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			FITNE Cacaca	SS REP	ORT										
SE	CTION A	, ,			GE	NER	AL						·		
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t	<del></del>	CAR	ER STAFF STATUS	***	<del></del>	Í.	<del></del>		TYPE					11	•
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SE	CTION B		<u> </u>	TION OF	PERFOR	MAN	CE OF SPE	CIFIC	DUTII	ES					
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		SECRET			<u></u>
SECTION E	NARRATIVE DESCRIP	<u> </u>		FORMANCE	
Stress strengths and weaknings. Glye recommendation sponsibilities. Amplify or future personnel actions.	hesses demonstrated in curr	reent position. India	icate suggestions ma his patential for des	ade to employee for impr	ming greater to-
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egainst a	a tough denied are	ed problem, he	o demonstrates	s implication,	
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ECTION F	CERTIF	FICATION AND C			
		BY EMPLOYEE	<del></del>		
	I certify that I have see		C, D and b of the	is Report.	
27 April 1959	signature of empl		•		
		BY SUPERVISOR	R		
ONTHS EMPLOYEE HAS BEEN	A IF THIS REPORT HA		N TO EMPLOYEE, GIV	VE EXPLANATION	
NDER MY SUPERVISION		•			
	IF REPORT IS NOT ES	EING MADE AT THIF			
<del></del>	PERVISION LESS THAN 80 C	DAYS	REPORT MADE	E WITHIN LAST TO DAYS	·
OTHER (Specify):					
ATE	OFFICIAL TITLE OF	SUPERVISOR		RINTED NAME AND SIGNA	ATURE
		·		liam Halson	,
7 April 1959	DC Tokyo S	station	61gneo	i on transmittal	
		REVIEWING OFFIC			
<u> </u>	IS EMPLOYEE ABOUT THE		4.		
	HIS EMPLOYEE A HIGHER EV				· · · · · · · · · · · · · · · · · · ·
	IIS EMPLOYEE A LOWER EV				
	EVALUATIONS, I AM NOT S	SUFFICIENTLY FAM	HE SHT KTIP RAILIN	PLOYEE'S PERFORMANC	ce.
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27 April 1959

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	FITNESS REP	ORT (P	artal) PERFO	ORMA	NCZ	• • • •	
		INSTR	UCTIONS			~	3
FOR THE ADMINISTRATE	VE OFFICER Consult curre			g.this .i	eport.	<del></del>	***
FOR THE STERVIOR	this report is designed to	a help you	intest von evelu	etion o	your sub	ordinate and	to trensal
nate where he atend	i with you. √ Completion C	if the repor	t can help you	btebute,	for a di	scussion wit	h him of hi
strengths and weaknes	ises. It is play organize	etion polici	that you show la	rt Lof t	his repor	t to the comp	loyer exces
lany question: Il the	is in the initial report	on the em	loyee, it must be	complet	ed and lo	rentied to ti	he Office o
l'ersonnel no later ti	an 30 days after the date	t indicated	in item 8, of Sec	tion A	below.		<u> چکے ہوتے ہے۔</u>
SECTION A.			ERAL			<del>,</del>	
to name (Lade)	n ikan salah dan Maran i	(Widdle)	DATE OF BIRTH	- 1	), SEX,	4. SERVICE	DESIGNATIO
	LEDSCH JACOURS		20 Jan 1924	<del></del>	<u> </u>	<u>u</u>	
FE, TOKY			Aroa	Opa 01	ficer		* * * * * * * * * * * * * * * * * * *
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10. TYPE OF REPORT	161 7141	*****	1141- 802 ( 471 704			(Specify)	
(Check one)	Agguet	*******			Promo	rior .	
SECTION B.		CERTIF		·			
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A. CHECK (X) APPROPRIA	ITE STATEMENTS:	<del></del>				<del></del>	
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NAVE DISCUSSES AND DEALBESSES SA	THE THE EMPLOYEE HES THET HE ENDRE CHESS HE ST	3 TARMOTHS				, ,	
B. THIS DATE	C. TYPED OR PRINTED NAM	E AND SIGNA	TURE OF SUPERVISOR	D. 50P	MA1208.8	OFFICIAL TIT	LE .
987 New 1958	William P		,	l	· · ·		,
	FFICIAL: RECORD ANY SURS LL LEAD TO A BETTER UNDER			M BILL I	HE SUPERY	ISOR, OR ANY	OTHER IN-
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certify that any auto	tential difference of opi	nion -ish s	he simeevissé la	ellect-	<del></del>		<del>-</del>
. THIS DATE	B. TYPED OR PRINTED HAVE						
27 May 1958	000.00	F. Baker	* .	_			
ECTION C.	<del></del>		E EVALUATION				
. RATING ON GENERAL PE	STORMANCE OF DUTIES						
IRPLTIONS: Consider (	MY the productivity an	d effective	ness with which th	e India	idual bein	g rated has	performed
is duties during the r	ating period. Compare hir than productivity will	m CNLY with	others doing simi	lar work	t at a sim	ilar level o	f respon-
tottity. Factors othe	r than productivity will	OF CAREN IN	to account tates t	n section			
	PERFORM DUTIES ADEQUATEL CEQUATE IN PERFORMANCE: A					me we artem	
5/6 CARRY OU	T RESPONSIBILITIES.						
4	WAST OF HIS OUTLES ACCEP DULLES IN A COMPETENT, E			OME AREA	OF WEARN	CSS.	· ]
RATING 8 - PERFORMS	ERFORMANCE: CARRIES OUT M MIS OUTIES IN SUCH AN OU	ANY OF HIS I	ESPONSIBILITIES E				ENOWN TO
THE SUPE	:V: 30#.		•	-	* .		İ
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E. RATINGS ON PERFORMANCE OF SP. IC DUTIES	<u> </u>			. : 
DIRECTIONS:		artant STECIFIC duties ces	lorged during this col	tine pertod
Place the most important first. To not inc.	l'ude ain	or or unimportant duties.		. * :
b. Rate performance on each specific duty cons	idering	ONLY effectiveness in perf	ormance of this special	lic duly. Visara'thos
The eupervise a secretary only).				
d. Compare in your mind, when possible, the	indial	lual being, rated with oth	ers performing the sai	e duty at
e. Two individuals with the same job title	may bé	performing different dutie	s. If so, rate them o	n, dafferèn
duties.  f. By specific. Examples of the kind of duties	; '			· · · · · · · ·
ORAL BRIEFING	HAS AV	USES AREA ENOULEDGE	COVINCTS INTERBOOKT	lons
GIVING LECTURES	DEVELO	PS NEW PRICEAUS	PREPARES STOWARTES	
CONDUCTING SEMINARS  BRITING TECHNICAL REPORTS	MANAGE	IS INDUSTRIAL REPORTS	TRAVSLATES GERVAN DEBRIEFING SOURCES	
. CONDUCTING EXTERNAL LIAISON	OPERATI	S PADIO	KEFPS BOOKS	
TYPING TAKING DICTATION		ATES BITH OTHER OFFICES REGILATIONS	DELVES TRUCK MAINTAINS AIR CONDI	TICHÍNG
SUPERVISING  g. For some jobs, Julies may be broken down eve	PREPAR	S CURRESPONDENCE	EVALUATES SIGNIFICA	NCE OF DATA
and phone operation, in the case of a radio				;
1 - INCOMPETENT IN THE PERFORMANCE	OF THES	BUTY & PERFORMS TH	IS DUTY IN AN OUTSTAND	DING MANNE
8 - BÁRELY ADEQUATE IN THE PERFORM DESCRIPTIVE DUTY		THES FOUND IN VE	RY FER INDIVIDUALS HOL	DING SIMI.
RATING B - PERFORMS THIS DUTY ACCEPTABLY		LAR JOBS	ONE I KNOW IN THE PERI	-
NUMBER 4 - PERFORMS THIS DUTY IN A COMPET			· · · · · · · · · · · · · · · · · · ·	
S - PERFORMS THIS DUTY IN SUCH A THAT HE IS A DISTINCT ASSET ON		ANNER		
*** ciric outr #0. 'As branch chief directs	RATING			PATING
and plans operations of denied area	1.0000	Activities of Trustactions of	ith other	NUMBER
branch.	5/6	U.S. agencies	***	6
receive out we. 2 Conducts operational		specific outr no. 5		MATING
linison with local security	NUMBER			NUMBER
services.	6		" ·	
seccific outr no. 3	RATING	specific buty wo. 8		RATING
Develops and handles agents	NÚMBER		4	NUMBER
	. 6			
3. NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMA	NC E			
DIRECTIONS: Stress strengths and weaknesses, part	icularly	those which affect develo	pæent on present job.	
		-11		
Subject is an exceedingly well-equi				
intelligent, has a thorough backgro				
to grow in his job. His operational				
Be has the loyalty of his subordina				
visors. He is particularly effective				Ls
good sense and disinterest in "fight				
cooperation and good will. If he ha				
in impatience with his subordinates,			evaluations, but	<b>.</b>
In an occasional unvillingness to su	ay no 1	Lib them.		
to a				
SECTION D. SUITABILITY FOR	CURREN	T JOB IN ORGANIZATION		
IRECTIONS: Take into account here everything yo	u know	bout the individualpr	oductivity, conduct in	the job.
ortinent personal characteristics or habits, speci			he fits in with your t	eam. Com−
are him with others doing similar work of about the 1 - DEFINITELY UNSUITABLE - HE SHOULD BE			·	
2 - OF DOUBTFUL SUITABILITY WOULD NOT				
5. A BARELY ACCEPTABLE EMPLOYEEBELOW BANT HIS SEPARATION	AAERAGI	BUT BITS NO BEATRESSES SE	DERICIENTLY OUTSTANDING	. ,,
4 . OF THE SAME SUITABILITY AS MOST PEOP				1
RATING S - A FINE EMPLOYEE - HAS SOME OUTSTAND! NUMBER 6 -, AN UNUSUALLY STRONG PERSON IN TERMS			2 A 7 I ON	ı
7 - ERCELLED BY ONLY A. FEW IN SUITABILIT				
THIS INDIVIDUAL BETTER SUITED FOR BORK IN SOME OF	THER POS	ITION IN THE ORGANIZATION		IF YES.
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	· · · · ·	FILNESS REPORT (Part II) POTENTIAL
Tar Ta		18STRUCTIONS
FOR THE	ADMINISTRA	IVS OFFICER. Confult current instructions for completing this report.
POR THE	PLANTAL SOR	This report is a privileged communication to your supervisor, and to appropriete coreer manage
ment an	d personne	'afficiálá concerning the patential of the employee being rated. It is NOT to be shown to the is recommended that you read the entire report before completing any question. This report is
to be co	mpleted onl	y after the employee has been under your supervision POR AT LEAST 90 DAYS. If less than 90 days;
		tter the goder's her eleved. If this is the INITIAL REPORT of the employee, however, it with be reded to the CP no leter than 30 days after the due date indicated in item 8 of Section 12.1 below.
SECTION	£	GENERAL
I. HAME		20 Jan 1921 1 Mr. 1911 DE 18 1921
5. OFF 1C	C/DIVISION.	HARDSON JACOUES  ***********************************
7. ORADE		1 October 1957 - 9 April 1958
10: 1408	OF REPORT	igitial etablisautet-perterites preciei (Speelly)
	ch one)	- animal - statifunti-tuotoriti
SECTION	<del></del>	CERTIFICATION
	.021-24-1-2	CERTIFY THAT THIS REPORT REPRESENTS MY BEST JUGGENENT OF THE INDIVIDUAL BEING RATED
A. THIS C		9. TYPED OR PRINTED NAME AND SIGNATURE OF SUPERVISOR C. SUPERVISOR'S OFFICIAL TITLE
_27_Mig		William E. Nolson
A. THE		GFFICIAL: I HAVE REVIEWED THIS REPORT AND NOTED AND DIFFERENCE OF OPINION IN ATTACHED MEMO.
27 May		TO SEFECIAL TO THE TOTAL THE PROPERTY OF THE P
SECTION		John E. Baker ESTIMATE OF POTENTIAL
. POTENT	JAL TO ASSE	ME GAEATER RESTONSIBILITIES
UIPOCTION responsib	S. Consider	ing others of his grade and type of assignment, cate the employee's potential to assume greater aink in terms of the kind of responsibility encountered at the verious levels in his kind of
wit.	. I . M. REI	DY ABOVE THE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED
		CACHTO THE HIGHEST LEVEL AT WHICH S'ATISPACTORY PERFORMANCE CAN DE EXPECTED.  G PROGRESS, BUT NETOS MORÉ TIME DEFORE HE CAN BE TRAINED TO ASSUME GREATER RESPONSIBILITIES.
5	4 . READY	FOR TRAINING IN ASSUMING GREATER RESPONSIBILITIES
PATING	. ALREA	PROBABLY ADJUST QUICKLY TO MORE RESPONSIBLE DUTIES WITHOUT FURTHER TRAINING BY. ASSUMING MORE RESPONSIBILITIES THAN EXPECTED AT HIS PRESENT LEVEL
RUMBER		CEPTIONAL PERSON WHO IS ONE OF THE FEW WHO SHOULD BE CONSIDERED FOR EARLY ASSUMPTION OF HIGHER RESPONSIBILITIES
2 945633	1 3 00 7 - PO TEN	
		this question: Has this person the shiftity to be a supervisor? Yes No. If your
miswer Li	YSS, indica	te below your opinion or guess of the level of supervisory shility this person will reach AFTER
		indicate your opinion by placing the number of the descriptive eating below which comes closest inion in the appropriate column. If your rating is based on observing him supervise, note your
		column. If based on opinion of his potential, note the reting in the "potential" column.
DESCRIP		VE NO OPINION ON HIS SUPERVISORY POTENTIAL IN THIS SITUATION
BATIN	6	LIEVE INDIVIDUAL WOULD OF A WEAR SUPERVISOR IN THIS KIND OF SITUATION
361474		LIEVE INDIVIDUAL WOULD, BE A STRONG SUPERVISOR IN THIS SITUATION
ACTUAL .	POTENTIAL	DESCRIPTIVE SITUATION.
3		A SBOUP BOING THE BASIC JOB (fruck drivers, stenographers, techniciams or professional appro- cialists of verious kinds) where course with install supporting the felosist (Pirot line supervisor)
3		a about of surreyisons the pieces the basic set (Second line supervisore)
	3	A SECUP, THE MAY OR MAY BOT OF SUPERVISORS, PRICE IS RESPONSIBLE FOR MOJOS PLANS. BREADITATION AND POLICY (Exocutive level)
		Data Contact mila (macolate ovacombatis to MOT FREQUENT
	2	PARTS INVESTIGATE BURDORDITATES, PCL. ATTORE POR GIAGRE THE WEED CONTAIN CORRESPONTION
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la la ha	a more senior job.	talent incemunt iomplete	to undertake position liss book rapid for hi ly eliminate are as	of wid	or scops than he now
	On M.				
Su	hine on other professional that the bluet describes at somet coden his exportance of more responsible job in	ine wit	hin the next year or t	wo the	opportunity to radvancement to
the lef	DCD:  DCS: This section is provided iterally. On the page is to feach statement is a box y number which best tells how the provided in the pro	d sa en ej elow ere a under: the mich the a red THIS: INDIVIOUAL TO VIOUAL TO VIOUAL TO	CRIPTION OF INDIVIDUAL  d to describing the individual series of statements that heading "category." Read a talement opplies to the persent opplies to the persent opplies to the persent of the persent of the persent opplies to the persent of the persent of the persent of the tale of the persent of the tale of	ol es you apply in a ach statem on covered To Mow Th	see him on the job. Interpret one degree to most people. To ent and insert in the box the by this report.
ATEGORY		CATEGORY	AM OUTSTANDING DEGREE	CATEGORY	STATÉMENT
	STATEMENT	<del> </del>	STATEMENT	1	21. IN EFFECTIVE IN DISCUS-
<u> 4</u>	70:07 OF VI28	5	ACCOMPLISHMENT	5	BIONS BITM ASSOCIATES
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4	5. TAR INSTINCTIVE	5	13. ACCEPTS SESPONSIBLES. TIES	4	25. 15 INOHONTPUL OF OTHERS
5	4. IS ANALYFIC IN MIS THINK-	4	14. ADMITS HIS CRADES '	4	24. ************************************
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4	9. SE75 THIMS DONE .	5.	ID. THIRS CLEARLY	5	29. FACILISTATES SMOOTH OFERA- TION OF HIS OFFICE
	10. Can core pi to emtaribeita		20. COUPLETES ABBIORNINTS TITHIN ALLONABLE TIME		30 BOSS DET REQUIES STRONG .

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	FITNESS I	REPORT (P	art I) PERFO	RMANCE	
		INSTR	UCTIONS.		
FOR THE APPLIATING	E COTICER: Consult c	ruffent instruct	one for completing	this report.	
this evaluation to yo	ur sunervisor end se	islaiot loc, voint	Organisation polic	y requires the	imenate and to trensmit you inform the subords.
strengths and weaknes	ses. It is also org	unisation policy	that you show Part	Iof this reno	iscussion with him of his t-to the employee except
under conditions spec	ifiel in Regulation	20-370. It is i	recommended that you	reed the enti	re form hefore completing provided to the Office of
l'ersonnel no later th	an 30 days after the	date indicated	in item 8, of Secti	on A below.	
SECTION AT			ERAL		
RICIARD	رعيان مشملت	(widdle)	2) Jena 1924	3. sex	4. SERVICE DESIGNATION
BOLO State	شمات سب		Area Operati		•
7. GRADE . DATE RE	PORT DUE IN OP	9. PERIOD C	OVERED BY THIS REPO		4100)
08-34		1 Octob	1966 to 30	kiitarbar 19	67
10. TYPE OF REPORT	INITIAL				(Specify)
(Check one)	S ARRUAL .		## T+ EMPLOYEE		
SECTION B			ICATION		
2	S REPORT HAS E	<del></del> -	SHORY TO THE INDIV	IDUAL RATED.	F NOT SHOWN, EXPLAIN WHY
Company	at Besiquerters	al ambace m	c avarmioná		<del> </del>
A. CHECK (X) APPROPRIA					
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THE DEPOST SEPLEC		11045 OF HTSELF	I CANNOT CERTI	TAR SHT TAHE VA	E BECAUSE (Specify):
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B. THIS DATE	C. TYPED OR PRINTE		TURE OF SUPERVISOR		
16 Oct 1957	<u> </u>	Ecliva	d Marelus	Chief SOV B	rench Japan Statio
2. FOR THE REVIEWING OF	<u>'Ficial</u> i' record any L'LEAD TO À BETTER (			WITH . THE SUPER	VISOR, OR ANY OTHER IN-
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		•	Confee		
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		-	Post file		
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			Postino de la compansión de la compansió		
			Composition of the Composition o		BULD OR ATTACHED SHELT
I certify that any subs	tontial difference o		Congression is the	flected in the	above section.
A. THIS DATE				flected in the	BOOVE SECTION.
A. THIS DATE 23 OCT 37	tential difference o a. TYPED OR PRINTER	ord george	Town WING	flected in the	BOOVE SECTION.
A. THIS DATE  23 OCT 57  SECTION C.	tential difference of a Typeo on Phints of Control of Phints of Control of Co		Town WING	flected in the	BOOVE SECTION.
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2. PATINUS ON PERSONNANCE OF SP. VIC DITIES.			·	
		لتبت للماسلين المستناسي		
a. State in the spaces below up to six of th		elane Gretric Julia	clared during the serve	e period
Place the most important first. Po not a	netule mino	ror unimportant duties pe	riorard during this facin	Free
b. Hate performance on each specific duty co	naidering ()	NLY effectiveness in per		duty.
c. For supervisors, ability (6 supervise usl who supervise a secretary only).	L always be	rated as a specific duty	(do not rate so supervis	ors syes
d. Compare in your mind, when possible, t	he individ	al being rated with oti	hers performing the same	duty at
wimilar, level of responsibility.		The Albania Salahara		
e. Two individuals with the same job title duties.	e may be p	etiotaing different datie	es. If so, rate them on	arreten
f. He specific. Framples of the kind of dut	sen that mi	ght be rated are:	·	
ORAL BRIEFING		USES AREA ENOPLEDGE	CONDUCTS INTERROGATION	is .
GIVING LECTURES CONTUCTING SECTIONS		S NEW PROGRAMS S INDUSTRIAL REPORTS	, PRETARES SUMMARIES TRANSLATES GÉRMAN	•
WRITING TECHNICAL REPORTS	VÀVAGES		DEBRIBFING SOURCES	
" CONDUCTING EXTERNAL LIAISON	OF ERATE:		KEPPS BOOKS	
TYPING TAKING DICTATION		TES WITH OTHER OFFICES REGULATIONS	DRIVES TRUCK WAINTAINS AIR CONDITION	MING.
SIPERVISINO	. PREPARES	CORRESPONDENCE	EVALUATES SIGNIFICANCE	OF DATA
g. For some jobs, duties may be broken down			it advisable, e.g., com	rued gel
and phone operation, in the case of a rad	to obstator	· .		-
1 - INCOMPETENT IN THE PERFORMAN	CE OF THIS	BUTY A PERFORMS T	HIS DUTY IN AN OUTSTANDIN	C W435EE
2 · BAŘELY ADEQUATE IN THE PERI		THIS. FOUND IN V	ERY FEW INDIVIDUALS HOLD!	
ESCRIPTIVE DUTY  RATING 3 - PERFORMS THIS DUTY ACCEPTABLE	_	LAR JOBS 7 EXCELS ANY	ONE I KNOW IN THE PERFOR	<b></b>
RATING 3 - PERFORMS THIS DUTY ACCEPTABL NUMBER 4 - PERFORMS THIS DUTY IN A COMP			OTE I RECEIP IN THE PERPOR	
S . PERFORMS THIS DUTY IN SUCH	. A FINE MÁ			
THAT HE IS A DISTINCT ASSET		·		T
PECIFIC DUTY NO. 1	RATING	SPECIFIC DUTY NO. 4	· ·	RATING
\$7. ·	1.0-0	~		
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ecisió outr no. 2	RATING	SPECIFIC DUTY NO. 3	•	RATING
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Conducts Foreign Liaison	6		detretive routine	
terric outy no. 3	RATING	SPECIFIC DUTY NO. 6	AND THE PARTY OF THE PARTY.	MATINE
	NUMBER.	Pris.	•	N-MBER
December and Hannes December		Daniel and have		l _ `
NARRATIVE DESCRIPTION OF MANNER OF JOB PERFO		Davelopes_and_har	TTAG WESTING	<u> </u>
RECTIONS: Stress strengths and weaknesses, p.	·	Ab		
terms of his intelligence and me great deal of area knowledge and During the pariod covered by thi	langung s report	e ability to his pr he has displayed a	rest industry and	
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خننسم		
		FI. ESS REPORT (Part II) POTE. LIAL
	. /	INSTRUCTIONS
FOR THE	ADMINISTRAT	IVE OFFICER: Consult current instructions for completing this report.
ment and rated em to be con hold and	l personnel ployer. It upleted onl complete s	This report is a privileged communication to your supervisor, and to appropriate career manage officials concerning the potential of the employee being rated. It is NOT to be shown to the is recommended that you read the entire report before completing any question. This report is a feer the employee has been under your supervision FUR AT-LEAST 90 DAYS. If less than 90 days has elemented in it is a set of the complete indicated in item 8 of Section "E" below, rated to the CP no later than 30 days after the due date indicated in item 8 of Section "E" below.
SECTION	E	GENERAL
1. NAME	(L.) ORGHANDE	ting the second of the second
S. OFFICE	/DIVISION/I	RANCH OF ASSIGNMENT S. OFFICIAL POSITION TITLE
	okio sta	don Kalkioco Area Operations Officer
7. GRADE		PORT DUE IN OP 9. PERIOD COVERED BY THIS REPORT (Inclusive dates)
CS-14		1 October 1956 to 30 September 1757
10. TYPE	OF REPORT	INITIAL REASSIGNMENT-SUPERVISOR SPECIAL (Specify)
(Çh•c	k one)	A annual stassignment-to-to-te
SECTION	F.	CERTIFICATION
		CERTIFY THAT THIS REPORT REPRESENTS MY BEST JUDGBHERT OF THE INDIVIDUAL BEING RATED
_	067 57	8. TYPER OR PRINTED NAME AND SIGNATURE OF STARTISON SUPERVISOR'S OFFICIAL TITLE
		OFFICIAL: I HE REVIEWED THIS REPORT AND NOTED ANY DIFFERENCE OF OPINION IN ATTACHED MEMO.
^ 16 o	£"1957	official Title of REVIEWING OFFICIAL TOTAL TITLE OF REVIEWING OFFICIAL Chief SOV Branch Japan
SECTION	G.	ESTIMATE OF POTENTIAL
I. POTENT	IAL TO ASSU	ME GREATER RESPONSIBILITIES
7 RATING NUMBER	1 - ALREA 2 - HAS R 3 - MAKIN 4 - READY 5 - WILL 6 - ALREA 7 - AN EX	ing others of his grade and type of assignment, rate the employee's potential to assume greater hink in terms of the kind of responsibility encountered at the various levels in his kind of december the kind of the kind of the countered at the various levels in his kind of december the legist level at which satisfactory performance can be expected grades level at which satisfactory performance can be expected grades level at the before he can be trained to assume greater responsibilities for training in assuming greater responsibilities without further training probably adjust quickly to wore responsible dufies without further training duffice responsibilities than expected at his present level the probably assuming mode responsibilities than expected at his present level responsibilities.
2. SŰPERVI	SORY POTEN	TIAL
answer <sup>k</sup> is SUITAHLE 1 to express	YES, indica FRAINING, ling your of the "actual	this question: Hes this person the shility to be a supervisor?  Yes No If your te below your opinion or guess of the level of supervisory shility this person will reach AFTER indicate your opinion by placing the number of the descriptive rating below which comes closest sinion in the appropriate column. If your rating is based on observing him supervise, note your column. If bessed on opinion of his potential, note the rating in the potential column.
DESCRIPT RATIN NUMBER	G 2 - BE	IVE NO OPINION ON HIS SUPERVISORY POTENTIAL IN THIS STRUKTION Lieve Individual would be a beak supervisor in this kind of Situation Lieve Individual would be an averace supervisor in this kind of Situation Lieve Individual would be a strong supervisor in this situation
ACTUAL"	POTENTIAL	DESCRIPTIVE SITUATION
2.		A GROUP DOINE THE BASIC TOR (truck drivers, stenographers, technicians or professional spe- cialists of various kinds) shest contact sith indiciate suboscinates is frequent (Perst line supervisor)
3		A 480UP OF SUPERVISORS AND DIRECT THE BASIC JOB (Second line supervisore)
	3	A GROUP, THO MAY DE MAY BOT BE SUPCESISORS, THICH IS RESPONDED TO MAJOR PLATS, ORGANIZATION AND POLICY (Executive level)
3		THEN CONTACT ONTH IMPEDIATE SUBDEDIBATES IS NOT PREQUENT
3		SHEN INMEDIATE BUSONDINATES. VCLIALLIES VNE DIAEGES VND NEFO CVNELAR COORDIGATION
3		BUCK INMEDIATE SUBDICIALTES INCLUDE NEMBERS OF THE OPPOSITE SER
		OTHER (Spec -)

<u>: .</u>	<u> </u>		(then Filled In)		<u> </u>
3 IND	CATE THE APPROXIMATE NUMB	* WON TH'S 1	HE MATER EMPLOYEE HAS BEEN L	1009	SUPERVISION
4. COM	HENTE CONCERNING POTENTIAL .	·. ·		•	
	Subject is well suited				or him. He should
1	progress steadily to po	ier crouis	of Elegt Lesbourgart	<b></b>	•
, Î				1	
		<u> </u>			
SECTIO	N N. NING OR OTHER DEVELOPMENTAL E		FUTURE PLANS		<del></del>
	- John Street Street		The the tree tree tree tree tree tree tre		
, i	iormal refresher a/o pr	eparato	y training as require	d.	
		, '			
				i i	
			· :		
NOTE	OTHER FACTORS, INCLUDING PERS	SOMAL CIRCL	MSTANCES, TO BE TAKEN INTO A	ICCOUNT IN	INDIVIDUAL'S FUTURE ASSIGNMEN
				•	
70.5	o limiting factors or	T consider	el nemetanese known	to the F	otan
					. '
SECTION	1.	DES	CRIPTION OF INDIVIDUAL	<del></del>	
he wor-	ds literally. On the page b	elow are a under the	series of statements that heading "category." Read e	apply in a	see him on the job. Interpre- ome degree to most people. To ent and insert in the box the by this report.
		VED THISE	HENCE CAN GIVE NO OFINION AS	TO HOW TH	E DESCRIPTION APPLIES TO THE
CATEGO	INDIVIDUAL  1 - APPLIES TO THE BY NUMBER 8 - APPLIES TO IND		L TO THE LEAST POSSIBLE DEGR	EE	
,-	3 . APPLIES TO IND	TYTOUAL TO	AN AVERAGE DEGREE		
•			AN ABOVE AVERAGE DEGREE AN OUTSTANDING DEGREE	+	নুত্ৰাছে:
TEGORY	STATEMENT	CATE GORY	STATEMENT	CATEGORY	STATEMEN?
٨	1. ABLE TO SEE ANOTHER'S POINT OF VIEW	5	TI. NASHIGH STANDARDS OF Accomplishment		21. IS EFFECTIVE IN GISCUS- SIONS WITH ASSOCIATES
<u>.                                    </u>	2. CAN WALE DECISIONS 3% wi	1		3	22. IMPLEMENTS DECISIONS OF EARDLESS OF OWN FEELINGS
5	3. HAS INCTERTIVE		13. ACCEPTS RESPONSIBILI-	3_	23. IS THOUGHTPUL OF OTHERS
5	4. IS ANALYTIC IN HIS TRING-	3	14. ADWITS HIS CRACKS .		24. WORKS WILL UNDER PRESSURE
5	5. STREVES CONSTRUTED FOR MER ENOUNCEDED AND EDEAS	<b>A</b>	15. RESPONDS WELL TO SUPER- VISION		25. DISPLAYS JUDGENERT
	S. ENOTS ONEW TO SEER ASSISTANCE	5	16. DOES HIS JOB WITHOUT STRONG SUPPORT		28. IS SECURITY CONSCIOUS
3	7. CAN SET ALONS WITH PERPLE	1	17. COMES UP TITM SOLUTIONS TO PROBLEMS	i '	27. 18 VERSATILE
5	8. HAS WEWDRY FOR FACTS		18. IS OBSERVANT		28. mis confictan 18 con- stauctive
-	<del></del>		<del></del>		

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	FITNESS RE	PORT (Pa	rt I) PERFORM	ANCE		٠.
	<del> </del>	INSTÂU	CTIONS			
FOR THE APPLICATION	E-DEFICER. Consult cur	rent inetructio	ne for completing thi	report.		
FOR THE SUPERVISOR, T	his report is désigned ur supervisor end sens	to help you ex	press your evaluation	of your sub	onedinete and to tren	2 ~ 1 Å
nete where he stands	with you. Completion	of the report	' con help you prens	redoradi	scussion with him of	pri
under conditions anec	ice. It is also organi ified in Regulation 20	370. It is re	commended that you re	ed the entir	e form before comple	ting
any juestion. If this	i is the initial repoi en 30 days after the di	t on the empl	oyer, it must be comp	leted and fo	rwarded to the office	r of
SECTION A.	-n, 30, q-y2 ,-vvv vive 0,	GEN S		X 90,10-1		
1. NAVE . (L401)		(alqqie,)	. DATE OF BIRTH	3. SEX	4. SERVICE DESIGNAT	104
RICHARD			20 Jan. 1924	<u> </u>	DI	
Japan Saation			official fosition t Area Operatión			,
7. GRADE . DATE HE	PORT DUE IN OP	. PERIOD CO	EREO BY THIS REPORT (	Inclusive de	100)	
GS-14	· ·	1 October	r 1955 to 30 Sopt	ember 19	56	_ •
10. TYPE OF REPORT	1917181	<del></del>	4 7 - SUP L 8 V I SOR	BPECIAL	(Specify)	
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SECTION B.	A AFPORT (NO WAS )	CERTIFIC	ATION	SATED. "IF	MOT SHOWN EXPLAIN	PHY
NOT	ريا د المحل المدادة و					
A. CHECK (X) APPROPRIA	TE STATEMENTS:	• .				_
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B. THIS DATE	C. TYPED OR PRINTED N	AME AND SIGNATI	IRE OF SUPERVISOR D. S	UPERVISOR'S	OFFICIAL TITLE	
15 November 1956					et Branch	
2. FOR THE REVIEWING OF				H THE SUPERI	VISOR, OR ANY OTHER I	×-
FORMATION, WHICH WIL	L LEAD TO A BETTER UND	ERSTANDING OF 1	HIS REPORT.			1
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21 November 1956	B. TYPED OR PRINTED NA		1	of of Ope		"
SECTION C.		B PERFORMANCE	<del></del>			$\dashv$
I. RATING ON GENERAL PE		. !			<del></del>	┪
DIRECTIONS: Consider O	MLY the productivity					
his duties during the re sibility. Factors other	ating period. Compare r than productivity wil	him ONLY with o	others doing similar of account later in Sec	rork at a su ction D.	milar level of respon	- [
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2 - BARELY AC	PERFORM OUTLES ADEQUAT Deouate in Performance:			CE OR TRAIN	ING. HE OFTEN FAILS T	۰
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E particus on remodulace of see . T. O.	1113			,
DIRRITIONS.  a. State in the spaces below up to air Place the most important first. In b. Rate performance on each specific d. c. Par supervisors, ability to significate the supervisors a secretary only).  d. Compare in your mini, when possible	not include as uty considering se will always	nor or unimportant duties.  (EALY effectiveness in performance duty)	ormance of this specified not rate as supers	ic duty.
similar level of responsibility,  e. Two individuals with the same job duties.		·	s. If so, rate them o	n different
f. Be specific. Famples of the kind of ORAL SMIESING CIVING LECTURES CONDUCTING SEMINARS SMITTING TECHNICAL REPORT CONDUCTING EXTERNAL LIA TYPING TAKING DICTATION SMIESUSSING. SMIESUSSING CARRESTS OF Some jobs, duties may be broken and phone operation, in the case of	HÎS Â DEVEL ANALY ITS MANAG OPERA CONFO WILTE PREPA down oven furth	ID USES AREA RNOVLEDGE MES NEW PROGRAMS LES INCUSTRIAL REPORTS IS FILES TES RADIO VATES WITH OTHER OPPICES I, REGULATIONS LES CORRESPONDENCE LES CORRESPONDENCE LES CORRESPONDENCE	CONDUCTS INTERMOGAT PREFARES SIMMARIES TRAVSIATES GERMAN DERRIEFING SOURCES REFES BONGS DRIVES FROM MAINTAINS AIR COMDI EVALUATES SIGNIFICA it advisable, e.g., c	TIONING NCE OF DATA
1 - INCOMPETENT IN THE PER 2 - BARELY ADEQUATE IN TH DUTY RATING 3 - PERFORMS THIS DUTY ACCOMPETED AT THE PERFORMS THIS DUTY IN 3 - PERFORMS THIS DUTY IN	E PERFORMANCE Ö EPTÄBLY A COMPETENT MAN	F THIS FOUND IN VE LAR JOBS 7 - EXCELS ANYONER THIS DUTY	IS DUTY IN AN OUTSTAN BY FED INDIVIDUALS HOL ONE I KNOW IN THE PERI	DING SIMI-
THAT HE IS A DISTINCT		s specific outy no. 4		RATING
Deputy to Branch Chief	5		,	NUMBER 4
Conducts Foreign Liaison	RATIN NUMBE	Prépares corresponde reports	ondence and	HATING NUMBER
Propares and manages projects	RATINA RUMBEI		ıtine	RATING NUMBER
Subject has really superb in terms of mental capacity, ps and people he comes against. ability among other natural apt the best, he is a bit shy of hum qualities which mitigate more ag	natural equipological He tops the itudes. On or and pers	ipment for work in the bent and affinity for is off with industry the debit side and monal understanding in	nis Organisation or the things and language measured against is some situations	. 14.1
SECTION D. SUITABIL	ITY FOR CURRE	NT JOB IN ORGANIZATION		
PRECTIONS: Take into account here every ereasent personal characteristics or habit with others doing similar work of 1 - DEFINITELY UNSULTABLE - HE S 2 - OF DOUBTFUL SUITABLE - HE S 3 - A BARCLY ACCEPTABLE EMPLOYEE RABT HIS SEPARATION 4 - OF THE SAME SUITABLILITY AS WE THEN SEPARATION 5 - A FINE EMPLOYEE - HAS SOME O NUMBER 7 - EXCELLED BY ONLY A FEB IN SU	es, epocial dof about the same moute attach uld not make at uld not make at uld not make at uld not make at uttach	NOTE OF TATEMEN and how to level, tree tree to the tree tree tree tree tree tree tree	NAT I ANDR WOR T PRETEINENTLY OUTSTANDIN	eam. Com−
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SECTION	r.				CERTIF	CATION			
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7 RATING NUMBER	7 - MAS R 3 - MAKIN 4 - READY 5 - WILL 6 - ALREA 7 - AN EX	REACHED TH IG PROGRES I FOR TRAI PROBABLY IDV ASSUMI	E MIGNEST LEVI S. BUT NEEDS N NING IN ASSUMI ADJUST GUICKLY NG MORE RESPON PERSON WHO I	EL A FORE ING TO	T BHICH SATE TIME BEFORE GREATER RESP MORE RESPON ILITIES THAM	ONSIBILITIES Sible duties withou Expected at his pr	E CAN TO AS IT FUR ESENT	BE EMPECT SUME GREAT THER TRAIN LEVEL	ER RESPONSIBILITIES
2. SUPERV	IŜGRY POTEN	TIAL							
MOTWER IS SUITABLE I to express	YES, indica TRAINING, sing your o	te belom ; Indicate ; pinson sn	your opinion o your opinion b the appropria	r g y p	uess of the licing the ni column. If yo	unber of the descri- our rating is based	y.mbil ptive on ob	lity this ; rating be perving h	Yes No If your person will reach AFTER low which comes closest im supervise, note your "potential" column.
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SECTION	· 1.	DES	CRIPTION OF INDIVIDUAL	<del></del>		
the word	NS: This section is provide di literally. On the page to of each statement is a box number which best tells how	under the much the s	series of statements that heading "category," Read e tatement applies to the pers	apply in u ach statem on covered	ome degree to most pent and invert in by this report.	people: To
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4	1. ABLE TO BEE AMOTHER'S POINT OF VICE	5	11. HAS WEEN STANDARDS OF ACCOMPLISHINGS	4	21. IS EFFECTIVE IN SIGNS BITH ASSO	
4	2. CAN WARE DICISIONS ON HI OND THEM BEED ARISES	4	12. SHOWS ORIGINALITY	3	22. IMPLEMENTS OFCI SAROLESS OF OWN	
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# FIELD FITHESS REPORT

The Petness Separt to an toportant factor in organization personnel asnegonies. It does to provider I. The argumentation expection board with interestion of votus when considering the application of an

1. The argumentation source with an argumentation of the argumentation and argumentation of personnel.

2. A periodic record of job performance so imperson office the effective utilization of personnel.

# INSTRUCTIONS

TO THE PIELD AMEN'S STATIVE OF PERSONNEL OFFICER: Consult current field amin's tratification in traction of regarding the initiation and transmittal of this report to headquarters.

TO THE PIRLD RECEIVED. Read the entire form before attachting to complete any item. As the supervisor and axis give discussions the more of the individual, you have princey responsibility for evaluating his attendible, welfactiveness as

revealed by his day-to-day activities. If this individual has been under your supervision for less than 30 days, you will collaborate, if practicable, with his previous supervisors to make sure the reportic accurate and complete: Primary responsibility rests with the carrent supervisor. It is assumed that, throughout the period this individual has been under your supervision, you have discharged your supervisory responsibilities be frequent discussions of his work, so that in a general sey he have where the standar.

IT IS OPTIONAL METHER OR NOT THIS FITNESS REPORT IS SHOWN TO THE PERSON BEING RATED

# SECTION I LEAVE BLANK - FOR MEADOUARTEPS USE ONLY Jacques Richardson 20 Jan. 1924 N DI 4. GRADT GS-14 USSR Base, Tokyo 5. STATION DESIGNATION (Current) GS-14 USSR Base, Tokyo 7. PERIOD COVERED BY THIS REPORT (Inclusive detect) 30 Captember 1955 SECTION II (To be completed by field supervisor) 1. CURRENT POSITION Chief, USSR Rase, Tokyo 19 February 1955

- . STATE THE SPECIFIC ASSIGNMENTS OR TASKS MICH ARE TYPICAL OF THOSE GIVEN TO THE EMPLOYEE DURING THE PAST THREE TO SIX MONTHS (Less in order of frequency)
- A. As Chief of Operating Base:
  - 1. Manage and direct all operations against target area, and monitor products.
  - 2. Supervise system of development and exploitation of operational leads.
  - 3. Supervise proper administration and support of operations, including finances.
  - Londuct or supervise effective liaison with other CIA elements, with other Government agencies abroad and, when appropriate, with representative of other governments.
- B. As Senior SR Division Officer in Area:
  - Consult with or advise other CIA and non-CIA units on target area, government, and IS characteristics.
  - 2. Make available to other CIA and non-CIA units area specialists, as required.

# SECTION III (To be completed at headquarters only)

# DO NOT COMPLETE . FOR HEADOUARTERS USE ONLY

AUTHENTICATI	ON OF REPORT AND SIGNATURES
1. NAME OF RATER (True) .	Z. NAME OF REVIEWING OFFICIAL IN FIELD (True)
Carleton E. Swift	W. Lloyd George
3. THIS REPORT TO WAS TO HAS NOT SHOWN TO T	THE INDITIONAL BEING RATED.
	OF ADMINISTRATIVE OR PERSONNEL OFFICER AT HEAGGUARYERS ITICATE FITNESS REPORT AND SIGNATURES
7 Nov. 1955 Ph	yllis M. Landrum

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SECTION IV

Abilium 18

This section is provided as an aid in describing the individual. Tour description is not favorable or unfavorable in itself but ecourses its meaning in relation to a particular job or assignment. The descriptive words are to be interpreted literally.

interpreted literally.

On the left hand side of the page below are a series of statements that apply in some degree to most people. On the right hand side of the page are four major categories of descriptions. The scale within each category is distincted that the scale within each category is distincted from if you so desire. Lock at the statement on the left of the primary of the left of the primary of the left of the primary of are represented applies to the perimonyous are retired. Placing as "X" in the "Not Observed" categors on any on the are no opinion on whether a phrase applies to an individual. Placing as "X" in the Does Not Apply "column means that you have the definite opinion that the description is not at all suited to the individual.

# STATEMENTS . CATEGORIES: APPLIES TO AN APPLIES TO AN ABOVE AVERAGE OUTSTANDING DEGREE DEGREE DOES NOT APPLY APPLIES TO A LIMITED DEGREE APPLIES TO A REASONABLE DEGREE NOT OP. SERVED A. ABLE TO BEE ANOTHER'S POINT OF VICE. B. PRACTICAL. 1. A GOOD REPORTER OF EVENTS. 2. CAN MAKE DECISIONS ON HIS OWN THEY ACED ARISES. 3. CAUTIOUS IN ACTION. 4. HAS INITIATIVE. S. UNEMOTIONAL. 6. ANALYTIC IN HIS THINKING. 7. CONSTANTLY STRIVING FOR MEN RHOWLEDGE AND IDEAS. . GETS ALONG WITH PEOPLE AT ALL BOCIAL LEVELS. . HAS SENSE OF HUMOR. IO. KNOWS WHEN TO SEER ASSISTANCE. 12. CAN GET ALONG WITH PEOPLE. 13. MEMORY FOR FACTS. IA. GETS THINGS DONE. 13. KEEPS ORIENTED TOBARD LONG TERM GOALS. 14. CAN COPE BITH EMERGENCIES. 17. MAS HIGH STANDARDS OF ACCOMPLISHMENT. 18. HAS STAMINAL CAN REEP GOING A LONG TIME. 19. HAS BIDE RANGE OF INFORMATION. ZO. SHOWS DRIGINALITY. 21. ACCEPTS RESPONSIBILITIES. 22. ADMITS HIS ERRORS. 23. RESPONDS MELL TO SUPERVISION. 24. EVEN DISPOSITION. 25. ABLE TO DO HIS JOB BITHOUT

			, SI	CRE'					Ì <u>.</u>					<u>:</u>
28. CAN THINK ON MIN PEET.	T	T	T	1	1	Ī	1		Γ	7 -	1	$\overline{T}$	7	T
27. COMES UP WITH SOLUTIONS TO		<del> </del>	==	<del></del>	<del></del>	===	<u> </u>	1	=	<u> </u>	<del></del>	<u> </u>	<del></del>	12
PROBLEMS.	L		1	<u> </u>	<u></u>	_	l	<u> </u>		<u> </u>	12	7_	ــــــــــــــــــــــــــــــــــــــ	
28. STIMULATING TO ASSOCIATES. A "SPARE PLUG".		ļ						Ι.,	<u></u>	Į.,	$I_{-}$	$\geq$	1	I
29. TOUGH MINDED.											.[.	$\supset$		Τ.
SO OBSERVANT.											Ĺ	X	1	Γ
SI, CAPABLE.										<u> </u>	I		$\boxtimes$	
32. CLEAR THINKING.	ļ.——	1	1.			`			٠, .	<u> </u>	1	1	T	N
33. COMPLETES ASSIGNMENTS WITHIN ALLOWABLE TIME LIMITS.						·						$\overline{\times}$		Ī
34. EVALUATES SELF REALISTICALLY.	-	<u> </u>								·	Γ.	X	1	Γ
38. WELL INFORMED ABOUT CURRENT					-								$\overline{\nabla}$	
SA. DECIBERATE.	<del>                                     </del>	<del>                                     </del>	H		=	<del>- '</del> 1						<del>                                     </del>		
ST. EFFECTIVE IN DISCUSSIONS WITH ASSOCIATES.			H									$\overline{\times}$		
38. IMPLEMENTS DECISIONS REGARD. LESS OF DOWN FEELINGS.	-							$\exists$		·	X			
39. THOUGHTFUL OF OTHERS.													X	
40. WORKS PELL UNDER PRESSURE.												X		
41 DISPLAYS JÜDGEMENT.						"."								$\overline{\times}$
42. GIVES CREDIT WHERE CREDIT IS													X	
13. HAS DRIVE.						$\Box$	$\Box$					X		
14. IS SECURITY CONSCIOUS.						$\Box$						X		
IS. VERSATILE,													X	
IS. HIS CRITICISM IS CONSTRUCTIVE.					_	I			$\Box$				X	
17. ABLE TO INFLUENCE OTHERS.									$\Box$		X			
IB. FACILITATES SMOOTH OPERATION				$\perp$		$\perp$		1	$\perp$			X	$\prod$	
9. DOES NOT REQUIRE STRONG AND CONTINUOUS SUPERVISION.				$\perp$		$\perp$	$\Box$		$\perp$	$\Box$			X	
10. A GOOD SUPERVISOR.					$\Box$				$oxed{\Box}$	$\Box$		$\times$		
			SECTI	V KO										
Capable operations office		broad 1	under	rstar	ding	of	Sovi	et p	rob]	Lems	•	-		
. WHAT ARE HIS OUTSTANDING WEAKNESS	IE S 7				v . <del></del> .	<del></del> -		-;			,			
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C INDICATE IF YOU THINK THAT I NOLE STRENGTH OR DE	ANNESS OUTUE I GHS ALL ER CONSIDERATIONS:
'	<b>`••</b>
•	•
	•
D. DO YOU FEEL THAT HE REQUIRES CLOSE SUPERVIETORS	0 0 TT TES. ONT?
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	•
E. SHAT TRAINING DO YOU RECOMMEND FOR THIS INDIVIDUAL?	
	,
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,	
F. DTHER CUMMENTS (Indicate here general traits, apecifi	s habite or characteristics not covered elsewhere in the
report but which have a bearing on effective utilizat	
	•
SECT	ION VI
Read all descriptions before rating. Place "X"	in the nost appropriate box under subsections A.B.C.AD
A. DIRECTIONS: Consider only the skill with which the person has performed the duties of his job and rate	C. DIRECTIONS: Based upon what he has said, his actions, and any other indications, give your opinion of this
him accordingly.	person's attitude toward the organization.
	1
1. DOES NOT PERFORM DUTIES ADEQUATELY: HE IS	1. HAS AN ANTAGONISTIC ATTITUDE TOWARD THE ORGAN-
14COMPETENT.  2. BARELY ADEQUATE IN PERFORMANCES ALTHOUGH HE	IZATION WILL DEFINITELY LEAVE THE ORGANIZATION AT THE FIRST OPPORTUNITY.
MAS HAD SPECIFIC GUIDANCE OR TRAINING, HE	2. HAS STRONG REGATIVE ATTITUDE TOWARD ORGANIZA-
OFTEN FAILS TO CARRY OUT RESPONSIBILITIES	TION INKED BY RESTRICTIONS REGARDS ORGAN-
COMPETENTLY.	FRATION AS A TEMPORARY STOP UNTIL HE CAN GET
3. PERFORMS MOST OF HIS DUTIES ACCEPTABLY: OCCA-	SOMETHING BETTER.
SIGNALLY REVEALS SOME AREA OF TEAKNESS.  4. PERFORMS DUTIES IN A TYPICALLY COMPETENT.	3. TENDS TO HAVE AN UNFAVORABLE ATTITUDE TOWARD THE ORGANIZATION SOTHERED BY MINOR FRUSTRA-
CFFECTIVE MANNER.	TIONS . WILL QUIT IF THESE CONTINUE.
B. A FINE PERFORMANCE: CARRIES OUT MANY OF HIS	4. HIS ATTITUDE TOWARD THE ORGANIZATION IS INDIF-
RESPONSIBILITIES EXCEPTIONALLY WELL.	FERENT NAS "WAIT AND SEE" ATTITUDE BOULD
4. PERFORMS HIS DUTIES IN SUCH AN OUTSTANDING	LEAVE IF SOMEONE OFFERED HIM SOMETHING BETTER.
MANNER THAT HE IS EQUALLED BY FEW OTHER PER- SONS RHOWN TO THE MATER.	BATION MAKES ALLOWANCES FOR RESTRICTIONS
IS THIS INDIVIDUAL BETTER QUALIFIED FOR WORK IN SOME	IMPOSED BY WORKING FOR ORGANIZATION THINKS
OTHER AREAT SOOT HO TES. IF YES, WHATT	IN TERMS OF A CAREER IN THE ORGANIZATION.
and the second second	B. DEFINITELY HAS FAVORABLE ATTITUDE TOWARD THE
No allows the	OPPORTUNITY, WILL PROBABLY ENDEAVOR TO MAKE A
	CAREER IN THE ORGANIZATION.
	7. HAS AN ENTHUSIASTIC ATTITUDE TOWARD THE ORGAN-
	12ATION. BILL PROBABLY NEVER CONSIDER WORKING ANY PLACE BUT IN THE ORGANIZATION.
<i>A</i>	The state of the same or an arrangement of the same of
	·
B. DIRECTIONS: Considering others of this person's grade	
and type of excignment, how would you rate him on	person is making your rating. skill in job duties,
potentiality for assumption of greater responsibili- ties normally indicated by promotion.	conduct on the job, personal characteristics or habits, and apocial defects or talents.
, , ,	
1. HAS REACHED THE HIGHEST GRADE LEVEL AT WHICH	1. DEFINITELY UNSUITABLE . HE SHOULD BE BEPARATED.
SATISFACTORY PERFORMANCE CAN BE EXPECTED.	
2. IS MAKING PROGRESS, BUT NEEDS MORE TIME IN PRESENT GRADE BEFORE PROMOTION TO A NIGHER	2. OF DOUBTFUL SUITABILITY WOULD NOT HAVE AC-
GRADE CAN BE RECOMMENDED.	1. A BARELY ACCEPTABLE EMPLOYEE DEFINITELY BELOW
3. IS READY TO TAKE ON RESPONSIBILITIES OF THE	AVERAGE BUT OF THE NO BEARNESSES SUFFICIENTLY
MEXT HIGHER GRADE. BUT MAY HEED TRAINING IN	OUTSTANDING TO WARRANT HIS SEPARATION.
SOME AREAS.	4. A TYPICAL EMPLOYEE, INE DISPLAYS THE SAME SUITA.
4. WILL PROBABLY ADJUST QUICKLY TO THE MORE.	BILITY'AS MOST OF THE PEOPLE I KNOW IN THE ORGANIZATION
RESPONSIBLE DUTIES OF THE RENT HIGHER GRADE.	S. A FIRE EMPLOYEE - HAS SOME OUTSTANDING
MIGHER GRADE.	STACH STAS.
4. AN EXCEPTIONAL PERSON WHO IS ONE OF THE FEB	6. AN UNUSUALLY STRONG PERSON IN TERMS OF THE
THE SHOULD BE CONSIDERED FOR RAPID ADVANCES	REQUIREMENTS OF THE ORGANIZATION.
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18 July 53 - 31 Jan	.\$4			
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b. Assist the divis	nos exist of o	parations in t	pe browning of p	ev and continued oper
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(3) expeditions	in lo seezewer	nished intalli	renes.	
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# SECRET. SECURITY INFORMATION

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	15 THIS PERSON'S PERFORMANCE ON PRESENT JOB MOST HOTICEABLY GOOD OR OUTSTANDING!
his single and a	cer has been outstanding as a staff officer. He is unusually telepted in
	g of jurisdictional equities. This ability reflects a broad competence,
bo ever and	should not be construed so as to limit his future duties.
IN CO WHAT ASPECT O	P PERFORMANCE SHOULD THIS PERSON CONCENTRATE EPFORT FOR SELF IMPROVEMENT?
india in the second of the sec	
him toward in	cer's devotion to his duties and professional convictions sensitines incline affects of position. This fault, a minor one in officers of potential, will be corrected by increased responsibility and experience.
in. COMMENT ON THIS	PERSON'S ABILITY TO MANDLE GREATER RESPONSIBILITIES NOW OR IN THE PUTURE.
	per is prepared for promotion and for increased responsibilities in command
or staff duti	les ,
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3. ARE THERE OTHER C	DUTIES WHICH BETTER SUIT THIS PERSON'S QUALIFICATIONS? (Recommend appropriate reassignment, if
possible.;	
Nahandaan	is presently well placed. See below.
vicustrandi	In bracement ager bracer, ped perpas
m <sup>*</sup>	
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- WHAT TRAINING OR	ROTATION DO TOU RECOMMEND FOR THIS PERSON?
	training and a field assignment. Both are planned in the next six months.
<b>\</b>	
	·
IS PERSORMANCE AND	RING REPORT PERIOD HAS BEEN UNSATISFACTORY, THERE IS ATTACHED COPY OF MEMORANDUM MOTIFYING THIS
	FACTORY PERFORMANCE.
PERSON OF UNSATISE	
PERSON OF UNSATISE THIS PERSONNEL EVA	FACTORY PERFORMANCE. ALUATION REPORT HAS BEEN DISCUSSED WITH THE PERSON EVALUATED. ADDITIONAL COMMENTS INCLUDING 1, 8 AND 9, ARE SHOWN BELOW UNDER ITEM 20.
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PERSON OF UNSATISF	ALUATION REPORT HAS BEEN DISCUSSED WITH THE PERSON EVALUATED. ADDITIONAL COMMENTS INCLUDING
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DA	7 (				SIGNATI	RE	
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It through 18 will be completed by Supervisor

11. SRIEFLY DESCRISE THIS PERSON'S PERFORMANCE ON THE MAJOR DUTIES LISTED UNDER TERM I ABOVE. As Deputy Branch Chief, Mr. Richardson has performed his duties, taken as a whole, in a superior manner. His timely and afficient preparation of intelligence annexes, logistic and fiscal requirements and reports has been particularly outstanding. During three to four months of the past year, Mr. Richardson has acted as Branch Chief. The review of Branch operations unde Mr. Richardson's direction, during the writer's absence, indicated his complete competence in supervising Branch activities. His supervision of the planning and preparation for approval of basic plans and projects of the seven (7) deak chiefs has been superior. Mr. Richardson also participated in the planning and dispatch of a difficult operational mission, acting in the capacity of Senior Case Officer. On this mission his lisison with representatives of one of the Military Services was conducted in a manner which enhanced cooperation between that S ice and this Agency.

FORM NO. 37-151

# SECRET SECURITY INFORMATION

le ac pl	r. Richardson's performance was noticeably outstanding with respect to his thorough know- edge of every activity of the Branch. He was in position to assume direction of Branch ctivities at any time. He also kept himself thoroughly briefed on Division policies and lanning in order to give timely instruction and guidance to the Branch overseas stations.
Mr pe fr sc	con mean assect of the properties the properties of the point of the point of the properties of the point of the properties of the propert
Mr ti ma	connect on this feason's ability to manole greater responsibilities now on the future.  Richardson is fully qualified to assume the duties of the chief SF Division representative at a field station. In order to assume this responsibility in the most efficient inner, it is recommended that Mr. Richardson serve a minimum period of time of approximate six (6) months as the assistant to the present chief of the field station.
15.	ARE THERE OTHER DUTIES WHICH BETTER SUIT THIS PERSON'S QUALIFICATIONS? [Recommend appropriate reassignment, if
Th	. Richardson could serve effectively in a staff function for either Fl or PP activities. is does not mean, however, that his present duties are not better suited to his qualifitions.
in pre	past year. He has area knowledge and command of the Japanese language, having served Japan proviously with the United States Army. His duties at Headquarters have been so essing that his departure for overseas assignment is being delayed until an adequate classment may be trained.
	IF PERFORMANCE OURING REPORT PERIOD HAS BEEN UNSATISFACTORT, THERE IS ATTACHED COPY OF MEMORANDUM NOTIFYING THIS PERSON OF UNSATISFACTORY PERFORMANCE.
	THIS PERSONNEL EVALUATION REPORT HAS BEEN DISCUSSED WITH THE PERSON EVALUATED. ADDITIONAL COMMENTS INCLUDING COMMENT ON ITEMS 7, 8 AND 9, ARE SHOWN BELOW UNDER ITEM 20.
	DATE 1953 CONSTRUCTION OF SUPERVISOR
9.	1 HAVE REVIEWED THE ABOVE PEPORT. (Comments, If any, are shown of Item(30.)  Out 30 1953  SIGNATURE OF REVIEWING OFFICIAL
o. c	COMMENTS: (If necessary, may be continued on reverse side of cover sheet.)
: .	
1	

THROUGH

Notification of Designation as a Participant in the Organization Retirement and Disability System SUBJECT

Book Dispatch 5096, dated 12 August 1965

Recent correspondence on the above subject informed you that I had determined that you met the criteria specified in the applicable regulation for designation as a participant in the Organization Retirement and Disability System. On the basis of this determination and your recently executed election to remain in the System, your designation as a participant was made effective 10 April 1966.

RICHARD B. EGAN

MEMORANDUM FOR:

Thomas B. CASASIM

THROUGH

Chief of Station, Paris

SUBJECT

Designation as a Participant in the Organization Retirement and

Disability System

Book Dispatch 5096 dated 12 August 1965

- 1. Based on a review of your record and the recommendations of the Head of your Career Service and of the Organization Retirement Board, I have determined that you meet the criteria. for designation as a participant in the Organization Retirement and Disability System.
- 2. The regulation governing this retirement system provides that "Any participant who has completed fifteen years of service with the Organization and whose career at that time is adjudged by the Director of Personnel to be qualifying for the system may elect to remain a participant in the system for the duration of his employment by the Organization and such election shall not be subject to review or approval by the Director." Since you have already completed fifteen years of service with the Organization, your right to this election vests upon your designation as a participant and must be exercised immediately.
- 3. If you should elect not to remain a participant in the system, you will be continued under the Civil Service Retirement System. Once your election has been made, you do not have the privilege of changing it at some later date.
- 4. It is requested that you indicate your election by checking in the appropriate box and signing below. The original of this memorandum should be returned to Headquarters as soon as possible.

RICHARD B. EGAN

Exercise of option of	participant	with fifteen	ı years of	service:
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					Retirement	and	Disability	System	for	the	dura-
tion of	my emplo	yment	by the	Organ	ization.						

1	elect	NOT	to	remain	a	participant	in	the	Organization	Retirement	and	Disability
S	stem:	for	the	duration	1 (	of my emplo	vm	ent i	by the Organi	zation.		

Signature

Date

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S-E-C-R-E-T (When filled in)

THAINING REPORT

Prench Basic Reading, Speaking, Writing-II 100 hours, part-time, 9 Apr 62 - 15 Jun 62

Lstudents

Student: Harriette D. Richardson (Dependent)
(wife of Jacques Richardson - SR)

Year of Birth: 1928

COUPLE OBJECTIVES - CONTENT AND METHODS - Instructors W. Ray Rackley

This is the second phase in a three-phase basic sequence of 30 weeks, each phase lasting 10 weeks.

The general aim of this course is to provide a thorough grounding for the student who has previously had either a reading course in French or an insufficient introduction to the language. The major objectives of this phace of the course are to develop an ability: (1) to distinguish and pronounce satisfactorily all the sounds of the language; (2) to use effectively a modest stock of French sentences and expressions; (3) to comprehend normal-speed spoken French in a variety of everyday non-technical situations; (4) to begin to read and write basic French, applying the spoken vocabulary and grammatical material previously learned.

Classes are held 2 hours per day, 5 days a week, requiring minimum of 10 hours of preparation per week. To receive the maximum benefit from this course each student should plan to devote at least two thirds of the class preparation time doing drill in the language laboratory.

ACHIEVEMENT RECORD

Student progress is evaluated primarily on oral recitation in the form of drills and free conversation based on memorized material. In addition, several tests are given during the course. This student's rating is indicated by the asteriak.

Unsatisfactory

Satisfactory

Excellent 15 Incomplete

Mrs. Richardson was definitely a superior student. Her pronunciation was excellent and she had a solid command of the structure of French. She was somewhat hemitant in new language situations, but she more than made up for this through diligent and profitable laboratory and home preparation.

FOR THE DIRECTOR OF TRAINTED: /8/4, MAY MACKLEY
Chief Instructor

26 July 1962

Esta

Experience Service

Experi

S-E-C-R-E-T (When filled in):

<u></u>	(Aces hilles to)	K. N. 96.9.
REPORT OF TRA	INING AT NON-CIA FACILITY or original and 2)	PATE
TO Director of Training  ATTN: Fegistrar  THRU: Training Officer, SR D	FROM: J. G. Richards CSR 6 (DD/P) 5018 1-5098	on.
1 INSTITUTION ATTENDED		2. DATES OF TRAINING
Remasolasi Polytechnic		10-16 June 1962
.3. DESCRIPTION OF PROGRAW (Include 1)	it of courses and a copy of freder received)	

Technical Eriters' Instituto; certificate awarded

Purpose: to provide a form where technical writers from industry and government can meet to discuss and practice writing techniques under the supervision of experienced teachers. Many of the instructors have worked closely with industry as consultants on special writing problems and trainin courses for technical writing. All of them have published in the field of technical writing.

4. YOUR OPINION OF THE PROGRAM (Explain strengths and weaknesses)

This was an excellent combination of classroom prescriptions and writing laboratories. Almost all guest speakers had a useful message to deliver. The writing encouraged is of the tight-language, pure English variety, in the three categories of informative, directive, and persuasive writing. The schedule was full, although I believe it could have been fuller. The five 2-hour workshops should be expended to three-hour sessions. The contact with representatives of industry was especially useful for cross-fortilisation purposes.

3. EXPLAIN TRAINING OBJECTIVES AND WHETHER THEY WERE MET

Four our purposes, the training objectives were (a) to see that our writing techniques in the reporting field compare favorably with those in industry, (b) to meet and become known by persons throughout the nation in the technical writing field, and (a) to learn new techniques in the field of communicating technical, scientific and engineering concepts, processes, and general information. All three objectives were met. I recommend that officers from SR/Heports and SR/ Requirements-Targets, as well as analysts from SR 6, be permitted the encortunity to attend this same institute in future years. It is well worth the effort.

. I CERTIFY THAT I ATTENDED THE TRAINING PROGRAM DESCRIBED ABOVE.

18 JUR ...:

J. G. B. C. L. . . . . .

Jacobss U. ..... Richardson

NOTE: The original will be forwarded to the Office of Personnel for inclusion. in your official for er, 2 copies will be for OTR us

SECRET

(34-45)

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# TRAINING REPORT

# MANAGEMENT COURSE NO. 64

40 hours, part-time

18 students

Student: Jacques Richardson

Year of birth: 1924

DOD Date: September 1956

Grade: 14

Office: 5R

# COURSE OBJECTIVES - CONTENT AND METHODS

The Management Course is designed to familiarize scnior line and staff managers with both the theory and the practical problems of management in CIA. The underlying assumption of the course is that management development is a process of growth on the jeb. The course, however, enables the participants to examine their job activities in an environment where, guided by the instructors, they can critically examine their own actions, exchange ideas with managers from other components, and develop an understanding of the complex relationships that exist among the people, the pattern of organization, and the purposes of the Agency. The course approaches the problems of management in the Agency by discussing the formal and informal structures, concepts of leadership and communication, the problems of personnel management, and theories of planning and controlling. These subjects are related as closely as possible to the activities of the class members.

The content of the course is developed through lectures, case and group discussions, filmed presentations, and problem-solving exercises.

# ACHIEVEMENT RECORD

This is a certificate of attendance only. No attempt was made to evaluate student achievement in this course.

FOR THE DIRECTOR OF TRAINING:

Chief Instructor

20 February 1961 Date

CONFIDENTIAL (When filled in)

## TRAINING REPORT

Clardestine Services Review No. 31

do hours, full-time

20 November - 9 December 1960

43 students

Student: Jacques G. Richardson

Year of birth: 1924

EOD Dete: November 1949

Grade: **GS-14** 

Office: DDP/SR/6

COURSE CEJECTIVES - CONTENT AND METHODO

This course aims to develop in the Clandestine Services officers, and others, recently returned from the field on up-to-date macrosco of the role of CIA in the United States intelligence community, the relations of the ID/I area with the CB and the support available from the offices of the ID/S. Recently this course has been designated as an alternate pre-requisite for CIA officers nominated for certain external training.

The course is presented by lectures given by STA officials who are directly responsible for the missions, functions, progress, and services discussed. Each lecture is usually followed by a short question period. Approximately 10 per cent of the students' time is usheddled for reading pertinent up-to-date regulations and background summaries.

ACHIEVEVENT RECORD.

This is a certificate of attendance only; no attend was made to evaluate student achievement in the course. This student was conscientious and regular in attendance.

FOR THE DURISTOR OF TRAINING:

may

21 December 1960

NAME	RICHAEDSON,	J. cones	u.	Div	SR/	5
				,		
SUBJECT	Flaps	& Seals	- Basic	Panilliari	zstion	· · · · · · · · · · · · · · · · · · ·
				, , , , , , , , , , , , , , , , , , , ,		
DATES TRAIL	NED	FRON	2		_ TO	3 December 1954

# EVALUATION:

Did good work. Appears to have a good understanding of the basic principles involved. His attitude inclass reflected his interest in the work.

Note: This course is only for familiarization. It does not qualify student to engine in the opening of mail.

Shana

Please return three copies of this form to TSS/TD.

Distribution:

1 - OTR/Engistrar

1 - TSS/TD files

# TSS EVALUATION

name_	Jeck Kichardson		Div	53	
,		:	,		
SUBJEC	Audio			٠	<u> </u>
. ,					
DATES	TRAINEÓ	FROM 29 Nov	. 1954	TO3	Dec. 1054

EVALUATION: Although lacking a background in electronics, Mr. Richardson was able to grasp the instructions given and correctly interpret it. I feel that Mr. Richardson would be able to correctly evaluate audio opportunities and to equip and direct such an operation with the exception of the telephone tap. Mr. Richardson is not qualified to perform maintenance on the equipment.

CS Woodfuld

Please return three copies of this form to TSS/TD.

Distribution:

1 - TLO -

1 - OTR/Registrar

1 - TSS/TD files

CSR POLITY 11

S.T.C.R.E.T

TRAINING EVALUATION

Counterespicacies Course No. 20

RICHARDSON, Jacques G.

Learn Sox Male 4-22 January 1954
Sox Dates of Cource

20 Jan. 1924 10 June 1949 GS-13 DD/P/SR-5 F

Date of Birth SOD Grade or Rank Office

Chief of geographic branch.

Projected Assignment or Present Position

The Counter-spionage Course is a specialized course of three weeks' duration designed to expose the student to CS principles and practices and to indestrinate him therein. The course is conducted on a seminar, round-table basis. Exphasis is placed on student participation during staff and guest lectures. Ample time is allotted for reading the extensive material provided.

Each student is required, starting mid-way in the second week, to give a presentation before the class. This how-leng presentation is based on a problem assignment given the student by the stuff. Exception is rude where students have the field or headquarters experience in CE or a related field; such a student is permitted to give a cos-hour lecture based on specific experience. The "canned" problems are selected to tost students! ability to de CE research, collate, make logical analyses, and present ideas effectively to a seminar group.

This evaluation is based primarily on the student presentation, and to a lesser degree on participation in seminar discussions when conducted by the staff.

## RICHARDSON, Jacques G.

- 1. Mr. Richardson ranked first in a strong group. He applied himself effectively throughout the course. His seminar contributions aided materially. He drew freely on a sound operational background and was by all odds the top student.
- 2. Student Presentation: Mr. Richardson presented a case with which he was familiar from his own experience. It was a first-rate performance. The material was very well organized and crisply prosented. So effective in fact, that Mr. Richardson will be called upon to give the same discussion in subsequent CE courses.
- 3. In my opinion Mr. Richardson is fully qualified to act as senior CE officer.

Chief Instructor, CS Course

# TRAINING EVALUATION

			· ·	
In the croicial to woo this report is entructed is personally responsible for it. Atthough ne may mithin his discretize show it to other members of his staff, the report should rever be shown to the student whom it concerns.	opinions of listed only about the s	the various , with no res tudent, work	is the findings, observation instructors during the coulerence to other facts or for complete data is evaluable to Division and may be examined.	rsè Indinq e in
53.4.00.0	after contac	cting the Réc	ords and Scheduling Office	٠.
RICHARDSON				
SINDENI'S ME	DATE OF REPO	ORT 2 )	tay 1950	
TRAINING COURSE Advanced Operations W	01VIS10N	OPC/FED	GRADE 08-7	
TRAINING PERISC 27 HATCH - 21 April 1950	PROJECTED AS	SIGNMENT AP	e't Pol. Variare Offi	cor,
1. FERCHMANCE RECORD. The following grades show the	ach lèirement	of the stude	nt in class problems and ex	ramina
tions. The total possible score is proben down to indicate			₩ -	
adjectival rating is based on the following scalar 0 to 59	S unsatisfact	tory: 60 to 1	98 Satisfactory; 80 to 895	,
Excellent: 92 to 1004 Superior.	-	•		
	Possi	ble Score	. Achieved Score	
FACTS 121 Comprehension of mission of 050		(40)	30	•
Comprehension of mission of UPC		(40)	30	
131 Comprehension of operational procedures .	•	(25)	16	
(4) Comprehension of operational policy		1251	16	`
193 USSR and Communicm (clandestine aspects)		(20)	15	
SXELLS 151 Evaluation of operational data		(30i	2 <u>i</u> t	
t71 Operational planning		1301	24	
181 Operational mechanics		1301	23	
(4) Personality analysis		1301	21	
GCI Personality manipulation		130)	16	
TOTAL		(300)	215	
		•		
Overall adjectival rating		• • • • •	Batisfactory (72	<b>5</b> ).
	•	,		
2. TRAIT CHARACTERISTICS RECORD. The following indica				
Instructors auring the training period. The observations in ing as well as his reactions to various problems and situati				
trait has not been observed, the lower numbers indicating be			•	
-	······································			-
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TRAINING	EVALUATION	
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STUDENT'S WA	DATE OF REPORT 10 AFE	11 1950
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(4) Azizāty to use operational data		14 19
(6) Personality analysis	· .	17
the Personality manipulation		42
(8) Adepositify to operational emergencies		21
197 Attention to detail	•	14
(10) Organization and presentation of written operation	nal .	
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overall asjectival rating Satisfactory (73%)	(300)	218
2. Interfigure the training period. The following indicinstructors carries the training period. The observations is as well as his reactions to various problems and situations trait has not seen observed, the lower numbers indicating be	nclude the student's partici . A scale of 0 to 10 is use	pation and conduct in training d, C indicating that the
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FORM BO. 81-06

## TRAINING EVALUATION

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4-1	Problems		Possible Score	Achieved Score
(1)	Reporting of Information		(30)	20
(2)	Message Writing		(5)	<u>.</u> u
(3)	Interviews: Procurement of Informa		(25)	r 114
(4)	Interviews: Personality Handling		(25)	16
(5)	Mapping and Sketching		(30)	26
(6)	Observation and Description	•••••	(30)	. 25
4-5	Objective Tests		(4)	- 0
(7)	Intelligence Tools and Objectives		(25)	18
(8)	Reporting Mechanics		(20)	15
(9)	CIA Security Regulations		(10)	9
(10)	USSR and Communism	• • • • • • • • • •	(50)	31
	TOTAL	_	(250)	. 178
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(4)	Industriousness	7
(5)	Practical intelligence	7
161	Astuteness	7
(7)	Adaptablifty	Ė
183	Effectiveness	7
191	Stability	8
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	ability to handle and direct people	_

### AMENDMENT TO ALLOWANCE COMMITTEE ADDENDUM For Stall Agent, (Thomas B. CASASIN)

Mr. Thomas B. Casasin

Dear Mr. Casasin:

Effective 25 May 1970, your current Allowance Committee Addendum, as amended, is further amended by substituting the following for sub-paragraph (B) entitled "Other Allowance Entitlements":

(B) One-Time Payment. You are hereis authorized a one-time, non-taxable Agency payment of \$235 in lieu of your entitlement to reinibursement for the round-trip educational travel of your daughter from Paris to Norton, Massachusetts, and return to Paris. Payment of this amount will be by deposit to your bank account. This payment and the fixed allowances as set out in subparagraph (A) above are in lieu of your Agency overseas allowance entitlements except that upon your return to a domestic permanent post of assignment you will be entitled to a home service transfer allowance in conformance with applicable Agency regulations.

All other provisions of your Allowance Addendum, as amended, remain in full force and effect.

UNITED STATES GOVERNMENT

APPROVED:

#### ADDINDUM TO STAFF AGENT SUPPLEMENT For Thomas B. CASASIN, Effective 5 August 1962

Mr. Thomas B. Casasin

Dear Mr. Casasin:

The Agency Allowance Committee is authorized to modify the entitlements of a Staff Agent for cover, operational or security reasons. Based upon that authority, on 7 June 1906, the Committee made the following determinations which will apply to your Agency eversess assignment in Paris. France under non-official cover. These determinations supersede and modify any provisions of your present Staff Agent Supplement which conflict therewith:

- (a) Fixed Allowance. Effective the day of your return to Paria you are herein authorized a non-accountable, non-taxable fixed allowance calculated at the rate of \$7,580 for the following year, i.e., for a one year period. If required, advances may be granted by an Agency authorizing official. This fixed allowance is in lieu of your Agency overseas allowance entitlements except that upon your return to a domestic permanent post of assignment you will be entitled to a home service transfer allowance in conformance with applicable Agency regulations. Agency fixed allowances are also in lieu of entitlements to (1) reimbursement for the overseas operational use of your POV and common carriers in and around Paris and (2) storage of your HHE. Cuarters will not be furnished you by the Government or by your cover facility during the period covered by these fixed allowances.
- (b) Exemption from Cifeet. During this one year period of your overseas assignment, you are herein authorized to retain, without offset, the housing and cost-of-living allowances of your cover facility.
- (c) Requirement of Certification. You agree to certify, when requested, that payments made to you as set forth herein have been expended for the purpose for which made and have not accrued to your personal advantage or enrichment. You will repay any amount for which you cannot provide such a certification. You understand that you are not required to make financial accountings for amounts received under (a) above.

UNITED STATES GOVERNMENT

BY

APPROVED:

Allowance Committee

ACKNOWLEDGED:

Thomas B. asasın

provided in paragraph 4 below, your cover emoluments ever exceed those due you as a Staff Agent, the overage is to be remitted to this organization on a monthly basis, unless a different period is specified. (b) Your Federa! income fance will be withheld and reported in conformance with MR 70.33 or any subsequent regulations or procedures promulgated by this organization. For your information, this organization shall withhold from the gross payments due you Federal income taxes in an amount which, when added to the income taxes withheld by your cover facility will equal the tax withholdings normally made from vour grove taxable compensation with this organization. If there is no differential or if it is insufficient, you will be required to make tax comittances in conformance with hB 20-6664. Also, that fesurace together with R 30-720 covers the procedures to be followed in order to receive reimbarsement for foreign sacome taxes imposed upon you. (c) This organization will deduct from the grose payments due you an amount equivalent to an and one half per cent (6 1/2%) of your gross salary for contribution to the Civil Service Retirement Fund, This amount will be defacted from the differential due you by this organization. If there is no differential as if it is insulticised, you will be required to make direct months agen to this organization in satisfaction of the required contributions, (d) U permanent quartiers are not furnished your quarters allows ance will be granted at the modificom rate established for your post of assignment. family crates and grade. No accounting for this allowance will be required. If your position requires that you make contribution to the Social Security Fund, such contributions will be at your expense. However, involuntary contributions for Lover facility programs, such as insurance and retire; ment, may be considered items of expense to this organization, and in

Supplement to Stall Agent, Personnel Action

In view of your contemplated cover avaignment, you have been designated a Staff Agent. The purpose of this Supplement is to call your attention to existing policies which are particularly material to you while you are so designated and to set forth certain rights and obligations

respectively, and you are catitled to receive the sulary, allowances and other benefits applicable thereto, however, careain procedural variations

(a) The group empluments that you receive from your cover activities will be retained by you as an offset against the group empluments due you from this organization. He except as

will be followed to preserve the security of your cover position.

1. Payroll Administration. As indicated in your Staff Agent Fersonnel

Thomas U. Casasin\_

incident to your status as an appointed employee.

Action, your present salary and grade are \$13,510

Thomas B. Casasin

Dear Mr. Casasin

Ellective

and GS-116

shirt case may mornes you receive as a result of your participation in such programs must be returned to this organization. Whether participation in a particular cover facility program is involuntary will be never intend by this organization.

- districted Cover Premium Pay. You are hereby authorized Conofficial Cover Fremium Pay in conformance with applicable organizational passiness. For your information currently this premium pay is ten per control your base balary, represents additional taxable compensation to you and is applicable for that period of time you are assigned under noncofficial cover.
- 3. Equalization Allowance. You are hereby authorized an equalization allowance in accordance with applicable organization issuances.
- 4. Travel Expenses. You will be entitled to travel, transportation and storage in conformance with the regulations of this organization. HR 30-2c provides that travel expenses of integrated personnel will be allowed in accordance with the regulations of their cover organizations of HR 22, whichever allows the greater amount.
- 5. Travel Penalties: You herein agree that your assignment abroad will be for a minimum of from the date of your arrival at your permanent post of duty, unless such assignment shall be sooner terminated by the Government for its convenience. Your violation of such agreement may result in regulatory travel penalties. HR 22-6 provides that if the agreement is violated during the first year of duty abroad, expenditures for travel and transportation to the post, including per diem while at headquarters and storage of effects, shall be reimbursed by the employee. If the agreement is violated after the first year of duty, but before the completion of the minimum tour agreed to above, return travel at Government expense shall not be allowed.

	AGREED:
released in writing by the	will be required to keep forever secret this Supplementally on may obtain by reason hereof (unless of Government from such obligation), with full of such necrecy may subject you to criminal prosesse Laws, dated 25 June 1948, as amended, and regulations.
	UNITED STATES GOVERNMENT

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REQUEST FOR MEDICAL EVAL		<u> </u>	⊃ Wor	11 1960
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CLASSIFICATION DISPATCH SECRET Chief. European Division AND CRIMINAL PROPERTY. FROM Chief of Station, Paris Medical Admin/Personnel/Medical Reference: OFPS-10932 CASASIN's dependents took physical examinations at the American Hospital in Paris on 20 February. Since, because of his cover there could be no LNHARP connection. CASASIN's dependents made arrangements for their physicals as private citizens, on the pretense that they required statements that they were in good health in order to obtain insurance. Obviously, forms 88 were not prepared; the attached certificates of good health and freedom from contagious disease are all that is normally given to private individuals in France. We hope they suffice. Attachment - U/S/C via TNP As Stated Above pistribution: -3-Chief, Eur-Div w/att usc-tnp 1.30 13 125 CHESS REFERENCE TO 11 March 1968 OFPT-13839 HÇS FILE NUMBER CLASSIFICATION

Chief of Station, Paris

Chief, EUR
Administrative/Fersonsel/Modical
Dependents of Thomas B. CASASIK

The Cffice of Medical Services has advised that Thomas B. CASASIN'S dependents did not take physical examinations prior to their PCS return to Paris. So that CASABIN's dependents may be fully covered under the Overseas Medical Progras, it is essential that arrangements be made for their physicals to be taken in the field and the results forwarded to Headquarters as soon as possible.

Daniel J. Laurigan

oteraniemon: 3-ccs, Agis

20 OCT 1967\_

OFPS- 10932

SKCRST

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## BIOGRAPHIC DATA SHEET

DOS: 20 January 1924 NAME: RICHARDSON, Jacques Gabriel

GRADE: GS-14 Date of Grade 16 January 1955

Wife . MARITAL STATUS: Married DEPENDENTS:

Daug - age 11

CAREER SERVICE DESIGNATION: Daug - age 8

#### EDUCATION:

1940-42 Sir George Williams College, Canada - French

1942 1945

Trinity College, Conn. - French ( rear)
Univ of Michigan - BA (1947), Oriental Civilization, Japanese

1951-52 Georgetown Univ. - International Relations

#### PRIOR ORGANIZATIONAL EMPLOYMENT:

1940-41

Jacoby Photographers, Montreal, Canada - Photo Tuch (part-time). T. Eaton Co., Ltd (dept store), Montreal, Canada - Salesman 1941-42

(part-time).

1943-48 Military Service, U. S. Aray, 1st Lt. (1946-48, G-2 Japan).

1949 Guide Publishing Co., Baltimore, Md., County Editor of weekly

nevspaper (4 months).

Housing Authority of Baltimore City, Md., - Planning Admin. off-1949

icer (6 months).

1955-56 Seikei Univ., Tokyo, Japan - Current Affairs English Seminar Leader (part-time).

## LANGUAGE PROFICIENCY:

French - Reading and Writing - Elementary; Speaking - Pative (Oct 1960).

Japanese - Reading and Speaking - Elementary; Writing - Intermediate.

#### MILITARY RESERVE STATUS: NONE

#### ORGANIZATIONAL TRAINING:

1950 Basic Intel 1954 Counterespionage 1950 Staff Orient 1954 Audio Surv Mgmt 1950 1954 Ops Audio Surv Eq Ops Flaps and Seals 1950 Adv Ops 1954 Intel Rptg Tech 1950 Intel Orient 1960 1950 Ops Famil 1960 Cland Serv Review

1950 1961 Mgmt Course UTGA

1951 Documentation 1961 IBM Program. Orient. Course

RABAT

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SEPARATE COVER ATT

## BIOGRAPHIC DATA SHEET

#### RICHARDSON, Jacques Gabriel

#### ORGANIZATIONAL EMPLOYMENT:

Nov 1949	I.O., GS-7. OPC/OPS St/FBD Area III, Hqs
Oct 1950	I.O., GS-9, OPC/FE-3/Ch, Soviet Desk, Hqs
Apr 1951	I.O., GS-11, OPC/FE/Dep Ch, FE-3, Hqs
Jan 1952	Ops Off, GS-12, OSO/SR/Dep Ch, SR-5, Hqs
•	June - Oct 1952, TDY Hawaii, Alaska & Pearl Harbor
	June - Jul 1953, TDY Japan and Korea
Jul 1953	I.O., GS-13, KUDOVE/SR/Ch, SR-5, Hqs
Jan 1954	Area Ops Off, GS-13, KUDOVE/SR/COPs/Ch, Spec Def Rec Proj, Hqs
Feb 1955	Area Ops Off, GS-14, KUDOVE/SR/FE/Japan/Ch, USSR Base, Tokyo
•	Oct - Nov 1955, TDY Hong Kong, Thailand, Malaya and Burma
Mar 1956	Area Ops Off, GS-14, KUDOVE/SR/Tokyo Sta/Dep Ch, Sov Br, Tokyo
	Nov - Dec 1956, TDY Hong Kong and Australia
Oct 1957	Area Opa Off, GS-14, KUDOVE/SR/Tokyo Sta/Ch, Opa Br, Tokyo
Oct 1960	Ops Off, GS-14, KUDOVE/SR/Ch, Branch 6, Hqs

#### PERSONNEL EVALUATION:

Fitness Report, 10 April 1958 - 31 March 1959 "Subject continues as one of the most capable, professional and hard working of the branch chiefs in the station. Working against a tough denied area problem, he demonstrates imagination, drive, excellent area background and knowledge, and a high degree of productivity. He definitely has the potential for an even more responsible position." Fitness Report, 1 April 1959 - 24 June 1960 "In most respects, this officer is one of the best I have known in this agency. He has a broad and deep knowledge of his target area, as well as of his 'host country'; an excellent and proven degree of operational 'know-how'; the ability to write and speak lucidly and effectively and with apparent ease; and a very high degree of motivation and devotion to duty." Fitness Report, July 1960 - October 1961 "Subject supervises a very large and key branch engaged in a wide variety of activities, a difficult job which he does well."

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#### 1 February 1962.

MEMORANDEN FOR: Central Cover Group/Non-official Cover

VIA

SR/35

SUBJECT

Cover requirements for Thomas B. CASASIN (P)

- 1. Information keyed to your format "Nonofficial Cover Request for Individual" is transmitted herewith.
- 2. SR would like to have a durable, permanent cover established for Thomas B. CISASIN as quickly as possible. CASASIN is presently a staff employee in Headquarters. He will be available to develop and undertake cover preparations as soon as Cover Group has completed the necessary arrangements.
- 3. It will be convenient for CISASIN to discuss cover plans and preparations with you whenever you wish. Miss Ruth Paul (ext. 3839) will sorve as Meadquarters case officer and will be pleased to provide any supplementary information you may require.

John Gerry Chief, SR/2

Attachment: As stated in Para 1, 2 cy

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# UNITED STATES GO. ERNMENT Memorandum

Mary E/Pers.

3 October 1967

FROU :

Registrar/OMS

subject:

Richardson, Jacques G.

Subject has been evaluated by OMS and found to be qualified for proposed assignment.

UNITED STATES GG. CRNMENT  $\it 1emorandum$ 

Mary E/Pers.

DATE:

3 October 1967

FROM:

Registrar/OMS

Dependents of Richardson, Jacques

No medical disposition. Dependents will be evaluated when

physicals are received.

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MEMORANDUM FOR:

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ATTENTION

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SUBJECT

Establishment of Official Cover Backstop

REFERENCE

Form 1322, dated 9 September 1960.

1. In compliance with above reference, official cover backstopping which utilizes the the form of the control of the control of the cover of the cov

has been established for the above-named individual. All information concerning this cover arrangement is available in the Official Cover and Liaison Section, CCD.

- 2. It is requested that OCL/CCD be notified when this cover arrangement is no longer required. Any changes in the Subject's Head-quarters status should be coordinated with this office for the determination of need for continued documentation and cover.

IS PAUL P. STEWART

JOSEPH M. ADAMS Chief, Official Cover & Liaison, CCD

cc: Personnel Security Division, Office of Security

#### A. General Information

- (1) Thomas B. CASASIE (P). Aliases: John F. Reynolds, John R. Williams, John F. Martin, Mr. Black, John J. Kennedy, Lt. Col. Williams, Mr. Robbins, John Raincy, Mr. Richards, Mr. Roberts. Cover development has not been previously requested.
- (2) Staff employee, G3-14, Step 5; total compensation under cover should be publicly within range of current actual compensation.
- (3) Employee: fully cleared; wife previously had CSA for contract work in Japan, not overtly affiliated with CIA (cover was Army). Spouse is aware of employee's status.
- (4) Medical status CK
- (5) Employee has had psychological assessment and technical interviews. Results presumably satisfactory.
- (6) Current covers industrial liaison officer, Army Scientific Liaison and Advisory Group. Previous cover (Nov 1954-Sep 1960): supervising foreign affairs specialist, Detachment 1, Army Property Disposal Sales Agency, APO 94, Sen Francisco. Earlier cover (Nov 1949-Nov 1954): editor, International Press Section, USIA, in Washington. All were backstopped.
- (7) New cover can be assumed at any time.
- (8) Proposed departure date overseas is roughly susser 1962, but is flexible.
- (9) SR/Support and SR/COA funds will be available to support any operational expenses and financial commitments made to the cover organization.

#### B. Biographic Information

- (1) DPCB: 20 January 1924, Baltimore, Haryland. Kele, caucasian. Harried, two children (girls, 8 and 11). Current address is 312 Lamond Place, Alexandris, Virginia. Previous address was 344-C 3 chome Harajuku, Shibuya-ku, Tokyo, Japan.
- (2) Adult dependent to accompany is wife, who resides with employee, and on whom bio data is available in the Office of Security. Both minor daughters would accompany overseas.

- (3) Educations Bi, U of Michigan; graduate work in international relations at Georgetown University.
- (4) Professional experiences part-time work during college years as apprentice and journeymen photo technicians part-time work as photo equipment salesmans newspaper assistant editor, about \$2,100 per annum; assistant to chief, planning division of housing authority of major city, \$3,100 per annum; employed since then by CIA, pay range of \$3,800 to \$13,250 per annum.
- (5) Outside interests: photography, including own processing; writing, editing non-fiction and some fiction; gardening and do-it-yourself wood and metal working; interest in mechanics and electricity; interest in organisation, management, and administrative planning; member, British Interplanetary Society; former associate member, American Astronautical Society; former member, Japan Rocket Society. Interested in sports cars and other high quality automobiles and trucks. Skiing, swimming, horseback riding, hiking, camping, alpiriam.
- (6) Objective personality evaluation: An exceedingly well-equipped operations officer, combining an excellent knowledge of the target area and of the base country with proven operational know-how and a mature, dynamic, self-confident personality. Has a great facility to express himself in writing and orally. Very effective in dealing with people on various levels, poised and businesslike.
- (7) Financial status: almost wholly dependent upon job income. Cutstanding debt is mortgage on house (about \$20,500).
- (8) Previous foreign residence: Canada, 5 years; Japan, 8 years. Tourism and official travel (including war service) for shorter periods to the UK, France, Belgium, The Netherlands, West Germany, Switserland, Italy, Austria, Dermark, Japan, Korea, Okinawa, Hong Kore, Thailand, Burma, Malaya, British North Borneo, Australia, and the Philippines.
- (9) Speaks Fronch and Japanese (tested in both).

#### C. Eccurity Considerations

- Employed by CIA 12 years and two months. Security approval is TOP SECRET dated 10 June 1949.
- (2) Employee will know specifically of CIA interest.
- (3) Employee has had normal staff employee access to CIA buildings.
- (4) Identification of CIA connection to others: a few close friends and neighbors are aware that employee has worked for CIA since spring 1961 on detailed basis from Pentagon. Employee has been exposed to foreign intelligence services, but always under alias, and in all cases but one for short, one-time purposes. Exception: the Japanese, who know employee as John Reynolds. Turned up once in a Japanese police report as a

possible intelligence-connected person after having been accosted by a Japanese policeman in a CIA safehouse which had evidently been compromised without Station's knowledge. Government claimed no knowledge of employee's intelligence connections. Employee has one close acquaintance in proposed area of assignment who knows of employee's true connections. Acquaintance is former staffer, discreet, and who wants to protect his own reputation and status locally.

- (6) There are no other known problems bearing on security.
- (7) Employee has used overseas cover designations and Headquarters \*\*Army Scientific Liaison and Advisory Group\* and USIA for cover backstopping for non-operational purposes.
- (8) After the forthcoming tour, it is hoped that the employee will be able to continue in a non-official cover capacity, or convert to the most appropriate official cover dictated by operational and administrative planning needs.
- (9) This is a request for permanent cover.
- (10) Theodore G. Driscoll, 722 S. Royal Street, Alexandria, Virginia.

  Pather-in-law of employee. He is not witting of Subject's CIA employment.
- (11) Insurance: WALPA and "Eisenhower" payroll-deducted insurance. Have personal policy with Massachusetta Mutual, taken out while under Army cover. Wife is beneficiary in all cases.
- (12) No Selective Service or reserve status or responsibility.

#### D. Operational Information

#### (1) Type of Operation

FI-CA management of large group of agents earlier recruited by others for REDWOOD purposes, including termination of marginal assets.

Spotting, assessment, and reporting potential new recruits.

Recruitment of agent-candidates <u>outside</u> the country of assignment when necessary.

Clandestine support and communications of own and others' operations.

Other tasks set out by Station, within cover and time-available capability.

## (2) Location

Paris, France. Alternates: Brussels, Belgium; Luxeabourg; Geneva, Switzerland.

- (3) Employee should be relatively free to travel on short trips to nearby countries of Western and Middle Europe. Times and intervals will probably be dictated by the Paris Station.
- (4) Special groups the employee should be able to contact

Although it is not essential, it would be desirable if the employee's cover permitted him to initiate and maintain contacts in the scientific, technological, commercial and engineering fields.

- (5) Income directly attributable to cover should be in the range of \$10,000 per annum, with supplementary income attributable to commissions, retainers, piece work fees, personal resources, etc.
- (6) Employee should be able to devote upward of 30 hours per week to operational duties.
- (7) Communications channels desired

Communications will be (a) directly with Station; (b) indirectly with Station via dead-drop, S/W, accommodation addresses, cut-outs, or any combination of these, or (c) In unusual circumstances via Headquarters or third country points. It is not desired that the cover facility provide an operational communication channel.

(8) Cover Suggestions

Suitable covers might include: technical publication representative, correspondent, or editor; book or manuscript agent or publisher's representative; corporation, service, or management consultant's representative; prestige or representational agent for large firm, service, institute, or essociation. The cover vis-a-vis the target is less important than the status afforded by the cover to the eyes of the host government, i.e., a reason for being there.

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	WILCOTT.
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	JAMES B.
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for the dutie	ng occupational series in	nather the empt	meial Occupational Tit	les and Codes
series of the	position occupied as sh	near by the emplo	yee. If different from	the title and
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18-Remarks.	,wei otaming (	conference cuant	ce Authorization, explain	in under Item
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••• зачин арр	iver and the other Carees	: Service should co	nour in Iron to D	al

ROUTING— The original only of this form will be forwarded to the Office of Personnel through the appropriate Career Service official(s). In the case of requests specified in HB 20-800-1, which require advance approval of or notification to the Office of Security or the Office of the Comptroller, one copy only will be sent to the Office(s) concerned.

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DLUI ZI APN 65 NOTIFICATION OF PERSONNEL ACTION Z. HAME (LAST FIRST MIDDLE) **025798** WILCOTT JAVES B JR 3. MATURE OF PERSONNEL ACTION . S. CATEGORY OF EMPLOYMENT RESIGNATION 04 24 65 REGULAR 7. COST CENTER NO. CHARGEABLE A. CSC OR OTHER-LEGAL AUTHORITY Ý to Ý. V 10 CF FUNDS CF 10 CF 5277 0003 0000 9. ORGANIZATIONAL DESIGNATIONS 19. LOCATION OF OFFICIAL STATION 11. POSITION TITLE 13. SERVICE DESIGNATION 12 POSITION NUMBER FINANCE ASSISTANT 0470 14. CLASSIFICATION SCHEDULE (GS. LB, otc.) IS. OCCUPATIONAL SERIES IS. GRADE AND STEP 17. SALARY OR BATE QS. 07 4 6850 0510.18 IA. BEMARKS SIGNATURE CR OTHEL AUTHENTICATION

Form 1150

Use Previous

14-51

		(Bhen .		CATE PREPARED
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CONCUR:	Diceila and Personnel	Pas. 58/05 <u>9/21</u>	10/1/64	lcc - Sec lcc - Payroll w/ Forms W-4 and
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025798 WILCOTT, J	AMES F., JR.		
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9. ORGANIZATIONAL DESIGNATIONS		10. LOCATION OF OFFIC	IAL STATION
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FOR FUTTIER INFO, CALL:	DATE SIGNED	/ neditarat f. 1	ER SERVICE APPROVING DATE SIGNED //Comptroller 9/11/63
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## APPLICATION FOR MEMBERSHIP in the CAREER STAFF of the CENTRAL INTELLIGENCE AGENCY

To the Director of Central Intelligence Sir:

I submit herewith my application for membership in the Career Staff of the Central Intelligence Agency as defined below:

"The Career Staff of the Central Intelligence Agency is a group of carefully selected and trained individuals who accept an obligation to devote themselves to the needs of the Agency, and who intend to make a caréer with the Agency."

In accordance with this definition, I desire to devote myself to the faithful performance of duty in the Central Intelligence Agency, and I accept the obligations and conditions of that service which are determined to be essential to the furtherance of its mission.

I am aware of the many restrictions necessarily placed upon me by virtue of the security requirements inherent in my employment by the Central Intelligence Agency. I am also aware that as a member of the Career Staff, it will be my obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of the Agency, and I have been assured that in order to carry out this policy, full consideration will be given to my particular capabilities, interests, and personal circumstances. By virtue of this application for membership and upon my acceptance in the Career Staff, I am assured that, with continuing satisfactory work performance and conduct on my part, just and equitable attention will be accorded my personal progress during my tenure in the Career Staff. I am also assured that, on my satisfactory completion of any assignments, I will be offered reassignments which are compatible insofar as possible with my abilities and career interests, and that I shall be entitled to the benefits now available or to be made available in the future to members of the Career Staff of the Central Intelligence Agency.

MEMBERSHIP IN THE CAREER STAFF OF THE CENTRAL INTRUIGENCE AGENCY APPROVED, TO TAKE EFFECT. 4 MAR 1960

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

EXECUTIVE DIRECTOR

THE CIA SELECTION BOARD

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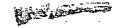
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FORM 1152a

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REQUEST FOR PERSONNEL	ACTION			· :	9 nov. 1976
REQUESTING OFFICE: Fill in items 1 th	hrough 12 and A			unless oth	
Il applicable, ob	tain resignation ar	nd hill in separ			4 DATE OF REQUEST
			0 -	5481	28 June 19
nn. James B. Wilcott, Jr.	<u> 1z5/33</u>	27 Sept.	KC KC	-135	
NATURE OF ACTION REQUESTED: A. PERSONNEL (Specify whether appointment, promotic	on, separation, etc.)	·		rive , date prosed:	7. C S OR OTHER LEGAL AUTHOR
Excepted Appointment	13		AS	AP	SOUSCA
R. POSITION (Specify whether establish; change grade o	or title, etc.)	<del> </del>		PROVED:	4035
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	18. ORGANIZATION		DDS/Office		troller
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This action cancels Recruits Personnel Folder is attached	ment Request			of 25 Jun	e 1956
This action cancels Recruits  Personnel Folder is attached  EXCEPTION (Name and title)  D. W. Corrick, Chief, Fiscal	ment Request	submitted		of 25 Jun	ne 1956
This action cancels Recruits  Personnel Folder is attached  BOULTILD ST (Name and title)  D. W. Corrick, Chief, Fiscal OR ADDITIONAL INFORMATION EALL (Name and telephonese  Ruby Johnson x 4445	ment Request  d  Division  settempion)	Submitted  REQUEST APPROVED  Anaturo: R	H. Fuchs	hr	e 1956
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8. BUSINESS ADDRESS		• •		TELEPHONE
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6. EDUCATION (Schools, degrees,	dates, esigns.	thesis title, grade aver	se or class standing, e	ztra-curricular .
activities, etc.)		•	•	!
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man the same and				
Feb. 155 - Fresent -	Central bus:	ness School, Syracu	Be, New TOTE - Acc	bunting courses
· 1	all A's and	3's except 2 C's. (	Can end course in a	fall or continue;
•				i i
7. MAJOR EMPLOYMENT HISTORY (Em	ployers, positi	ons, duties, salaries, rea	sons for leaving)	, [
August 152 - Dec. 152	- Esso Pove	r Station. Geneace S	St. Utica. NaYe -	Gasattendant-
meast /2 = 2001 /2		k - laid off due to		
- 170 0 1 153				
De.c 152 - Fe b. 153				
	√50 per <b>a</b>	it. was an unstilled	job with no future	<b>.</b>
May 154 - Sept. 154 -	Tobbocan	Inn, Eagle Bay, N.Y.	Hanayaan y60 w	c, plus room and
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reserve status, current profi	cioncy and inte	rest). INCLUDE ALSO DRAFT	. ACTIVE WILLIAMS ON ME	TIRED STATUS.
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38 PH 865

Subject is conscientious, industrious, and willing to accept all responsibility assigned him. He has performed his duties in a competent manner and has shown a marked interest in learning all facets of his job. Subject at times gives the impression (whether warranted or not) of being uncertain in his thinking, and he does not always seem to exercise his best judgment in reaching decisions, but he is striving to eradicate this impression.

SECTION D	CERTIFICATION AND CO	DAMENTS
1.	BY EMPLOYEE	
	CERTIFY THAT I HAVE SEEN SECTIONS A.	B, AND C OF THIS REPORT
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21 May 1963	/S/ James B. Wilcott	
2.	BY SUPERVISOR	
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DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
21 May 1963	Finance Officer	/S/ Clerence Norment III
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25798	BIOGRAPHIC PROFILE (PART 2)	
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5. IDENTITY OF OTHER DOCUMENTS	S BHICH SHOULD BE REVIEWED IN DETAIL	
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. ADDITIONAL INFORMATION		
· VARIITANF AUGENTIES	•	
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. DATE REVIEWED	26. PROFILE REVIEWED BY	
3 Nov 1964	ard	
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FITNESS REPOR	RT	-		025798	
SECTION A	GENERAL		· · · · · · · · · · · · · · · · · · ·		
1. NAME (Logi) (First) (Midd		OF BIRTH	3. 3E X	4. GRADE 5. 50	
Wilcott, James B., Jr			M	GS-07 SF	
Fiscal Acct Asst		WH/C	SSIGNMENT	JMWAVE	04
P. CHECK (X) TYPE OF APPOINTMENT			OF REPORT		<del></del>
CAREER RESERVE TEMPORARY	<del></del>	ITIAL		MEASSIGNME	NT SUPERVISO
CAREEN-PROVISIONAL (See instructions - Section C)	<del></del>	NUAL		REASSIGNME	NT EMPLOYER
SECTION (Specify):	BP	ECIAL (Spec	ity): Re	signation	<del></del>
11. DATE REPORT DUE IN O.P.			- 15 A	0-)	
SECTION B PERFOR	MANCE EVAL			<u> </u>	<del></del>
W - Weak  Performance ranges from whally inadeques positive remedial action. The nature of probation, to reassignment or to separal A - Adaquate  Performance meets all requirements. It excellence.	the action could a tion. Describe ac	ange from o tion taken	ounseling, t or proposed	o further training, In Section C.	to placing on
P - Proficient Performance is more than satisfactory.	Desired results a	re being pro	duced in a p	roficient manner.	
\$ - Strong Performance is characterized by excepti	onal proficiency.		-		
O - Outstanding Performance is so exceptional in relation others doing similar work as to warrant			and in com	portion to the perfo	ormance of
SI	ECIFIC DUTIE	S	<del></del>		····
List up to six of the most important specific duties perform manner in which employee performs EACH specific duty. C with supervisory responsibilities MUST be rated on their ob	ionsider Otil Y ef	octivanéss	in performa	nce of that duty. A	Ali ampiayees
SPECIFIC DUTY NO. Lists, computes and v	verifies f	our coi	COM COM	panies	LETTER
commercial payrolls involving ar	proximate	lv 200	person	s. Prepare	
and verifies all salary checks.					
for payrolling			<u>*,</u>		A
for payrolling  securic puty No. 2 Maintains both overt  files etc for staff compleyees.	commercia	l and o	covert	pay records	S, RATING
files, etc. for staff employees, and agents. Maintains leave rec					5
and all staff personnel					W
Responsible for timel	y payment	of mor	thly ta	x deposits	RATING
and preparation of the quarterly	Federal	vithhol	ding a	nd Social	
Security tax returns of the cover					A
Field Stations on all matters pe deductions of staff employees, s	rtaining	to pay,	leave	and payrol	RATING LETTER 2S
and agents					PATING
•	•			•	LETTER
	•	•			
PECIFIC DUTY NO. 6	<del></del>			·- <del></del>	RATING
	•				LETTER
OVERALL PERFOR	MANCE IN CUR	RENT PO	SITION	· · · · · · · · · · · · · · · · · · ·	
1					RATING
ake into account everything about the emplayee which infloormance of specific duties, productivity, conduct on ion orticular limitations or talents. Based on your knowleage lace the letter in the roting box corresponding to the statem	, cooperativeness, of employee's o	pertinent erail perio	personal tro rmanco duri	its or habits, and ng the entiry perso	0
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ECTION C

#### HARRATIVE COMMENTS

Indicate significant smengths as meaknesses demonstrated in current pasition keeping in proper parspective their relationship to overall performance. State suggestions made for improvement of most performance: Give of EAU E. (IP) performance, Comment on foreign lancourse conserence, it required for current position. Amplify or explain ratings given in Section 100 bloode best basis for determining betwee personnel action. Mannier of performance of managerial or supervisors duties and cois consciousness in the use of personnel; space, equipment and funds, must be commented on, if applicable. If Strategies is needed to complete Section C, amoch a separate sheet of paper.

During the period Subject was in charge of the Payroll Section at JUNAVE his performance was, in the rater's opinion, not more than adequate. He apparently was of the opinion that being in charge of a section relieved him of the oncrows tasks of filing and other related duties of like nature. As far as meeting the payroll deadlines Subject was proficient in this duty, but he normally required considerable amount of overtime work to meet these deadlines. He had many ideas which he presented to Chief, Finance Branch for betterment of the payrolling system, but unfortunately after due consideration the majority of these ideas were found to be impractical and/or in violation of either good accepted commercial practice or Agency regulations. Suggestions made to him were outwardly accepted but upon follow-up it was determined that he had failed to implement these suggestions. Overall it is the rater's opinion that the Subject was barely adequate in performing his assigned tasks.

SECTION D	CERTIFICATION AND COM	MENTS
1.	BY EMPLOYEE	1
	CERTIFY THAT I HAVE SEEN SECTIONS A. B. A	NO C OF THIS REPORT
DATE	SIGNATURE OF EMPLOYEE	
2	BY SUPERVISOR	
MONTHS EMPLOYES HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	
12 ponths	Subject departed the Sthis Report.	Station without seeing
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
17 Jun 1966	Chief, Finance Branch	/s/ H. Robert Graham
3.	BY REVIEWING OFFICIAL	
COMMENTS OF REVIEWS OFFICE	AL	
and before the	resigned and departed the ere was an opportunity to r has made a careful evalu	
	•	

6 July 1966 Deputy Chief for Support /s/ William A. Jewett

Phillip-Cum-

r <u> </u>		<del></del>	.,		·***		EMPLOTER SERIAL	NUMBLÁ
		FITN	ESS REPORT		· 		025798	
SECTION A				NERA		····		
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	WILCONE,	Jeiles .	B, Jr.		Sep 1931	<u> </u>	02-07   8	
6. OFFICIAL POS	and all	Assista	•	•	PUNIVER OF		REST. D.	-
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	ROVISIONAL (S		<u> </u>		ANNUAL		A REASSIGNME	
ISPECIAL (S				<del> </del> -	SPECIAL (Spe	city):		-
II. DATE REPORT	DUE IN 0.P.	·····		18. R	EPORTING PER			<del></del>
	,	ASAP '		1	1 Cct. 19	64 - 25 2	kpril 1965	
SECTION B			PERFORMANO	E EV	ALUATION:			
M - Atay	positive teme probation, to	dial action. I reassignment	The nature of the ac- or to separation, I	ion cou Describe	ild range from a a action taken	or proposed	_	o placing or
A - Adequate	excellence.			• •		1	zed neithar by döllc	lency nor
P · Preficient			atisfactory. Dosire			oduced in a s	preficient manner.	
S - Strong	••		ed by exceptional pi		•			
O - Cutstanding			nal in relation to re is to warrant special			ond in com	parison to the perfor	mance of
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	esponsibili. es		edic duty. Conside				nce of that duty. A ploress supervised.	RATINO LETTER
Analy:	zing Payro	ll Accour			. 2	•		P
PECIFIC DUTY NO	, a					· · · · · · · · · · · · · · · · · · ·		RATING
Recond	ciling Tax	and Reti	rement Accoun	ts				P
PECIFIC DUTY NO	, ,							RATING
Comput	ing Staff	and Care	er Agents' Fa	y and	Allowance	es	~	P
ECIFIC DUTT NO.	. 4	<del></del>		······································				RATING LET ER
Conduc	ting Lisis	on with	our Division	regar	ding Payro	oll matte	21'S.	P
ECIFIC DUTY NO.	3			•				RATING
Prepar	ing Corres	spondence			•			Α .
ECIFIC DUTY NO.	6					· · · · · · · · · · · · · · · · · · ·		RATING
Mainta	ining Leav	e records	and Agents	Pay I	lles			P
		OYERAL	L PERFORMANCE	E IN CI	URRENT PO	SITION		<u> </u>
		t the amploye	• which influences	his offe	ctiveness in h	is cuttent pa		RATIOS LETTER
ni der limitation Kritik 1955	s or laterits.	Based on you	dust on 102, coorsi t knowledge of err to the statement wh	inyee's	cverell peris	mance dur	ng the rating period,	P
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C.10/FC'.	NACHATIYE COLMENT

SECTION D

Indicate significant strengths or weaknesses demonstrated in current position keeping festioned personation their relationship to awardle performance. Sictor sungastions made for improvement of wink performance. Give recommended analysis required, Combent on longing language secretance, it required for extrant position. Any life or explaint strings given in Section to recorde be it boasts for determining future personnel action. Desire of performance of mining personnel action and section, the extransity of performance of mining personnel action and section, the extransity of performance of mining personnel action.

In the six months that Mr. Wilcott was assigned to the Staff Agenta. Accounts Section, he demonstrated the ability to accept responsibilities and responded well to all work assignments. Mr. Wilcott was a great help in reconciling and analyzing Payroll, Tax, and Retirement accounts. He worked well with his associates and had a good disposition. Mr. Wilcott is very reoperative and dependshie.

This employee did not have any supervisory responsibilities and, therefore, is not being rated on Cost Consciousness.

1.	BY EMPLOYEE						
	I CERTIFY THAT I HAVE SEEN SECTIONS A. B. AND C OF THIS REPORT						
DATE	SIGNATURE OF EMPLOYEE						
30 April 1965							
2.	BY SUPERVISOR						
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERYISION	IF THIS REPORT HAS NOT BLEN SHOWN TO EMPLOYEE, GIVE EXPLANATION						
6	Employee had departed for PCS prior to this date.						
DATE	OFFICIAL TITLE OF SUPERVISOR TYPEO OR PRINTED NAME AND SIGNATURE						
<b>30 April 19</b> 65	Chief, Staff Agents Acets, Sec. JOSETH H. HUBCH						
3.	BY REVIEWING OFFICIAL						
I c	eneur.						
٠., ١							
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL TYPED OR PAINTED NAME AND SIGNATURE						
30 April 1955	Chief, Compensation and Tun Div. Physics is Sirisiland						

CERTIFICATION AND COMMENTS

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Su.	FITNESS REPORT				025793	C NUMBER
SECTION A	GE GE	HERA				
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4. OFFICIAL POS				SSIGNMENT	Tokyo	ON .
	Piscal Acct Asst		/FE/J1:0			<u> </u>
X CAMEEN	PE OF APPOINTMENT	10. C	ĤECĂ (X) TŶPE	OF REPORT	, <del></del>	
	PESERVE   TEMPORARY					
SPECIAL (S		· A.	SPECIAL (Spec			v. cm-C0.55
II. DATE MEPONT		12. R	PORTING PER		~·····································	
	Avr. 61	- 1	July 1963	- 30 Jur	ie 1964	
SECTION B	PERFORMANC	E EV	LUATION			
W - Weak A - Adequate	Performance ranges from wholly inadequate to positive remedial action. The nature of the act probation, to reassignment or to separation. Development or to separation.	escribe	ild range from c action taken o	ounseling, to proposed	o ferther training, in Section C.	to placing on
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P • Proficient S • Strong	Performance is more than satisfactory. Desired Performance is characterized by exceptional pro-		• •	anced tu o b	POTICIENT MONAGE.	
O - Outstanding		juireme	nts of the work	and In com	parison to the perfe	to eanough
<del></del>	SPECIFI	C DU	TIES			
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	m. Cashier, responsible for the duce yen, U.S. dollars, MPC).	eilÿ	receipt or	nd disbu	rsement of	P
Consolida Consolida balance dail	tes all Station cash transaction	s to	one voucho	or and ve	rifies	RATING LETTER P
	s all Station transactions for operating accountings and maintains					RATING
Polices is accountings.	ndividual housing and vehicle ad	vence	accounts	and audi	ts related	RATING LETTER P
Neintains statistical records or private rentals by individual house and cost center.					RATING LETTER	
Advices TDY travelers of their entitlements, audits the travel voushers, and performs other related duties as assigned by the Finance Officer.						RATING LETTER
	OVERALL PERFORMANCE	IN C	URRENT POS	ITION		
ormance of specification articular limitation ace the letter in t	everything about the employee which influences lic duties, productivity, conduct on 100, confers as a tolents. Based on your knowledge of employee atting box corresponding to the statement which	ativena ioyan'i	es, peristent (	norsonos tra mianca durii	its or hobits, and is the forting perio	i. :
, 15 JUL 29	24		` <u> </u>			<u></u>

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SECTION C NARRATIVE COMMENTS FOR NARRATIVE OF THE STATE OF NARRATIVE COMMENTS FOR NARRATIVE COMMENTS FOR NARRATIVE OF THE STATE OF THE

Cost consciousness and management of organization assets does not apply to this position.

CERTIFICATION AND COMMENTS BY EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT SIGNATURE OF EMPLOYEE 9 Jun 61 /s/ James Wilcott BY SUPERVISOR MONTHS EMPLOYER HAS BERN UNDER MY SUPERVISION AS NOT BEEN SHOWN TO EMPLOYEE, DIVE EXPLANATION DATE OFFICIAL TITLE OF SUPERVISOR TYPED OR PRINTED NAME AND SIGNATURE /s/ Frank Wells 9 Jun 01 Finance Officer BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL

Subject has held the position of Finance Disbursing Officer since his arrival at Tokyo Station in May 1960. He has performed well in a function for which he had no previous experience or training. With a realignment of the office workload in December he was given the additional responsibility of processing TDY travel. Due to his specialized work, he has not had the opportunity to be trained in other facets of finance work. He has been scheduled for Finance training upon his return to Headquarters in July 1964.

7 Jun (b Finance Officer /s/ Jack Findall

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FJTT 10,374, 31 May 63

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ار	FITNESS REPORT			LUPEQUE SERIAL	LUPLOTE SERIAL HUMBER		
1					025793	· ·.	
SECTIO				NERA	1 PM - 1-100 M NAME AND ADDRESS OF THE OWNER.		
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0. 0771		T, JUES B. JR.	<u>`</u>			11 GS-6 SF	·
		ACCT ASST		DDP/EZ/UKO Tokyo			• •
P. CHEC	# (#) TY	PE OF APPOINTMENT	· .	_1	HECK (X) TYPE OF		<del></del>
	*****	RESERVE	TEMPORARY	-	INITIAL	REASSIGNMENT	IÚPERVISO:
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II. DATE	E PORT	DUE IN O.P.			EPORTING PERIOD		•
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SECTIO	<del>, , ,</del>	<u> </u>	PERFORMANC		,		<del></del>
A - Ade	<del>.</del> .	positive remedial oct probution; to reassign Performance meets of	tion. The nature of the act nment or to separation; [	ion coi Describ	ild range from coun e action taken or pr	tory. A rafing in this catego soling, to further training, to apased in Section C. arasterized neither by defici	placing an
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	stending		•		•	in comparison to the perform	nancie of
- a.s			work as to warrant special				
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			nsible for the dai	lv re	ceint and dis	hursement of	LETTER
			dollars, MPC).	ıy ı c	cerbt inn ars	bai senjent di	P
PECIFIC	DUTY NO	. 8.					RATING
Conso	lidate	s all Station ca	sh transactions to	o one	voucher and	verifies balance	P
PECIFIC	DUTY NO					<del> </del>	RATING
							LETTER
Summarizes all Station transactions for off-base housing and vehicle expenditures into monthly accountings and maintains appropriate subsidiary records.						P	
PECIFIC	DUTY NO.	. 4	•	` `			LETTER
Police.		ridual housing	and vehicle advar	ice a	ccounts and a	udits related	p
PRCIPICI			<u></u>	<del></del>			RATING
							LETTER
Mainta cost ce		itistical recor	ds on all private	renta	ils by individ	ual house and	Р
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Performs other related duties as assigned by the Finance Officer.						р	
	<del></del>	OVS	ERALL PERFORMANC	EINC	URRENT POSITI	ON	<b>'</b>
							RATING LETTLA
ormance i	al specil	ic duties, productivit s or talents, busea o	v. conduct on 105, conpo in your knowledge of emp inding to the statement wh	retiven ricyaa* ich mo:	sss, pertinans pars s everali performa	erent position such as per- onal traits of habits, and ice during the taring period, to his level of performance.	ĺ
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SECTION C	NARSĄTĮVE C			
Indicate significant strengths or overall performance. State sugg	r weaknesses demonstrated in current jestions made for improvement of work , if required for current position. Am sonnel action, <u>Manner of performance</u>	k perforinance,. Glue ro eplify or exploin ratings	ocommondations/feeter/pring. Co 's given in Section 3 totalificide t	
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	*	-	MAIL ROOM	,
responsibility manner and hi Subject at tim uncertain in h	is conscientious, industry assigned him. He has passioned a marked interession is thinking, and he does in reaching decisions, b	performed his cest in learning (whether warrant always see	duties in a competent all facets of his job. anted or not) of being on to exercise his	
impression.	<b>M. A Granding</b>	740		
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:		e e e <sub>e</sub> ee	• 1.• m - 1.5 / 2	•
SECTION D	CERTIFICATION AND			
1.	BY EMPLOY  CERTIFY THAT I HAVE SEEN SECTIONS		OF BOOK	
DATE	SIGNATURE OF EMPLOYEE	) A, C, MIC C C	KEFUKI	
21 May 1963	/S/ James B. Wilcott			
2. MONTHS EMPLOYEE HAS BEIN	BY SUPERVIS		IUF EVEL ANATION	
UNGER MY SUPERVISION 227	IF THIS RET ON THE TOTAL THE TANK	ORN 10 EM 20122, 2.	IVE CAPENDATION	
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR	PRINTED NAME AND SIGNATURE	
21 May 1963	Finance Officer		gence Norment III	
OMMENTS OF REVIEWING OFFICIA	BY REVIEWING OF	FICIAL		
OMMENTS OF REVIEWING UPFICIA				
Concur in the e	evaluation.		• •	

OFFICIAL TITLE OF REVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE 21 May 1963

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Adm Officer

/S/ Douglas S. Trabue