dono in less than allowable time limits. Subject is a sound first-scholon supervisor of a group doing a basic paramilitary job. Subject has the ability to develop a sense of teamwork in a diverse group of employees. It is believed that this leadership trait is particularly significant in that Subject has judiciously blended the talents of staff agents, career agents, contract employees, Army officers and Navy personnel into a cohesive, effective group which has been able to mount successful resistance, ratline, cache, UDT, and commando operations against an insular denied area target. Subject is cost conscious and effective in the use of space, equipment, and funds. Subject has been able to keep his agent assets in a high state of combat readiness despite shifts in policy which have placed the UDT, sabotage and commando raider operations in a high state of flux. This ability to manage agent assets under conditions of severe frustration is a tribute to Subject's area knowledge and an understanding of the psychology and mores of his agent material. Subject delegates authority and has control over the paper flow in his Branch. Subject has a fine appreciation for positive intelligence collection techniques and he has been able to relate these techniques to his PM operations so that an intelligence product of quality has been developed on the rural areas of the target country. As a result of the totality of Subject's performance during the period covered by this report, his over-all performance warrants an evaluation of Strong.

Subject has Spanish language fluency, operational experience, area knowledge and drive. Armed with these tools, Subject is capable of meeting the long-term needs of his career service in Spanish-speaking operational areas where there is a need for first-echolon supervisors. Subject is at his best in agent handling situations and in view of this in the future, it is believed that he should be used in latin America under commercial cover to run and/or manage appropriate Ff, Cf, or PM projects.

At the completion of his current assignment, Subject should attend an advanced management course.



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. O - Outstanding	Performance is so exceptional in relation to requ	vireme	nts of the work	and in comp	eriton to the	performan	ee of
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Fitness Report - Section C - NARRATIVE COMMENTS (Continued)

Subject is at his best in agent handling situations. He uses his Spanish language fluency, experience, and area knowledge to the maximum extent possible in order to develop assets for KUBARK operational exploitation. On balance, therefore, it is believed that Subject's overall performance over the period covered by this Fitness Report warrants an evaluation of "Strong".

At the completion of his current assignment Subject might benefit from participation in an advanced management course.

In the future Subject should be used in unofficial cover positions in Latin America. Subject is a natural for this type of an assignment due to his drive, self discipline, experience, language fluency, and skin color.

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SECTION E HARRATIYE DESCRIPTION OF MANNER OF JOB PERFORMANCE

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21 FH 16

Subject is the finest all-around ops afficer I have ever known. Primarily he is a man of action who knows what has to the dump, and goes about doing it. He is a tireless, dedicated worker who puts duty before any personal considerations. He has imagination coupled with good common sense and sound operational judgment. He is steady and cool during emergency situations. He has worked under constant strain and pressure over periods of several months without cracking or losing his sense of humor. He has strong leadership qualities, inspires confidence and loyalty in those he works for and with. He is especially effective in getting the most out of indigenous agents. He has exhibited great perconal courage. He was respected by the Embassy officers and representatives of other agencies with whom he was in contact. He speaks Spanish fluently and is thoroughly conversant with Latin psychology. His operational and intelligence reporting, though not always polished products, are complete and lucid. He has a great capacity for work. He has the potential for assuming greater responsibility and for advancement in the igency.

During the period under review Subject was in charge of PM activities at the *Havana Station, and his performance of duties during this critical, tense period was outstanding.

SECTION F	CERTIFICATION AND C	COMMENTS
1.	BY EMPLOYEE	
1	certify that I have soon Sections A, B.	C, D and E of this Report.
3 May 1961	CIGNATURE OF EMPLOYING	for Theretel -
2.	BY SUPERVISOR	
MONTHS EMPLOYEE HAS SEEN UNDER MY SUPERVICION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
24 months		
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5 May 1961	Chief of Station	Janah Hillion
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31 JUL 1961

Chief, WH/4

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- I Fey all Administration. As indicated a local death figure For control Action, your present salary and grade are 3 12, 210,00 over amount and G.-16¹ respectively. As an appointed employee of the Covernment you are children to receive and retain only the salary, all wances and other benefits applicable to that gratue. However, certain procedural variations will be followed to preserve the accuracy of your cover position:
 - (a) The gross empluments that you receive from your cover as tivities will be retained by you as an effect against the gross empluments due you from this organization. If cover empluments ever exceed those due you from this organization, the overage is to be remitted to this organization on a monthly basis, unless a different period is specified.
 - the Your Federal income taxes will be withhold and reported in contermance with 3-20-661 or any subsequent regulations or procedures,
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 - (c) This organization will define them the gross payments due you an excount equivalent to bix and one shall purious 66 la2Color your proper awary for contribution to the Civil Service detirement Find. This amount will be deducted from the differential one wouldy then negatives as on. If there is no differential or if it is simultained you will be required to make direct remarks as to this organization in solid serious if the required contributions. The Agent, will not remained you are remarked accordingly solid tops required by virtue of soon cover analogousest.
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Continuation Sheet

FIELD REASSIGNMENT QUESTIONNAIRE/Section 12:

Subject is an experienced senior operations officer she has sufficient scope to be able to manage FI, CI, PW, or PM operations. He has a high degree of fluency in Spanish and has extensive area knowledge of Latin America. Subject is a hard-driving, dedicated officer who has turned in a consistently Strong performance during his tour at JHMAVE. Subject has additional growth potential both as a senior intelligence officer and as a first or second echelon supervisor of intelligence officers engaged in FI, CI, PW or PH operations. In view of Subject's experience, performance while at JHWAVE, his growth potential, fluency in Spanish, and his preference for a future assignment as outlined in paragraph II, it is recommended that he be given a lateral field transfer to a WH Station where he can be used in an unofficial cover capacity in order to mount operations as appropriate for that Station's BMD. If Subject is given a lateral field transfer, he should altered the Clandestine Services Review Course, the Audio Servett-lance Management Course, and an advanced course in management.