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CITE MFXICO CITY 51744

TO: MARHINGTON.

FUR: C/LA/PERS

Daniel Flores

SUBJECT: ADMIN/RYBAT/PERS/FR FOR

1. GIVEN BELOW IS THE FITNESS REPORT FOR THE PERIOD 1 OCT 78 TO 30 SEP 79. RATINGS ON SPECIFIC DUTIES AND NARRATIVE COMMENTS WERE PREPARED BY HARULD O. CHAIDEZ, DCOS. REVIEWING COMMENTS WERE PREPARED BY RONALD F. BRIERLEY, COS. THE REPORT HAS BEEN REVIEWED AND CERTIFIED BY SUBJECT. SIGNED COPY OF FORM 45A BEING POUCHED.

- 2. THE FOLLOWING INFO IS KEYED TO FORM 45N, SECTION A:
  1. 034130; 4. M; 5. GS-13; 6. DQG; 9. MEXICO CITY; 10. CAREER;
  11. ANNUAL; 12. 1 OCT 78 TO 30 SEP 79.
- 3. SECTION B. PERFORMANCE EVALUATION SPECIFIC DUTIES:
  1. DIRECTS THE ACTIVITIES OF AN 18-MAN CI LIAISON TEAM
  RESPONSIBLE TO THE STATION. RATING LETTER S.
- 2. RESPONSIBLE FOR TARGETTING CI OPERATIONS AGAINST SOVIET AND CUBANS IN MEXICO CITY. RATING LETTER S.
- 3. CASE OFFICER FOR AGENTS AND OPERATIONS DIRECTED AGAINST THE CUBAN TARGET. RATING LETTER S.
- 4. SUPPORTS STATION OPERATIONS AND ACTIVITIES DIRECTED AGAINST THE CHINESE AND OTHER TARGETS.
- 5. CASE OFFICER FOR UNE LIAISON PENETRATION. RATING LETTER . S.

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#### 4. SECTION C - NARRATIVE COMMENTS.

SHORTLY BEFORE THE DEPARTURE OF THE FORMER COS, HE SUBMITTED A SPECIAL MEMORANDUM ON SUBJECT'S PERFORMANCE (MEXICO CITY 50702) WHICH CONCENTRATED MOSTLY ON SUBJECT'S RESPONSTBILITIES IN THE CI FIELD. A COPY OF THIS MEMORANDUM IS AVAILABLE IN SUBJECT'S PERSONNEL FILE. THE UNDERSIGNED FULLY ENDORSES THE LAUDATORY COMMENTS IN THAT MEMORANDUM, BUT SINCE SUBJECT HAS TAKEN ON BROADER RESPONSIBILITIES, IT IS NECESSARY TO COMMENT ON OTHER ASPECTS OF HIS WORK.

FOR THE PAST MONTHS, SUBJECT HAS BEEN DIVIDING HIS TIME AROUT EQUALLY BETWEEN HIS CI RESPONSIBILITIES AND OTHER STATION OBJECTIVES, PRINCIPALLY THE CUBAN TARGET. SUBJECT WAS GIVEN THESE ADDITIONAL DUTIES BECAUSE THE CI OPERATIONS GROUP IS WELL ORGANIZED AND REQUIRES LESS DIRECT C/O INPUT, AND ALSO BECAUSE OF THE NEED TO DEDICATE ALL AVAILABLE RESDURCES AGAINST THE CURAN TARGET. THIS STATION IS ONE OF FOUR WITHIN THE DIRECTORATE WHICH MAVE BEEN SELECTED FOR A CONCENTRATED EFFORT AGAINST CUBA, AND THIS TARGET NOW RANKS NUMBER ONE AMONG THE STATION'S MANY PRIORITY OBJECTIVES. SUBJECT'S PAST EXPERIENCE IN CUBAN OPERATIONS, HIS ABILLITY TO PASS AS A MATIVE IN THIS COUNTRY. AND HIS OTHER STRENGTHS, WERE THE INGREDIENTS WHICH THE STATION NEEDED TO EXPLOIT IN THIS EFFORT.

SUBJECT HAS TAKEN OVER THE PRINCIPAL STATION OPERATION DIRECTED AGAINST CUBA. THIS WAS A FAIRLY NEW OPERATION AT THE TIME IT HAS ASSIGNED TO SUBJECT AND IT WILL MATURE UNDER HIS DIRECTION. FUR REASONS OF SENSITIVITY, A MORE DETAILED REVIEW OF SUBJECT'S WORK ON THIS OPERATION CANNOT BE PROVIDED, BUT THE HERORD SHOULD NOTE THAT DURING THE PAST THREE MONTHS, HE HAS HANDLED THIS OPERATION IN A THOROUGHLY PROFESSIONAL MANNER WITH STEADY PROGRESS BEING MADE TO FULLY EXPLOIT THE OPERATIONAL AND REPORTING POTENTIAL. ALSO DURING THIS REPORTING PERIOD, SUBJECT RENEMED CONTACT THROUGH MIS OWN EFFORTS WITH A FORMER REPORTING ASSET WHO HAD DRIFTED ANA! FROM COLLABORATION WITH THE ORGANIZATION. SUBJECT IS NOW ATTEMPTING TO BREATH NEW LIFE INTO THIS OPERATION AND BRING IT BACK UNDER CONTROL.

CUNTROL SUBJECT ALSO COOPERATED WITH ANOTHER GOVERNMENT AGENCY IN ATTEMPTING TO RE-ESTABLISH CONTACT WITH A LOCAL CUBAN

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OFFICIAL DURING THE TARGET'S VISIT TO THE BORDER AREA. SUBJECT WAS IN CHARGE OF COORDINATING THIS OPERATION WITH LOCAL LIAISON AND WITH THE OTHER AGENCY. THE OPERATION WAS SUCCESSFUL FROM THE POINT OF VIEW OF ARRANGING A MEETING WITH THE TARGET, BUT SINCE THE TARGET'S RETURN TO THE CAPITAL CITY, HE HAS REFUSED EFFORTS BY SUBJECT TO CONTINUE CONTACT.

ANOTHER EFFORT AGAINST THE CUBAN TARGET UNDER SUBJECT'S RESPONSIBILITY INVOLVES THE RESOURCES OF THE SPECIAL CI UPERATIONS GROUP. FOR SOME MONTHS NOW, THIS GROUP HAS BEEN TRYING TO MOUNT A SENSITIVE FI COLLECTION EFFORT AND PROSPECTS REMAIN FNCOURAGING THAT THIS EFFORT WILL SOON BE OPERATIONAL. THIS IS A FAIRLY COMPLEX UNDERTAKING WHICH REQUIRES PATIENCE AND AN FLEMENT OF GOOD LUCK IN ORDER TO BE SUCCESSFUL. SUBJECT DESERVES CONSIDERABLE CREDIT FOR THE PROGRESS MADE THUS FAR AND IF EVERYTHING GOES ACCORDING TO PLAN, THIS OPERATION SHOULD BE PRODUCING WITHIN A SHORT PERIOD OF TIME.

APART FROM HIS WORK AGAINST THE CUBAN TARGET, SUBJECT MAS SUCCESSFUL IN RECRUITING AN ACCESS AGENT AGAINST A CHINESE OFFICIAL AND LATER WAS ABLE TO ESTABLISH CLOSE RAPPORT WITH THE OFFICIAL HIMSELF. FOLLOWING UP ON A LEAD FROM ANOTHER SOURCE THAT A LOCAL NATIONAL HAD A CLOSE RELATIONSHIP WITH CHINFSE OFFICIAL, SUBJECT USED HIS NATIVE LANGUAGE AND APPEARANCE AND RECRUITED THE LUCAL UNDER THE GUISE OF BEING A MEXICAN GOVERNMENT OFFICIAL WHO WANTED TO MONITOR THE ACTIVITIES OF THE CHINESE IN MEXICO. ASSESSMENT INFORMATION OBTAINED FROM THE NEW SOURCE GREATLY FACILITATED THE ABILITY OF SUBJECT TO ESTABLISH CLOSE RAPPORT WITH THE CHINESE OFFICIAL UNCE CONTACT WAS MADE. SUBJECT WAS ABLE TO DISCERN THAT THE TARGET WAS POTENTIALLY VULNERABLE ON SEXUAL GROUNDS, BUT TIME DID NOT PERMIT THIS VULNERABILITY FROM BEING EXPLOITED BEFORE THE TARGET COMPLETED HIS TOUR AND DEPARTED THE COUNTRY. STATION REGRETS THAT A LEAD TO THIS TARGET WAS NOT IDENTIFIED EARLIER. BUT THIS DUES NOT DETRACT FROM THE PROFESSIONAL MANNER IN WHICH SUBJECT EXPLOITED EVERY OPPORTUNITY TO PUSH THIS CASE FORWARD AGAINST AN UNREALISTIC DEADLINE.

THIS REPORTING PERIOD HAS AGAIN BEEN ONE OF CONSIDERABLE ACTIVITY ON THE PART OF SUBJECT IN WHICH HE HAS DEMONSTRATED HIS TALENT FOR OPERATIONS AND PARTICULARLY HIS ABILLITY TO

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DEVELOP AND HANDLE AGENTS. HE HAS DISPLAYED VERSATILITY AND FLEXIBIT ITY IN PURSUING HIS TARGETS AND IS EVER ALERT FOR VULNERARILITIES WHICH CAN BE EXPLOITED. HE USES GOOD JUDGMENT IN HANDI ING HIS CASES AND HIS TRADECRAFT PROCEDURES DURING THIS PFRIOD HAVE BEEN SOUND. IT SHOULD ALSO BE NOTED THAT THE PARTICINAR CUBAN CASES WHICH HE IS INVOLVED ARE NOT EASY ONES. THEY REDULRE HARD WORK, AND THE FULL RANGE OF CASE OFFICER EXPERIAF IN ORDER TO PUSH THEM FORWARD. HIS RESPONSIBILITIES IN THE CI FIELD ARE EQUALLY DEMANDING. SUBJECT HAS MADE A VERY PUSITIVE CONTRIBUTION TO THE WORK OF THIS STATION DURING THIS REPORTING PERIOD AND WELL DESERVES A RATING OF STRONG FOR HIS VARIOUR DUTIES AND A STRONG FOR HIS OVERALL PERFORMANCE.

#### 5. COMMENTS BY REVIEWING OFFICER.

I CONCUR WITH THIS EVALUATION AND BELIEVE IT IS MOST COMPHEHENSIVE AND OBJECTIVE. HAVING WORKED WITH SUBJECT DURING AN EARLIER PERIOD OF HIS CAREER WHEN HE WAS THEN A GOOD OFFICER (1970-72), I AM STRUCK BY THE REMARKABLE PROGRESS. HE HAS MADE-IN THREE KEY AREAS: OPERATIONAL THINKING AND ANALYSTS, WRITING, AND SOUND, PROFESSIONAL APPLICATION OF BASIC OPERATIONAL PRINCIPLES.

I AM DELIGHTED THIS HIGHLY CAPABLE, AGGRESSIVE OFFICER WILL BE REMAINING A THIRD YEAR AT THIS STATION AND LOOK FORWARD TO A MAJOR CONTRIBUTION FROM HIM IN MOST OPERATIONAL AREAS OF PRESENT PRIORITY CONCERN.RVM 13 NOV 99 DRV D9C.3.

END UF MESSAGE

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## SECTION C NARRATIVE COMMENTS

Indicate significant strengths or weatnesses demonstrated in current position, keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of more performance. Give retainmentalities for thefalag. Comment on foreign language competence, if required for current position. Amplity or explain ratings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties and cost consciousness in the rise of performance and funds, must be commented on, if applicable. If extra space is needed to complete Section C, around a separate lines of polyer.

Mr. Flores came to the Cuba Operations Group from a brief assignment to the Office of Training. Prior to the OTR interlm, Mr. Flores had been a COG case officer and was therefore familiar with its operational techniques. During this ten-month period under review, Mr. Flores served as a section chief with responsibilities for East Asian stations with a Cuban target (Tokyo, Munila, and Hong Kong) and Canada. Mr. Flores was the only GS-13 officer to hold section chief responsibility, yet his performance compared favorably with that of the GS-14 section chiefs. As a section chief, Mr. Flores was supervisor for two operations officers, one intelligence analyst and a secretary. He was responsible for ensuring the prompt handling of correspondence to and from the field stations, and providing operational guidance and direction on matters pertaining to Cuban operations. His section was managed in a competent manner with Mr. Flores demonstrating his ability to delegate functional responsibilities

The Cuba Operations Group also functions in a direct case officer capacity, and Mr. Flores frequently traveled TDY to handle cases. He was the operations officer for one particularly sensitive and productive on-island reporting case. This required him to travel on short notice and to arrange for secure meeting and debriefing sessions of this reporting source.

Mr. Flores also traveled to Canada on various occasions to meet with liaison contacts and participate in developmental operations. One particular recruitment attempt required Mr. Flores to spend several days in a motel room observing the

CONTINUED-	-			··			
SECTION D		CE	RTIFICATION AND CO	OMMENTS			
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ŕ			2. BY EMPLOYEE				
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	<del></del>		3. BY REVIEWING OFF	FICIAL			
He is, however I have no do Iearn how to	t likes to er, a litu bt as to make thin	o operate tle quiet his skil ngs move o	and tends to accepts, he may need a b	tical, experienced, and realistic. pt things the way they are. While bit more management experience to lee has done a fine job running ions Group.			
DAYE	**************************************	OFFICIAL TIT	LE OF REVIEWING OFFICIAL	1 2ad sent // Halland			

FITNESS REPORT

Daniel Flores

NARRATIVE COMMENTS

cont.

movements of an operational target, and to devise a secure and timely method of approach to the individual Cuban.

In comparing Mr. Flores' performance as an operations officer and as a supervisor, I believe his performance is somewhat stronger in the former capacity. Mr. Flores has all the attributes of an excellent case officer: he is aggressive, thinks operationally, and is fast on his feet in an operational situation. He is further aided by his fluency in Spanish and has on more than one occasion successfully passed himself off as a Mexican businessman. During his TDY travels, he has repeatedly demonstrated dedication to the job at hand, willingness to work long hours, and a flexibility to handle all types of situations.

Mr. Flores is less enthusiastic when it comes to the paperwork and bureaucratic requirements of his position. While he is a good writer, he tends to handle his written tasks in a hurried manner and consequently, his work oftentimes requires review. He is also inclined to take the shorter and easier approach when handling the paper flow requirements. I mention these points not because they represent basic shortcomings, but simply to contrast them to his exceptionally high performance in his operations officer capacity.

In sum, Mr. Flores is an extremely experienced, competent and well motivated operations officer. His talent as a "street operator" with a keen sense for the human target has been amply demonstrated. He has now quite successfully been introduced to his first supervisory position and proven that he is competent for assignments of this nature. I believe Mr. Flores is capable of handling positions of increasing responsibility and should be given the opportunity to do so.

# 5 E C R E T

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SECTION A	GENERAL INFORMATION	
1. EMPLOYEE NUM		
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	11. TYPE OF APPOINTMENT	
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	- 19 November 1976 : AATE REPORT DUE IN O.P.	-
SECTION B	QUALIFICATIONS UPDATE	
	UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE BE BOX TO THE RIGHT, IF NO CHANGES ARE REQUIRED, PLACE THE WORD 'NO IN THE BOX AT RIGHT	
SECTION C	PERFORMANCE EVALUATION	
U— <u>Unsatisfactory</u> M— <u>Marginal</u>	Performance is unacceptable. A rating in this catagory requires immediate and positive remedial action, the nature could range from countering, to further training, to placing an probation, to reassignment or to separation. Describe or proposed in Section D.  Performance is deficient in some aspects. The reasons for assigning this rating should be stated in Section D and rem	action taken
P-Proficient	taken or recommended should be described. Proformance is satisfactory. Desired results are being produced in the manner espected.	
S-Strong	Performance is characterised by exceptional professory,	
O-Outstanding	Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others work as to worrant special recognition	doing similar
	SPECIFIC DUTIES	
performs EACH specific	at Important specific duties performed during the rating period. Insert rating letter which best describes the atomner is which duty. Consider ONLY effectiveness in performence of that duty. All employees with supervisory responsibilities MUST be a fundable number of employees supervised;	
SPECIFIC DUTY NO.		RATING LETTER
craft sk	tutorial training in clandestine operational trade- ills for foreign agent and liaison personnel as well staff and contract personnel.	c
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ed tutor	inl and small-group training.	S
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#### SECTION D

#### NARRATIVE COMMENTS

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Mr. Flores joined whe Agent and Liaison Training Unit in midJune 1976 and after a week's familiarization with training materials,
aids and office reutine of the Unit, he attended a two-week Instructor Training Workshop at the Special Training Center. On completion
of the Workshop, Subject returned to the Unit for further familiarization with the reutine of the Unit, assisted in several surveillance
problems, and menitered a two-week training program which included
active participation as a trainee himself in the SAI (or persuasion
skills) portion of the program. Subsequently Mr. Flores assisted as
a role-player in a brief but significant program involving the training of a prominent U.S. citizen assisting the Agency in southern
Africa. Mr. Flores then assisted another instructor in devising and
conducting the first program this Unit has undertaken designed to
teach surveillance awareness/detection to Staff Employees who are
deemed likely to be subjects of terrorist surveillance and attack.
Mr. Flores then planned for, and from 12 October through 19 November
conducted a tutorial training program in clandestine operations tech-

(continued) SECTION E CERTIFICATION AND COMMENTS 1. BY SUPERVISOR WONTHE EMPLOYEE HAS BEEN UNDER MY SUPERVISION OT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION 4 Months FICIAL TITLE OF BUPERVISOR Chief, ALT Unit 17 January 1977 Walter R. BY EMPLOYEE AY REVIEWING OFFICIAL CHMENTO OF REVIEWING OFFICIAL I concur in the ratings on specific duties and on the overall rating of STRONG for Mr. Flores. Although he was assigned to this Unit for a short period of time, he was proving to be a well qualified operations instructor. His home Division requested his return in order to give him a responsible position for which he was well qualified, and he should do well on that assignment.

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#### SECRET

Continuation of Section D of Fitness Report on Daniel Flores, GS-12, for period 22 June - 19 November 1976 -----

niques for a U.S. citizen who is scheduled to serve as an NOC Officer in the Caribbean.

The first independent training task given to Mr. Flores was of a third-national field agent serving as an access agent, but this task was cancelled at the last minute when the concerned Base discovered grounds for field termination of the agent rather than providing tutorial training for the agent in the U.S. Mr. Flores was justifiably irritated at this turn of events which denied him what held promise for being a challenging initial training program.

It was with regret that we learned, early into what turned out to be Mr. Flores' only independent training program, that a priority requirement of his home-base Division would necessitate his return to Division duty soonest. The Division agreed to our request that Mr. Flores conclude the training program he had tailored, and begun, and Mr. Flores is to be commended for having done an exceptionally fine job in this assignment. The completion-of-training report was also well organized, and the questionnaire which asks for an evaluative follow-up from the trainee's field Station is to the point.

Early in his assignment Mr. Flores took over the maintenance and improvement of the Unit's operations training slides, consolidated them into an extremely functional package, and solicited ideas from other instructors to improve the package. Much to his credit and the Unit's benefit, Mr. Flores managed to persuade another Agency component to undertake--without charge--a major revamping of some of the slides using computor-designed art work to replace some of the less impressive early work in this field.

SECRET

CLASSIFICATION

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- <u>Proficient</u> -Strong			d results are being produced i aceptional proficiency.	n the munner expected.	
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CITE MEXICO CITY 47396

TO: MASHINGTON.

FOR: C/LA/PERS

Dan Flores

SUBJECT: ADMIN/RYALT/PERS/FITNESS REPORT FOR

- 2. THE FOLLUMING INFO IS KEYED TO FORM 45%, SECTION AS:
  1. 036130; 4. MJ 5. GS-13; 6. DQG; 9. MEXICO CITY;
  10. CAREER; 11. ANNUAL; 12. 15 FEB-30 SEP 78.
  - 3. SECTION B. PERFORMANCE EVALUTATION SPECIFIC DUTIES:
- 1. DIRECTS THE ACTIVITIES OF AN 18-MAN CI LIAISON TEAM RESPONSIBLE TO THE STATION, AND WHICH INCLUDES COORDINATING ALL REACTION UPS INITIATED BY THE TEAM, RATING LETTER -- S.
- 2. PESPONSIBLE FOR TARGETTING CI OPERATIONS AGAINST SOVIETS AND CUBANS IN MEXICO CITY. HATING LETTER -- S.
- 3. CASE OFFICEP FOR TWO PENETRATIONS OF LIAISON. RATING LETTER -- S.
- W. COUNDINATES SENSITIVE CE OPERATIONS RUN BY OTHER NUMEZON AGENCIES WITH LIAISON COUNTERPARTS. RATING

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LETTER -- S.

5. COMDUCTS OTHER LIAISON RELATED CI ACTIVITY AND PREPARES NECESSARY MEMORANDA AND REPORTS. RTAING LETTER -- S.

OVERALL PERFORMANCE -- S.

4. SECTION C - NARRATIVE COMMENTS

THIS IS THE INITIAL REPORT WRITTEN ON SUBJECT AND COVERS A PERIOD OF SEVEN AND ONE-HALF MONTHS SINCE HIS ARRIVAL IN MEXICO IN FER 78. SUBJECT HAS BEEN IN THE ORGANIZATION FOR OVER 16 YEARS AND SERVED TWO U/S ASSIGNMENTS PRIOR TO MEXICO CITY.

HIS PRIMARY OUTY IS TO SUPERVISE THE UPERATIONS OF A CI UNIT COMPOSED OF PERSONNEL SUPPLIED BY LIAISON BUT WHICH IS UNDER THE OPERATIONAL DIRECTION OF THE STATION. PARTICULAR UNIT REPRESENTS THE NUCLEOUS OF THE STATIUN'S CI OPERATIONAL CAPABILITY. IT IS ALSO A STRONG CONTRIBUTOR TO STATION'S EFFORTS DIRECTED AGAINST THE HARD TARGETS IN THE FI FIELD. SUBJECT PARTICIPATES IN ALL LEVELS OF ACTIVITY WITH THIS UNIT FROM THAT OF A MANAGER TO SERVING AS AN OPERATIONS OFFICER. THE LEADERSHIP AND EXAMPLE WHICH HE SETS HAVE BEEN AN ESSENTIAL INGREDIENT IN THE SUCCESS ENJOYED BY THE UNIT IN RECENT MONTHS. IN APRIL 1978, THE STATION UNDERTOOK AN AUDIO OPERATION DIRECTED AT THE OFFICIAL OUT-OF-TOAK RETREAT OF A PRINCIPAL ADVERSARY IN MEXICO. SUBJECT PARTICIPATED IN THE RECHUITMENT OF A CARETAKER WHO PROVIDED ACCESS TO THE TARGET INSTALLATION AND WAS SUBSEGUENTLY INVOLVED IN ALL ASPECTS OF THE OPERATION EXCEPT THE ACTUAL INSTALLATION OF THE TECHNICAL DEVICES, THIS SUCCESSFUL OPERATION WAS FOLLOWED BY ANOTHER ONE THE FOLLOWING MONTH, THIS TIME DIRECTED AT THE HOTEL ROOMS OF A VISITING COMMUNIST DIGNITARY. THO VALUABLE REPURTS WERE PRODUCED FROM THIS OPERATION ON THE POLICIES AND PLANS OF

A FOREIGN COMMUNIST RARTY. IN JULY, SUBJECT SUPERVISED THE RECRUITMENT OF AN AGENT WHO HAS ESTABLISHED ACCESS TO A HOSTILE OFFICIAL INSTALLATION. A TECHNICAL OPERATION IS NOW UNDERWAY TO EXPLOIT THE SOURCE'S ACCESS.

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IN SEPTEMBER, ANOTHER OPERATION BEGAN AGAINST THE RETHEAT OF THE SAME PRINCIPAL ADVERSARY MENTIONED ABOVE SINCE A NEW PROPERTY HAD BEEN ACQUIPED. AGAIN, SUBJECT PARTICIPATED IN THE RECRUITMENT OF THE CARETAKER OF THE NEW SITE AND IN OTHER PHASES OF THE OPERATION WHICH CONTINUE AT THIS TIME.

IN ADDITION TO THESE SPECIFIC OPERATIONS, THE CIUNIT ALSO CARRIES OUT A HOST OF BACKGROUND INVESTIGATIONS, SURVEILLANCE, AND OTHER WORK AS REQUIRED IN THE CI FIELD. SINCE MEXICO CITY SERVES AS PROBABLY THE PRINCIPAL BASE FOR OPERATIONS BY THE SOVIETS AND THE CUBANS AGAINST THE UNITED STATES, SELECTIVE TASKING MUST BE UNDERTAKEN TO OBTAIN MAXIMUM EFFICIENCY FROM THIS SMALL UNIT.

SUBJECT ALSO HANDLES TWO PENETRATIONS OF THE CI UNIT, AND IS ALSO RESPONSIBLE FOR PROVIDING SUPPORT THROUGH THIS UNIT TO OTHR CI ACTIVITIES DIRECTED AGAINST SOVIET AND CUBAN ESPIONAGE IN MEXICO.

INDEED, THE FIRST PART OF HIS TOUR IN MEXICO HAS BEEN A BUSY ONE. THE STATION FINDS HIM TO BE AN ENERGETIC, VIPSATILE, AND HIGHLY QUALIFIED OFFICER. HE HAS MANDLED THE PLRSONNEL AND OPERATIONAL PROBLEMS WHICH HAVE SURFACED WITH HIS CI UNIT WITH TACT AND EFFECIENCY, AND HIS RAPPORT WITH HIS LIAISON COUNTERPARTS IS VERY GOOD. DURING RECENT CONVERSATIONS, SENIOR MEXICAN SECURITY OFFICIALS HAVE EXPRESSED THEIR HIGH REGAMD FUR SUBJECT'S ABILITIES.

HIS ABILITY TO PASS AS A NATIVE IS AN ADDED FACTOR IN HIS FAVOR AND PROVIDES HIM WITH A GREATER DIMENSION FOR OPERATIONS. THE STATION HAS USED SUBJECT ON OCCASION FOR UNILATERAL OPERATIONS, BUT THIS USE MUST BE SELECTIVE IN ORDER NOT TO ADVERSELY IMPINGE UPON HIS PRIMARY WORK WITH THE CI UNIT.

SUBJECT IS VERY COST CONSCIOUSNESS IN THE USE OF STATION FUNDS AND EXTRACTS A HEALTHY RETURN FOR PROJECT MONIES USED TO SUPPORT THE WORK OF THE CI UNIT.

SUBJECT WELL DESERVES A RATING OF STRONG FOR HIS

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VAPIOUS DUTIES AND AN OVERALL STRONG FOR THIS REPORTING PERIOD. WE LOOK FORWARD TO A CONTINUED HIGH LEVEL OF PERFORMANCE DUPING THE YEAR TO COME.

5. SECTION D.1. SUBJECT MAS BEEN UNDER MY SUPERVISION FOR SEVER AND ONE-HALF MONTHS. D.3: COMMENTS BY REVIEWING OFFICIAL:

I FULLY CONCUR WITH THE MARRATIVE COMMENTS OF THE REVIEWER.

SUBJECT HAS DISPLAYED A GREAT AMOUNT OF IMAGINATION AND ENERGY
IN DIRECTING A DIFFICULT ACTIVITY NAMELY COUNTERINTELLIGENCE
ACTIVITY THAT IS SEVERELY RESTRICTED BY ATTORNEY GENERAL GUIDE+
LINES TO THE EXISTING EXECUTIVE ORDER. SUBJECT HAS DESPITE THIS
BEEN ABLE TO KEEP A VERY POSITIVE THRUST TO HIS OPERATIONS AND
HAS BEEN ABLE TO MOTIVATE THE AGENTS—AND PERSONNEL UNDER HIS
CONTROL. I AM TOTALLY SATISFIED WITH HIS ENERGY AND MOTIVATION.
DESPITE THE FRUSTRATIONS INHERENT IN THE COUNTERINTELLIGENCE ACTIVITY
HE CARPIES ON WITH A HIGH SPIRIT AND A TREMENDOUS AMOUNT OF GOOD
WILL - NO MEAN ACHIEVEMENT AT THIS JUNCTURE OF AGENCY COUNTERINTELLIGENCE ACTIVITIES, E3, IMPDET.

END OF MESSAGE

SECRET CLASSIFICATION

			FITNES	SS REPORT				
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SECTION B	/ <u>J - JU J</u>			IONS UPDAT				
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#### SECRET CLASSIFICATION

#### NARRATIVE COMMENTS

progretions made for Improvement of work performance. Give recommensations for training. Comment on foreign language compensate, if required for managerial or supervisory duties and cost consciousness in the use of concernel, space, equipment and funds, must be commented on, if applicable, if

This officer has worked under my supervision for approximately six months. This is the first fitness report I have prepared on him. After two field tours and his current assignment to Cuba Operations Group, he has developed into a solid and professional operations officer with the skills we hope our employees will develop. He is now highly motivated and creative in his work. He has demonstrated, particularly in recent months, a gratifying degree of drive and interest.

He has handled one of our most productive and sensitive on-island assets. With his guidance this agent has produced, within the past six months, some of the highest quality intelligence on Cuban plans and intentions this Agency has obtained. Because this agent must be serviced via TDV travel, the responsible case officer must be able to work with very little guidance and have the tradecraft skills and reports writing ability to work largely on his own. With this case Mr. Flores has demonstrated himself to be a first-class agent handler, highly attuned to operational information and quality intelligence production.

As Section Chief I have relied upon him heavily to provide the institutional memory our work demands. He has full grasp of all operations directed against Cuban officials, not only in those countries under his direct responsibility, but throughout Latin America. Since all of the officers in this section travel frequently to meet and debrief agents, Mr. Flores has frequently acted as Section Chief during the absence of the other two officers, a GS-14 position. He has been able to handle the job well both

SECTION E	and the state of t								
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COMMENTS OF REVIEWING OFFICIAL	L								

I agree with the ratings given by the rating officer. Mr. Flores is indeed a fine operations officer and should have an exceptionally successful career in operations. The only weakness in him that I have ever noted is an occasional lack of drive and self-motivation and as noted by the rating officer, particularly in recent months, he seems to have cured this and has indeed been going at a fast pace.

Mr. Flores is leaving Caba Operations Group for a rotational tour in the Office of Training. I believe that when he finishes this tour, he should return for an operational assignment in the Latin America area. He is an exceptionally fine case officer, has a native command of Spanish, and has a way of dealing with his agents that gets the most out of them. Biture tours for him should involve supervision of younger se difficers and he should begin to move into the managerial aspects of operations

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FITNESS REPORT

Daniel Flores

cont.

#### SECTION D

in terms of paper flow and personnel administration. He demonstrates an ability to advance further along these lines. Also during the period under review he participated in an approach against the local head of Cubana Airlines in a Latin America country. Although the recruitment effort was not successful, it was conducted in a professional manner and Mr. Flores used an access agent relative in a very effective manner.

He has been perhaps the most aggressive officer in the Cuba Operations Group in pursuing leads for interviews of relatives, friends, and acquaintances of Cuban officials posted abroad. During the period under review he conducted at least six such interviews and developed good assessment data on various targets.

As a native Spanish speaker, Mr. Flores has the ability to pass as a foreign national and has successfully carried out roles as a Mexican citizen, using OTS-provided false documents. This ability to pass as non-American has been of great assistance in handling the key case he relinquished only on leaving LA/COG.

Mr. Flores has now overcome an earlier reluctance to be aggressive which former supervisors might have noted. I am confident he will maintain and build further on what I have found to be a highly improved sense of enthusiasm. I am sure he will be a strong contributor to his new component.

#### No. 3

He is an officer who merits further responsibility and one who should continue to rise in rank as he assumes these additional responsibilities. It has been a pleasure to work with him and I should like to do so with him in the future.

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	FITNESS REPORT		
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#### NARRATIVE COMMENTS

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LA/COG is both a Headquarters Approved Shement and an active operational "station" operating out of Headquarters, responsible for recruitment operations and agent handling. As such, Mr. Flores assignment is a combination of Headquarters desk chief and "case officer of a large field station. His performance is being rated in both capacities which means that much higher criteria is being applied than for most Headquarters officers.

Mr. Flores has proved to be a professional agent handler, and has been used very effectively in two new, sensitive operations run from Headquarters. Although he did not participate in the recruitment of these sources, Mr. Flores was brought in to provide initial training, and detailed guidance necessary to develop the new assets into reporting sources. One was a complicated case of a DGI walk-in who Mr. Flores helped debrief, then trained and dispatched back to Cuba. The other was a successful false flag recruitment of a source with excellent access to the Cuban leadership; Mr. Flores' job, after being introduced by the recruiting officer, is to make the source into a fully controlled asset and maximize the excellent potential for intelligence information.

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SECTION E	CERTIFICATION AND	COMMENTS
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#### Continuation of Section D

His professional, no-nonsense handling has already contributed to highly significant information (a value quotient of 7.0 with one XX report) on some of the Agency's current Cuba priorities including Cuba's negotiating attitude vis-a-vis the U.S.

In his capacity as Desk officer for field stations in Latin
America, Mr. Flores is charged with providing guidance and support
aimed at recruitment operations against Cuban officials. He has
conducted interviews of Cuban exiles in the U.S. and initiated a
promising recruitment operation against a well placed third country
official in Cuba. He supervises one intelligence analyst and, together,
they effectively ensure timely response to field requests and help
stations to identify operational opportunities, recruitment targets
and--where necessary--keep them aware of the priority of the Cuban
target.

By his performance, Mr. Flores has demonstrated he is a versatile case officer with good operational instincts; he is showing increasing agressiveness and imaginative support of field stations in their efforts to recruit Cuban officials. While he is an excellent agent handler who gets maximum intelligence production from his assets, he is less thorough when handling the administrative details involved in his operations. He needs more supervisory experience, and still tends to rely excessively on his IAs to search for operational leads and conduct operational research.

Mr. Flores was sponsored by the Division, and attended the midcareer course in November 1974. He has excellent potential for further advancement in the Division and has been a significant factor in LA/COG's success over the last year in developing access to Cuba, a recognized hard target.

#### Continuation of Section E

Subject excels as an agent handler motivating his agents and disciplining them when required to obtain quality intelligence. He handles two of LA/COG's most sensitive on-island agents and during this period, he has met these two agents in Europe and in Latin America. He has certainly targetted these two agents against priority objectives and the intelligence produced has been of vital interest to U.S. Government policymakers in this delicate period of Cuban negotiations. Latin America Division has received commendations from

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#### Continuation of Section E

the intelligence community for reports acquired through Mr. Flores. Subject's staff duties include desk chief responsibilities for support and guidance to field programs including the research and targetting required to conduct an effective recruitment program. Although such duties requiring supervision are new to him, he is also making progress in this capacity. With proper guidance and assistance, he will develop into a most effective supervisor.

Mr. Flores native fluency in Spanish and his Latin background have proven most valuable to Cuban operations. In fact he represents himself as "Latin American" in handling one of this agents. For an officer his grade, he is very mature, self assured, has good common sense and is certainly a professional. Subject has completed two tours in the field and is an experienced ops officer. He is intelligent, imaginative, uses good tradecraft at all times and has a clear headed approach to the business. He expresses himself well orally and in writing, and works very well with other case officers. Mr. Flores keeps up to date on political, economic and social affairs pertaining to Cuba and he willingly accepts difficult tasks requiring frequent separations from his family.

Subject definitely has potential. He is operationally agressive and is gaining experience as a manager. Mr. Flores is already performing at a higher level than his grade. In approximately a year, he should be again dispatched to the field as a senior officer responsible for handling Soviet, Chinese or Cuban targets. During the next reporting period, Mr. Flores should receive training in superivsion. He is a solid performer in the Cuban Operations Group and has contributed much to our successes during the past year.

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		FITNESS REPORT		
SECTION A		GENERAL INFORMATIO		
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### NARRATIVE COMMENTS

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In a very short time, Mr. Flores has become an important factor in LA/COG's efforts to directly handle Cuban on-island agents, and to expand its recruitment program. His fluent Spanish, past operational experience, versatility and ability to blend into the local scene in most Latin American countries, make him highly qualified for his present assignment. He demonstrates sound operational judgment under often trying conditions, and good ability to communicate effectively both orally and in writing. His frequent TDYs demand long and unusual hours. which he gives ungrudgingly.

Almost immediately after his assignment to LA/COG in March 1974, Mr. Flores was called upon to handle a sensitive walk-in case. The agent had already been recruited and many of the developmental aspects of the case had been resolved prior to Mr. Flores' introduction,

still required a Ho	adquarters based case	officer to provide the nec	es-
Sary continuity who	rever the agent surfa	ccd overseas. The case is extended TDYs and utmost	com-
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our most productive	sources of informati	on on Cuban clandestine	
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	4. BY EMPLOYE		

FITNESS REPORT - Daniel Flores

### SECTION D (CONTINUED)

activities in Latin America, due largely to Mr. Flores' professionalism.

Mr. Flores' current assignment is a combination of operational and Headquarters desk responsibilities, the latter calling for the support of field stations in their efforts to develop individual Cuban recruitment programs. His extended TDYs have understandably prevented Mr. Flores from devoting much time to his desk responsibilities and it is somewhat difficult to judge his performance as a desk officer. He has a good grasp of what needs to be done, and his handling of specific tasks indicates good managerial potential. Nevertheless, he does need additional desk experience, especially in areas which will allow him to use his operational ability to support and guide field stations that are developing Cuban operational programs.

#### COMMENTS BY REVIEWING OFFICIAL (CONTINUED)

this aspect of his performance was less noteworthy, and it is believed more attention and research could have been given to this activity. Mr. Flores writes concisely and well, and his CI/CE instincts are sharp and true. He can be expected to turn in a solid desk performance in the future.

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SECTION C	NARRATIVE COMM	MENTS
extra space is needed to complete Section	ost consciousness in the use of personnel, spoce in C, attach a separate sheet of paper,	proper perspective their relationship to averall performance. State onling. Comment on foreign language competence, if required for or determining luture personnel action. Munner of performance of personnel and funds, must be commented on, if applicable. If
		ut short by the serious
illness of his d	aughter. As a result (	of this illness it was also
necessary for ni	m to spend the months (	of December and January on returning without his family
in February in o	rder to transfer his or	os workload and pack out his
personal effects	for PCS transfer to He	eadquarters on 4 March.
		privilege of working with
taking over hand	sily, as rating officer line of most of Subject	he had the advantage of the cases following the
departure on emer	rgency leave. Thus he	was able to observe first
		ith which Subject had worked.
the progress he l	nad made in developing	their access and capabilities,
and the respect	these agents had for hi	m.
During the p	period covered by this	report, Subject continued
his pursuit of the	ie MPCHEEK target as hi	s primary operational
responsibility.	He developed and recru	ited a prominent member of
embasey and hand	. Community who has goo ed four other access a	d access to the MPCHEEK gents. He also handled a
unilateral survei	llance team and the St	ation's press placement
assets via a prim	cipal agent who in tur	n handled three sensitive
assets.	•	(Continued)
SECTION D	CERTIFICATION AND CO	OMMENTS (Continued)
1.	BY EMPLOYEE	
THE RESERVE AND ADDRESS OF THE PARTY OF THE	THAT I HAVE SEEN SECTIONS A, I	B, AND C OF THIS REPORT
A Hawila	/s/ Daniel Flores	· ;
4 Mar/74	BY SUPERVISOR	The second secon
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
		!
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
4 Mar 74	DCOS	/s/ Arthur T. Ladenburg
COMMENTS OF PEVIEWING DEFICIAL	BY REVIEWING OFFIC	IAL
	makes clear. Subject i	will be missed in Lima and
		why he must now leave. He
		ood and advancing his own ,
		alling that Subject pro-
	a over what we understa a staged recruitment a	
		on a variety of operational
tasks having litt	le to do with his assig	ned targets because, in the
		(Continued)
		( feautimage)

## Continuation of Narrative Comments

In carrying this heavy workload, Subject demonstrated that he is a superior agent handler. He succeeded in conveying to these people a sense of mission and participation which has kept their morale and motivation, and hence their production, at a high level. He also insisted upon work and security discipline, with a result that the record of these agents in prompt and reliable appearance for meetings and in responding in writing to requirements is extraordinarily good. They all have a clear idea of what is expected of them, confidence that performance will be rewarded and conversely that non-performance will not be tolerated. Just prior to his departure, Subject successfully terminated an entire surveillance team of long standing, a measure which was decided upon simply because the team had been heavily used for over five years and from a security standpoint replacement seemed to be in order. Letting old agents go is always a delicate and usually a thankless task. It takes finesse and bargaining skill. Subject showed these and more in divesting us of the team without a hitch.

During his last month in Lima, despite the fact that he was burdened with the problems of closing out his household and the normal operational and administrative cleanup prior to PCS departure, Subject made two very significant contributions to Station objectives. First, he coordinated with the Peruvian Government the official but necessarily discreet visit of a senior BKHERALD officer. Since the Station is not declared, Subject had to maintain his LNGOLO cover throughout, further complicating this delicate assignment. During the visit, he coordinated frequently with the head of the Peruvian National Intelligence Service and with the assignment. chief administrative aide of the President of Peru. He also participated directly in one meeting with the President. This was of course not the type of assignment which would normally be entrusted to a "junior officer", but Subject is junior only in relative grade, certainly not in maturity, self-assurance or judgment. Then with only three days left in Lima, Subject led an installation team which entered a building recently purchased by the MPCHEEKs, remained for almost 48 hours and made two apparently excellent audio installations.

The Station will miss Subject a great deal. As the above incidents demonstrate, when the tough or sensitive assignments came up, he was the officer we turned to most frequently. He never balks, argues inconvenience, or seeks the way out. He is cooperative, helpful, and in a low-key way is always effective. We hope he will not object to the term "old reliable" -- he has been that in Lima, and more.

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## Continuation of Comments of Reviewing Officer

first instance he was bilingual and could fade into the Lima background. But he would not have been so regarded if he had not shown ample good sense, zeal, and balanced judgment in unfamiliar situations. We hope Subject can get overseas again within a reasonable time and consider that the Station that gets him will be fortunate.

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	FITNESS REPORT  NOTE: Supervisor or Reviewing Official may assign a higher class if CONFIDENTIAL is not adequate for the report when complete														
si	CTION A.	·			G	ENERAL	INF	ORMATIO	N			•			
Ī	EMPLOYEE NU	MBER	Z. HAM	E (last, firet, mi	ddle)	'	•	-		3. DA	18 01	BIRTH	4. SEX	S. GRA	DE 6 50
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	CTION B				ERFO	RMANC	EE	VALUATIO	N						
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perf	orms EACH spc.	Jie duty. Co	nsider ON	duties performe LY offectiveness of employees su	in perfe	irmance of t									
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BPE	CIFIC DUTY N	O. A				·		······································	<del></del>			<u></u>			PATING
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SPE	IFIC DUTY N	O. 8								<del></del> -		<u>-</u>			PATING
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PE	IFIC DUTY NO	0. 4		<del></del>							····		<del></del> *		RATING
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PEC	FIC DUTY NO	), <b>6</b>			<del></del>			<del></del>							RATING
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				VERALL PE	KŁOR	WANCE	ΪΝ	CURRENT	POSI	TIO	٧				BATING
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## CONFIDENTIAL

SECTION C	NARRATIVE, COMMEN	TS
suggestions made for improvement of a turrent position. Amplify or explain ratio	iork performance. Give recommendations for training ngs given in Section B to profide bettibigs for de- ist consciousness in the vise of personnel, space, equ	er perspective their relationship to averall performance. State y, Comment on foreign language competence, it required for remaining future personnel action. Manner of performance of priment and funds, must be commented on, it applicable. It
		nts last year, Subject was given the hard target". He also assumed
additional tasks in mo	re traditional areas, such us	coverage of the local government,
penetration of the Commoperational commitments would be a senior case it was the reason behing the Particularly against admirable determinationing against this remote has been the more difficularly attempted recruit the actual to the senior of the senior	munist Party, and press placers attests Subject's profession officer's load by any descriped our recommendation for acceptant of the difficult MPCHEEK target, and suspicious group. During cult since the MPCHEEKS, in a situation operation (in which Susive shell which makes access patinued to probe their defense exercise of patience and applicably give us access to the of	ment activity. The breadth of these hal ability and versatility. (This betion and Subject's performance at elerated promotion last year.), this officer has displayed ations and disappointments of workthe period under review, his job all probability reacting to a ebject played a major role), have operations verge on the impossible es, and has managed to develop two cation of his proven operational ficial MPCHEEK Mission here. This
have.		icers working on hard targets must
		d to make recontact and establish
	valuable penetration of the	
		the belief that such action was. bject to attempt to recontact this
		skittish Latins and our belief
	g it off with tact, reading t	he situation /CONTINUED/
SECTION D	CERTIFICATION AND COM	MENTS
1.	BY EMPLOYEE	
	THAT I HAVE SEEN SECTIONS A, B, A	IND C OF THIS REPORT
DATE		
28 June 1973	l/s/ Daniel Flores BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO E	MPLOYEE, GIVE EXPLANATION
20		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND BIGNATURE
28 June 1973	Deputy Chief of Station  BY REVIEWING OFFICIAL	/s/ Thomas J. Keenan
3. COMMENTS OF REVIEWING OFFICIAL		
As described, this of case load securely, proto take on additional woverall mission. Becaudrafted for all kinds of the is operationally aggoperational climate her	fficer is a steady and solid productively, and without complayork when he has seen opportunuse he blends in well on the lof ad hoc operational work. The sive but also shows lively and does not push beyond wheriousness, which permits his	int. He has even volunteered ities to help the Station's ocal scene, he is often his is invariably well done. awareness of the tricky at the traffic will bear.
DATE	UFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND BIGNATURE
2 July 1973	Chief of Station	/s/ Pichard S. Wolch

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#### CONFIDENTIAL

Section C continued.....

as it developed, and make appropriate on the spot adjustments to control the asset's reactions. All this had to be accomplished with great regard to security because of the sensitive position occupied by the agent. Subject's performance has been effective and, given the operation's importance, can really be called outstanding. The agent is again a prime source on the radical sector of the government, which is crucial to developments locally.

Further, this officer continues to manage an outside principal agent who in turn handles leftists, Communist Party and press placement assets, so directing these efforts that they contribute effectively to overall Station objectives. More recently, Subject has taken over the unilateral deployment of a new audio operation targetted against a senior local Communist Party official and is carrying it through successfully. This officer also handles much of the support requirements for his various operations, including management of safehouse keepers, overseeing a small surveillance team, and acquisition of rental cars and property in alias. There is little doubt that some of Subject's success can be attributed to his Latin background and fluent Spanish. But both of these advantages might be wasted by a less capable all-round officer. In his case, they provide him with complementary skills that enhance his superior performance. In the view of the reporting officer, Subject carries more than his own share here in Lima in a manner normally calling for an officer of considerably more senior grade and experience.

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·	CITA	ECC DEDODT		•	EMPLOTEE SERIAL	NUMBER
•	LIIN	ESS REPORT			036130	
SECTION A		-GEI	HERA	<u></u>	· <del></del>	
1. NAME .(Lest			1	TE OF BIRTH 3. SEX	4. GRACE 3. 50	
Flore		<u> </u>		Aug 1935 M	GS-11 I	)
6. OFFICIAL POSITION TO ODS 01			7. OF	DDP/WH/3	1 _	N
9. CHECK (XI TYPE OF A	PPOINTMENT	···	10. C	HECK (X) TYPE OF REPORT	Lima	<del></del>
<del></del>	RESERVE	TEMPORARY	<del>                                     </del>	INITIAL	TREASSIGNMEN	TSUPERVISO
CAREEN-PROVISIO	NAL (See Instructions	- Section C)	XX	ANNUAL	AE 4391GHMEN	TEMPLOYEE
SPECIAL (Specify):				SPECIAL (Specify):		
11. DATE REPORT DUE IN	ist 1972	•	!	PORTING PERIOD (From-	•	
SECTION B		PERFORMANCE	E EV	4 September 197	1 - 30 June	1972
	nonce is unoccentable			s immediate and positive reme	dial auton. The seture	of the setion
could	range from counseling,	to further training, to pla	cing on	probation, to reassignment or	to separation. Describe	oction taken
	pased in Section C.			taan dhaaraa ka dhiba ah da		1.1
	or recommended should		r osnau	ing this rating should be state	a in Section C and fem	edial actions
P-Proficient Perform	nance is satisfactory. De	rsired results are being pro	duced	in the manner expected.		
		by exceptional praficiency				
O-Outstanding Perform	nance is so esceptional to warrant special rec	in relation to requirements panition.	of the	work and in comparison to the	performance of others	doing similar
		SPECIFIC	C DU	TIES		
ist up to six of the most	Important specific			ating period. Insert rating	latter which hast d	ascelhan sha
manner in which employed	porforms EACH spi	ocific duty. Consider	ONLY	effectiveness in performo	nce of that duty. A	
PECIFIC DUTY NO. 1	PILITIES MUST BE 70	red on their ability to	POPOLA	ise (indicate number of em		BATING
Direction of	and adminis	trative suppo	net.	for three outsi	ldo (ili	RATING
principal age	nts whose e	fforts he di	rect	s against the (	ue Ommunist	s
Party, extreme	e left and	labor targets	3		20111111111111111111111111111111111111	.   "
PECIFIC DUTY NO. 2						RATING LETTER
Coordinator of	all Statio	on operations	ag	ainst the left,	including	
management of	the project	t covering th	iis	activity.	•	S
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Case officer t	n obanga of	7 +b= 04=+1==				LETTER
case officer i	in charge of	the Station	'S	labor reporting	assets.	P
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		r		£11.000	<u></u> •	
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	OVERAL	L PERFORMANCE	IN C	URRENT POSITION		,
ske into account everuthi	ng about the employ	es which influences h	i <b>.</b>	etiveness in his current p	osition such as per-	LETTER
umance of specific dutin	es, productivity, co	induct on job, coopera	11 v a ne	iss, pertinent personal tro overall performance duri	zite or habite, and	,
				it accurately reliects his l		8

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#### SECTION C

#### NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective, their relationship to averall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain rottings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties and cost consciousness in the use of personnel, space, equipment and funds, must be commended in, if applicable. If ast a space is needed to complete Section C, ottach a separate sheet of paper.

In the period of this report, Subject established himself and his family at this post and undertook the direction of the Station's operations against the subversive left which had formerly been handled by an officer two grades senior to Subject. He has proved equal to the task. He learned his new assignment rapidly and adapted well to the handling of his cases through outside principal agents, a security requirement of the local scene which can be frustrating for an aggressive officer with fluent Spanish such as Subject. However, he has shown maturity and superior handling ability in directing his assets against the subversive left and particularly the Communist labor union. His intimate knowledge of the extreme left enabled him to plan secure contact with a "walk-in" to the Embassy who at first appeared genuine. After thoroughly debriefing this individual, drawing upon his knowledge of the extreme left, Subject was able to recommend no continuing contact with him due to specific fabrications on the part of the walk-in.

He is careful in management of funds entrusted to him for his operations and provides required administrative and operational reports in a timely manner. There have been past comments on Subject's weakness in writing. He has worked hard on this, and the rating officer feels that he is now competently producing the reports required. Subject understands that this is an area that requires continuing attention for a growing professional. /CONTINUED/

SECTION D	CERTIFICATION AND COMM	ENTS				
T	BY EMPLOYEE					
,	CERTIFY THAT I HAVE SEEN SECTIONS A, B, AN	O C OF THIS REPORT				
DATE	SIGNATURE OF EMPLOYEE					
15 August 1972	/s/ Daniel Flores					
2.	BY SUPERVISOR					
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO E	MPLOYEE, GIVE EXPLANATION				
10						
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE				
15 August 1972	Deputy Chief of Station	/s/ Thomas J. Keenan				
3.	BY REVIEWING OFFICIAL					

COMMENTS OF REVIEWING OFFICIAL

Subject has come up the hard way, both in pushing on to finish his education and in BKTRUST. As a result he is way under-graded for his maturity and for his operational contributions. That we have given Subject a major responsibility here (STPAGODA) attests to how much confidence we have in him and him ability. He is, of course, bi-lingual and mixes well with Latins, an advantage he uses well. A good "street" operator, he still ham a way to go in organizing his paper work and in relating to Hqs needs.

ASSISTAL TIPLE OF DEXISENS INFPRINE TEREST TO PROBLEM AND STANDS WAS

15 August 1972

Chief of Station

/s/ Richard S. Reich

SECTION C continued....

A comment must be made on Subject's great ability to adjust rapidly to one-time and target of opportunity assignments. His performance in meeting with two high level agents of other stations who had to be met during stays in Peru, and his on-site assistance in an audio operation against a priority target have been of the highest order. No doubt his fluent Spanish greatly assisted him in these tasks, but his experience and good judgment were major factors in his excellent performance in the role of utility operations officer.

To exploit Subject's talents to the fullest, and provide him with the professional challenge equal to his ability, he has now been assigned the management and handling of the difficult Chineso target, a top priority for the Station. This is a true measure of our confidence in him.

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		FITHESS REPORT		036130	
SECTION A		- Ci	ENERAL.	1 000100	
1. NAME	Losti	(First) (Middle)	IZ. DATE OF BIRTH   F. SEX	4. 08458 \$. 90	
Flores	, Daniel		08/04/35 M	GS-10 D	
4. OFFICIAL POS		·	7. GPP/C: F/ER OF ASSIGNMEN	TIS. CURRENT STATIS	4
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* CHECH (A) *	E OF APPOINTMENT	'	10. CHECK 'FI TIPE OF REPOR	17 ,	
X CAREER	MESERVE	TEMPORARY	· Imitial	PEASE SUMEN	
<del></del>	POVISIONAL (See Inel	ructions + Section C)	X ANGUAL	DEAST: SUMEN	TEMPLOYE
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+ · · · - · · • · · + · · ·	ober 1971		1 May 1971 - 30	• • •	71
SECTION B	oner roll	PERFORMANC	CE EVALUATION	Soptemen 18	71
U-Unsatisfactory	Performance is unnere		ry requires immediate and positive rem	adial astron Tanantana	
o-onaninetory	could range from cou or proposed in Section	nseling, to further training, to p	lacing on probance, to reasugnment of	to separature. Describe o	a we action
M-Marginal	taken or recommended	I should be described.	for assigning this sating should be stat	ed in Seatism C and reme	dral actions
P-Proficient			produced in the minner expected.		
\$-Strong		terized by exceptional proficien			
O-Outstanding	Performance is so exce work as to warrant spe	cial recognition.	nts of the work sed in comparison to the	performance of others de	oing similar
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SECTION C	NARRATIVE COMMENTS
overall performance. State Sug. on foreign language competence basis for determining future per in the way of personnel, space. Section C, ottach a separate shi  Mr. and depa Mr. Flore two mont. This tra Driving.	pestions made for imprographs of experiences. Give recommendations for training. Convergences of experiences. Give recommendations for training. Convergences of experiences of training and the current feesition. Amplify or explain ratings given in Section B to provide been some decision. Monner, of performance of monogeneity approviatory duties and cost conscious equipment and fords, must be commented on a explicible. We stra spece is needed to complete of paper.  Daniel Flore's completed his first tour in Gunyaquil ried the field on 28 May 1971. Following home leaves as returned to Residuanters in August for approximate his training prior to his next assignment to Lima, Positing included Weapons Familiarization and Defensive CA, China and Labor Ops. Communist Party, TSD se, and on-the-desk Reports Writing Familiarization.
Sinc for most can bo gi	ce Mr. Flores has been on leave or training status of this reporting period, no meaningful rating iven.
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SECTION D	CERTIFICATION AND COMMENTS
•	BY EMPLOYEE
I C	CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT
	SIGNATURE OF EMPLOTEE
	BY SUPERVISOR
IONTHS EMPLOYEE HAS DEEN INDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION
	omployee in training
ATE	OFFICIAL TITLE OF SUPERVISOR TYPEDON PRINTEIL NAME AND SIGNATURE
16 August 1971	WH/Porsonnel Officer John Forguptin
	BY REVIEWING OFFICIAL
DMMENTS OF REVIEWING OFFICIA	L
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SPPICIAL FIFTS OF BRYISSING OFFICIAL ... TYPED OF PRINTED HAME AND SIGNATURE

'	*******	~~		EMPLOISE SERIAL	HUMBER
	FITHESS REPO	RI		036130	
SECTION A		GENERAL	\		
	res, Daniel	4 Aug	1935 M	GU-10	D
6. OPPICIAL POS	orion title Officer	DDP/		Guayaqui 1	<b>H</b>
	F OF APPOINTMENT	10. CHECK	IL TYPE OF REPO	P T	
XXICAMEEN	MESENAE . LEMBONTO			[07.4981G11MF16	<del></del>
	OVISIONAL (See Instructions - Section C)	1 4 7 4		XX ME SOSIGNMEN	FMPLOT
SPECIAL (S)			CIAL (Specify):		
II. DATE REPORT	DUE IN G.P.		•	30 April 197.	l.
SECTION B	PERFO	RMANCE EVALUA	TION		
U-Unsatustactory	Performance is unacceptable. A roting in the could range from counseling, to further train or proposed in Section C.	ing, to placing on prob	shen, to reassignment o	or to separation. Describe i	iction takes
M-Marginal	Performance is deficient in some aspects. The taken or recommended should be described,	reasons for assigning th	us rating should be sta	ted in Section C and reme	dial action
P-Proficient	Performance is satisfactory. Desired results an		manner expected.		
S-Strong O-Outstanding	Performance is characterised by exceptional Performance is so exceptional in relation to re		and in comparison to th	e performance of others d	oing similai
	work as to warrant spaced recognition.	APELEIG B. 15.55			
		PECIFIC DUTIES	··		
ith supervisory re PECIFIC DUTY NO	er responsible for a l	bility to supervise (	indicate number of a	against the	RATIN
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ECTION C	NAPRATIVE COMMENT

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There has been little Unadge 3125 Bublect's performance since the submission of his last report covering the period through 30 September 1970.

MAL ROLLY

The highpoint of his activities during this period, as it has been throughout his tour, has been his management of a sensitive technical operation which has been a consistent producer of unique and high level intelligence. This has been a good performance on Subject's part indicative of his professional capability to conduct clandestine operations.

Subject's writing ability has improved during this period, and there is little doubt that his efforts in this regard are paying off. Further experience should see continued improvement of his writing

As Subject's first tour comes to a close he can look back on a generally strong performance in all phases of his operational activity on behalf of the Base's objectives.

SECTION D	CERTIFICATION AND CO	DMMENTS
1.	BY EMPLOYEE	
1	CERTIFY THAT I HAVE SEEN SECTIONS A, I	B, AND C OF THIS REPORT
3 May 1971	/s/ Daniel Flores	
2.	b7 SUPERVISOR	
MONTHS EMPLOYER HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
20		
DATE	OFFICIAL TIFLE OF SUPERVISOR	TYPED ON PRINTED NAME AND SIGNATURE
3 May 1971	COB, Guayaquil	/s/ Robert Fambtini
3.	BY REVIEWING OFFIC	IAL
COMMENTS OF REVIEWING OFFICE	AL	

I concur in the ratings and remarks of the supervisor. During his first tour abroad, Subject has done very well in his main fields of activity. His outstanding attribute at the moment is his porsistence not only in going after operational targets but also in improving himself. He has encountered some difficulty in presenting his ideas in written form but he has faced up to this problem and, as the rating officer notes, has made significant improvement.

(Continued)

DATE	OPPICIAL TITLE OF HE FIR DING UPPICIAL	ITYPED ON PRINTED NAME AND BIGHATURE
17 May 71	COS, Quito	/s/ Paul V, Harmood

## Continuation of Comments by Reviewing Official

Subject has a clear-headed approach to the collection of intelligence and is realistic in evaluating potential sources. His fluency in the Spanish language has facilitated his movement in the local community and he has developed several potentially useful sources and identified others.

In considering this officer for promotion, two facts should be kept in mind:

- a. He is probably older and certainly more mature than the average officer at his grade level. He is anxious to get ahead and this explains much of his initiative and drive.
- b. The rating officer has rated him very realistically which, in my view, adds to the importance of the outstanding rating given him on Specific Duty No. 2.

SECRET

C-O-N-F-I-D-E-N-T-I-A-L

## TRAINING REFORT

Weapons Training/Defensive Priving Course No. 1/72 2-6 August 1971
Date

TRAINEE: FLORES, Daniel

OFFICE: WH

## FURFOSE AND SCOPE OF CCURSE:

The course provides basic proficiency training in the use of weapons for self-defense and in the techniques of defensive driving to counter vehicular kidnaping for Agency officers being assigned to hostile or unstable political and operational environments abroad.

### ACHIEVENENT RECORD:

This is to certify that Mr. Flores has satisfactorily completed the prescribed course of instruction.

FOR THE DIRECTOR OF TRAINING:

JOSEPH M. HUDACEK Chier, Special Activities Branch

9 August 1971

C-O-N-F-I-D-E-N-T-I-A-L

## Certification of Handgun Qualification

		9	August 19 Date	71
(Instructor SAB Staff,	ck E. Owens and OTG, ISOLATION ntity			
Trainee FLORES, Daniel Idea	, WH ntity			
on 2-6 August date	Mr. Flores	was given	28	hours
date	identity			_
tion course with aRevolv	y Mr. Flores identity tic(Cal9mm)	fired the h	andgun qua 258	lifica-
of a possible 300	. Mr. F	lores demon	nstrated t	hat he
had absorbed the instruc	tion on safe wear	on handling and	l that he	exercises
due care and discretion.	1	dentity	ertified	a.s
	matic (Cal 9mm			
qualified with the Revol		or this date.		
	weapon			

Signed

FREDERICK E. OWENS, SAB/OTO
INSTRUCTOR Identity

## Continuation of Narrative Comments

the target is good. The project is, however, in need of good human reporting assets and it is expected that as Subject overcomes a weakness mentioned in the next paragraph he will be able to devote more of his time to this important task.

The Subject has encountered some difficulty in the preparation of written material -- dispatches, intelligence reports -- and finds it necessary to spend an extended portion of his time on its preparation. The rater has discussed this with Subject on several occasions, and it is believed that his difficulty is due to a lack of experience, and that in time and with a continuing effort on his part he will develop his writing skills.

The Subject's overall attitude and response towards his professional responsibilities during the first tour have been positive. He is interested in the kind of work he is doing, likes it and is willing to put in the kind of long hours it sometimes demands without complaint.

## Continuation of Comments of Reviewing Official

of the Base. He responds positively to guidance and direction; he is eager for new opportunities to enlarge his experience and knowledge. He appears to be completely motivated toward the work of this organization; it is a pleasure to have him in Guayaquil.

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SECTION C

14-00000

#### HARRATIVE COMMENTS

Indicate significant strengths or meaknesses demonstrated in current position keeping in proper perspective their relationship to aveiall, performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, it required for current position. Amplify or explain ratings given in Section 8 to provide best basis for determining future personnel action. Mannet of performance of managerial or supervisory duties and cost consciousness in the use of personnel action. Mannet of performance of managerial or supervisory duties and cost consciousness in the use of personnel action. If extra space is needed to complete Section C, attack a separate sheet of paper.

The period covered by this report encompasses the middle portion of the Subject's first tour as a Case Officer. His performance during this period has been balanced in that he has shown the kind of intelligence and maturity necessary to successfully carry out clandestine operational activity. He has also shown a weakness which he will need to overcome in order to achieve his full operating potential.

The Subject has turned in fine performance in the overall management of a very important and sensitive audio operation which has been under his care since the pre-installation phase. His sure and careful handling of all succeeding phases of this operation led to a secure, uncomplicated installation, the recruitment and training of support agents, and the dissemination of valuable intelligence information. Subject's natural fluency in the Spanish language has been especially useful in this operation. His handling of this installation has been of a high professional caliber throughout.

The Subject is also responsible for the management of a project targetted against the subversive left. His handling of this project has been good: he is a good agent handler; knows how to target his assets against objectives of most importance; and, his knowledge of (Continued)

SECTION D	CERTIFICATION AND CO	MMENTS
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30 Oct, 1970		Robert L. Fambrini /s/
1.	BY REVIEWING OFFICE	AL
one which has gi- facets of the vo- a very satisfacto arrival in Gusya of Bane, and thro he showed a prote- young differr on	h the ratings. This has ven him a rather unusual rk of this organization a cry level of accomplishme quil he became, for a shoon, it that period and the resional maturity we felt him tiret tour, he had	ort time, the Acting Chief vesting change in Base Chiefs,

30 Oct. 1970

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(Continued)

tion, and he has collaborated very effectively with the other officers

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Section C

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Narrative Comments, Cont'd

disciplined, effective manner enabling him to maintain a continuity and productivity within the Base operational requirements with security and dispatch.

Socially Subject and his wife are proving to be good mixers and both are gaining in popularity within the local foreign and indigenous communities. They both have gained the respect and appreciation of the complex not only as compatible personalities, but in her willingness to participate actively in joint charitable endeavors and his professional cooperative attitude. Their optimistic and positive conduct at official and non-official functions is a credit to the Base.

Subject's native fluency in Spanish and his Latin background is proving to be a definite asset in the performance of his assigned operational tasks and ability to handle agent assets amicably and productively.

He maintains accurate accounting records and is demonstrating responsible acute cost consciousness in the use of funds and properties.

This rater's principal criticism of this employee is his tendency toward impulsiveness and too-quick judgement before weighing all the facts and implications in the pursuit of his operational requirements; however, this weakness is more a function of his inexperience in the field and will be resolved as he gains more field experience.

Subject, although exhibiting resourcefulness and imagination in performing his assigned operational tasks also has a tendency to accept the judgement of other senior grade officers too readily rather than express his own convictions and trust in his own assessment of a situation.

This rater has consoled this Officer regarding these tendencies and he is taking measures to rectify them.

In judging his over all performance, this Rater is of the opinion if he continues to apply himself in handling tasks worthy of a senior grade officer, he should be considered for a promotion to the GS-10 level at the earliest opportunity.

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SECTION C

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#### NARRATIVE COMMENTS

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. This employee, a GS-09, arrived PCS at the Guayaquil Base on 13 May 1969 and has been under this Rater's supervision during this four and one-half month period. Guayaquil is his first overseas assignment with this Agency.

During this short reviewing period, this Officer has demonstrated a marked insight and knowledgeableness of the operations he has been assigned, and has provided a number of good ideas and suggestions for the betterment of these operations. Subject is proving to be a hard worker and has not complained of the many extra hours he has devoted to his operations. He has accepted responsibilities without hesitation and is not afraid to take on difficult tasks using initiative and ingenuity in their completion. This latter quality has been amply demonstrated when the Rater was unexpectedly confined to a hospital in the Panama Canal Zone for the full month of August 1969, leaving this employee solely responsible for the Base as the only inside Case Officer at the Base during this time. Rater's absence corresponded with a change in Case Officer PCS assignments at the Base, which left the Base temporarily depleted of Officers. During this period, Subject exhibited an ability and maturity expected of an officer of higher grade and greater field experience. He organized his increased workload in a ...Continued ...

SECTION D	CERTIFICATION AND COMME	ENTS
l.	BY EMPLOYEE	
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DATE	SIGNATURE OF EMPLOYER	
2 October 1969	/s/ Daniel Flores	
2.	BY SUPERVISOR	
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	<i>i</i>	
2 October 1969	Chief of Base	/s/ Neil Hinckley
3.	BY REVIEWING OFFICIAL	
COMMENTS OF REVIEWING OFFICIAL		11 11 11
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ethiliting uncommo	in to an officer of his iv	inior position, and he has
handled them in a	superior fashion. He and	his wife have entered into
their representati	onal responsibilities wit	h great enthusiasm and
		successful tour for him in
Ecuador. Because	he has shown a personal a	and professional competence
	evel, it is strongly reco	
sidered for promot	ion to GS-10 at the earli-	est opportunity.
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16 October 1969	Chief of Station	/m/ John S. Morgan

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## SECTION C NARRATIVE COMMENTS

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Mr. Flores did a fine job while he was a standed to the thile desk. He had responsibility for a variety of FI projects, including several complex and sensitive ones, which he ably handled. He had a full workload and in addition to his assigned responsibilities he was given FI assignments of every type as they arose. On one occasion he was sent on an operational trip to New York City where he was to contact, assess and support a target personality. Owing to circumstances beyond his control nothing went as expected but Mr. Flores, acting alone, improvised and adapted to the situation. This is indicative of the initiative and eagerness he displayed in his desk work. He was willing to learn and he accepted guidance and instruction to the letter. In addition Mr. Flores writes well and this is always an asset.

Mr. Flores is fluent in Spanish. It is my impression that if there is one thing that Mr. Flores wants to be that is a field case officer. He is now getting that chance. He will soon leave on an assignment to Ecuador. I have no doubt that he will do very well.

Mr. Flores did not have any managerial duties.

SECTION D	CERTIFICATION AND COMM	ENTS ENTS
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2. /	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION  5 MONTHS	IF THIS REPORT HAS NOT BEEN SHOWN TO B	MPLOYEE, GIVE EXPLANATION
28 April 69	OFFICIAL TITLE OF SUPERVISOR  C/WH/4/Chile	Robert Wicha
3.	BY REVIEWING OFFICIAL	
I concur	in the above assessment.	
29 April 1969	Chief, WH/4	Raymond A. Warren

SECRET

OHRON (MIREL) A. A.

FLORES,

30 November 1968 17 December 1967 - 31 October 1968

This faceur leadens has ten a company in commence of it is represent Program with extension training to Clandestine Operations.

Detailed evaluations of his performance in early names are recruited in the Otilelal Presonnel Folder. Definition of the variety latter corresponds to that in Section 8, Fireest Report Form to 14 & 1.

COMMAND RESPONMENCE TH LEMEGRATED PROCESSES

COMPONE AND PRITING P. ORSE VARIOUS.

Mr. Flores entered the CT Program on 11 December 1967, sponsored by DDP/WH Division. His work during formal training was characterized by determination, hard work, and a strong ambition to become a successful Clandestine Services operations officer. He responded well to supervision and guidance and experienced no difficulties in assimilating the principles and techniques covered by the instruction. In Operations Course Phase I, the key course for DDP case officers, he achieved an overall performance rating of HIGH PROFICIENT.

At the previous request of his Division Chief, Mr. Flores was, effective 10 October 1968, reassigned to DDP/WH Division.

25 November 1968

SECTION A GENERAL    NAME	
FLORES, Daniel  A Aug 35 M GS-05  3. OFFICIAL POSITION TITLE  Intel Clerk  DDP/WIL/COG  CARCELLY TYPE OF APPOINTMENT  CARCELLY TYPE OF APPOINTMENT  CARCELLY TYPE OF APPOINTMENT  CARCELLY SPECIAL (SPECIAL 30 3	
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PECIFIC DUTY NO. 4	HATING
Prepares translations from Spanish to English and English to Spanish of operational correspondence.	P
PECIFIC DUTY NO. 8	RATING
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PECIFIC DUTY NO. 6	RATING
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/ 69°	1 ;
OVERALL PERFORMANCE IN CURRENT POSITION	# 4 V. N.S
Take for account everything about the employee which influences his effectiveness in his current position such as per- turm ince at specific duties, productivity, conduct on 100, cooperativeness, pertinent personal trains or habits, and specifical initiations or talents. Based on your snowledge of employee's overall performance during the reting periods, likes the letter in the rating box corresponding to the statement which most accurately refrects his level of performance.	S

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#### NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective, their relationship to averall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplifu or explain rations given in Section B to provide best basis for determining future personnel action. Namer of performance of immagerial or supervisory duties and cost consciousness in the use of personnel, space, equipment and funds, must be commonted on it applicable. If extra space is needed to complete Section C, attach a separate sheet of paper.

Mr. Flores is a part-time staff employee who works a maximum of 19½ hours per week while attending university full-time. In August 1967 he will obtain his bachelor's degree in political science. He will revert to full-time employment upon finishing his university studies and will be recommended to the Office of Training for admission in the CT class beginning November 1967.

The limitations imposed by part-time employment have prevented us from assigning Mr. Flores to jobs within the branch such as the monitoring of active field cases which require close, daily attention. However, he is qualified for this type of duty. His performance in the duties described above is excellent. He accomplishes his tasks quietly and efficiently with a minimum of guidance from his supervisor. Because he is bi-lingual in Spanish and English he is of great use to the Branch in screening quickly and accurately materials which are of counter-intelligence interest.

Mr. Flores agency work background, coupled with his formal education about to be completed and his own desire to make a career in intelligence make him an extremely valuable employee, one in whom the Agency should not hesitate to invest time and money for the advancement of his career training.

SECTION D	CERTIFICATION AND CO	DMMENTS
1.	BY EMPLOYEE	
	I CERTIFY THAT I HAVE SEEN SECTIONS AND	AND C OF THIS REPORT
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.2/	BY SUPERVISOR	<b>&gt;</b> .
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DATE	OFFICIAL TITLE OF SUPERVISOR	TYPES OR POINTED NAME AND SONATURE
	DC/MI/COG/CICS	Carl Trottin
3.	BY REVIEWING OFFIC	IAL
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#### NARRATIVE COMMENTS

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## JAN 30 10 48 AH '67

· Mr. Flores has continued to perform at the same proficient level cited in his previous fitness report. The ratings and remarks appended to this report, accordingly, still remain applicable.

SECTION D	CERTIFICATION AND CO	MMENTS
1.	BY EMPLOYEE	
10	ERTIFY THAT I HAVE SEEN SECTIONS'A, B.	, AND C OF THIS REPORT
DA Y E	SIGNATURE OF EMPLOYEE	/
. · · · · · · · · · · · · · · · · · · ·	BYSUPERVISOR	
MONTHS EMPLOYEE HAS BEEN INDER MY SUPERVISION	IP THIS REPORT HAS NOT BEEN SHOWN T	O EMPLOYER, GIVE EXPLANATION
5 months		
DATE .	OPPICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED MANE AND SIGNATURE
26 January 67	Chief, WH/COG/CICS	Harry T, Mahoney
	. BY REVIEWING OFFICIA	

Mr. Plores turns in a good piece of finished work and has demonstrated increasing ability as a Case Officer. As soon as he graduates I plan to recommend him for CT training. I have discussed the matter with him and hepplans to make a career with the Agency which will be mutually advantageous to him and the Agency.

30 Jan 67 Doputy Chief, WH/COG Engl Williams in the control of the

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		FRELCIES SERIAL NUMBER
FITHESS REPORT		036130 4
SECTION A	GENERAL	4.5
1. NAME (Exet) (First) (Middle)	L DATE OF BIRTH 1. SEX	4. GRADE 5, 50
FLORES, Daniel	4 Aug 35 M	GS-05 D
6. OFFICIAL POLITION TITLE	7. OFF/DIV/BH OF ASSIGNMENT	Wash America
Intelligence Asst.	DDP/WH/C	Washington D.C.
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CTION C NARRATIVE COMMENTS

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Indicate significant strengths in weaknasses demonstrated in current position keeping in Project parspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training, Comment on foreign language competence, if required for current position. Amplify in explain rutings given in Section B to provide heat basis for determining future personnel action. Mainter of performance of manny lift or supervisory duties and cost consciousness in the use of personnel, space, equipment and funds, must be commented on, if applicable. If grip process needed to complete Section C, attach a separate sheet of paper.

Mr. Flores is a part-time staff employee who works a minimum of nineteen hours per week; he is also wall time college student in his senior year, majoring in political science and specializing in Latin American studies. Subsequent comments should be prefaced by the statement that Mr. Flores' overall performance of his assigned duties would be considerably more efficient if he were able to devote full time to his assignment. On the other hand, Mr. Flores is preparing himself academically for a useful career with the Agency and in the rater's opinion shows promise of becoming a very capable and competent officer.

Mr. Flores is bilingual and has served very efficiently as a translator for the Branch. He has gained very valuable experience as a case officer in the handling of two contract agents of WH/COG/CICS and in doing so has demonstrated tact, sound judgment and a fine ability to handle people. Mr. Flores is very personable, intelligent and makes an excellent appearance. With the completion of his studies he should be able to make the transition from Intelligence Assistant to Junior Case Officer, which the rator heartly recommends.

SECTION D	CERTIFICATION AND CO.	MENTS
1.	BY EMPLOYEE	
	I CERTIFY THAT I HAVE SEEN SECTIONS A. B.	, AND C OF THIS REPORT
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2.	BY SUPERVISOR	
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11 months		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPES OF PRINTED NAME AND SIGNATURE
30 November 6	DC/WH/COG/CICS	John A. Castoro
3.	BY REVIEWING OFFICE	AL /
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30 Nov 1966	Chief, WH/COG/CICS	Harry T. Mahoney

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SECTION C	NARRATIVE COMMENT	S

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective, their relationship to averall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comme on foreign language competence, if required for current position. Amplify or explain reviews given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or scores vary duties and cost consciousness in the use of personnel, space, equipment and funds, must be commented on, if applicable, it extra space is needed to complete Section C. ottach a separate sheet of paper.

Mr. Flores is a part-time staff employee who works a maximum of 199 hours per week while attending university full-time. In August 1967 he will obtain his bachelor's degree in relitical science. He will revert to full-time employment upon finishing his university studies and will be recommended to the Office of Training for admission in the CT class beginning November 1967.

The limitations imposed by part-time employment have prevented us from assigning Mr. Flores to jobs within the branch such as the monitoring of active field cases which require close, daily attention. However, he is qualified for this type of duty. His performance in the duties described above is excellent. He accomplishes his tasks quietly and efficiently with a minimum of guidance from his supervisor. Because he is bi-lingual in Spanish and English he is of great use to the Branch in screening quickly and accurately materials which are of counter-intelligence interest.

Mr. Plans agency work background, coupled with his formal education about to be completed and his own desire to make a career in intelligence make him an extremely valuable employee, one in whom the Agency should not hesitate to invest time and money for the advancement of his career training.

SECTION D	CERTIFICATION AND CO	OMMENTS .
1.	BY EMPLOYEE	
	I CERTIFY THAT I HAVE SEEN SECTIONS A,	B, AND C OF THIS REPORT
Time 14, 1867	SIGNATURE OF EMPLOYEE	
2/	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
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3.	BY REVIEWING OFFIC	TAI
intelligent thore. Af	stress that, although you ce work at the present ti ter CT training Mr. Flore ant officer.	ing and inexperienced in me, the potential is certainly is should be a fine, dedicated
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O - Outstanding				s to warrant special	recogn	itlon.	o work	ond in com	portso	n 10 fr	e periorn	
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officers and Office of Communications officers in training and briefing agents being prepared for dispatch to denied area (Cuba).							S					
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SECTION C	NARRATIVE COMMENT	S Total and and							
overall performance. State sugget on foreign language competence, i basis for determining future person applicable.	tions made for improvement of work performan frequired for current position. Amplify or ex anet action, <u>Manner of performance of manage</u>	eeping in proper perspective their relationship to ace. Give recommendations for training. Comment plant payings given in Section B to provide bost prior brisupervisory duties must be described, if							
Mr. Flo	ores was a particularly useful	and versatile employee in the							
WH/SA counterintellig	WH/SA counterintelligence operations unit. Although he had no operational training								
or previous operationa	or previous operational experience, he learned rapidly and performed well the operational support type duties assigned to him. His fluent knowledge of the Spanish								
operational support type	oe duties assigned to him. His	s fluent knowledge of the Spanish							
language, his willingne	ess to learn and perform tedio	us tasks, and his conscientious							
approach to his work were important factors in his performance. His previous									
assignments in the RI Division and in WH/SA as a translator and in conducting name									
traces gave him a good	background.	and the second second							
With res	spect to specific duty #3, on t	wo separate operations in New							
York City Mr. Flores	participated in the training an	d preparation of agents for							
dispatch to Cuba. In the	ne first operation he interpret	ed for training in S/W, OWVL.							
W/T (medium speed) a	nd related subjects. The seco	ond operation involved OWVL							
only. This experience	enable Mr. Flores to perform	n duties (specific duty #3.)							
relating to communicat	ions with agents in Cuba.	• • •							
Mr. Flo	res plans to continue his unive	ersity education and attain a							
degree. Arrangements	have been completed so that	he may work in the Agency on a							
part time basis beginni	ng in January 1965. He will a	ttend classes at a local							
university as a full tim									
Mr. Flo	res was promoted from GS-04	to GS-05 on 16 March 1964. He							
has been performing du	ties at the GS-06 level, and he	e should be promoted.							
		(see page two)							
ECTION D CERTIFICATION AND COMMENTS									
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Mr. Flores is cost conscious and effective in the use of space, equipment and funds.

Mr. Flores does not hold a supervisory position.

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11. DATE REPORT	DUE IN O.P.	10 June 1963 to 6 De		
SECTION B	PERFORMANC	E EVALUATION		
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A - Adequate	Performance meets all requirements. It is entirexcellence.	ely satisfactory and is choracteri	zed neither by defici	oncy nor
P · Proficient	Performance is more than satisfactory. Desired	• •	proficient manner. 🕛	
S - Şirong	Performance is characterized by exceptional pro-	- *		
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#### NARRATIVE COMMENTS

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proficiency in Spanish he was assigned to translating duties and immediately proved to be an invaluable asset to this office as well as to the Staff as a whole. He worked many late hours and weekends helping to facilitate the flew of translations from this office to the different components within SAS. His performance of these duties can best be characterized as "exceptional" in all degrees.

Mr. Flores expressed a desire to move into a position of greater responsibility and this request was readily granted approximately one month ago. He is currently being trained as an intelligence assistant in Ops Support functions and his performance to date has been excellent. In his new duties Mr. Flores requires very little supervision. This can be attributed in part to his degree of intelligence as well as the background he obtained for his present duties while assigned to his previous job in RID/INDEX. Mr. Flores spent approximately one year in his former job and the knowledge he brought with him reallting to name tracing procedures has enabled him to grasp the duties of his new position quite rapidly.

As a means of furthering his education Mr. Flores is attending American University at night. He has expressed a desire to obtain some agency training and would like very much to be enrolled in the Intelligence Orientation Course as soon as possible.

Mr. Flores entered the agency as a GS-4 in March 1962. It is strongly precommended that he be promoted at the earliest possible date to a GS-5.

SECTION D	CERTIFICATION AND	COMMENTS
1.	BY EMPLOYE	E
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2.	BY SUPERVISO	R
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During this reporting period, Mr. Flores continued to conduct himself in the exceptionally proficient manner which was noted in Aller Titness Report. He is one of two name tracers who specialize in a particular area, a fact which tends to increase the difficulty as well as the responsibility of name tracing. In spite of this burden, Mr. Plores has consistently maintained an above average level of production and an exceptionally high quality in his finished products.

Mr. Flores is a conscientious and highly motivated employee who evidences a sound sense of responsibility. He has frequently voiced a desire to take advantage of any career opportunities time Agency may offer to him. He is currently enrolled as a full-time student at the American University.

SECTION D	CERTIFICATION AND COMM	EHTS
1.	BY EMPLOYEE	
	CERTIFY THAT I HAVE SEEN SECTIONS A, B, A	ND C OP THIS REPORT .
10 april 1963	SIGNATURE OF EMPLOYEE	
2.	BY SUPERVISOR	
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10 months		
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10 and 1963	Deputy Chief, RID/EI (H/S)	JAMES J. RALEY, Jr.
3.	BY REVIEWING OFFICIAL	
		•
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED DR PRINTED NAME AND SIGNATURE
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145, year 1460	Chief, RID/Index	AUTREY L. POSRY

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SECTION C

#### NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain ratings given in Section 8 to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties must be described, if applicable.

From the outset Mr. Flores has shown many characteristics of an above-average employee. His initial training in the intricacies of his duty assignment was marked by a high degree of application, interest, and achievement. Since that time Mr. Flores has provem himself a conscientious and responsible employee, one whose work record is distinguished by a high calibre of quality and quantity.

Because of his fine record, Mr. Flores was chosen one of the three are specialists for this section. He specializes in the Spanish-Portuguese area and his work is characterized by exceptional proficiency.

At present Mr. Flores is registered at American University as a sophomore. Inasmuch as he has exhibited both potentiality and strong working habits, I recommend that Mr. Flores be given the Professional Rattery Test at the earliest opportunity.

SECTION D	CERTIFICATION AND CON	IENTS
1.	BY EMPLOYEE	
10	ERTIFY THAT I HAVE SEEN SECTIONS A. B. A	ND C OF THIS REPORT
DATE	SIGNATURE OF EMPLOYEE	. >/
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2.	BY SUPERVISOR	
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7 months		
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3 January 1963	Deputy Chief, RID/IN (N/S	JAMES J. RALEY, Jr.
3.	BY REVIEWING OFFICIAL	*
I fully concu	r in the above evaluation.	
DATE	OFFICIAL TIFLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND ASHATURE
3 January 1963	Chief, RID/Index	AUTREY L. METER &

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### REPORT OF TEST RESULTS (CLERICAL SKILLS)

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	THIS INFORMATION IS FOR AUTHORISED I	TRISONS ONLY TEST SCORES ARE NOT	TO HE REVEALED TO EXAMINER.
,	OFFICE OF TRAINING, ASSESSMENT EVALUATION OF TEST RESULT		1h Farch 1962
NAME	FIORES, Daniel (DE)	GS-1. Ale Clone	PERSONNEL OFFICER

TEST RESULTS ARE AN INTERRAL PART OF THE FACT FINGING PHASE OF MOST PERSONNEL OPERATION. EVALUATION OF THESE MEASUREMENTS IN RELATION TO OTHER FACTUAL MATERIAL IN THE PERSONNEL BEFORE PROVIDES ONE OF THE BADES FOR THE SELECTION AND PLACEMENT OF APPLICANTS AND FOR COUNSELING WITH NEW IMPLOYEES. HOWEVER, THE DECISION AS TO SHETHER AN INDIVIDUAL CAN AND WILL PERFORM THE DUTIES OF A SPECIFIC JOB MUST REST ON THE JUDGMENT OF THE RECRUITER OF PLACEMENT OFFICER, WHO CONSICERS ALL ASPECTS OF THE INDIVIDUAL'S ABILLTY, BACEGROUND, AND PERSONALITY IN RELATION TO THE REQUIREMENTS OF THE ASENCY.

THIS REPORT EVALUATES THE SUBJECT'S PERFORMANCE BY COMPARING HIS SCORES BITH THOSE OF A NATIONBIDE GROUP OF THEEPTH GRADE STUCETS OF THE SAME SER.. SPECIFIC APTITUDES ARE IDENTIFIED BY USING A VARIETY OF TESTS RAMGING FROM BORR SAMPLES OF FILING AND CYCCRING TO MEASURES OF REASONING ABILLITY. IN EVALUATING THESE TEST SCORES FOUR GENERAL CONCEPTS SMOULD BE REFT IN BIND. (1) TESTS ARE MORE EFFECTIVE IN SCREENING OUT POTENTIAL FAILURES THAN IN DERTIFIFING THOSE BHO BILL PERFORM SUCCESSFULLY. (2) PERSONS BHOSE SCORES ARE PREDOMINANTLY IN THE LOREST 16% GROIMBILLY ARE NOT SULTED FOR OFFICE DARA. (3) MOST JOSS OO NOT REQUIRE MIGH SCORES ON ALL TESTS. BUT MAYE A RAMGE BITHIN BRICH PROPLE CAN GO THE BORD EFFECTIVELY AND TEND TO TEMBLIN ON THE JOS. (4) EFFICIENCY IN PLACEMENT NECESSITATES MATCHING THE JOS AND THE TINDIVIDUAL! BOTH THOSE BHO ARE OVERQUALIFIED AND THOSE BHO ARE UNDERGUALIFIED ARE LIKELY TO OUT.

A DESCRIPTION OF THE SIX TESTS IN THE BATTERY IS GIVEN ON THE SACR OF THIS FORM. IN CASIS WHERE THE PATTERN OF THE TEST SCORES APPEARS TO INDICATE APTITUDE IN PARTICULAR AREAS THIS WILL BE NOTED IN THE REMARKS DECTION, WHERE RESEARCH STUDIES WAVE SEEN CONDUCTED ON THE RELATIONSHIP OF THE TESTS TO JOB PERFORMANCE THESE COMMENTS WILL RELATE TO SPECIFIC JOBS. THIS SECTION MAY ALSO INCLUDE A BRIEF ANALYSIS OF THE INDIVIDUAL'S POTENTIAL IN RELATION TO HIS INTERESTS AND BACKGROUND.

CONSULTATION OF FURTHER INFORMATION REGARDING INTERPRETATION OF TEST SCORES IS AVAILABLE BY CALLING EXTENSION ADIT.

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Training in a third language.

Additional management training offered either by the Agency or by a private institution. Consideration for an appointment to a War College.

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As noted in 'B below, my first choice for my next assignment is this
of Chief of Base in Parcelona, Spain, or Chief of Base in Latie America.
I have served three tours everseas and a four-year tour at Headquarters
in Cuban Operations. In the past ten years I have gained experience in
tachical contaction and the past ten years I have gained experies to
technical operation, operations related to the priority and hard targets
and, prior to my assignment to Mexico City, as supervisor of one of the
four branches in Cuban Operations. In Mexico City my responsibilities
consist of the supervision and administration of an 18-man unit corpored
of Mexican nationals which I manage and direct operationally in co-
ordination with the Gevernment of Mexico. I have been in Mexico City fifteen months.
Should the Chief of Base position in Barcelona become available in the
summer of 1989 or 1981 and this job is offered to me, I would be
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Based upon Subject's experience both prior to and during his corrent
tour, his requests for assignment as stated by him are very reasonable.
I fully endorse his requests.
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amonable to an extension in Mexico City for a period of 12 to 10 months depending on the timing of the assignment. If I were to be assigned to a country where an additional language is needed, time for language training should be taken into consideration.

In the event that a position as Chief of Base does not become available within the next year or two, my second choice is to be considered for a War College either for calendar year 1980 or 1981. This would enable me to more fully participate in the Agency's rotational program and would provide me with a higher level of training needed for career mobility in the Agency.

My third choice is to be considered as a candidate for the agency's management program at one of the participating Universities in the United States with the intention of accepting a field assignment immediately after the termination of this training. I am prepared to make all the necessary arrangements toward this end (i.e., applying for admission, etc.) provided a list of Universities is furnished to re.

As noted above, I am willing to remain in Mexico City through the summer of 1981 if my first choice is approved. In the event that my first choice cannot be granted I would be available to return to the United States in the summer of 1980 to prepare for my second or third choice. Should my second or third choice not be granted, I would prefer to return to the United States for an assignment in Washington.

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Central Processing Branch has been charged with responsibility for ensuring that all employees proceeding PUS to the field have reviewed the field version of the imployee Combuct Handbook. You will not be checked cut for your proposed travel until you wign the following statement and return it to CPB. Your Personnel Officer can provide you with a copy of the Handbook.

MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Field Handbook 29-h, Employee Conduct, dated 9 July 1970.

ANIEL FLORES

CONFIDENTIAL

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HOTE TO OUTGOING PCS TRAVELERS

Central Processing Branch has been charged with responsibility for ensuring that all employees processing PCS to the field have reviewed the field version of the Employee Conduct Handbook. You will not be checked out for your proposed travel until you sign the following statement and return it to CPB. Your Personnel Officer can provide you with a copy of the Handbook.

MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Field Handbook 20-4, Employee Conduct, dated 9 July 1970.

Daniel Flores

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CONFIDENTIAL

SERVICE ABROAD AGREEME	N	ľ
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#### I. GENERAL

IT IS UNDERSTOOD THAT YOU AGREE TO SERVE THE PERIOD OF SERVICE ABROAD PRESCRIBED IN SECTION II BELOW AND THAT THE GOVERNMENT IS OBLIGATED TO SETUAN YOU. YOUR DEPENDENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS UPON THE SATISFACTORY COMPLETION OF THIS PERIOD. YOUR ALLOWABLE EXPENSES BILL BE DETERMINED IN ACCORDANCE WITH AGENCY REGULATIONS.

IF YOU TERMINATE YOUR PERMANENT ASSIGNMENT OUTSIDE THE CONTINENTAL UNITED STATES BEFORE YOU COMPLETE 12 MONTHS OF CHEDITABLE SERVICE FOLLOWING THE DATE OF YOUR ARRIVAL ABROAD, YOU WILL BE REQUIRED TO REIMBURSE THE GOVERNMENT FOR ALL EXPENSES IT INCURS IN THE TRAVEL AND TRANSPORTATION OF YOU, YOUR DEPENDENTS, YOUR SCOSEHOLD AND PERSONAL EFFECTS TO YOUR POST. IF YOU FAIL TO COMPLETE YOUR PRESCRIBED TOUR OF DUTY ABROAD YOU WILL NOT BE ENTITLED TO THE SETURN TRAVEL AND TRANSPORTATION OF YOURSELF, YOUR DEPENDENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS TO THE UNITED STATES IF, HOWEVER, AGENCY OFFICIALS DETERMINE THAT YOUR EARLY DEPARTURE IS NECESSARY FOR OFFICIAL REASONS, OR FOR PERSONAL REASONS OF SIGNIFICANT INTEREST TO THE GOVERNMENT, THEY MAY WAIVE THE REIMBURSEMENT OF EXPENSES ALREADY INCURRED, OR AUTHORIZE YOUR RETURN TRAVEL AND TRANSPORTATION, WHICHEVER IS APPLICABLE.

IF ELIGIBLE UNDER THE TERMS OF HR 20-30, YOU WILL BE GRANTED HOME LEAVE AS SOON AS IT CAN BE ARRANGED AT GOVERNMENT CONVENIENCE AFTER COMPLETION OF YOUR PRESCRIBED TOUR OF DUTY, PROVIDED YOU HAVE SERVED AT LEAST 18 MONTHS OF CONTINUOUS CREDITABLE SERVICE OUTSIDE THE UNITED STATES.) HOME LEAVE AND HOME LEAVE TRAVEL ARE CONTINGENT UPON YOUR HILLINGNESS TO RETURN, AND CONTEMPLATION BY AGENCY OFFICIALS THAT YOU WILL RETURN TO SERVICE OUTSIDE THE UNITED STATES IMMEDIATELY AFTER HOME LEAVE OR UPON COMPLETION OF AN ASSIGNMENT IN THE UNITED STATES.

YOU ARE ADVISED THAT ANY MONIES DUE YOU FROM THE GOVERNMENT MAY BE APPLIED IN LIQUIDATION OF ANY INDEBTEDNESS ARISING FROM VIOLATION OF THIS AGREEMENT. YOU WILL BE AFFORDED ALL NORMAL RECOURSE IN APPEALING DECISIONS MADE PURSUANT TO THIS AGREEMENT.

NAME OF EMPLOYEE	\$0
Daniel Flores	<b>n</b>
II. TOUR OF	F DUTY ABROAD
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2. PERIOD OF SERVICE ABROAD AS PRESCRIBED IN A. B. OR C BE	flow
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Dorothy A. Plores	\$151 Larkin La. Vienna, Va. 2	· ·
	PODDERS	SEX PATE OF BIRTH
Zola Marie Plores	8151 Larkin La. Vienna, Va.2	2180 F 15 Mar 74
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NAME OF FATAER (or mula guardian)	ADDAY 55	TELEPHONE NO.
	Box 39	
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# OFFICE OF TECHNICAL SERVICES BEHAVIORAL ACTIVITIES BRANCH

#### HUMAN ELEMENTS IN OPERATIONAL TARGETING

- 1. This certifies that <u>Daniel Flores LA</u> has completed five days of training in the course, Human Elements in Operational Targeting.
- 2. Primary goals of the course are to familiarize Agency case officers with applied psychology techniques as they relate to operational data collection, evaluation and application in the assessment and manipulation of target personalities.
- 3. This is a certificate of attendance only. Student achievement was not evaluated.

OTS/Training Branch

E2 IMPDET CL BY 019432

CONFIDENTIAL.

#### S-E-C-R-E-T

### TRAINING REPORT/CERTIFICATION OF HANDGIN QUALIFICATION

TITLE: Countering Terrorist Tactics Course No. 16-77 DATES: 19-23 September 1977

STUDENT:	FLOMS, Daniel	OFFICE:	<u>IA</u>	SD:	D
PURPOSE A	ND SCOPE OF COURSE:				
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