

SECRET

COVER CONTRL JT RETIREMENT PROCESSING										FILE	
TO: Retirement Operations Branch Office of Personnel										DATE 17 April 1975	
RETIREE LAW, A. J. JAMES					CATEGORY OF EMPLOYMENT						
On the basis of a review of the records of the Cover & Commercial Staff, the following action is to be taken on processing retirement documenta- tion for the person named above.											
TYPE RETIREMENT			CIVIL SERVICE			CIARDS			DATE 14 Apr 1975		
COVER		OVERT ROUTINE		COVERT (OFFICIAL COVER) LOCK-UP		COVERT (NOV) SPECIAL	RETENTION OF AWARDS		YES		NO
CORRESPONDENCE			OVERT			COVERT			THRU CCS		
FINANCES											
ANNUITY PAYMENTS SHOULD BE					U.S. GOV'T. CHECK			OTHER (Payment in- structions follow)			
TAX DOCUMENTATION SHOULD BE					CIA		CSC		OTHER (MEMO FOLLOWS)		
REQUEST TRANSFER OF FUNDS FROM CIVIL SERVICE COMMISSION					YES		NO		INTERNAL TRANSFER		
INSURANCE											
FGLI			OVERT		COVERT	MAINTAIN RECORDS INTERNALLY ONLY					
TYPE OF HOSPITALIZATION CARD:											
AUTHORIZATION TO CONVERT INSURANCE					YES		CONVERSION MUST BE APPROVED BY CCS				
RESERVE											
MEMBER OF CIVILIAN RESERVE					YES		NO		OVERT		COVERT
REMARKS											
<p style="text-align: right;">CHIEF, COVER SUPPORT BRANCH COVER & COMMERCIAL STAFF</p> <p style="text-align: center;">THIS SECTION TO BE COMPLETED BY OFFICE OF SECURITY</p> <p>_____ NO SECURITY OBJECTIONS TO ABOVE.</p> <p>OTHER INSTRUCTIONS AS FOLLOWS:</p>											
<p style="text-align: right;">CHIEF, EMPLOYEE ACTIVITY BRANCH, OFFICE OF SECURITY</p>											

FORM 3429 USE PREVIOUS EDITIONS

SECRET

E2 IMPDET CL BY: 007622

4-3-131

7 - OFF. PERS. FILE ROOM

FOR PURPOSES OF THE FAIR LABOR STANDARDS ACT, AS AMENDED,
YOU ARE DESIGNATED EXEMPT.

EFFECTIVE DATE OF DESIGNATION: 01 MAY 1974.

PHILLIPS DAVID A

024345

41354523

"PAY ADJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF
TITLE 5, U.S.C. AND EXECUTIVE ORDER 11811 PURSUANT TO AUTHORITY OF DCI
AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND DCI DIRECTIVE
DATED 08 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 13 OCTOBER 1974

NAME	SERIAL	ORGN.	FUNDS	GR-STEP	NEW SALARY
PHILLIPS DAVID A	024345	51	050	CF GS 18 1	\$36,000

SECRET

When filled in

OLM: 12 MAY 75

NOTIFICATION OF PERSONNEL ACTION

DEF

1. SERIAL NUMBER 024345		2. NAME (LAST FIRST MIDDLE) PHILLIPS DAVID A	
3. NATURE OF PERSONNEL ACTION RETIREMENT (VOLUNTARY) UNDER CIA RETIREMENT AND DISABILITY SYSTEM AND CANCELLATION OF NSCA		4. EFFECTIVE DATE 05 09 75	5. CATEGORY OF EMPLOYMENT REGULAR
6. FUNDS	V TO V <input type="checkbox"/>	V TO CF <input type="checkbox"/>	7. TAN AND NSCA 5135 4523 0000
	CF TO V <input checked="" type="checkbox"/>	CF TO CF <input type="checkbox"/>	8. CSC OR OTHER LEGAL AUTHORITY PL 88-643 SECT 233
9. ORGANIZATIONAL DESIGNATIONS DDO/LA DIVISION OFFICE OF THE CHIEF		10. LOCATION OF OFFICIAL STATION WASH., D.C.	
11. POSITION TITLE CHIEF LA DIVISION		12. POSITION NUMBER CN51	13. SERVICE DESIGNATION DYY
14. CLASSIFICATION SCHEDULE (GS 18-6N) GS	15. OCCUPATIONAL SERIES 0001.10	16. GRADE AND STEP 18 1	17. SALARY OR RATE 36000

18. REMARKS

"IN ACCORDANCE WITH HR 20-23A(2), AN EMPLOYEE WILL HOLD SUPERGRADE RANK FOR SUCH TIME AS THE DIRECTOR MAY DETERMINE, REGARDLESS OF THE NATURE OF THE DUTIES PERFORMED."

E. BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL

22. STATION CODE	23. INTEREST CODE	24. MILITARY CODE	25. DATE OF BIRTH MO DA YR 10 31 22	26. DATE OF GRADE MO DA YR	27. DATE OF LEI MO DA YR
28. WENT DATA CODE	31. SEPARATION DATA CODE 000000	32. CORRECTION/CONSOLIDATION DATA TYPE MO DA YR	33. SECURITY REQ NO		34. SEX
35. DMS COMP DATE	38. CAREER CATEGORY	39. FEUIL / HEALTH INSURANCE CODE CODE 1. YES 2. NO	40. SOCIAL SECURITY NO		
42. LEAVE CAT CODE	43. FEDERAL TAX DATA FORM EXEMPTED CODE 1. YES 2. NO	44. STATE TAX DATA FORM EXEMPTED CODE 1. YES 2. NO		45. STATE COM	

SIGNATURE OF OTHER AUTHENTICATION

POSTED

JK 5/13/75

FORM 1150
5-74 May 10-74Use Previous
Edition

SECRET

1-2 IMPROVED CL BY 007622

YB



RCS: 28 DEC 73

SECRET
(When Filled In)

NOTIFICATION OF PERSONNEL ACTION											
1. SERIAL NUMBER		2. NAME (LAST, FIRST, MIDDLE)									
024345		PHILLIPS DAVID A									
3. NATURE OF PERSONNEL ACTION					4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT				
PROMOTION					12 23 73		REGULAR				
6. FUNDS		7. V TO V		8. V TO CF		9. FAN AND NSCA		10. CSC OR OTHER LEGAL AUTHORITY			
CF TO V		X		CF TO CF		4135 4523 0001		50 USC 403 J			
11. ORGANIZATIONAL DESIGNATIONS					12. LOCATION OF OFFICIAL STATION						
DDO/WH DIVISION OFFICE OF THE CHIEF					WASH., D.C.						
13. POSITION TITLE					14. POSITION NUMBER		15. SERVICE DESIGNATION				
CHIEF WH DIVISION					0001		D				
16. CLASSIFICATION SCHEDULE (GS, LS, etc.)			17. OCCUPATIONAL SERIES		18. GRADE AND STEP		19. SALARY OR RATE				
GS			0001.10		18 1		36000				
20. REMARKS											
"IN ACCORDANCE WITH HR 20-23A(2), AN EMPLOYEE WILL HOLD SUPERGRADE RANK FOR SUCH TIME AS THE DIRECTOR MAY DETERMINE, REGARDLESS OF THE NATURE OF THE DUTIES PERFORMED."											
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL											
21. ACTION CODE	22. EMPLOY CODE	23. OFFICE CODE	24. STATION CODE	25. INTEGRITY CODE	26. PAYMENT CODE	27. DATE OF BIRTH	28. DATE OF GRADE	29. DATE OF LEI			
22	10	51050	WH	75013	1	10 31 22	12 23 73	12 23 73			
30. NET PREFERENCE	31. SPECIAL REFERENCE	32. RETIREMENT DATA	33. SEPARATION DATA CODE	34. CORRECTION - Completion Date	35. SECURITY REQ NO			36. SER			
					EOD DATA						
37. NET PREFERENCE	38. SERV COMP DATE	39. LONG COMP DATE	40. CAREER CATEGORY	41. FEGLI / HEALTH INSURANCE	42. SOCIAL SECURITY NO						
43. PREVIOUS CIVILIAN GOVERNMENT SERVICE		44. LEAVE CAT CODE	45. FEDERAL TAX DATA	46. STATE TAX DATA							
47. PREVIOUS MILITARY SERVICE		48. LEAVE CAT CODE	49. FEDERAL TAX DATA	50. STATE TAX DATA							
47. PREVIOUS MILITARY SERVICE		48. LEAVE CAT CODE	49. FEDERAL TAX DATA	50. STATE TAX DATA							
SIGNATURES OR OTHER AUTHENTICATION											
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> FORWARDED 11-3-74 </div>											

FORM 1110
4-72 USE PREVIOUS EDITION

USE PREVIOUS EDITION

SECRET

E 2 IMPDET CL BY 00 1022

(10 31)

"PAY ADJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF TITLE 5, U.S.C. AND EXECUTIVE ORDER 11739 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND DCI DIRECTIVE DATED 28 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 OCTOBER 1973

NAME	SERIAL	GRN.	FUNDS	GR-STEP	NEW SALARY
PHILLIPS DAVID A	024345	51	050	CF GS 17 4	\$36,000


SECRET
(When Filled In)

LML: 17 JUL 73

NOTIFICATION OF PERSONNEL ACTION											
1. SERIAL NUMBER		2. NAME (LAST FIRST MIDDLE)									
024345		PHILLIPS DAVID A									
3. NATURE OF PERSONNEL ACTION						4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT			
CONVERSION FROM FSR STATUS						07/21/73		REGULAR			
6. FUNDS						7. PAY AND PSEA		8. CSC OR OTHER LEGAL AUTHORITY			
<div style="display: flex; justify-content: space-between;"> V TO V V TO CF </div> <div style="display: flex; justify-content: space-between;"> CF TO V CF TO CF </div>						4135 4523 (X) (1)		50 USC 403 J			
9. ORGANIZATIONAL DESIGNATIONS						10. LOCATION OF OFFICIAL STATION					
DDO/WH DIVISION OFFICE OF THE CHIEF						WASH., D.C.					
11. POSITION TITLE						12. POSITION NUMBER		13. SERVICE DESIGNATION			
CHIEF, WH DIVISION						0001		D			
14. CLASSIFICATION SCHEDULE (XX, Y, Z, etc.)				15. OCCUPATIONAL SERIES		16. GRADE AND STEP		17. SALARY OR RATE			
GS				0001, 10		17 4		36000			
18. REMARKS											
WASH., D.C. "IN ACCORDANCE WITH HR 20-23A(2), AN EMPLOYEE WILL HOLD SUPERGRADE RANK FOR SUCH TIME AS THE DIRECTOR MAY DETERMINE, REGARDLESS OF THE NATURE OF THE DUTIES PERFORMED."											
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL											
19. ACTION CODE	20. EMPLOY CODE	21. OFFICE CODE	22. STATION CODE	23. INTEREST CODE	24. PAY CODE	25. DATE OF BIRTH	26. DATE OF GRADE	27. DATE OF LEI			
56	10	51050	WH	75013	1	10/31/22					
28. PAY EXPENSE		29. RETIREMENT DATA		30. SEPARATION DATA CODE	31. CONVERSION CONCURRENCE CODE		32. SECURITY REQ NO		33. SEE		
34. VET PREFERENCE		35. SERV COMP DATE		36. LONG COMP DATE	37. CAREER CATEGORY		38. REG. HEALTH INSURANCE		39. SOCIAL SECURITY NO		
40. PREVIOUS CIVILIAN GOVERNMENT SERVICE				41. LEAVE CAT CODE		42. FEDERAL TAX DATA		43. STATE TAX DATA			
SIGNATURE OF OTHER AUTHENTICATION											
<div style="text-align: right;"> POSTED JUL 19 73 </div>											

UMS: 18 JULY 73

SECRET
(When Filled In)

NOTIFICATION OF PERSONNEL ACTION											
1. SERIAL NUMBER		2. NAME (LAST FIRST MIDDLE)									
024345		PHILLIPS DAVID A									
3. NATURE OF PERSONNEL ACTION						4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT			
REASSIGNMENT						MO DA YR 15 15 73		REGULAR			
6. FUNDS		V TO V		V TO CF		7. PAN AND NSCA		8. CSC OR OTHER LEGAL AUTHORITY			
CF TO V		X		CF TO CF		4135 0620 (XXX)		50 USC 403 J			
9. ORGANIZATIONAL DESIGNATIONS						10. LOCATION OF OFFICIAL STATION					
DDO, WH DIVISION OFFICE OF THE CHIEF						WASH., D.C.					
11. POSITION TITLE						12. POSITION NUMBER		13. SERVICE DESIGNATION			
1ST SEC IN REL OFF CHIEF WH DIVISION						(XXX)		D			
14. CLASSIFICATION SCHEDULE (GS 15, etc.)				15. OCCUPATIONAL SERIES		16. GRADE AND STEP		17. SALARY OR RATE			
FOR GS				(XXX) 10		02 3 17 4		33(15) 36(XX)			
18. REMARKS											
CARACAS, VENEZUELA "IN ACCORDANCE WITH HR 20-23A(2), AN EMPLOYEE WILL HOLD SUPERGRADE RANK FOR SUCH TIME AS THE DIRECTOR MAY DETERMINE, REGARDLESS OF THE NATURE OF THE DUTIES PERFORMED"											
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL											
19. ACTION CODE		20. EMPLOY CODE		21. OFFICE CODING		22. STATION CODE		23. INTEGRAL CODE		24. MONTH CODE	
37		10		51000 WH		75011 J		S		1	
25. DATE OF BIRTH		26. DATE OF GENDER		27. DATE OF DEATH		28. SPECIAL REFERENCE		29. RETIREMENT DATA		30. SEPARATION DATA CODE	
MO DA YR 10 31 22		MO DA YR		MO DA YR		MO DA YR		MO DA YR		MO DA YR	
31. SECURITY REQ NO		32. SECURITY REQ NO		33. SECURITY REQ NO		34. SECURITY REQ NO		35. SECURITY REQ NO		36. SECURITY REQ NO	
XX XX XX		XX XX XX		XX XX XX		XX XX XX		XX XX XX		XX XX XX	
37. RET PREFERENCE		38. SERV COMP DATE		39. LONG COMP DATE		40. CAREER CATEGORY		41. FEDERAL HEALTH INSURANCE		42. SOCIAL SECURITY NO	
CODE		MO DA YR		MO DA YR		CODE		CODE		CODE	
43. PREVIOUS U.S. GOVERNMENT SERVICE		44. LEAVE CAT CODE		45. FEDERAL TAX DATA		46. STATE TAX DATA		47. FEDERAL TAX DATA		48. STATE TAX DATA	
49. PREVIOUS U.S. GOVERNMENT SERVICE		50. LEAVE CAT CODE		51. FEDERAL TAX DATA		52. STATE TAX DATA		53. FEDERAL TAX DATA		54. STATE TAX DATA	
55. PREVIOUS U.S. GOVERNMENT SERVICE		56. LEAVE CAT CODE		57. FEDERAL TAX DATA		58. STATE TAX DATA		59. FEDERAL TAX DATA		60. STATE TAX DATA	
SIGNATURE OR OTHER AUTHENTICATION											
<div style="text-align: right;">  </div>											

FORM 100-100-100-100

Use Previous

SECRET

RCS

U.S. GOVERNMENT PRINTING OFFICE

"PAY ADJUSTMENT IN ACCORDANCE WITH 5 U.S.C. 5305 AND EXECUTIVE ORDER 11691, PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND DCI DIRECTIVE DATED 06 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 07 JANUARY 1973

NAME
PHILLIPS DAVID A

SERIAL ORGN. FUNDS GR-STEP
024345 51 745 CF GS 17 4

NEW
SALARY
\$36,000

654

1. SERIAL NO		2. NAME		3. ORGANIZATION		4. FUNDS		5. LWOP HOUSE	
024345		PHILLIPS DAVID A.		51 745		CF			
A. OLD SALARY RATE				B. NEW SALARY RATE				C. TYPE ACTION	
Grade	Step	Salary	Last Eff Date	Grade	Step	Salary	EFFECTIVE DATE	SI	ADI
		\$30,000	11/26/71	GS	17 4	\$36,000	11/26/72		
CERTIFICATION AND AUTHENTICATION									
I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF ACCEPTABLE LEVEL OF COMPETENCE.									
SIGNATURE <i>Shirley Stanley</i>						DATE <i>1/19/73</i>			
<input type="checkbox"/> NO EXCESS LWOP <input type="checkbox"/> IN PAY STATUS AT END OF WAITING PERIOD <input type="checkbox"/> LWOP STATUS AT END OF WAITING PERIOD									
CLASSIFICATION						APPROVED BY			
FORM 360 E PAY CHANGE NOTIFICATION									

SECRET

(When Filled In)

EFG: 26 AUG 72

NOTIFICATION OF PERSONNEL ACTION

1 SERIAL NUMBER 024345		2 NAME (LAST FIRST MIDDLE) PHILLIPS DAVID A	
3 NATURE OF PERSONNEL ACTION REASSIGNMENT		4 EFFECTIVE DATE MO DA YR 08 14 72	5 CATEGORY OF EMPLOYMENT REGULAR
6 FUNDS	V TO V CF TO V	V TO CF X CF TO CF	7 Financial Analysis No Chargeable 8 CSC OR OTHER LEGAL AUTHORITY 3135 1138 0000 50 USC 403 J
9 ORGANIZATIONAL DESIGNATIONS DDP/WH DIVISION FOREIGN FIELD BRANCH 3 - CARACAS, VENEZUELA STATION		10 LOCATION OF OFFICIAL STATION CARACAS, VENEZUELA	
11 POSITION TITLE 1ST SECRETARY INT REL OFF CHIEF OF STATION		12 POSITION NUMBER 0093	13 SERVICE DESIGNATION D
14 CLASSIFICATION SCHEDULE (GS, LB, etc.) FSR GS		15 OCCUPATIONAL SERIES 0136.05	16 GRADE AND STEP 03 7 17 3
17 SALARY OR RATE 28022 36000			
18 REMARKS: BRASILIA, BRAZIL "IN ACCORDANCE WITH HR 20-23A(2), AN EMPLOYEE WILL HOLD SUPERGRADE RANK FOR SUCH TIME AS THE DIRECTOR MAY DETERMINE, REGARDLESS OF THE NATURE OF THE DUTIES PERFORMED."			
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL			
19 ACTION CODE 37	20 EMPLOY CODE 10	21 OFFICE CODING 517451WH	22 STATION CODE 77003
23 INTEREST CODE S	24 HEALTH CODE 3	25 DATE OF BIRTH MO DA YR 10 31 22	26 DATE OF GRACE MO DA YR 10 31 82
27 DATE OF LEI MO DA YR 10 13 74	28 DATE OF 82 MO DA YR 10 13 82	29 SECURITY (812 No.)	30 SEX
31 VET PREFERENCE	32 VET COMP DATE	33 LONG COMP DATE	34 MASTER CATEGORY
35 FEEL HEALTH INSURANCE	36 SOCIAL SECURITY NO	37 PREVIOUS CIVILIAN GOVERNMENT SERVICE	38 LEAVE
39 FEDERAL TAX DATA	40 STATE TAX DATA	41 FEDERAL EMP CODE	42 FEDERAL EMP CODE
43 FEDERAL EMP CODE	44 FEDERAL EMP CODE	45 FEDERAL EMP CODE	46 FEDERAL EMP CODE
SIGNATURE OF DDP/WH AUTHORIZATION			

POSTED

SECRET

SECRET
(When Filled In)

NOTIFICATION OF PERSONNEL ACTION

005 07/31/77

1. SERIAL NUMBER 124345		2. NAME (LAST-FIRST-MIDDLE) WILLIAM J. J. J.	
3. NATURE OF PERSONNEL ACTION RELATIONSHIP N.S.C.A.		4. EFFECTIVE DATE MO DA YR 05 01 74	5. CATEGORY OF EMPLOYMENT
6. FUNDS V TO V CF TO V	V TO CF CF TO CF	7. Financial Analysis No. Chargeable 3102 1130 0001	8. CSC OR OTHER LEGAL AUTHORITY
9. ORGANIZATIONAL DESIGNATIONS FUP/111 011111		10. LOCATION OF OFFICIAL STATION FAS 049, 18.12.12.12	
11. POSITION TITLE OFFICER OF THE ARMY		12. POSITION NUMBER 0012	13. SERVICE DESIGNATION
14. CLASSIFICATION SCHEDULE (GS LB AND)	15. OCCUPATIONAL SERIES	16. GRADE AND STEP	17. SALARY OR RATE
18. REMARKS			
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL			
19. ACTIONED EMPLOYEE CODE	20. OFFICE CODE	21. STATION CODE	22. INQUIRY CODE
23. DATE OF BIRTH	24. DATE OF GRADE	25. DATE OF 1ST	26. DATE OF 2ND
27. DATE OF 3RD	28. DATE OF 4TH	29. DATE OF 5TH	30. DATE OF 6TH
31. DATE OF 7TH	32. DATE OF 8TH	33. DATE OF 9TH	34. DATE OF 10TH
35. DATE OF 11TH	36. DATE OF 12TH	37. DATE OF 13TH	38. DATE OF 14TH
39. DATE OF 15TH	40. DATE OF 16TH	41. DATE OF 17TH	42. DATE OF 18TH
43. DATE OF 19TH	44. DATE OF 20TH	45. DATE OF 21TH	46. DATE OF 22TH
47. DATE OF 23TH	48. DATE OF 24TH	49. DATE OF 25TH	50. DATE OF 26TH
51. DATE OF 27TH	52. DATE OF 28TH	53. DATE OF 29TH	54. DATE OF 30TH
55. DATE OF 31TH	56. DATE OF 32TH	57. DATE OF 33TH	58. DATE OF 34TH
59. DATE OF 35TH	60. DATE OF 36TH	61. DATE OF 37TH	62. DATE OF 38TH
63. DATE OF 39TH	64. DATE OF 40TH	65. DATE OF 41TH	66. DATE OF 42TH
67. DATE OF 43TH	68. DATE OF 44TH	69. DATE OF 45TH	70. DATE OF 46TH
71. DATE OF 47TH	72. DATE OF 48TH	73. DATE OF 49TH	74. DATE OF 50TH
75. DATE OF 51TH	76. DATE OF 52TH	77. DATE OF 53TH	78. DATE OF 54TH
79. DATE OF 55TH	80. DATE OF 56TH	81. DATE OF 57TH	82. DATE OF 58TH
83. DATE OF 59TH	84. DATE OF 60TH	85. DATE OF 61TH	86. DATE OF 62TH
87. DATE OF 63TH	88. DATE OF 64TH	89. DATE OF 65TH	90. DATE OF 66TH
91. DATE OF 67TH	92. DATE OF 68TH	93. DATE OF 69TH	94. DATE OF 70TH
95. DATE OF 71TH	96. DATE OF 72TH	97. DATE OF 73TH	98. DATE OF 74TH
99. DATE OF 75TH	100. DATE OF 76TH	101. DATE OF 77TH	102. DATE OF 78TH
103. DATE OF 79TH	104. DATE OF 80TH	105. DATE OF 81TH	106. DATE OF 82TH
107. DATE OF 83TH	108. DATE OF 84TH	109. DATE OF 85TH	110. DATE OF 86TH
111. DATE OF 87TH	112. DATE OF 88TH	113. DATE OF 89TH	114. DATE OF 90TH
115. DATE OF 91TH	116. DATE OF 92TH	117. DATE OF 93TH	118. DATE OF 94TH
119. DATE OF 95TH	120. DATE OF 96TH	121. DATE OF 97TH	122. DATE OF 98TH
123. DATE OF 99TH	124. DATE OF 100TH	125. DATE OF 101TH	126. DATE OF 102TH
127. DATE OF 103TH	128. DATE OF 104TH	129. DATE OF 105TH	130. DATE OF 106TH
131. DATE OF 107TH	132. DATE OF 108TH	133. DATE OF 109TH	134. DATE OF 110TH
135. DATE OF 111TH	136. DATE OF 112TH	137. DATE OF 113TH	138. DATE OF 114TH
139. DATE OF 115TH	140. DATE OF 116TH	141. DATE OF 117TH	142. DATE OF 118TH
143. DATE OF 119TH	144. DATE OF 120TH	145. DATE OF 121TH	146. DATE OF 122TH
147. DATE OF 123TH	148. DATE OF 124TH	149. DATE OF 125TH	150. DATE OF 126TH
151. DATE OF 127TH	152. DATE OF 128TH	153. DATE OF 129TH	154. DATE OF 130TH
155. DATE OF 131TH	156. DATE OF 132TH	157. DATE OF 133TH	158. DATE OF 134TH
159. DATE OF 135TH	160. DATE OF 136TH	161. DATE OF 137TH	162. DATE OF 138TH
163. DATE OF 139TH	164. DATE OF 140TH	165. DATE OF 141TH	166. DATE OF 142TH
167. DATE OF 143TH	168. DATE OF 144TH	169. DATE OF 145TH	170. DATE OF 146TH
171. DATE OF 147TH	172. DATE OF 148TH	173. DATE OF 149TH	174. DATE OF 150TH
175. DATE OF 151TH	176. DATE OF 152TH	177. DATE OF 153TH	178. DATE OF 154TH
179. DATE OF 155TH	180. DATE OF 156TH	181. DATE OF 157TH	182. DATE OF 158TH
183. DATE OF 159TH	184. DATE OF 160TH	185. DATE OF 161TH	186. DATE OF 162TH
187. DATE OF 163TH	188. DATE OF 164TH	189. DATE OF 165TH	190. DATE OF 166TH
191. DATE OF 167TH	192. DATE OF 168TH	193. DATE OF 169TH	194. DATE OF 170TH
195. DATE OF 171TH	196. DATE OF 172TH	197. DATE OF 173TH	198. DATE OF 174TH
199. DATE OF 175TH	200. DATE OF 176TH	201. DATE OF 177TH	202. DATE OF 178TH
203. DATE OF 179TH	204. DATE OF 180TH	205. DATE OF 181TH	206. DATE OF 182TH
207. DATE OF 183TH	208. DATE OF 184TH	209. DATE OF 185TH	210. DATE OF 186TH
211. DATE OF 187TH	212. DATE OF 188TH	213. DATE OF 189TH	214. DATE OF 190TH
215. DATE OF 191TH	216. DATE OF 192TH	217. DATE OF 193TH	218. DATE OF 194TH
219. DATE OF 195TH	220. DATE OF 196TH	221. DATE OF 197TH	222. DATE OF 198TH
223. DATE OF 199TH	224. DATE OF 200TH	225. DATE OF 201TH	226. DATE OF 202TH
227. DATE OF 203TH	228. DATE OF 204TH	229. DATE OF 205TH	230. DATE OF 206TH
231. DATE OF 207TH	232. DATE OF 208TH	233. DATE OF 209TH	234. DATE OF 210TH
235. DATE OF 211TH	236. DATE OF 212TH	237. DATE OF 213TH	238. DATE OF 214TH
239. DATE OF 215TH	240. DATE OF 216TH	241. DATE OF 217TH	242. DATE OF 218TH
243. DATE OF 219TH	244. DATE OF 220TH	245. DATE OF 221TH	246. DATE OF 222TH
247. DATE OF 223TH	248. DATE OF 224TH	249. DATE OF 225TH	250. DATE OF 226TH
251. DATE OF 227TH	252. DATE OF 228TH	253. DATE OF 229TH	254. DATE OF 230TH
255. DATE OF 231TH	256. DATE OF 232TH	257. DATE OF 233TH	258. DATE OF 234TH
259. DATE OF 235TH	260. DATE OF 236TH	261. DATE OF 237TH	262. DATE OF 238TH
263. DATE OF 239TH	264. DATE OF 240TH	265. DATE OF 241TH	266. DATE OF 242TH
267. DATE OF 243TH	268. DATE OF 244TH	269. DATE OF 245TH	270. DATE OF 246TH
271. DATE OF 247TH	272. DATE OF 248TH	273. DATE OF 249TH	274. DATE OF 250TH
275. DATE OF 251TH	276. DATE OF 252TH	277. DATE OF 253TH	278. DATE OF 254TH
279. DATE OF 255TH	280. DATE OF 256TH	281. DATE OF 257TH	282. DATE OF 258TH
283. DATE OF 259TH	284. DATE OF 260TH	285. DATE OF 261TH	286. DATE OF 262TH
287. DATE OF 263TH	288. DATE OF 264TH	289. DATE OF 265TH	290. DATE OF 266TH
291. DATE OF 267TH	292. DATE OF 268TH	293. DATE OF 269TH	294. DATE OF 270TH
295. DATE OF 271TH	296. DATE OF 272TH	297. DATE OF 273TH	298. DATE OF 274TH
299. DATE OF 275TH	300. DATE OF 276TH	301. DATE OF 277TH	302. DATE OF 278TH
303. DATE OF 279TH	304. DATE OF 280TH	305. DATE OF 281TH	306. DATE OF 282TH
307. DATE OF 283TH	308. DATE OF 284TH	309. DATE OF 285TH	310. DATE OF 286TH
311. DATE OF 287TH	312. DATE OF 288TH	313. DATE OF 289TH	314. DATE OF 290TH
315. DATE OF 291TH	316. DATE OF 292TH	317. DATE OF 293TH	318. DATE OF 294TH
319. DATE OF 295TH	320. DATE OF 296TH	321. DATE OF 297TH	322. DATE OF 298TH
323. DATE OF 299TH	324. DATE OF 300TH	325. DATE OF 301TH	326. DATE OF 302TH
327. DATE OF 303TH	328. DATE OF 304TH	329. DATE OF 305TH	330. DATE OF 306TH
331. DATE OF 307TH	332. DATE OF 308TH	333. DATE OF 309TH	334. DATE OF 310TH
335. DATE OF 311TH	336. DATE OF 312TH	337. DATE OF 313TH	338. DATE OF 314TH
339. DATE OF 315TH	340. DATE OF 316TH	341. DATE OF 317TH	342. DATE OF 318TH
343. DATE OF 319TH	344. DATE OF 320TH	345. DATE OF 321TH	346. DATE OF 322TH
347. DATE OF 323TH	348. DATE OF 324TH	349. DATE OF 325TH	350. DATE OF 326TH
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647. DATE OF 623TH	648. DATE OF 624TH	649. DATE OF 625TH	650. DATE OF 626TH
651. DATE OF 627TH	652. DATE OF 628TH	653. DATE OF 629TH	654

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 92-210 AND EXECUTIVE ORDER 11637 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT: 9 JANUARY 1972

NAME	SERIAL	ORGN.	FUNDS	GR	STEP	NET SALARY
PHILLIPS DAVID A	024345	51	925	CF	GS 17 3	\$35,000

SECRET
(When Filled In)

BBG: 30 NOV 71

NOTIFICATION OF PERSONNEL ACTION																																							
1. SERIAL NUMBER		2. NAME (LAST, FIRST, MIDDLE)																																					
024345		PHILLIPS DAVID A																																					
3. NATURE OF PERSONNEL ACTION					4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT																																
PROMOTION					11 28 71		REGULAR																																
6. FUNDS		7. V TO V		8. A TO CF		9. CF TO V		10. CF TO CF																															
FUND						2135 0694 0000		50 USC 403 J																															
11. ORGANIZATIONAL DESIGNATIONS					12. LOCATION OF OFFICIAL STATION																																		
DDP/WH DIVISION FOREIGN FIELD BRANCH 5 BRASILIA, BRAZIL STATION					BRAZILIA, BRAZIL																																		
13. POST TITLE					14. POST NUMBER		15. SERVICE DESIGNATION																																
1ST SECRETARY POLITICAL OFFICER CHIEF OF STATION					0186		0																																
16. CLASSIFICATION		17. ORGANIZATIONAL SERIES		18. GRADE AND STEP		19. PAY GRADE																																	
FSR GS		0136.05		03 7 17 3		26503 34716																																	
20. REMARKS																																							
RIO DE JANEIRO, BRAZIL																																							
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL																																							
<table border="1"> <thead> <tr> <th>1. ACTION</th> <th>2. DATE</th> <th>3. BY WHOM</th> <th>4. ACTION</th> <th>5. DATE</th> <th>6. BY WHOM</th> <th>7. ACTION</th> <th>8. DATE</th> <th>9. BY WHOM</th> <th>10. ACTION</th> </tr> </thead> <tbody> <tr> <td>22</td> <td>10</td> <td>51825 W1</td> <td>09026</td> <td>S</td> <td>3</td> <td>10</td> <td>31</td> <td>22</td> <td>11</td> </tr> <tr> <td>22</td> <td>10</td> <td>51825 W1</td> <td>09026</td> <td>S</td> <td>3</td> <td>10</td> <td>31</td> <td>22</td> <td>11</td> </tr> </tbody> </table>										1. ACTION	2. DATE	3. BY WHOM	4. ACTION	5. DATE	6. BY WHOM	7. ACTION	8. DATE	9. BY WHOM	10. ACTION	22	10	51825 W1	09026	S	3	10	31	22	11	22	10	51825 W1	09026	S	3	10	31	22	11
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22	10	51825 W1	09026	S	3	10	31	22	11																														
100 DATA																																							

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE ORDER 11524 PLUS ANTI INFLATIONARY ACT AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A GCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT: 28 DECEMBER 1969

NAME: PHILLIPS DAVID A
 SERIAL: 024345
 ORG: 51
 FUNDS: CF
 GR: 16
 STEP: 4
 NEW SALARY: \$29,202

637

1. SERIAL NO.		2. NAME		3. ORGANIZATION		4. FUNDS		5. LWOP HOURS	
024345		PHILLIPS DAVID A		51 730		CF			
6. OLD SALARY RATE				7. NEW SALARY RATE				8. TYPE ACTION	
Grade	Step	Salary	Last Eff Date	Grade	Step	Salary	EFFECTIVE DATE	SI	ADJ
GS 16	4	\$29,202	12/15/69	GS 16	5	\$30,087	12/15/70		
CERTIFICATION AND AUTHENTICATION									
I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF ACCEPTABLE LEVEL OF COMPETENCE.									
SIGNATURE <i>Joseph D. [illegible]</i>						DATE			
<input type="checkbox"/> NO EXCESS LWOP <input type="checkbox"/> IN PAY STATUS AT END OF WAITING PERIOD <input type="checkbox"/> LWOP STATUS AT END OF WAITING PERIOD									
CLERK'S INITIALS									
FORM 7-68 5604		PAY CHANGE NOTIFICATION						(4-71)	

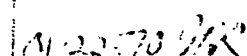
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"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE ORDER 11524 PLUS ANTI INFLATIONARY ACT AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A GCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT: 10 JANUARY 1971

NAME: PHILLIPS DAVID A
 SERIAL: 024345
 ORG: 51
 FUNDS: CF
 GR: 16
 STEP: 5
 NEW SALARY: \$31,000

SECRET
(When Filled In)

NOTIFICATION OF PERSONNEL ACTION											
1. SERIAL NUMBER		2. NAME (LAST, FIRST, MIDDLE)									
024345		P ILLIPS DAVID A									
3. NATURE OF PERSONNEL ACTION						4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT			
REASSIGNMENT						01 11 73		REGULAR			
6. FUNDS		V TO V		V TO CF		7. Financial Analysis No. Chargeable		8. CSC OR OTHER LEGAL AUTHORITY			
CF TO V		X		CF TO CF		0135 0684 0000		50 USC 403 J			
9. ORGANIZATIONAL DESIGNATIONS						10. LOCATION (V. OFFICIAL STATION)					
DDP/WH FOREIGN FIELD BRANCH 5 RIO DE JANEIRO, BRAZIL STATION						RIO DE JANEIRO, BRAZIL					
11. POSITION TITLE						12. POSITION NUMBER		13. SERVICE DESIGNATION			
1ST SECRETARY POLITICAL OFFICER CHIEF OF STATION						0135		D			
14. CLASSIFICATION SCHEDULE (GS, LB, WNC)				15. OCCUPATIONAL SERIES		16. GRADE AND STEP		17. SALARY OR RATE			
FSR GS				0135.05		03 7 16 4		23646 27540			
18. REMARKS											
WAS ... D.C.											
HOME BASE: WH											
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL											
19. ACTION CODE		20. EMPLOY CODE		21. OFFICE CODING		22. STATION CODE		23. INDICATOR CODE		24. HOURS CODE	
37		10		01731		09 37		S		3	
25. DATE EMPLOYED		26. SPECIAL REFERENCE		27. RETIREMENT DATA		28. SEPARATION DATA CODE		29. EMPLOYMENT DATE		30. DATE OF GRADE	
01 11 73								01 11 73		01 11 73	
31. VET PREFERENCE		32. SERV COMP DATE		33. LONG COMP DATE		34. CAREER CATEGORY		35. HEALTH INSURANCE		36. SOCIAL SECURITY NO.	
0		01 11 73		01 11 73		01 11 73		01 11 73		01 11 73	
37. PREVIOUS CIVILIAN GOVERNMENT SERVICE				38. YEARS LASTED				39. FEDERAL TAX DATA			
0				0				0			
40. STATE TAX DATA				41. STATE TAX DATA				42. STATE TAX DATA			
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SIGNATURE OR OTHER AUTHENTICATION											
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"MAY BE IN ACCORDANCE WITH SECRETARY OF DEFENSE 11474 PLANS TO ACHIEVE RITM OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 1 OCTOBER 1942"

EFFECTIVE DATE OF PAY ADJUSTMENT: 15 JULY 1949

NAME: PHILLIPS DAVID A SERIAL: 024745 FUNDS: GS-STEP 51 500 OF GS 16 4 P.F. SALARY: \$27,549

SECRET
(When Filled In)

PLW: 13 DEC 51

NOTIFICATION OF PERSONNEL ACTION									
1. SERIAL NUMBER		2. NAME (LAST, FIRST, MIDDLE)							
024745		PHILLIPS DAVID A							
3. NATURE OF PERSONNEL ACTION					4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT		
PROMOTION					12/15/50		REGULAR		
6. FUNDS		7. V TO V		8. V TO CF		9. CF TO V		10. CF TO CF	
X				X					
11. ORGANIZATIONAL DESIGNATIONS					12. LOCATION OF OFFICIAL STATION				
DDP/WH WH/COG OFFICE OF THE CHIEF					WASH., D.C.				
13. POSITION TITLE					14. POSITION NUMBER		15. SERVICE DESIGNATION		
ATT POL OFFICER CPS OFFICER CH					1100		D		
16. CLASSIFICATION SCHEDULE (SEE 18)		17. OCCUPATIONAL MARK		18. GRADE AND STEP		19. SALARY OR RATE			
GS		0135.71		GS 5 16 4		\$27,549			
20. REMARKS									
WASH., D.C.									
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL									
21. ACTION CODE	22. EMPLOY CODE	23. OFFICE CODE	24. STATION CODE	25. PAY CODE	26. DATE OF BIRTH	27. DATE OF GRADE	28. DATE OF LEI		
21	16	0135	W	0135	12/15/50	12/15/50	12/15/50		
29. INT. SERVICE		30. INT. SERVICE		31. INT. SERVICE		32. INT. SERVICE		33. INT. SERVICE	
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349. INT. SERVICE		350. INT. SERVICE		351. INT. SERVICE		352. INT. SERVICE		353. INT. SERVICE	
354. INT. SERVICE		355. INT. SERVICE		356. INT. SERVICE		357. INT. SERVICE		358. INT. SERVICE	
359. INT. SERVICE		360. INT. SERVICE		361. INT. SERVICE		362. INT. SERVICE		363. INT. SERVICE	
364. INT. SERVICE		365. INT. SERVICE		366. INT. SERVICE		367. INT. SERVICE		368. INT. SERVICE	
369. INT. SERVICE		370. INT. SERVICE		371. INT. SERVICE		372. INT. SERVICE		373. INT. SERVICE	
374. INT. SERVICE		375. INT. SERVICE		376. INT. SERVICE		377. INT. SERVICE		378. INT. SERVICE	
379. INT. SERVICE		380. INT. SERVICE		381. INT. SERVICE		382. INT. SERVICE		383. INT. SERVICE	
384. INT. SERVICE		385. INT. SERVICE		386. INT. SERVICE		387. INT. SERVICE		388. INT. SERVICE	
389. INT. SERVICE		390. INT. SERVICE		391. INT. SERVICE		392. INT. SERVICE		393. INT. SERVICE	
394. INT. SERVICE		395. INT. SERVICE		396. INT. SERVICE		397. INT. SERVICE		398. INT. SERVICE	
399. INT. SERVICE		400. INT. SERVICE		401. INT. SERVICE		402. INT. SERVICE		403. INT. SERVICE	
404. INT. SERVICE		405. INT. SERVICE		406. INT. SERVICE		407. INT. SERVICE		408. INT. SERVICE	
409. INT. SERVICE		410. INT. SERVICE		411. INT. SERVICE		412. INT. SERVICE		413. INT. SERVICE	
414. INT. SERVICE		415. INT. SERVICE		416. INT. SERVICE		417. INT. SERVICE		418. INT. SERVICE	
419. INT. SERVICE		420. INT. SERVICE		421. INT. SERVICE		422. INT. SERVICE		423. INT. SERVICE	
424. INT. SERVICE		425. INT. SERVICE		426. INT. SERVICE		427. INT. SERVICE		428. INT. SERVICE	
429. INT. SERVICE		430. INT. SERVICE		431. INT. SERVICE		432. INT. SERVICE		433. INT. SERVICE	
434. INT. SERVICE		435. INT. SERVICE		436. INT. SERVICE		437. INT. SERVICE		438. INT. SERVICE	
439. INT. SERVICE		440. INT. SERVICE		441. INT. SERVICE		442. INT. SERVICE		443. INT. SERVICE	

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 90-206
PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949,
AS AMENDED, AND A-DCI DIRECTIVE DATED 8 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 8 OCTOBER 1967

NAME	SERIAL	ORGN.	FUNDS	GR-STEP	OLD SALARY	NEW SALARY
PHILLIPS DAVID A	024345	51	500	CF GS 15 5	\$19,978	\$20,856

"PAY ADJUSTMENT IN ACCORDANCE WITH SECTIONS 212 AND 216 OF PL 90-206 AND
EXECUTIVE ORDER 11413 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT
OF 1949, AS AMENDED, AND A-DCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT: 15 JULY 1968

NAME	SERIAL	ORGN.	FUNDS	GR-STEP	OLD SALARY	NEW SALARY
PHILLIPS DAVID A	024345	51	500	CF GS 15 5	\$20,856	\$22,416

EXD

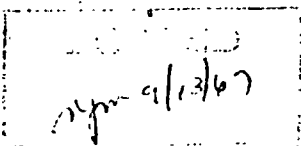
COMPLETION
OF TAX DATA

SP10 201111

1	SERIAL NO	2	NAME	3	ORGANIZATION	4	FUNDS	5	EWOP HOURS
	024345		PHILLIPS DAVID A		51 900		CF		
A		OLD SALARY RATE			B			NEW SALARY RATE	
Grade	Step	Salary	Last Eff Date	Grade	Step	Salary	EFFECTIVE DATE	SI	ADJ
		22416				23075			
GS-15	5	\$20,856	09/29/66	GS-15	5	\$22,416	09/22/68		
CERTIFICATION AND AUTHENTICATION									
I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF ACCEPTABLE LEVEL OF COMPETENCE.									
SIGNATURE						DATE			
<i>Donald C. Marelius</i>						12 July 1968			
<input type="checkbox"/> NO EXCESS STEP <input type="checkbox"/> IN PAY STATUS AT END OF WAITING PERIOD <input type="checkbox"/> EWOP STATUS AT END OF WAITING PERIOD									
CLERK'S INITIALS						AUDITED BY			
R. S. J. L. T. L. S.									

SECRET
(When Filled In)

SE: 12 SEPT. 67

NOTIFICATION OF PERSONNEL ACTION											
1. SERIAL NUMBER		2. NAME (LAST FIRST MIDDLE)									
0211345		PHILLIPS DAVID A									
3. NATURE OF PERSONNEL ACTION						4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT			
REASSIGNMENT						09 10 67		REGULAR			
6. FUNDS		V TO V		V TO CF		7. Financial Analysis No. Chargeable		8. CSC OR OTHER LEGAL AUTHORITY			
CF TO V		X		CF TO CF		3135 0020 (XXX)		50 USC 403 J			
9. ORGANIZATIONAL DESIGNATIONS						10. LOCATION OF OFFICIAL STATION					
DDP/WH WH/COG OFFICE OF THE CHIEF						WASH., D.C.					
11. POSITION TITLE						12. POSITION NUMBER		13. SERVICE DESIGNATION			
ATT POL OFFICER OPS OFFICER CH						1105		D			
14. CLASSIFICATION SCHEDULE (GS, LB, etc.)				15. OCCUPATIONAL SERIES		16. GRADE AND STEP		17. SALARY OR RATE			
FSR GS				0136.01		03 5 15-5		18041 19978			
18. REMARKS											
SANTO DOMINGO, DOM REP											
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL											
19. ACTION CODE		20. EMPLOY CODE		21. OFFICE CODING		22. STATION CODE		23. INTEGREE CODE		24. HEIGHTS CODE	
37		10		51500 WH		75013		5		1	
25. DATE OF BIRTH		26. DATE OF GRADE		27. DATE OF LEI		28. DATE OF GRADE		29. DATE OF LEI		30. DATE OF LEI	
10 31 22											
31. RETIREMENT DATA		32. CORRECTION/CANCELLATION DATA		33. SECURITY REQ NO		34. SER		35. SECURITY REQ NO		36. SER	
MO DA YR		MO DA YR		MO DA YR		MO DA YR		MO DA YR		MO DA YR	
37. VET. PREFERENCE		38. SERV. COMP DATE		39. LONG COMP DATE		40. CAREER CATEGORY		41. FEGLI / HEALTH INSURANCE		42. SOCIAL SECURITY NO	
CODE		MO DA YR		MO DA YR		CODE		CODE		CODE	
0 - NONE 1 - 5 YR 2 - 10 YR											
43. PREVIOUS CIVILIAN GOVERNMENT SERVICE		44. LEAVE LAT		45. FEDERAL TAX DATA		46. STATE TAX DATA		47. FEDERAL TAX DATA		48. STATE TAX DATA	
CODE		CODE		CODE		CODE		CODE		CODE	
1 - NO PREVIOUS SERVICE 2 - BREAK IN SERVICE (LESS THAN 1 YR) 3 - BREAK IN SERVICE (MORE THAN 1 YR)		1 - YES 2 - NO		1 - YES 2 - NO		1 - YES 2 - NO		1 - YES 2 - NO		1 - YES 2 - NO	
SIGNATURE OR OTHER AUTHENTICATION											
<div style="text-align: right;">  9/13/67 </div>											

FORM 1150
1-66

Use Previous
Edition

SECRET

MAH

GROUP 1
Excluded from automatic
downgrading and
declassification

(When Filled In)

GS-4

1. Serial No.	2. Name	3. Cost Center Number	4. LWOP Hours
024345	PHILLIPS DAVID A	01 750 CB	
5. OLD SALARY RATE		6. NEW SALARY RATE	
Grade	Step	Salary	Last Eff. Date
GS 15	4	19371	09/27/64
Grade	Step	Salary	Effective Date
GS 15	5	19978	09/25/66
7. TYPE ACTION			
PSI	LSI	ADJ	
8. Remarks and Authorization			
NO EXCESS LWOP IN PAY STATUS AT END OF WAITING PERIOD LWOP STATUS AT END OF WAITING PERIOD CLERKS INITIALS AUDITED BY I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE. SIGNATURE: <i>Marshall</i> DATE 15/7/66 PAY CHANGE NOTIFICATION			

SECRET
(When Filled In)

BJT, 18 OCT 66

NOTIFICATION OF PERSONNEL ACTION

1. SERIAL NUMBER 024345		2. NAME (LAST FIRST MIDDLE) PHILLIPS DAVID A	
3. NATURE OF PERSONNEL ACTION DESIGNATION AS PARTICIPANT IN CIA RETIREMENT AND DISABILITY SYSTEM		4. EFFECTIVE DATE MO DA YR 10 23 66	5. CATEGORY OF EMPLOYMENT REGULAR
6. FUNDS V TO V CF TO V X	V TO CF CF TO CF	7. COST CENTER NO. CHARGEABLE 7135 0875 0000	8. CSC OR OTHER LEGAL AUTHORITY PL 88-643 SECT. 203
9. ORGANIZATIONAL DESIGNATIONS DDP/WH		10. LOCATION OF OFFICIAL STATION SANTO DOMINGO, DOM REP	
11. POSITION TITLE		12. POSITION NUMBER	13. SERVICE DESIGNATION D
14. CLASSIFICATION SCHEDULE (GS, LR, etc.)	15. OCCUPATIONAL SERIES 15	16. GRADE AND STEP	17. SALARY OR RATE
18. REMARKS EMPLOYEE WILL RECEIVE NOTIFICATION FROM THE DIRECTOR OF PERSONNEL OF THIS DESIGNATION AND RIGHT OF APPEAL TO THE DIRECTOR OF CENTRAL INTELLIGENCE.			
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL			
19. ACTION CODE	20. EMPLOY CODE	21. OFFICE CODING NUMERIC ALPHABETIC	22. STATION CODE
23. INTEGREE CODE	24. Hdqts. Code	25. DATE OF BIRTH MO DA YR	26. DATE OF GRADE MO DA YR
27. DATE OF LEI MO DA YR	28. NTE EXPIRES MO DA YR	29. SPECIAL REFERENCE 1 - CSC 2 - FICA 3 - NONE	30. RETIREMENT DATA CODE 2
31. SEPARATION DATA CODE	32. CORRECTION/CANCELLATION DATA TYPE MO DA YR	33. SECURITY REQ NO.	34. SEX
35. VET PREFERENCE CODE 0 - NONE 1 - 5 PT 2 - 10 PT	36. SERV COMP DATE MO DA YR	37. LONG COMP. DATE MO DA YR	38. CAREER CATEGORY CODE CAP MIL PROL TEMP
39. FEGLI / HEALTH INSURANCE CODE 0 - WAIVER 1 - YES	40. SOCIAL SECURITY NO.	41. PREVIOUS GOVERNMENT SERVICE DATA CODE 0 - NO PREVIOUS SERVICE 1 - NO BREAK IN SERVICE 2 - BREAK IN SERVICE	42. LEAVE CAT. CODE
43. FEDERAL TAX DATA FORM EXECUTED CODE 1 - YES 2 - NO	44. STATE TAX DATA FORM EXECUTED CODE 1 - YES 2 - NO	45. NO TAX EXEMPT	46. STATE CODE
SIGNATURE OR OTHER AUTHENTICATION 16-4-66			

FORM 1150
11 62

Use Previous
Edition

SECRET

GROUP 1
Excluded from automatic
downgrading and
declassification

(When Filled In)

14-00000

PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 89-504
PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949,
AS AMENDED, AND A-DCI DIRECTIVE DATED 8 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 3 JULY 1966

NAME	SERIAL	ORGN.	FUNDS	GR-STEP	OLD SALARY	NEW SALARY
PHILLIPS DAVID A	024345	51	750	CF GS 15 4	\$18,825	\$19,371

SECRET

30 June 1966

MEMORANDUM FOR : Chief, TRB

SUBJECT : Record of Contract Service for
David A. Phillips

1. Per your request we are forwarding record of Subject's contract service:

<u>Date</u>	<u>Action</u>
4 March 1954	Hired as Contract Employee
31 July 1954	Terminated
1 August 1954	Hired as Contract Employee
31 March 1955	Terminated
19 August 1958	Hired as Contract Agent
13 March 1960	Terminated

2. Subject was employed on a full time basis with leave benefits from 4 March 1954 through 31 March 1955. Accordingly, this entire period is "creditable" for establishing his annual leave category. However, the period from 19 August 1958 through 13 March 1960, as an independent contractor, is not creditable for this purpose. Only the period from 4 March 1954 through 31 December 1954 is "creditable for Civil Service Retirement, since Contract Employee's were mandatorily covered by Social Security as of 1 January 1955. 1951-1953 Contract Agent time is not creditable.

3. Attached is OF record of Agency service with salary breakdown.

Rogers C. Brooks

UNITED STATES GOVERNMENT

Memorandum

TO : Chief, Contract Personnel Division
ATTN : Mary Kay Shink

FROM : Compensation and Tax Division
Office of Finance

SUBJECT: Agency Service of David Atlee PHILLIPS

DATE: 16 June 1966

The records of the Office of Finance show the following Agency service for Subject:

Contract Agent:

EOD 1 February 1951 - \$600.00 P/M
Term 28 February 1951 - \$600.00 P/M

EOD 25 January 1952 - \$6000.00 P/A
Term 31 August 1953 - \$6000.00 P/A

Contract Employee:

EOD 4 March 1954 - \$7200.00 P/A
Pay Inc. 1 August 1954 - \$8360.00 P/A
Term. 31 March 1955 - \$8360.00 P/A

Staff Employee:

Ex. Asst. 1 April 1955 - \$9600.00 P/A
Res. 6 February 1956 - \$10,320.00 P/A

Staff Agent:

Ex. Asst. 7 February 1956 - \$10,320.00 P/A
PSI 7 October 1956 - \$10,535.00 P/A
Pay Raise 12 January 1958 - \$11,835.00 P/A
PSI 6 April 1958 - \$11,835.00 P/A
Res. 13 August 1958 - \$11,835.00 P/A

Contract Agent:

EOD 19 August 1958 - \$7,200.00 P/A
Term. 13 March 1960 - \$7,200.00 P/A

Staff Employee:

Ex. Asst. 14 March 1960 - \$11,835.00 P/A
Subject has been a Staff Employee since 14 March 1960.

JOSEPH H. LUTSON
Chief

Agent Payroll Branch

not creditable
see memo 6-30-66

not creditable
see memo 6-30-66

O.K.

O.K.

O.K.

not creditable per
memo from CPD
dated 6-30-66

O.K.
as staff
employee

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 89-301
PURSUANT TO AUTHORITY OF JOINTS PROVIDED IN THE CIA ACT OF 1949,
AS AMENDED, AND A-001 POLICY EFFECTIVE DATE - OCTOBER 1972."

EFFECTIVE DATE OF PAY ADJUSTMENT: 11 OCTOBER 1965

NAME: PHILLIPS DAVID A
SERIAL: 024345
FUND: 51
A50 OF GS 15 + \$18,170
OLD SALARY: \$18,625

SECRET
(When Filled In)

5 AUG 65

NOTIFICATION OF PERSONNEL ACTION

1. SERIAL NUMBER 024345		2. NAME (LAST-FIRST-MIDDLE) PHILLIPS DAVID A	
3. NATURE OF PERSONNEL ACTION REASSIGNMENT		4. EFFECTIVE DATE NO. DA YR 051 051 65	
5. CATEGORY OF EMPLOYMENT REGULAR		6. COST CENTER NO. CHARGEABLE 6135 0575 COMV	
7. CSC OR OTHER LEGAL AUTHORITY 50 USC 403 J		8. FUND V TO V CF TO V X CF TO CF	
9. ORGANIZATIONAL DESIGNATIONS DDP/WH FOREIGN FIELD BRANCH 2 SANTO DOMINGO, DOMINICAN REPUBLIC STATION		10. LOCATION OF OFFICIAL STATION SANTO DOMINGO, DOM REP	
11. POSITION TITLE ATT POL OFF CHIEF OF STATION		12. POSITION NUMBER 0274	
13. SERVICE DESIGNATION D		14. CLASSIFICATION SCHEDULE (GS, LO, etc) FSR GS	
15. OCCUPATIONAL SERIES 0136.05		16. GRADE AND STEP GS 5 15 4	
17. SALARY OR RATE 16920 18170		18. REMARKS MEXICO CITY, MEXICO	
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL			
19. ACTION CODE 37	20. EMPLOY CODE 10	21. OFFICE CODING NUMERIC 51650 ALPHABETIC WH	22. STATION CODE 19039
23. INTEGRITY CODE 1	24. MILEAGE CODE 3	25. DATE OF BIRTH NO DA YR 10 31 22	26. DATE OF GRADE NO DA YR 1 1
27. DATE OF LER NO DA YR 1 1	28. SECURITY REQ NO 33	29. SEN 34	30. RETIREMENT DATA 1. CSC 2. FICA 3. NONE
31. VET PREFERENCE CODE 0 - NONE 1 - 5 PT 2 - 10 PT	32. SERV COMP DATE NO DA YR	33. LONG COMP DATE NO DA YR	34. CAREER CATEGORY CODE 1 - YES 2 - NO
35. FEDERAL TAX DATA CODE 1 - YES 2 - NO	36. HEALTH INSURANCE CODE 1 - YES 2 - NO	37. SOCIAL SECURITY NO CODE 1 - YES 2 - NO	38. STATE TAX DATA CODE 1 - YES 2 - NO
SIGNATURE OR OTHER AUTHENTICATION			

SECRET
(When Filled In)

NOTIFICATION OF PERSONNEL ACTION					
ADPD 03/31/65					
1. SERIAL NUMBER		2. NAME (LAST FIRST MIDDLE)			
024345		PHILLIPS DAVID A			
3. NATURE OF PERSONNEL ACTION				4. EFFECTIVE DATE	
CONV. TO CAREER EMPLOYEE STATUS				MO DA YE 04 01 58	
6. FUNDS		V TO V		5. CATEGORY OF EMPLOYMENT	
		V TO CF			
		CF TO V		7. COST CENTER NO. CHARGEABLE	
		X		CF TO CF	
9. ORGANIZATIONAL DESIGNATIONS				8. CSC OR OTHER LEGAL AUTHORITY	
DDP/WH DIVISION					
10. LOCATION OF OFFICIAL STATION					
11. POSITION TITLE				12. POSITION NUMBER	
				U	
14. CLASSIFICATION SCHEDULE (GS 18 24)		15. OCCUPATIONAL SERIES		13. CAREER SERVICE DESIGNATION	
				U	
				17. SALARY OR RATE	
18. REMARKS					
SIGNATURE OR OTHER AUTHENTICATION:					
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> POSTED 04/01/65 <i>[Signature]</i> </div>					

12

1. Serial No	2	Name	3	Cost Center Number	4	LVOP Hours
024345		PHILLIPS DAVID A	31 700	456		
5	OLD SALARY RATE			NEW SALARY RATE		7 TYPE ACTION
Grade	Step	Salary	Last Eff. Date	Grade	Step	Salary
		17,600				18,170
GS 15 3		110.00	09/29/63	GS 15 4		117.21
						09/27/64
8 Remarks and Authorizations						
/ / NO EXCESS LVOP / / IN PAY STATUS AT END OF WAITING PERIOD / / LVOP STATUS AT END OF WAITING PERIOD CLERKS INITIALS AUDITED BY						
I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE.						
SIGNATURE: <i>[Signature]</i>				DATE: 5/17/64		
PAY CHANGE NOTIFICATION						

GENERAL SCHEDULE RATES

Federal Employees Salary Act of 1964

[illegible]

IN ACCORDANCE WITH THE PROVISIONS OF PUBLIC LAW 87-793 AND DCF MEMORANDUM DATED 1 AUGUST 1956, SALARY IS ADJUSTED AS FOLLOWS, EFFECTIVE 9 JANUARY 1964.

NAME	SERIAL	ORGN	FUNDS	GR-ST	OLD SALARY	NEW SALARY
PHILLIPS DAVID A	024345	DA	700	CF 05 15 3	\$15,925	\$16,495

SECRET
(When Filled In)

MHC: 27 SEPT 63

NOTIFICATION OF PERSONNEL ACTION											
1. SERIAL NUMBER		2. NAME (LAST FIRST MIDDLE)									
024345		PHILLIPS DAVID A									
3. NATURE OF PERSONNEL ACTION					4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT				
PROMOTION					09 29 63		REGULAR				
6. FUNDS		V TO V		V TO CF		7. COST CENTER NO. CHARGEABLE		8. CSC OR OTHER LEGAL AUTHORITY			
CF TO V		X		CF TO CF		4135 5700 1000		50 USC 403 J			
9. ORGANIZATIONAL DESIGNATIONS						10. LOCATION OF OFFICIAL STATION					
DDP WH BRANCH 3 MEXICO CITY MEXICO STATION						MEXICO CITY, MEXICO					
11. POSITION TITLE						12. POSITION NUMBER		13. SERVICE DESIGNATION			
ATT POL OFF OPS OFFICER						0340		D			
14. CLASSIFICATION SCHEDULE (GS, LR, etc.)				15. OCCUPATIONAL SERIES		16. GRADE AND STEP		17. SALARY OR RATE			
FSR GS				0136.01		03 0 15 3		13440 15525			
18. REMARKS											
MEXICO CITY, MEXICO											
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL											
19. ACTION CODE		20. EMPLOYMENT CODE		21. OFFICE CODING		22. STATION CODE		23. INTEREST CODE		24. REPORT CODE	
22		10		51700 WH		45075 1		3		10 31	
25. DATE EXPIRES		26. SPECIAL REFERENCE		27. RETIREMENT DATA		28. SEPARATION DATA CODE		29. CORRECTION CANCELLATION DATA		30. SECURITY REG NO.	
09 28 65 31								EOD DATA			
31. NET PREFERENCE		32. SERV COMP DATA		33. LONG COMP DATA		34. CAREER CATEGORY		35. FEGLI / HEALTH INSURANCE		36. SOCIAL SECURITY NO.	
41. PREVIOUS GOVERNMENT SERVICE DATA				42. LEAVE CAT		43. FEDERAL TAX DATA		44. STATE TAX DATA			
SIGNATURE OR OTHER AUTHENTICATION											

10-110

IN ACCORDANCE WITH THE PROVISIONS OF PUBLIC LAW 7-735 AND
 DCM MEMORANDUM DATED 1 AUGUST 1964, SALARY IS ADJUSTED AS FOLLOWS.
 EFFECTIVE 18 OCTOBER 1962

NAME SERIAL DDDH FUNDOS OLD NEW
 PHILLIPS DAVID A 024345 64700 CF 14 4 \$12990 14 4 \$14120

1. Serial No.		2. Name		3. Cost Center Number		4. LWOP Hours	
024345		PHILLIPS DAVID A		340 64 700 CF 8			
5. OLD SALARY RATE				6. NEW SALARY RATE			
Grade	Step	Salary	Last Eff. Date	Grade	Step	Salary	Effective Date
GS 14	4	\$14,120	09/17/61	GS 14	5	\$14,545	09/15/63
7. TYPE ACTION				PSI LSI ADJ			
				1			
8. Remarks and Authentication							
/ / NO EXCESS LWOP / / IN PAY STATUS AT END OF WAITING PERIOD / / LWOP STATUS AT END OF WAITING PERIOD CLERKS INITIALS AUDITED BY							
I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE.							
SIGNATURE: [Signature]				DATE: 17 July 1965			
PAY CHANGE NOTIFICATION							

Form 560
9-61

Obsolete Previous Edition

(4-51)

SECRET
 (When Filled In)

1. Serial No.		2. Name		3. Cost Center Number		4. LWOP Hours	
24345		PHILLIPS DAVID A		DDP/WH 07 UV			
5. OLD SALARY RATE				6. NEW SALARY RATE			
Grade	Step	Salary	Last Eff. Date	Grade	Step	Salary	Effective Date
GS 14	3	\$12,730	03/14/65	14	4	\$12,990	09/17/61
7. TYPE ACTION				PSI LSI ADJ			
8. Remarks and Authentication							
/ / NO EXCESS LWOP / / IN PAY STATUS AT END OF WAITING PERIOD / / IN LWOP STATUS AT END OF WAITING PERIOD							

BWS: 31 AUG 1961

SECRET
(When Filled In)

NOTIFICATION OF PERSONNEL ACTION															
1. SERIAL NUMBER		2. NAME (LAST FIRST MIDDLE)													
024345		PHILLIPS DAVID A													
3. NATURE OF PERSONNEL ACTION						4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT							
INTEGRATION - DEPT. OF STATE						08 23 61		REGULAR							
A. FUNDS		V TO V		V TO CP		7. COST CENTER NO. CHARGEABLE		8. CSC OR OTHER LEGAL AUTHORITY							
		CP TO V		CP TO CP		2135 5700 1000		50 USC 403 J							
9. ORGANIZATIONAL DESIGNATIONS						10. LOCATION OF OFFICIAL STATION									
DDP WH BRANCH 3 MEXICO CITY MEXICO STATION						MEXICO CITY, MEXICO									
11. POSITION TITLE						12. POSITION NUMBER		13. CAREER SERVICE DESIGNATION							
ATT POL OFF OPS OFFICER						0340		D							
14. CLASSIFICATION SCHEDULE (GS, WH, etc)				15. OCCUPATIONAL SERIES		16. GRADE AND STEP		17. SALARY OR RATE							
FSR GS				0136.01		03 3 14 3		12535 12730							
18. REMARKS															
SUBJECT IS TO BE PAID THE DIFFERENCE BETWEEN CIA SALARY OF \$12730 AND FSR SALARY OF \$12535 TO BE PAID BY DEPT. OF STATE AND ALLOWANCES IN ACCORDANCE THEREWITH. NO SICK AND NO ANNUAL LEAVE TO BE TRANSFERRED TO THE DEPT. OF STATE.															
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL															
ACTION: 20. EMPLOY CODE		21. OFFICE CODING		22. STATION CODE		23. INTEGREE CODE		24. NATION CODE		25. DATE OF BIRTH		26. DATE OF GRADE		27. DATE OF LEI	
5 10		64700 WH		45075		1		3		10 31 22					
28. EXP. RES		29. SPECIAL REFERENCE		30. RETIREMENT DATA		31. SEPARATION DATA CODE		32. CORRECTION/CANCELLATION DATA		33. SECURITY REQ NO		34. SEX			
0 DA 1A				1. YES 2. NO		DATA CODE		TIME NO DA 1A		EOD DATA					
35. VET PREFERENCE		36. SERV COMP DATE		37. LONG COMP DATE		38. MIL SERV CREDIT		39. FEGLI/HEALTH INSURANCE		40. SOCIAL SECURITY NO					
0 NONE 1 1 PT 2 10 PT		NO DA 1A		NO DA 1A		1. YES 2. NO		CODE CODE 0 WAIVER 1 YES		HEALTH INS CODE					
41. PREVIOUS GOVERNMENT SERVICE DATA				42. LEAVE CAT		43. FEDERAL TAX DATA				44. STATE TAX DATA					
0. NO PREVIOUS SERVICE 1. NO BREAK IN SERVICE 2. BREAK IN SERVICE (LESS THAN 12 MOS) 3. BREAK IN SERVICE (MORE THAN 12 MOS)				CODE		FOAM EXECUTED CODE NO. TAX EXEMPTIONS 1. YES 2. NO				FOAM EXECUTED CODE NO. TAX EXEMPTIONS 1. YES 2. NO				CODE NO TAX STATE CODE EXEMP	
SIGNATURE OR OTHER AUTHENTICATION															
												09/05/61 UK			

PSC: 23 AUG 1961

SECRET
(When Filled In)

OCF		NOTIFICATION OF PERSONNEL ACTION			
1. SERIAL NUMBER		2. NAME (LAST-FIRST MIDDLE)			
024345		PHILLIPS DAVID A			
3. NATURE OF PERSONNEL ACTION		4. EFFECTIVE DATE		5. CATEGORY OF EMPLOYMENT	
REASSIGNMENT		08 15 61		REGULAR	
6. FUTURE DTS		7. COST CENTER NO. CHARGEABLE		8. CSC OR OTHER LEGAL AUTHORITY	
<input type="checkbox"/> V TO V <input type="checkbox"/> CF TO V <input checked="" type="checkbox"/> V TO CF <input type="checkbox"/> CF TO CF		2135 5700 1000		50 USC 403 J	
9. ORGANIZATIONAL DESIGNATIONS		10. LOCATION OF OFFICIAL STATION			
DDP WH BRANCH 3 MEXICO CITY, MEXICO STATION		MEXICO CITY, MEXICO			
11. POSITION TITLE		12. POSITION NUMBER		13. CAREER SERVICE DESIGNATION	
CPS OFFICER		0340		D	
14. CLASSIFICATION SCHEDULE (GS, WD, etc)		15. OCCUPATIONAL SERIES		17. SALARY OR RATE	
GS		0136.01		14 3 12730	
16. REMARKS TO BE INTEGRATED.					
SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PERSONNEL					
19. ACTION CODE	20. EMPLOY CODE	21. OFFICE CODING	22. STATION CODE	23. INTEGREE CODE	24. MONTH CODE
37	10	NUMERIC WH	45075	3	10
25. DATE OF BIRTH		26. DATE OF GRADE		27. DATE OF LEI	
10 31 22		MC CA YR		MO CA YR	
28. NTE EXPIRES		29. SPECIAL REFERENCE		30. RETIREMENT DATA	
MO CA YR		1. CSC 2. FICA 3. NONE		CODE	
31. SEPARATION DATA CODE		32. CORRECTION CANCELLATION DATA		33. SECURITY REQ NO.	
TYPE MO CA YR		EOD DATA		34. SER	
35. VET PREFERENCE		36. SERV. COMP. DATE		37. LONG. COMP. DATE	
CODE 1. 0 NONE 2. 1 5 YR 3. 2 10 YR		MO CA YR		MO CA YR	
38. MIL. SERV. CREDIT LOST		39. RESLT. / HEALTH INSURANCE		40. SOCIAL SECURITY NO.	
1. YES 2. NO		CODE CODE 0. WAIVER 1. YES 2. NO		HEALTH INS CODE	
41. PREVIOUS GOVERNMENT SERVICE DATA		42. LEAVE CAT.		43. FEDERAL TAX DATA	
CODE 1. 0 NO PREVIOUS SERVICE 2. 1 NO BREAK IN SERVICE 3. 2 BREAK IN SERVICE (LESS THAN 12 MOS) 4. 3 BREAK IN SERVICE (MORE THAN 12 MOS)		CODE		FORM EXECUTED CODE NO. TAX EXEMPTIONS	
				FORM EXECUTED CODE 1. YES 2. NO	
				STATE TAX DATA	
				CODE NO. TAX STATE CODE	
SIGNATURE OR OTHER AUTHENTICATION					
<div style="text-align: right;"> FOCUSSED 08/29/61 W/K </div>					

IN ACCORDANCE WITH THE PROVISIONS OF P. L. 86-368 AND DCI MEMO DATED 1 AUGUST 1966, SALARY IS ADJUSTED AS FOLLOWS EFFECTIVE 10 JULY 1967.

GO	NAME	SERIAL	ORGN	GR-ST	OLD SALARY	NEW SALARY
0	PHILLIPS DAVID A	524345	46 17	GS-14 3	\$11,835	\$12,730

/S/ EMMETT D. FCHOLS
DIRECTOR OF PERSONNEL

SECRET

NOTIFICATION OF PERSONNEL ACTION														
1. Serial No.			2. Name (Last-First-Middle)			3. Date Of Birth			4. Vol. Prof.		5. Sex		6. CS - EOD	
524345			PHILLIPS DAVID A			Mo. Da. Yr. 10 31 22			Nono-0 5 Pt-1 10 Pt-2		Code 1		Mo. Da. Yr. 03 14 60	
7. SCD			8. CSC Rmt.			9. CSC Or Other Legal Authority			10. Appt. Affidav.		11. FLGLI		12. LCD	
Mo. Da. Yr. 02 12 54			Yes-1 No-2			Code 1			50 USCA 403 J		Mo. Da. Yr. 04 05 55		Yes-1 No-2	

PREVIOUS ASSIGNMENT													
14. Organizational Designations					Code		15. Location Of Official Station			Station Code			
CS/CS DEVELOPMENT COMPLEMENT DOP WH DIVISION					3608		WASH., D.C.			75013			
16. Dept. - Field			17. Position Title			18. Position No.			19. Serv.		20. Occup. Series		
Dept - 1 USMID - 3 Frgn - 5			Code 1			OPS OFFICER			031460			GS 0136.01	
21. Grade & Step			22. Salary Or Rate			23. SD			24. Date Of Grade			25. App. No.	
14 3			\$11835			D			Mo. Da. Yr. 03 14 60			0320 1998	

ACTION											
27. Nature Of Action		Code		28. Eff. Date		29. Type Of Employee		Code		30. Separation Data	
REASSIGNMENT		56		Mo. Da. Yr. 04 17 60		REGULAR		01			

PRESENT ASSIGNMENT													
31. Organizational Designations					Code		32. Location Of Official Station			Station Code			
DOP WH BRANCH A					4617		WASH., D.C.			75013			
33. Dept. - Field			34. Position Title			35. Position No.			36. Serv.		37. Occup. Series		
Dept - 1 USMID - 3 Frgn - 5			Code 1			OPS OFFICER			0624		GS 0136.01		
38. Grade & Step			39. Salary Or Rate			40. SD			41. Date Of Grade			42. App. No.	
14 3			\$11835			D			Mo. Da. Yr. 03 14 60			0135 1000 1000	

11-26-60-11X

SECRET
(When Filled In)

NOTIFICATION OF PERSONNEL ACTION													
PAS: 14 MARCH 1960													
1. Serial No.		2. Name (Last-First-Middle)				3. Date Of Birth		4. Vet. Pref		5. Sex		6. CS-EOD	
524345		DAVID A PHILLIPS PHILLIPS DAVID A				Mo. Da. Yr. 10 31 22		None-0 5 Pt-1 10 Pt-2		Code 1 M 1		Mo. Da. Yr. 03 14 60	
7. SCD		8. CSC Retmt.		9. CSC Or Other Legal Authority		10. Apmt Affidav		11. FEGLI		12. LCD		13. Ext. Code	
Mo. Da. Yr. 02 12 54		Yes-1 No-2		Code 1		50 USCA 403 J		Mo. Da. Yr. 03 14 60		Yes-1 No-2		Code 1 04 05 55 No-2 2	

PREVIOUS ASSIGNMENT

14. Organizational Designations				Code		15. Location Of Official Station				Station Code	
16. Dept. - Field		17. Position Title				18. Position No.		19. Serv.		20. Occup. Series	
Dept - 1 USfld - 3 Frqn - 5											
21. Grade & Step		22. Salary Or Rate		23. SD		24. Date Of Grade		25. PSI Due		26. Appropriation Number	
		\$				Mo. Da. Yr.		Mo. Da. Yr.			

ACTION

27. Nature Of Action		Code		28. Eff Date		29. Type Of Employee		Code		30. Separation Data	
EXCEPTED APPOINTMENT		17		03 14 60		REGULAR		20			

PRESENT ASSIGNMENT

31. Organizational Designations				Code		32. Location Of Official Station				Station Code	
CS/CS DEVELOPMENT COMPLEMENT DDP WH DIVISION				4688		WASH., D.C.				75013	
33. Dept. - Field		34. Position Title				35. Position No.		36. Serv.		37. Occup. Series	
Dept - 1 USfld - 3 Frqn - 5		OPS OFFICER				031460		GS		0136.01	
38. Grade & Step		39. Salary Or Rate		40. SD		41. Date Of Grade		42. PSI Due		43. Appropriation Number	
14 3		\$ 11835		D		Mo. Da. Yr. 03 14 60		Mo. Da. Yr. 09 17 61		0320 1998	
44. Remarks APPOINTEE.											

100-1150
3-24-60
rik

FORM NO. 1150a
1 MAR 57

3-23-60

SECRET

(4)

STANDARD FORM 50 (7 PART)
REV. APRIL 1957
PROMULGATED BY
U.S. CIVIL SERVICE COMMISSION
CHAPTER 51, FEDERAL PERSONNEL MANUAL

SECRET
WHEN FILLED IN.

NOTIFICATION OF PERSONNEL ACTION

1. NAME (Last, first, middle initial, and surname) Philip A. Phillips		2. DATE OF BIRTH 10/31/22	3. JOURNAL OR ACTION NO.	4. DATE 18 Aug 58
This is to notify you of the following action affecting your employment:				
5. NATURE OF ACTION (Use Standard Terminology) RESIGNATION (STAFF AGENT)		6. EFFECTIVE DATE 15 Aug 58	7. CIVIL SERVICE OR OTHER LEGAL AUTHORITY 60 USC 6031	
FROM Ops Officer (PP) 6127 GS-0136-31-14 \$11,835.00 p/a DDP/NEA Project Annex Egypt & Arab States Branch Project PECTATE Beirut, Lebanon		TO		
8. POSITION TITLE		9. SERVICE SERVICE GRADE, SALARY		
10. ORGANIZATIONAL DESIGNATIONS		11. HEADQUARTERS		
12. FIELD OR DEPT.		13. VETERAN'S PREFERENCE		
14. POSITION CLASSIFICATION ACTION		15. SEX		
16. APPROPRIATION		17. SUBJECT TO C.S. RETIREMENT ACT		
18. DATE OF APPOINTMENT		19. LEGAL RESIDENCE		
20. REMARKS:		21. SIGNATURE OR OTHER AUTHENTICATION		

Subj debriefed by Security (Frasce)
Subj debriefed by Finance (Shipley)
Subj debriefed by Personnel (Kreinholder)

POSTED ON
15 Aug 58

FOR DIRECTOR OF PERSONNEL

Joseph L. Pagan

ENTRANCE PERFORMANCE RATING:

SECRET

1. ~~REPRODUCTION~~ COPY

File

SECRET

WHEN FILLED IN

NOTIFICATION OF PERSONNEL ACTION

1. NAME (Last - first - middle - given name - initials - and surname) <i>David P. Phillips</i>		2. DATE OF BIRTH 31 Oct 1922	3. JOURNAL OR ACTION NO.	4. DATE 16 Aug 57
This is to notify you of the following action affecting your employment:				
5. NATURE OF ACTION (USE STANDARD TERMINOLOGY) REASSIGNMENT (CORRECTION) * STAFF ASSET		6. EFFECTIVE DATE 30 Apr 1957	7. CIVIL SERVICE OR OTHER LEGAL AUTHORITY 50 USC 4031	
FROM Ops. Off (PP) BAF-126 GS-0136.31-14 \$10,535.00 p/a DDP/VII Branch III Havana Cuba Station Havana, Cuba		8. POSITION TITLE 9. SERVICE, SERIES, GRADE, SALARY 10. ORGANIZATIONAL DESIGNATIONS 11. HEADQUARTERS	TO Ops. Officer (PP) PSP-8127 GS-0136.31-14 \$10,535.00 p/a DDP/SEA Project Annex Egypt and Arab States Branch Project FECTATE Beirut, Lebanon	
<input checked="" type="checkbox"/> FIELD <input type="checkbox"/> DEPARTMENTAL		<input checked="" type="checkbox"/> FIELD <input type="checkbox"/> DEPARTMENTAL		
13. VETERAN'S PREFERENCE NONE <input type="checkbox"/> WWI <input type="checkbox"/> OTHER <input type="checkbox"/> 5-PT. <input type="checkbox"/> 10-POINT <input type="checkbox"/>		14. POSITION CLASSIFICATION ACTION NEW <input type="checkbox"/> VICE <input type="checkbox"/> I. A. <input type="checkbox"/> REA. <input type="checkbox"/>		
15. SEX M		16. APPROPRIATION FROM 6-3545-55-055 TO: 7-3361-21-216		SD:DP
17. SUBJECT TO C. S. RETIREMENT ACT (YES-NO) Yes		18. DATE OF APPOINTMENT (MONTHS) 15		19. LEGAL RESIDENCE <input type="checkbox"/> CLAIMED <input type="checkbox"/> PROVED STATE:
20. REMARKS: *Subject arrived PCS Beirut 30 Apr 57. Project FECTATE was approved 15 Mar 57 <div style="text-align: right;">FOR DIRECTOR OF PERSONNEL <i>Louis W. Armstrong</i></div>				
ENTRANCE PERFORMANCE RATING:				

POSTED ON
OFF-40
21-15-57

SECRET

1. ~~REPRODUCTION~~ COPY

76

21. SIGNATURE OR OTHER AUTHENTICATION

File

1. OP/VOL		2. Payr		3. Back pay		4. Slip req.	
5. Grade and salary GS-14 \$10,320.00							

PAYROLL CHANGE DATA

DATE	PAY	OVERTIME	GROSS PAY	RET.	FEDERAL TAX	BOND	F.I.C.A.	STATE TAX	GROUP LIFE INS.	NET PAY
APR 55	B									
10										
25										
HA										
22										

POSTED ON
 OF-40
 JUL 19 1955

11. Appropriation(s)	12. Prepared by dsk 1 Aug 56 13. Audited by
----------------------	--

Article step increase ☐ Pay adjustment ☐ Other step increase _____

15. Date last equivalent increase 1 APR 55	16. Old salary rate \$10,320.00	17. New salary rate \$10,535.00
--	---	---

☒ OP data (fill in appropriate spaces covering LWOP following periods)
☐ In pay status at end of waiting period.
☐ In LWOP status at end of waiting period.

No excess LWOP. Total excess LWOP _____

STANDARD FORM NO. 1126d—Revised
 prescribed by Comp. Gen., U. S.
 per 26, 1934, General Regulations No. 102

CONFIDENTIAL

IN FILE OF CLERK

PAYROLL CHANGE SLIP — PERSONNEL COPY

[illegible]

CENTRAL INTELLIGENCE AGENCY

NOTIFICATION OF PERSONNEL ACTION

17-

1. NAME (MR., MISS, MRS., OR DR., GIVEN NAME, INITIALS, AND SURNAME) Mr. David A. Phillips		2. DATE OF BIRTH 21 Oct 1922	3. JOURNAL OR ACTION NO.	4. DATE 7 Feb 1956
This is to notify you of the following action affecting your employment:				
5. NATURE OF ACTION (USE STANDARD TERMINOLOGY) Resignation*		6. EFFECTIVE DATE 6 Feb 1956	7. CIVIL SERVICE OR OTHER LEGAL AUTHORITY	
FROM Ops Officer BW-229 GS-0136.31-14 \$10,320.00 per annum DDP/PP Operations Staff Information Coordination Division Office of the Chief Washington, D. C.		8. POSITION TITLE	TO	
<input type="checkbox"/> FIELD <input checked="" type="checkbox"/> DEPARTMENTAL		9. SERVICE, SERIES, GRADE, SALARY	<input type="checkbox"/> FIELD <input type="checkbox"/> DEPARTMENTAL	
13. VETERAN'S PREFERENCE NONE <input type="checkbox"/> WWII <input type="checkbox"/> OTHER <input checked="" type="checkbox"/> S-PT. <input type="checkbox"/> 10 POINT <input type="checkbox"/>		14. POSITION CLASSIFICATION ACTION NEW <input type="checkbox"/> VICE <input type="checkbox"/> I. A. <input type="checkbox"/> REAL <input type="checkbox"/> SD/DP		
15. SEX M	16. APPROPRIATION FROM: 6-2105-20 TO:	17. SUBJECT TO C. S. RETIREMENT ACT (YES-NO) Yes	18. DATE OF APPOINTMENT AFFIDAVIT (ACCESSIONS ONLY)	19. LEGAL RESIDENCE <input type="checkbox"/> CLAIMED <input type="checkbox"/> PROVED STATE: Texas
20. REMARKS. <div style="text-align: right;">102-112 2/2/56</div> <p>*To seek other employment.</p> <p>Statement of accrued annual leave to your credit will be forwarded with your final salary check.</p> <p style="text-align: right;">57,---,---,---,</p> <p>ENTRANCE PERFORMANCE RATING: Director of Personnel</p> <p style="text-align: right;">SIGNATURE OR OTHER AUTHENTICATION</p>				

4. PERSONNEL FOLDER COPY

STANDARD FORM 50-18 PART
REV. APRIL 1954
PROMULGATED BY:
U. S. CIVIL SERVICE COMMISSION
CHAPTER 1, FEDERAL PERSONNEL MANUAL

CENTRAL INTELLIGENCE AGENCY

NOTIFICATION OF PERSONNEL ACTION dah

1. NAME (MR.-MISS.-MRS.-ONE SILEX NAME, INITIALS, AND SURNAME)		2. DATE OF BIRTH	3. JOURNAL OR ACTION NO.	4. DATE
Mr. David A. Phillips		31 Oct 1922		4 October 1955
This is to notify you of the following action affecting your employment:				
5. NATURE OF ACTION (USE STANDARD TERMINOLOGY)		6. EFFECTIVE DATE	7. CIVIL SERVICE OR OTHER LEGAL AUTHORITY	
Reassignment (Correction)		14 Aug 1955	50 USCA 403 j	
FROM		TO		
Paramilitary Off. Bd-156		8. POSITION TITLE	Ops Officer 54-229	
GS-0136.11-14 \$10,320.00 Per Annum		9. SERVICE SERIES GRADE SALARY	GS-0136.31-14 \$10,320.00 Per Annum	
Office of the Chief		10. ORGANIZATIONAL DESIGNATIONS	DDP/FP Operations Staff Information Coordination Division Office of the Chief	
		11. HEADQUARTERS	Washington, D.C.	
<input type="checkbox"/> FIELD <input type="checkbox"/> DEPARTMENTAL		12. FIELD OR DEPT.	<input type="checkbox"/> FIELD <input checked="" type="checkbox"/> DEPARTMENTAL	
13. VETERAN'S PREFERENCE		14. POSITION CLASSIFICATION ACTION		
NONE <input type="checkbox"/> 5-YR <input type="checkbox"/> 10-YR <input type="checkbox"/> 15-YR <input type="checkbox"/> 20-YR <input type="checkbox"/> 25-YR <input type="checkbox"/> 30-YR <input type="checkbox"/> 35-YR <input type="checkbox"/> 40-YR <input type="checkbox"/> 45-YR <input type="checkbox"/> 50-YR <input type="checkbox"/> 55-YR <input type="checkbox"/> 60-YR <input type="checkbox"/> 65-YR <input type="checkbox"/> 70-YR <input type="checkbox"/> 75-YR <input type="checkbox"/> 80-YR <input type="checkbox"/> 85-YR <input type="checkbox"/> 90-YR <input type="checkbox"/> 95-YR <input type="checkbox"/> 100-YR		50/OP		
15. TO <input type="checkbox"/> 16. FROM <input type="checkbox"/> 17. APPROPRIATION		18. SUBJECT TO C.S. RETIREMENT ACT (YES-NO)		19. DATE OF APPOINTMENT AFFIDAVIT (ACCESS-EX ONLY)
FROM: 6-2101-20 TO: 6-2105-20		Yes		
20. LEGAL RESIDENCE <input type="checkbox"/> CLAIMED <input type="checkbox"/> PRO-13 STATE:				
21. This action is subject to all applicable laws, rules, and regulations and may be subject to investigation and approval by the United States Civil Service Commission. The action may be corrected or canceled if not in accordance with all requirements.				
* This Action Corrects Item No. 17 on the "to" Side of Notification dated 4 August 1955, to show the correct Allotment Number, Previously shown as 6-2101-20				
22. SIGNATURE OF PERSONNEL ACTION OFFICER				
23. SIGNATURE OF AUTHORIZING OFFICIAL				
24. SIGNATURE OF OTHER AUTHENTICATION				

4. PERSONNEL FOLDER COPY

CENTRAL INTELLIGENCE AGENCY

NOTIFICATION OF PERSONNEL ACTION

1. NAME (MR - MISS - MRS - OR) GIVEN NAME (INITIALS), AND SURNAME		2. DATE OF BIRTH	3. JOURNAL ACTION NO.	4. DATE
MR. DAVID A. PHILIPS		31 Oct 1922		4 Aug 1955
This is to notify you of the following action affecting your employment:				
5. NATURE OF ACTION (USE STANDARD TERMINOLOGY)		6. EFFECTIVE DATE	7. CIVIL SERVICE OR OTHER LEGAL AUTHORITY	
Reassignment		14 Aug 1955	50 U.S.C. 1033	
FROM		TO		
Paramilitary Off. DA-156		Ops Officer DA-229		
GS-0136.11-14 \$10,320.00 per annum		GS-0136.31-14 \$10,320.00 per annum		
DDP/PP Operations Staff Office of the Chief		DDP/PP Operations Staff Information Coordination Div. Office of the Chief		
11. HEADQUARTERS		Washington D. C.		
12. FIELD OR DEPT'L		12. FIELD OR DEPT'L		
13. VETERAN'S PREFERENCE		14. POSITION CLASSIFICATION ACTION		
15. SEX (M/F)		16. DATE OF APPOINTMENT		
17. APPROPRIATION		18. SUBJECT TO C & E		
19. STATE		20. LEGAL RESIDENCE		
21. REMARKS: This action is subject to all applicable laws, rules, and regulations and may be subject to investigation and approval by the United States Civil Service Commission. The action may be corrected or canceled if not in accordance with all requirements.				
Director of Personnel				
ENTRANCE PERFORMANCE RATING				
4. PERSONNEL FOLDER COPY				

4. PERSONNEL FOLDER COPY

7/8 8/11/55

STANDARD FORM 50 (5 PART)
REV. APRIL 1961
PROVIDED BY
U.S. CIVIL SERVICE COMMISSION
CHAPTER 51, FEDERAL PERSONNEL MANUAL

CENTRAL INTELLIGENCE AGENCY

NOTIFICATION OF PERSONNEL ACTION PC 26 April 1955
SF 6038

1. NAME (MR., MISS, MRS., OR GIVEN NAME INITIALS, AND SURNAME)		2. DATE OF BIRTH	3. JOURNAL OR ACTION NO.	4. DATE
Mr. David A. Phillips		31 October 1922		1 April 1955
This is to notify you of the following action affecting your employment:				
5. NATURE OF ACTION (USE STANDARD TERMINOLOGY)		6. EFFECTIVE DATE	7. CIVIL SERVICE OR OTHER LEGAL AUTHORITY	
Excepted Appointment		1 April 1955	50 USCA 403 j	
FROM		TO		
		8. POSITION TITLE	Paramilitary Off. PM BW-156-14	
		9. SERVICE, SERIES GRADE, SALARY	GS-0136.11-14 \$9,00.00 P/a	
		10. ORGANIZATIONAL DESIGNATIONS	DDP/P&P Operations Staff Office of the Chief	
		11. HEADQUARTERS	Washington, D. C.	
<input type="checkbox"/> FIELD	<input type="checkbox"/> DEPARTMENTAL	12. FIELD OR DEPT'L	<input type="checkbox"/> FIELD	<input checked="" type="checkbox"/> DEPARTMENTAL
13. VETERAN'S PREFERENCE		14. POSITION CLASSIFICATION ACTION		
NEW	OTHER	SER.	VICE	P.A.
15. APPROPRIATION FROM:		16. SUBJECT TO C.S. RETIREMENT ACT (YES-NO)	17. DATE OF APPOINTMENT AFFIDAVIT (EXCEPTIONS PERM.)	18. LEGAL RESIDENCE
X 5-0101-30		Yes	23 April 1955	STATE Texas
REMARKS: This action is subject to all applicable laws, rules, and regulations and may be subject to investigation and approval by the United States Civil Service Commission. The action may be corrected or canceled if not in accordance with all requirements. Subject to a satisfactory physical examination.				
RC 06 DUC 04-01-55 CSEED 04-01-55 LGD 04-01-55				
Director of Personnel				

4. PERSONNEL FOLDER COPY

☆ U. S. GOVERNMENT PRINTING OFFICE: 1956-519720.

14-00000

SECRET

12 May 1966

MEMORANDUM FOR: Chief, Contract Personnel Division

ATTENTION : Mary Kay Spink

SUBJECT : Verification of Contract Service
PHILLIPS, David A.

In order to establish the salary, LCD and to compute the SCD for both leave and retirement purposes, it is necessary to verify the contract service and salary of David A. PHILLIPS, DOB 31 October 1922, who claims employment with this Agency in a contract status from 27 March 1952 to 1 April 1955 and from 19 August 1958 to 13 March 1960.

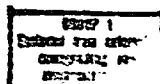
Signed

Lovell P. Moore
Deputy Chief, Transactions & Records Branch

Distribution:

- 0 & 1 - Addressee
- 1 - CPF - PHILLIPS
- 1 - TRB - Chrono

SECRET



4 February 1971

David A. Phillips

30 June 1966

4 March 1954

31 March 1955

WH/Personnel

30 June 1966

MEMORANDUM FOR : Chief, TRB

SUBJECT : Record of Contract Service for
David A. Phillips

1. Per your request we are forwarding record of Subject's contract service:

<u>Date</u>	<u>Action</u>
4 March 1954	Hired as Contract Employee
31 July 1954	Terminated
1 August 1954	Hired as Contract Employee
31 March 1955	Terminated
19 August 1953	Hired as Contract Agent
13 March 1950	Terminated

2. Subject was employed on a full time basis with leave benefits from 4 March 1954 through 31 March 1955. Accordingly, this entire period is "creditable" for establishing his annual leave category. However, the period from 19 August 1953 through 13 March 1950, as an independent contractor, is not creditable for this purpose. Only the period from 4 March 1954 through 31 December 1954 is "creditable for Civil Service Retirement, since Contract Employee's were mandatorily covered by Social Security as of 1 January 1955. 1951-1953 Contract Agent time is not creditable

3. Attached is OF record of Agency service with salary breakdown.

Rogers C. Brooks
Acting Chief, Contract Personnel Division

Distribution:
Orig - Addressee
2 - CPD

14-00000
Chief, Contract Personnel Division
ATTN: Mary Kay Swink

16 June 1966

Compensation and Tax Division
Office of Finance

Agency Service of David Atlee PHILLIPS

The records of the Office of Finance show the following Agency service for Subject:

Contract Agents:

EOD 1 February 1951 @ \$600.00 P/A
Term 28 February 1951 @ \$600.00 P/A

EOD 25 January 1952 @ \$6000.00 P/A
Term 31 August 1953 @ \$6000.00 P/A

EOD 4 March 1954 @ \$7200.00 P/A
Pay Inc. 1 August 1954 @ \$8360.00 P/A
Term. 31 March 1955 @ \$8360.00 P/A

Staff Employees:

Ex. Appt. 1 April 1955 @ \$9600.00 P/A
Res. 6 February 1956 @ \$10,320.00 P/A

Staff Agent:

Ex. Appt. 7 February 1956 @ \$10,320.00 P/A
PSI 7 October 1956 @ \$10,535.00 P/A
Pay Raise 12 January 1958 @ \$11,595.00 P/A
PSI 6 April 1958 @ \$11,835.00 P/A
Res. 13 August 1958 @ \$11,835.00 P/A

Contract Agents:

EOD 19 August 1958 @ \$7,200.00 P/A
Term. 13 March 1960 @ \$7,200.00 P/A

Staff Employees:

Ex. Appt. 14 March 1960 @ \$11,835.00 P/A
Subject has been a Staff Employee since 14 March 1960.

JOSEPH H. HUDSON
Chief

CLASSIFICATION			
FITNESS REPORT			
SECTION A GENERAL INFORMATION			
1. EMPLOYEE NUMBER 024345	2. NAME (Last, first, middle) Phillips, David A.	3. DATE OF BIRTH & SEX 10/31/22 M	5. GRADE & SD GS-18 D
7. OFFICIAL POSITION TITLE Chief, WE Division	8. OFF. DIV. OR OF ASSIGNMENT DDO/WE/O-CH	9. CURRENT STATION Headquarters	10. CODE (if any) MSB DP
11. TYPE OF APPOINTMENT		12. TYPE OF REPORT	
<input checked="" type="checkbox"/> CAREER	<input type="checkbox"/> RESERVE	<input type="checkbox"/> CONTRACT	<input type="checkbox"/> OTHER (Spec.)
<input type="checkbox"/> TEMPORARY	<input type="checkbox"/> ANNUAL	<input type="checkbox"/> REASSIGNMENT	<input type="checkbox"/> SPECIAL
13. REPORTING PERIOD (7/01-03-)		14. DATE REPORT DUE IN O.P.	
1 May 1973 - 31 March 1974		30 April 1974	
SECTION B QUALIFICATIONS UPDATE			
IF QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE WORD "YES" IN THE BOX TO THE RIGHT. IF NO CHANGES ARE REQUIRED, PLACE THE WORD "NO" IN THE BOX AT RIGHT.			
SECTION C PERFORMANCE EVALUATION			
<p>U--Unsatisfactory Performance is unacceptable. A rating in this category requires immediate and positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section D.</p> <p>M--Marginal Performance is deficient in some aspects. The reasons for assigning this rating should be stated in Section D and remedial actions taken or recommended should be described.</p> <p>P--Proficient Performance is satisfactory. Desired results are being produced in the manner expected.</p> <p>S--Strong Performance is characterized by exceptional proficiency.</p> <p>O--Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>			
SPECIFIC DUTIES			
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).			RATING LETTER
SPECIFIC DUTY NO. 1 Plans, organizes and implements the programs of the Operations Directorate in the Western Hemisphere area.			S
SPECIFIC DUTY NO. 2 Supervises approximately 255 staff employees in Headquarters and 310 in 26 Stations and Bases abroad.			S
SPECIFIC DUTY NO. 3 Represents the Agency in contacts with senior representatives of liaison services.			O
SPECIFIC DUTY NO. 4 Represents the Directorate and/or the Agency in official contacts with other components of our government.			S
SPECIFIC DUTY NO. 5 Implements the EEO policy of the Agency.			S
SPECIFIC DUTY NO. 6			RATING LETTER
OVERALL PERFORMANCE IN CURRENT POSITION			
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.			RATING LETTER S

CLASSIFICATION

SECTION D		NARRATIVE COMMENTS	
<p>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 C to provide 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 commented on, if applicable. If extra space is needed to complete Section D, attach a separate sheet of paper.</p> <p>This report covers Mr. Phillips' initial period as a Division Chief. It coincided with a period of unusually high stress and strain in the Western Hemisphere Division, particularly in relationships with the State Department and in the problems left over from our drastic measures designed to protect ourselves against a potential counterintelligence disaster. The most important fact to be recorded about Mr. Phillips' direction of his Division during this period is that he kept operations at the top of his priority list, and that as a result our operational achievements in the area during the past year have been on the whole better than in the year before.</p> <p>Mr. Phillips is developing into a very competent manager, and has handled well the problems involved in adjusting to decreasing manpower ceilings. He is prudent in the use of official funds. He is a good supervisor and is providing excellent leadership to his subordinates, who have responded with a clear improvement in morale during the period since Mr. Phillips assumed charge.</p> <p style="text-align: right;">(continued next page)</p>			
SECTION E		CERTIFICATION AND COMMENTS	
1. BY SUPERVISOR			
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION		
9			
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE	
22 April 1974	Associate Deputy Director for Operations	David H. Blee	
2. BY EMPLOYEE			
STATEMENT CONCERNING THIS EVALUATION OF MY PERFORMANCE	DATE	SIGNATURE OF EMPLOYEE	
HAVE ATTACHED	HAVE NOT ATTACHED	23 April 1974	
3. BY REVIEWING OFFICIAL			
COMMENTS OF REVIEWING OFFICIAL			
<p>Concur. An excellent operational leader who is learning rapidly the nuances of a Division Chief's job in Washington. He is an inspirational leader whose management techniques and abilities are still developing. All in all a first rate performance.</p>			
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE	
11 June 1974	Deputy Director for Operations	William E. Nelson	
4. BY EMPLOYEE			
I CERTIFY THAT I HAVE SEEN THE ENTRIES IN ALL SECTIONS OF THIS REPORT		DATE	SIGNATURE OF EMPLOYEE
		6/21/74	5/1/74

CLASSIFICATION

SECRET

SECRET

Fitness Report - David A. Phillips

Section D., Continued:

The most dramatic challenge to the capabilities of the WH Division in the past year flowed from the overthrow of the Allende government in Chile. Overall, the intelligence reporting was timely and accurate, the adjustments to our political action programs skillfully made, and the responses to Congressional inquiry well handled.

It is as a senior operations officer that Mr. Phillips has had the greatest experience, and it is not surprising that he has made an excellent input into the improvement of operational matters throughout the many areas of this hemisphere for which he is responsible. He has also consistently handled the many and important senior liaison contacts which he has made during this year, both at Headquarters and during field visits, with great effectiveness.

CLASSIFICATION	
FITNESS REPORT	
SECTION A GENERAL INFORMATION	
1. EMPLOYEE NUMBER 024345	2. NAME (Last, first, middle) Phillips, David A.
3. DATE OF BIRTH 10/31/22	4. SEX M
5. GRADE GS-18	6. SD D
7. OFFICIAL POSITION TITLE Chief, WH Division	8. OFF/DIV/BR OF ASSIGNMENT DDO/WH/O-CH
9. CURRENT STATION Headquarters	10. CODE (if any) S
11. TYPE OF APPOINTMENT	
<input checked="" type="checkbox"/> CAREER	<input type="checkbox"/> RESERVE
<input type="checkbox"/> CONTRACT	<input type="checkbox"/> OTHER (Spec)
<input type="checkbox"/> TEMPORARY	<input checked="" type="checkbox"/> ANNUAL
<input type="checkbox"/> REASSIGNMENT	<input type="checkbox"/> SPECIAL
13. REPORTING PERIOD (from-to) 1 May 1973 - 31 March 1974	14. DATE REPORT DUE IN O.P. 30 April 1974
SECTION B QUALIFICATIONS UPDATE	
IF QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE WORD "YES" IN THE BOX TO THE RIGHT. IF NO CHANGES ARE REQUIRED, PLACE THE WORD "NO" IN THE BOX AT RIGHT.	
SECTION C PERFORMANCE EVALUATION	
<p>U-Unsatisfactory Performance is unacceptable. A rating in this category requires immediate and positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section D.</p> <p>M-Marginal Performance is deficient in some aspects. The reasons for assigning this rating should be stated in Section D and remedial actions taken or recommended should be described.</p> <p>P-Proficient Performance is satisfactory. Desired results are being produced in the manner expected.</p> <p>S-Strong Performance is characterized by exceptional proficiency.</p> <p>O-Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>	
SPECIFIC DUTIES	
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).	
SPECIFIC DUTY NO. 1	RATING LETTER
Plans, organizes and implements the programs of the Operations Directorate in the Western Hemisphere area.	S
SPECIFIC DUTY NO. 2	RATING LETTER
Supervises approximately 255 staff employees in Headquarters and 310 in 26 Stations and Bases abroad.	S
SPECIFIC DUTY NO. 3	RATING LETTER
Represents the Agency in contacts with senior representatives of liaison services.	O
SPECIFIC DUTY NO. 4	RATING LETTER
Represents the Directorate and/or the Agency in official contacts with other components of our government.	S
SPECIFIC DUTY NO. 5	RATING LETTER
Implements the EEO policy of the Agency.	S
SPECIFIC DUTY NO. 6	RATING LETTER
OVERALL PERFORMANCE IN CURRENT POSITION	
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.	
RATING LETTER	
S	

11 JUL 1974

CLASSIFICATION

SECTION D

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 C to provide 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 commented on, if applicable. If extra space is needed to complete Section D, attach a separate sheet of paper.

This report covers Mr. Phillips' initial period as a Division Chief. It coincided with a period of unusually high stress and strain in the Western Hemisphere Division, particularly in relationships with the State Department and in the problems left over from our drastic measures designed to protect ourselves against a potential counterintelligence disaster. The most important fact to be recorded about Mr. Phillips' direction of his Division during this period is that he kept operations at the top of his priority list, and that as a result our operational achievements in the area during the past year have been on the whole better than in the year before.

Mr. Phillips is developing into a very competent manager, and has handled well the problems involved in adjusting to decreasing manpower ceilings. He is prudent in the use of official funds. He is a good supervisor and is providing excellent leadership to his subordinates, who have responded with a clear improvement in morale during the period since Mr. Phillips assumed charge.

(continued next page)

SECTION E

CERTIFICATION AND COMMENTS

1. BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION

9

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

DATE

22 April 1974

OFFICIAL TITLE OF SUPERVISOR

Associate Deputy Director
for Operations

TYPED OR PRINTED NAME AND SIGNATURE

David H. Blee

2. BY EMPLOYEE

STATEMENT CONCERNING THIS EVALUATION OF MY PERFORMANCE

HAVE ATTACHED

HAVE NOT ATTACHED

DATE

23 APRIL 1974

SIGNATURE OF EMPLOYEE

3. BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL

Concur. An excellent operational leader who is learning rapidly the nuances of a Division Chief's job in Washington. He is an inspirational leader whose management techniques and abilities are still developing. All in all a first rate performance.

DATE

11 June 1974

OFFICIAL TITLE OF REVIEWING OFFICIAL

Deputy Director for
Operations

TYPED OR PRINTED NAME AND SIGNATURE

William E. Nelson

4. BY EMPLOYEE

I CERTIFY THAT I HAVE SEEN THE ENTRIES IN ALL SECTIONS OF THIS REPORT

DATE

June 21, 1974

SIGNATURE

EMPLOYEE

CLASSIFICATION

14-00000

Fitness Report - David A. Phillips

Section D., Continued:

The most dramatic challenge to the capabilities of the WH Division in the past year flowed from the overthrow of the Allende government in Chile. Overall, the intelligence reporting was timely and accurate, the adjustments to our political action programs skillfully made, and the responses to Congressional inquiry well handled.

It is as a senior operations officer that Mr. Phillips has had the greatest experience, and it is not surprising that he has made an excellent input into the improvement of operational matters throughout the many areas of this hemisphere for which he is responsible. He has also consistently handled the many and important senior liaison contacts which he has made during this year, both at Headquarters and during field visits, with great effectiveness.

SECRET

CLASSIFICATION									
FITNESS REPORT									
SECTION A GENERAL INFORMATION									
1. EMPLOYEE NUMBER		2. NAME (Last, first, middle)			3. DATE OF BIRTH		4. SEX	5. GRADE	6. SD
024345		Phillips, David A.			31 Oct 22		M	GS-17	D
7. OFFICIAL POSITION TITLE				8. OFF/DIV/BR OF ASSIGNMENT		9. CURRENT STATION		10. NO CO	
Chief of Station				DDP/WII/3-Caracas		Venezuela		3	
11. TYPE OF APPOINTMENT					12. TYPE OF REPORT				
<input checked="" type="checkbox"/>	CAREER	<input type="checkbox"/>	RESERVE	<input type="checkbox"/>	CONTRACT	<input type="checkbox"/>	OTHER (Spec.)	<input type="checkbox"/>	TEMPORARY
<input checked="" type="checkbox"/>	ANNUAL	<input type="checkbox"/>	REASSIGNMENT	<input type="checkbox"/>	SPECIAL				
13. REPORTING PERIOD (from-to)					14. DATE REPORT DUE IN O.P.				
1 February 1972 - 31 March 1973					31 May 1973				
SECTION B QUALIFICATIONS UPDATE									
IF QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE WORD "YES" IN THE 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>		Performance is unacceptable. A rating in this category requires immediate and positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section D.							
<u>M—Marginal</u>		Performance is deficient in some aspects. The reasons for assigning this rating should be stated in Section D and remedial actions taken or recommended should be described.							
<u>P—Proficient</u>		Performance is satisfactory. Desired results are being produced in the manner expected.							
<u>S—Strong</u>		Performance is characterized by exceptional proficiency.							
<u>O—Outstanding</u>		Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.							
SPECIFIC DUTIES									
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).									RATING LETTER
SPECIFIC DUTY NO. 1									
SPECIFIC DUTY NO. 2									RATING LETTER
SPECIFIC DUTY NO. 3									RATING LETTER
SPECIFIC DUTY NO. 4									RATING LETTER
SPECIFIC DUTY NO. 5									RATING LETTER
SPECIFIC DUTY NO. 6									RATING LETTER
OVERALL PERFORMANCE IN CURRENT POSITION									
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.									RATING LETTER

SECRET
CLASSIFICATION

SECTION D**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 C to provide 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 commented on, if applicable. If extra space is needed to complete Section D, attach a separate sheet of paper.

JAN 11 10 44 AM '74

SEE ATTACHED

SECTION E**CERTIFICATION AND COMMENTS**

1. BY EMPLOYEE		
I CERTIFY THAT I HAVE SEEN SECTIONS A, B, C AND D OF THIS REPORT		
DATE	SIGNATURE OF EMPLOYEE	
	<i>[Signature]</i>	
2. BY SUPERVISOR		
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
7 January 1974	Chief of Station	<i>Theodore G. Shackley</i> Theodore G. Shackley
3. BY REVIEWING OFFICIAL		
COMMENTS OF REVIEWING OFFICIAL		
<p>Mr. Phillips is a highly experienced senior operations officer with outstanding leadership ability. In both the Chief of Station positions covered by this report his performance was superior in every important respect.</p>		
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
8 Jan 1974	ADD/O	<i>David H. Blee</i> David H. Blee

CLASSIFICATION
SECRET

SECRET

SECTION D

NARRATIVE COMMENTS

1. In the period covered by this report Mr. Phillips was the Chief of Station Brasilia during the time frame February to August 1972. After that Mr. Phillips became the Chief of Station, Caracas and served in Venezuela during the period August 1972 to April 1973. At both of these posts Mr. Phillips was responsible for managing an average of 44 Agency employees. Additionally, Mr. Phillips supervised in this period an average FY budget of 1.8 million which was spent on FI, CA, CI, anti-narcotics and protected economic intelligence operations. American policy interests in Brazil and Venezuela are high in terms of the United States scale of values for Latin America. This means that Mr. Phillips was assigned to two prestige posts during a fifteen month time span.

2. As a manager Mr. Phillips is operations oriented. In view of this he places his time, attention and command emphasis on programs that are designed to acquire intelligence and agents. This approach has consistently produced results in terms of FI and CA operations which are targeted against the host country.

3. Mr. Phillips was also active at both posts as an operations manager who focused Station resources on the Soviet target, protected economic intelligence and the anti-narcotics effort. Unfortunately, as these programs moved into gear Mr. Phillips was also in motion between Stations, or had just been in place at his second Station for less than a year. As a result one can only say that Mr. Phillips made all the right moves in his managerial duties against these priority targets. The brevity of his program implementation at each of the two posts did not provide a solid basis, however, for measuring tangible success. In short Mr. Phillips deserves high marks for initiative, drive and imagination on programs that were receiving increased attention at Headquarters.

4. The myriad problems that are faced when a Station moves its location from one city to another were still challenging Mr. Phillips when he left Brasilia. In overview terms, however, the move from Rio de Janeiro to Brasilia was well done. This does not mean that Mr. Phillips' successor at Brasilia did not have some gaps to fill or adjustments to make in the administrative field. The scope of these actions, however, was in the realm of the reasonable and attests to the fact that while his basic interests are in

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-2-

operations, administration per se is not a totally alien field to Mr. Phillips.

5. In representational terms Mr. Phillips did a sound job in winning and maintaining the respect of the American Ambassadors in Brazil and Venezuela. This is due in large measure to Mr. Phillips' native charm, area knowledge, and language skills in Spanish and Portuguese. In addition, Mr. Phillips is people oriented, and this makes it possible for him to sell himself and CIA to senior American officials at the Ambassador level.

6. In personal terms Mr. Phillips is a hard-working, dedicated officer who is a good team player. This officer has the intent, capability and desire to fulfill the needs of the Organization. He is particularly well versed in CA skills and is politically oriented. As a result he likes the challenge of election operations and is well qualified in this area.

7. Mr. Phillips' total performance during the period covered by this report merits an evaluation of Strong.

8. In terms of future assignments Mr. Phillips is likely to be at his professional best in field activities. This officer is highly specialized in Latin American affairs, but he is perfectly capable of being a Station Chief at most Agency posts in Europe or Asia.

9. Mr. Phillips' activities come to the attention of the Rating Officer on a daily basis.

SECRET

SECRET
(When Filled In)

FITNESS REPORT				EMPLOYEE SERIAL NUMBER	
				024345	
SECTION A GENERAL					
1. NAME (Last) (First) (Middle) Phillips, David A.			2. DATE OF BIRTH 31 Oct 1922	3. SEX M	4. GRADE GS-17
			5. SD D		
6. OFFICIAL POSITION TITLE Chief of Station			7. OFF/DIV/RR OF ASSIGNMENT DDP/WH/5		8. CURRENT STATION Brasilia
9. CHECK (X) TYPE OF APPOINTMENT			10. CHECK (X) TYPE OF REPORT		
<input checked="" type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY <input type="checkbox"/> CAREER-PROVISIONAL (See Instructions - Section C) <input type="checkbox"/> SPECIAL (Specify):			<input type="checkbox"/> INITIAL <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR <input type="checkbox"/> SPECIAL (Specify): <input type="checkbox"/> REASSIGNMENT EMPLOYEE		
11. DATE REPORT DUE IN O.P.			12. REPORTING PERIOD (From - to) 1 July 1971 - 31 January 1972		
SECTION B PERFORMANCE EVALUATION					
<p><u>U-Unsatisfactory</u> Performance is unacceptable. A rating in this category requires immediate and positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.</p> <p><u>M-Marginal</u> Performance is deficient in some aspects. The reasons for assigning this rating should be stated in Section C and remedial actions taken or recommended should be described.</p> <p><u>P-Proficient</u> Performance is satisfactory. Desired results are being produced in the manner expected.</p> <p><u>S-Strong</u> Performance is characterized by exceptional proficiency.</p> <p><u>O-Outstanding</u> Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>					
SPECIFIC DUTIES					
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).					
SPECIFIC DUTY NO. 1					RATING LETTER
SPECIFIC DUTY NO. 2					RATING LETTER
SPECIFIC DUTY NO. 3					RATING LETTER
SPECIFIC DUTY NO. 4					RATING LETTER
SPECIFIC DUTY NO. 5					RATING LETTER
SPECIFIC DUTY NO. 6					RATING LETTER
OVERALL PERFORMANCE IN CURRENT POSITION					
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.					RATING LETTER S

SECRET

(When Filled In)

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 B to provide 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, may be commented on, if applicable. If extra space is needed to complete Section C, attach a separate sheet of paper.

HAN 2000

Please see attached MEMORANDUM IN LIEU OF FITNESS REPORT.

SECTION D

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE		
I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT		
DATE 27 January 1972	SIGNATURE OF EMPLOYEE /s/ David A. Phillips	
2. BY SUPERVISOR		
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION	
DATE 10 January 1972	OFFICIAL TITLE OF SUPERVISOR Chief, WH Division	TYPED OR PRINTED NAME AND SIGNATURE William V. Broe
3. BY REVIEWING OFFICIAL		
COMMENTS OF REVIEWING OFFICIAL Please see attached.		
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
	ADP	Cord Meyer, Jr.

SECRET

- 2 -

Mr. Phillips continues to show excellent growth potential and his breadth of capabilities qualifies him for advancement to senior echelons.

I rate Mr. Phillips as very Strong as Chief of Station, Brasilia.

William V. Broe

William V. Broe

Chief

Western Hemisphere Division

I certify that I have seen this memorandum:

/s/ David A. Phillips
David A. Phillips

This fitness report is being sent to David A. Phillips in Brasilia for his signature and to be returned to Headquarters for file.

27 January 1972

Date

Comments of Reviewing Official:

I completely agree with this high rating and should add that Subject has handled a continuing Congressional interest in Brazil with a rare combination of diplomatic tact and sound judgment.

Cord Meyer Jr.

Cord Meyer Jr.

Assistant Deputy Director for Plans

15 Jan 72

Date

10 January 1972

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: David A. Phillips
1 July - 31 December 1971

This memorandum is in lieu of a fitness report to cover Mr. Phillips' performance during the period 1 July to 31 December 1971. This rating is being prepared in view of the rater's imminent departure from the Division.

Last month Mr. Phillips was promoted from GS-16 to GS-17. There is no better evidence of the high esteem in which he is held by his superiors in the Agency.

During this rating period Mr. Phillips transferred the station from Rio de Janeiro to Brasilia. This move, however, divorces the Chief of Station from the main area of operations, Rio de Janeiro. In spite of this Mr. Phillips, through much extra effort and time on his part, has been able to maintain a high operational tempo in the station.

Station relations with key people in the Brazilian government, especially the security agencies, have been highly productive but through recent efforts, these relations have been placed on a much higher plane with the decision of General Fontoura, chief of the SNI, to give the station copies of the briefings especially prepared for President Medici.

SECRET
(When Filled In)

FITNESS REPORT				EMPLOYEE SERIAL NUMBER	
				024345	
SECTION A GENERAL					
1. NAME (Last) (First) (Middle) Phillips, David A.			2. DATE OF BIRTH 31 Oct 1922	3. SEX M	4. GRADE GS-16
5. OFFICIAL POSITION TITLE Chief of Station			7. OFF. DIV/BR OF ASSIGNMENT DDP/WH/5	8. CURRENT STATION Rio de Janeiro	
9. CHECK (X) TYPE OF APPOINTMENT			10. CHECK (X) TYPE OF REPORT		
<input checked="" type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY <input type="checkbox"/> CAREER-PROVISIONAL (See Instructions - Section C) <input type="checkbox"/> SPECIAL (Specify):			<input type="checkbox"/> INITIAL <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR <input type="checkbox"/> REASSIGNMENT EMPLOYEE <input type="checkbox"/> SPECIAL (Specify):		
11. DATE REPORT DUE IN O.P. 30 April 1971			12. REPORTING PERIOD (From - to) 1 April 1970 - 30 June 1971		
SECTION B PERFORMANCE EVALUATION					
<p>W - Weak Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.</p> <p>A - Adequate Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.</p> <p>P - Proficient Performance is more than satisfactory. Desired results are being produced in a proficient manner.</p> <p>S - Strong Performance is characterized by exceptional proficiency.</p> <p>O - Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>					
SPECIFIC DUTIES					
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).					
SPECIFIC DUTY NO. 1 See attached memorandum.					RATING LETTER
SPECIFIC DUTY NO. 2					RATING LETTER
SPECIFIC DUTY NO. 3					RATING LETTER
SPECIFIC DUTY NO. 4					RATING LETTER
SPECIFIC DUTY NO. 5					RATING LETTER
SPECIFIC DUTY NO. 6					RATING LETTER
OVERALL PERFORMANCE IN CURRENT POSITION					
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.					RATING LETTER S

SECRET

(When Filled In)

SECTION C

NARRATIVE COMMENTS

Indicate significant strengths or weaknesses in performance 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 B to provide basis for determining future personnel action. Mention of performance of managerial or supervisory duties and cost consciousness in the use of personnel, space, equipment and funds, must be commented on, if applicable. If extra space is needed to complete Section C, attach a separate sheet of paper.

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AUG 5 11 05 AM '71

MAIL ROOM

See attached memorandum.

SECTION D

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE		
I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT		
DATE	SIGNATURE OF EMPLOYEE	
11 August 1971	/s/ David A. Phillips	
2. BY SUPERVISOR		
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION	
	Copy of report has been sent to Mr. Phillips for acknowledgment.	
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
30 June 1971	Chief, WH Division	/signed/ William V. Broe
3. BY REVIEWING OFFICIAL		
COMMENTS OF REVIEWING OFFICIAL		
See attached.		
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
	Assistant Deputy Director for Plans	/signed/ Cord Meyer, Jr.

SECRET

14-00000

SECRET

30 June 1971

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Mr. David A. Phillips
1 April 1970 - 30 June 1971

This memorandum is in lieu of the fitness report on Mr. Phillips as Chief of Station, Rio de Janeiro, during the period 1 April 1970 to 30 June 1971.

Mr. Phillips is a highly capable, versatile and imaginative Operations Officer and manager who makes a substantial contribution to the Clandestine Service.

The above statement is borne out by the fact that faced with a highly difficult, sensitive operational problem of the utmost priority in the fall of 1970, the Rater immediately thought of Mr. Phillips as the man to head the Task Force and received immediate and enthusiastic endorsement from the Deputy Director for Plans and the Director for Mr. Phillips' assignment. He was recalled from Brazil, took over the Task Force, and handled it in an outstanding manner.

My first statement is further borne out by the fact that Ambassador Rountree, on a recent visit to Washington, made a special effort to express to the Rater his appreciation for Mr. Phillips' support to him and the Embassy and to express further his appreciation to the Agency for furnishing him a man of Mr. Phillips' caliber.

SECRET

SECRET

- 2 -

Mr. Phillips has a large, widely spread operation with Bases in Brasilia, Recife and Sao Paulo. However, he has succeeded in keeping them well coordinated and dead on the target.

I rate Mr. Phillips as Strong as Chief of Station, Rio de Janeiro.

William V. Broe
William V. Broe

Chief

Western Hemisphere Division

I certify that I have seen
this memorandum:

David A. Phillips

Date

Comments of Reviewing Official: I would have rated this performance as "very strong". Excellent political judgment and the ability to handle the most delicate situations with tact and discretion characterize this performance.

Cord Meyer, Jr.
Cord Meyer, Jr.

Assistant Deputy Director for Plans

22 July 71
Date

SECRET

S-E-C-R-E-T

TRAINING REPORT

Course # 3771

Specialized Training in Weapons for
Self-Defense and Countermeasures Against
Vehicular Kidnapping

Date: 2-5 February 1971

Trainee: PHILLIPS, David A.

Office: WH

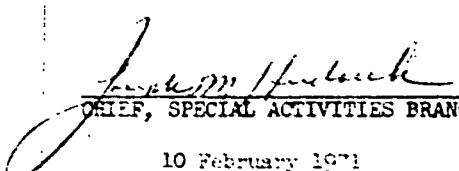
Purpose and Scope of the Course:

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

Achievement Record:

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

FOR THE DIRECTOR OF TRAINING:


CHIEF, SPECIAL ACTIVITIES BRANCH

10 February 1971

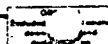
DATE

S-E-C-R-E-T



SECRET

(When Filled In)

FITNESS REPORT				EMPLOYEE SERIAL NUMBER			
				024345			
SECTION A GENERAL							
1. NAME (Last) (First) (Middle)			2. DATE OF BIRTH	3. SEX	4. GRADE	5. SD	
Phillips, David A			10/31/22	M	16	D	
6. OFFICIAL POSITION TITLE			7. OFF/DIV/BR OF ASSIGNMENT		8. CURRENT STATION		
COS			DDP/WH/Br. 5		Rio de Janeiro		
9. CHECK (X) TYPE OF APPOINTMENT				10. CHECK (X) TYPE OF REPORT			
<input checked="" type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY				<input type="checkbox"/> INITIAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR			
<input type="checkbox"/> CAREER-PROVISIONAL (See instructions - Section C)				<input checked="" type="checkbox"/> ANNUAL <input checked="" type="checkbox"/> REASSIGNMENT EMPLOYEE			
SPECIAL (Specify):				SPECIAL (Specify):			
11. DATE REPORT DUE IN O.P.				12. REPORTING PERIOD (From - to)			
				1 April 1969 - 31 March 70			
SECTION B PERFORMANCE EVALUATION							
<p><u>U-Unsatisfactory</u> Performance is unacceptable. A rating in this category requires immediate and positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.</p> <p><u>M-Marginal</u> Performance is deficient in some aspects. The reasons for assigning this rating should be stated in Section C and remedial actions taken or recommended should be described.</p> <p><u>P-Proficient</u> Performance is satisfactory. Desired results are being produced in the manner expected.</p> <p><u>S-Strong</u> Performance is characterized by exceptional proficiency.</p> <p><u>O-Outstanding</u> Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>							
SPECIFIC DUTIES							
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).							
SPECIFIC DUTY NO. 1						RATING LETTER	
See attached memorandum.						S	
SPECIFIC DUTY NO. 2						RATING LETTER	
SPECIFIC DUTY NO. 3						RATING LETTER	
SPECIFIC DUTY NO. 4						RATING LETTER	
SPECIFIC DUTY NO. 5						RATING LETTER	
SPECIFIC DUTY NO. 6						RATING LETTER	
<div style="text-align: right;">5 AUG 1970 PC</div>							
OVERALL PERFORMANCE IN CURRENT POSITION							
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.							RATING LETTER
							S



SECRET

SECTION C		NARRATIVE COMMENTS	
<p>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 B to provide 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 commented on, if applicable. If extra space is needed to complete Section C, attach a separate sheet of paper.</p> <p style="text-align: center;">AUG 4 3 49 PM '70</p> <p style="text-align: center;">See Attached Memorandum in Lieu of Fitness Report.</p>			
SECTION D		CERTIFICATION AND COMMENTS	
1. BY EMPLOYEE			
I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT			
DATE	SIGNATURE OF EMPLOYEE		
2. BY SUPERVISOR			
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	
15 July 1970	Chief, WH Division	/signed/ William V. Broe	
3. BY REVIEWING OFFICIAL			
COMMENTS OF REVIEWING OFFICIAL			
			
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE	
21 JUL 1970	Assistant Deputy Director for Plans	 Cord Meyer, Jr.	

SECRET

14-00000

SECRET

15 July 1970

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Mr. David A. Phillips
1 April 1969 - 31 March 1970

This memorandum is in lieu of the fitness report on Mr. David A. Phillips as Chief of Station, Rio de Janeiro, during the period 1 April 1969 to 31 March 1970.

During this period Mr. Phillips took over command of the Rio Station. It is typical of Mr. Phillips that he made excellent preparation for this assignment, including a full-time course in the Portuguese language.

Mr. Phillips has brought to his new position the operational zeal and enthusiasm that has characterized all of his previous positions. Brazil, by the very nature of its size but, more importantly, the type of "strait jacket" government in power, is a difficult place to operate on a broad plain. Mr. Phillips has the station moving and real effort and progress is seen on the more difficult targets, such as the Soviets.

He has excellent relations within the embassy and is recognized for his contribution to the Country Team. He, of course, handles his liaison contacts with mature style and is very actively developing a number of contacts in the local community.

SECRET

- 2 -

Mr. Phillips is a good supervisor of men and the present high morale of the Rio de Janeiro Station and its Bases is a living proof of this. He furnishes good operational planning and guidance and exhibits a high degree of cost consciousness.

I rate Mr. Phillips as Strong as Chief of Station, Rio de Janeiro.

William V. Broe
William V. Broe

Chief

Western Hemisphere Division

I certify that I have seen
this memorandum:

David A. Phillips
David A. Phillips

26 Sept. 1970
Date

Date of Report 15 January 1970		LANGUAGE TRAINING REPORT		Proficiency Level Before and After Training <table border="1"> <tr> <td></td> <td>Before</td> <td>After</td> </tr> <tr> <td>Speaking</td> <td>--</td> <td>1 *</td> </tr> <tr> <td>Aural Comp</td> <td>--</td> <td>3 *</td> </tr> <tr> <td>Read Comp</td> <td>--</td> <td>3 *</td> </tr> </table>			Before	After	Speaking	--	1 *	Aural Comp	--	3 *	Read Comp	--	3 *
	Before	After															
Speaking	--	1 *															
Aural Comp	--	3 *															
Read Comp	--	3 *															
Student Name: PHILLIPS, DAVID A.		Office: WH		Instructors Estimate vice Official Test													
Course: PORTUGUESE FULL-TIME		Inclusive Dates: 11/03/69-12/18/69		Hours of Instruction Scheduled 244/Actual 108 Absences 28													

LANGUAGE TRAINING AIMS AND EVALUATION CRITERIA

The general aim of this course of study was to provide the student with a command of a foreign language in a skill and at the level set by the sponsoring office. Speaking, aural comprehension and reading comprehension, as required, were emphasized. Fluency and accuracy were given equal importance in training and in evaluation of the student. Cultural matters were covered only incidentally.

This student evaluation is based on (1) Instructor and Linguist observations; (2) regularly administered oral and written achievement tests; (3) a final comprehensive achievement examination. The achievement rating reflects only performance and achievement in the course and is conditioned by the length of time the student spent in training, achievement potential based upon his or her aptitude for language study and upon motivation. This rating should not be confused with the Proficiency Rating which is submitted separately on Form 1273, Certification of Language Proficiency.

PROGRESS IN ACHIEVING COURSE AIMS

(Overall progress in the course is shown as unsatisfactory, marginal, satisfactory, above average, superior when compared against established standards for such training).

Speaking	Aural Comprehension	Reading Comprehension
SUPERIOR	SUPERIOR	N.A.

PERFORMANCE EVALUATION

In six weeks the student covered the entire DLI course of 75 lessons which usually takes 4 to 6 months to complete. His study habits and approach to language learning were excellent and he made maximum use of the time available.

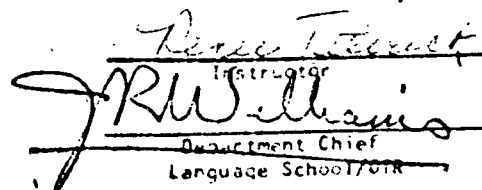
The joint decision by instructor and student to rush through 75 lessons was based on:

- (1) the student's determination to make as much of a conversion from Spanish to Portuguese as possible and
- (2) on the instructor's faith and confidence in the student's ability to do so.

In cases where the principal objective is to convert a student's command of Spanish to an equivalent level in Portuguese, the point is often reached where the student is able to understand and make himself understood most adequately without,

See reverse side for additional comment

For the Director of Trainings


 Instructor
 Department Chief
 Language School/WH

14-00000

however, his having achieved a corresponding tested level because of the remaining influence of Spanish.

In the case of this student, I judge his command of the language to be already adequate for all situations he may encounter in the field. So that while he may not test quite elementary, in reality, and as far as ability to communicate effectively is concerned, he would have to be rated intermediate.

S E C R E T

TECHNICAL SERVICES DIVISION -- TECHNICAL SCHOOL

SHORT RANGE AGENT CONTACT SURVEY (A-106)

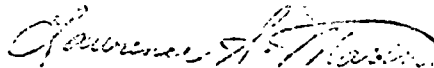
Training ReportName : PHILLIPS, David A.Office: WH/COGDate : 6 June 19691. OBJECTIVES:

To provide a general knowledge in:

- a. Selected gear used for clandestine short range agent contacts. Included are representative samples of:

One way HF radio devices; two way HF radio devices; two way carrier current devices; optical communicators; and special telephone devices used for establishing agent contact.

- b. The philosophy, purpose, considerations and manageability of short range agent contact systems; including message security, link security, reliability and feasibility of agent contact systems.



INSTRUCTOR
TSD/TECHNICAL SCHOOL

S E C R E T

SECRET

(When Filled In)

FITNESS REPORT				EMPLOYEE SERIAL NUMBER		
				024345		
SECTION A GENERAL						
1. NAME (Last) (First) (Middle)			2. DATE OF BIRTH	3. SEX	4. GRADE	5. SD
Phillips, David A.			10/31/22	M	GS-16	D
6. OFFICIAL POSITION TITLE			7. OFF/DIV/BR OF ASSIGNMENT		8. CURRENT STATION	
Ops Officer			DDP/WH/COG		Hqs.	
9. CHECK (X) TYPE OF APPOINTMENT			10. CHECK (X) TYPE OF REPORT			
<input checked="" type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY <input type="checkbox"/> CAREER-PROVISIONAL (See Instructions - Section C) <input type="checkbox"/> SPECIAL (Specify):			<input type="checkbox"/> INITIAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT EMPLOYEE <input type="checkbox"/> SPECIAL (Specify):			
11. DATE REPORT DUE IN O.P.			12. REPORTING PERIOD (From - to)			
04/69			1 April 68 - 31 March 69			
SECTION B PERFORMANCE EVALUATION						
<p>W - Weak Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.</p> <p>A - Adequate Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.</p> <p>P - Proficient Performance is more than satisfactory. Desired results are being produced in a proficient manner.</p> <p>S - Strong Performance is characterized by exceptional proficiency.</p> <p>O - Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>						
SPECIFIC DUTIES						
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (Indicate number of employees supervised).						RATING LETTER
SPECIFIC DUTY NO. 1						
SPECIFIC DUTY NO. 2						
SPECIFIC DUTY NO. 3						
SPECIFIC DUTY NO. 4						
SPECIFIC DUTY NO. 5						
SPECIFIC DUTY NO. 6						
7 JUL 1969						
OVERALL PERFORMANCE IN CURRENT POSITION						
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.						RATING LETTER
						S

SECRET
(When Filled In)

SECTION C		NARRATIVE COMMENTS	
<p>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 B to provide 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 commented on, if applicable. If extra space is needed to complete Section C, attach a separate sheet of paper.</p>			
<p align="center">See attached Memorandum in Lieu of Fitness Report.</p>			
<p align="right">JUN 2 11 17 AM '69 WH DIVISION</p>			
SECTION D			
CERTIFICATION AND COMMENTS			
1. BY EMPLOYEE			
I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT			
DATE	SIGNATURE OF EMPLOYEE		
9 June 1969	/signed/ David A. Phillips		
2. BY SUPERVISOR			
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	
6 June 1969	Deputy Chief, WH Division	/signed/ John R. Horton	
3. BY REVIEWING OFFICIAL			
COMMENTS OF REVIEWING OFFICIAL			
<p align="center">See attached.</p>			
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE	
27 June 1969	Chief, WH Division	/signed/ William V. Broe	

SECRET

6 June 1969

MEMORANDUM IN LIEU OF FITNESS REPORT

SUBJECT: Mr. David A. Phillips
1 April 1968 to 31 March 1969

Mr. Phillips continues to head the Division's program against the high-priority Cuban target, although he has also been selected to fill an unusually responsible job overseas in the coming year, both of which jobs testify to the high regard in which he is held by his superiors in the Agency. Mr. Phillips has had the difficult task of presiding over a show which is being cut back, in terms of money and people, and in which task he has played a major role. At the same time as doing a pruning job, he has had to try to maintain a vigorous program and to keep up enthusiasm. His own qualities of personal leadership and of magnetism have done a great deal to keep up enthusiasm among his people. He has a positive attitude toward operations and is determined; his day-to-day concern is for developing new operations, and he has put all of his own notable vigor and drive into operational directions.

Mr. Phillips knows his target and knows Latin America well and he brings a good feel and insight into his work, which is never pedestrian or unimaginative. He speaks well and convincingly and makes a very good impression both within the Agency and outside, where he serves the Agency well in his relations with other government elements. He also writes notably well.

His task this year has not been easy for he has had to deal with an experimental situation, to a considerable extent, with the new Miami station which he is responsible for supporting and guiding. He has had to exercise a good deal of tact and diplomacy in the doing of it and he has done a good job of reconciling often conflicting views. He has shown a good head for costs in all of this.

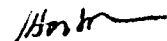
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- 2 -

Mr. Phillips is a notably good supervisor, especially with younger officers, for whom he is an object of admiration and emulation. Mr. Phillips is a fast-moving, energetic person and he has some of the faults that often go with this virtue: he is impatient with details and "paper" with the consequence that if someone else does not do it for him, his work is sometimes marred by inaccuracies and imprecisions.

Without going into it, it should be noted that Mr. Phillips has had a very trying year personally and it is a proof of his strength of character that he has not only come through it but has hardly broken his stride in carrying out a demanding job, or being any less than his usual cheerful and charming self.

His performance has been very Strong.


John R. Horton
Deputy Chief
Western Hemisphere Division

I certify that I have seen
this memorandum:


David A. Phillips

1 June 1969
Date

Comments of Reviewing Official:

I concur in the above rating of Mr. Phillips. Dave Phillips is an operator in the solid professional sense of the word. I have great hopes for the Rio Station which he takes over early in 1970.


William A. Brice
Chief

27 June 1969
Date

Western Hemisphere Division

~~SECRET~~
 LIMITED OFFICIAL USE (When Completed)

100 3/9/72



CHIEF OF MISSION'S EVALUATION OF PERFORMANCE

(Mission submits original and one copy directly to appropriate agency, retains one copy.)

OFFICER BEING RATED <i>DAVID A</i> CHIEF, CAS	POST American Embassy, Caracas	
POSITION CHIEF, CAS	GRADE	AGENCY CAS
RATING PERIOD August 13, 1972 - October 31, 1972	DATE OF REPORT December 8, 1972	
SIGNATURE OF REPORTING OFFICER <i>Robert McClintock</i> Robert McClintock	TITLE Ambassador	
SIGNATURE OF REVIEWING OFFICER	TITLE	

EVALUATION OF PERFORMANCE	
<input checked="" type="checkbox"/> Outstanding <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory	
II.	Does this officer properly understand and perform his role and his functions as a member of your staff under existing Presidential directives? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If no, explain in detail below.) Has he seen this report? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

NARRATIVE COMMENTS	
(Attach additional sheets, if necessary for this section or for reviewing officer's comments.)	
III.	<p>The CAS Station Chief has been at the post only since August 13, 1972. Although this period may seem unusually short for the preparation of a performance evaluation, I would like to say that I have been enormously and favorably impressed by his performance during this initial period.</p> <p>The CAS Station Chief comes to Venezuela from a series of highly responsible positions in which, I understand, he performed outstandingly. He has taken hold of his new position in a commanding manner and gives every indication of being thoroughly on top of his job. He is understanding of the Embassy's needs, professionally competent in his approach to his work, and highly articulate in explaining those facts and factors which are of importance to me and to other officers of the Embassy.</p> <p>I am very favorably impressed by the initial performance of the CAS Station Chief and I consider myself fortunate to have him with me at this post.</p>

ROGER CHANNEL

XXXXXXXXXXXX (When Completed)

SECRET



CHIEF OF MISSION'S EVALUATION OF PERFORMANCE


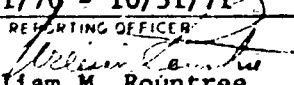
(Mission submits original and one copy directly to appropriate agency, retains one copy.)

OFFICER BEING RATED Chief CAS		POST American Embassy - BRASILIA	
POSITION Chief of Station		GRADE FSR-2	AGENCY DIA
RATING PERIOD 11/1/71 - 6/29/72		DATE OF REPORT October 16, 1972	
SIGNATURE OF REPORTING OFFICER <i>William M. Rountree</i> William M. Rountree		TITLE Ambassador	
SIGNATURE OF REVIEWING OFFICER		TITLE	

EVALUATION OF PERFORMANCE	
<input checked="" type="checkbox"/> Outstanding <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory	
II. Does this officer properly understand and perform his role and his functions as a member of your staff under existing Presidential directives? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If no, explain in detail below.)	
Has he seen this report? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

NARRATIVE COMMENTS	
(Attach additional sheets, if necessary for this section or for reviewing officer's comments.)	
The previous incumbent completed his assignment at this post and departed on June 29, 1972. During the period under review he continued to perform in a highly creditable manner, working well with other members of the Embassy staff and handling the affairs of his agency in a most professional, efficient and effective manner.	
In my last evaluation I stated that both the Agency and the Embassy were fortunate to have a man of the rated officer's abilities and qualities as CAS Chief at this important post. I am happy to say that his performance throughout his assignment here reinforced that view.	

~~SECRET~~ ~~XXXXXXXXXX~~ (When Completed) (ROGER CHANNEL)

 CHIEF OF MISSION'S EVALUATION OF PERFORMANCE <small>(Mission submits original and one copy directly to appropriate agency, retains one copy.)</small>		
OFFICER BEING RATED		POST
Chief CAS		American Embassy BRASILIA
POSITION	GRADE	AGENCY
Chief of Station	FSR-2	DIA
RATING PERIOD	DATE OF REPORT	
11/1/70 - 10/31/71	November 1, 1971	
SIGNATURE OF REPORTING OFFICER		TITLE
 William M. Rountree		Ambassador
SIGNATURE OF REVIEWING OFFICER		TITLE
EVALUATION OF PERFORMANCE		
<input checked="" type="checkbox"/> Outstanding <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory		
II. Does this officer properly understand and perform his role and his functions as a member of your staff under existing Presidential directives? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If no, explain in detail below.)		
Has he seen this report? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
NARRATIVE COMMENTS		
(Attach additional sheets, if necessary for this section or for reviewing officer's comments.)		
<p>Mr. Phillips is an able officer and a highly cooperative member of the Country Team. I have been impressed and pleased with the degree of cooperation which exists between him and other members of the Embassy staff. He has, to the extent that is possible considering the nature of his work, cooperated in our efforts to bring about maximum coordination of reporting. With rare exceptions he has, I believe, kept me appropriately advised on all matters relating to his functions, and the material which he provides on a regular basis has been extremely useful in the discharge of my mission.</p>		
<p>III. Mr. Phillips works quietly and discreetly and is alert to any situation which might create problems for the Embassy and the United States. I fully share the view of the DCM, expressed in a previous evaluation, that both Mr. Phillips and his wife conduct themselves in a quiet, friendly and wholly creditable manner.</p>		
<p>I feel that both the Agency and the Embassy are fortunate in having a man of Mr. Phillips' abilities and qualities as CAS Chief at this important post.</p>		

LIMITED OFFICIAL USE (When Completed)



CHIEF OF MISSION'S EVALUATION OF PERFORMANCE

(Mission submits original and one copy directly to appropriate agency; retains one copy.)

OFFICER BEING RATED		POST	
David A. PHILLIPS		American Embassy, Rio de Janeiro	
POSITION	GRADE	AGENCY	
Chief CAS, Chief of Station	FSR-02	DIA	
RATING PERIOD	DATE OF REPORT		
7/1/70 - 10/31/70	November 1, 1970		
SIGNATURE OF REPORTING OFFICER	TITLE		
<i>[Signature]</i> A. BOONSTRA	Chargé d'Affaires a.i.		
SIGNATURE OF REVIEWING OFFICER	TITLE		
EVALUATION OF PERFORMANCE			
<input type="checkbox"/> Outstanding <input checked="" type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory			
II. Does this officer properly understand and perform his role and his functions as a member of your staff under existing Presidential directives? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If no, explain in detail below.)			
Has he seen this report? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
NARRATIVE COMMENTS			
(Attach additional sheets, if necessary for this section or for reviewing officer's comments.)			
III. Mr. Phillips' performance during the four months covered by this evaluation has been highly satisfactory. For some years previous to my arrival here, in June 1970, I had been acquainted with him, and from this I already had a favorable impression of his qualities. This impression has continued and has improved further. He has worked quietly and discreetly, has kept me informed of all important developments, and has coordinated as necessary with other offices in the Embassy. His interest in his work, and his dedication to the job, have been outstanding. His relations with others are very good. Because of wide previous experience in this hemisphere, he frequently is helpful to Embassy officers in areas outside his own specialization. He appears to manage his personnel well. In functions outside the Embassy, both he and his wife conduct themselves in a quiet, friendly, and wholly creditable manner.			

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~~XXXXXXXXXXXX~~ (When Completed)

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CHIEF OF MISSION'S EVALUATION OF PERFORMANCE

(Mission submits original and one copy directly to appropriate agency, retains one copy.)

OFFICER BEING RATED		POST	
David A. PHILLIPS		American Embassy Rio de Janeiro	
POSITION	GRADE	AGENCY	
Chief CAS, Chief of Station	FSR-03	DIA	
RATING PERIOD	DATE OF REPORT		
January 30 - June 30, 1970	April 24, 1970		
SIGNATURE OF REPORTING OFFICER		TITLE	
 William Belton		Deputy Chief of Mission	
SIGNATURE OF REVIEWING OFFICER		TITLE	
 C. A. Boonstra		CM, Chargé d'Affaires, a.i.	
EVALUATION OF PERFORMANCE			
<input checked="" type="checkbox"/> Outstanding <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory			
II. Does this officer properly understand and perform his role and his functions as a member of your staff under existing Presidential directives? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If no, explain in detail below.)			
Has he seen this report? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
NARRATIVE COMMENTS			
(Attach additional sheets, if necessary for this section or for reviewing officer's comments.)			
Phillips has been here too short a time and there has been too little opportunity for us to work together for me to be able to discuss his performance in detail. I am able to say, however, that he has impressed me and other Embassy officers with whom he works, including Ambassador Elbrick, very favorably, indeed. He is a cool-headed, straightforward, intelligent man who seems professionally very capable. He has a clear understanding of the appropriate role for himself and his organization within the Embassy and is working to achieve a genuinely low profile. He has already demonstrated his interest in the best possible relations with the rest of the U.S. Government organization and he knows how to act in order to achieve such a relationship. He has come to me a number of times to volunteer detailed information which he did not feel important enough to bother the Ambassador about, but he has kept the Ambassador fully informed about all those subjects which were of sufficient interest to him. I see every reason to assume that he will be a positive, constructive and very dependable and reliable factor in the Embassy.			
Mrs. Phillips is an attractive and personable young lady who has particularly impressed my wife and me with her attitude and intellect.			

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CHIEF OF MISSION'S EVALUATION OF PERFORMANCE

(Mission submits original and one copy directly to appropriate agency, retains one copy.)

OFFICER BEING RATED Chief CAS David A. Phillips		POST Santo Domingo	
POSITION Station Chief		GRADE	AGENCY
RATING PERIOD January 1966 to July 1967		DATE OF REPORT July 15, 1967	
SIGNATURE OF REPORTING OFFICER <i>John Hugh Crimmins</i> John Hugh Crimmins		TITLE Ambassador	
SIGNATURE OF REVIEWING OFFICER		TITLE	

EVALUATION OF PERFORMANCE	
<input checked="" type="checkbox"/> Outstanding <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory	
II. Does this officer properly understand and perform his role and his functions as a member of your staff under existing Presidential directives? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (If no, explain in detail below.)	
Has he seen this report? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

NARRATIVE COMMENTS	
(Attach additional sheets, if necessary for this section or for reviewing officer's comments.)	
I have been associated with the CAS Station Chief since my arrival at this post on January 11, 1966. Inasmuch as I have kept in very close daily touch with him, I believe that I am in position to evaluate his performance.	
Let me say at the outset that the Rated Officer has had to work under the most varied and difficult circumstances. His service at this post began, for example, in a revolutionary situation marked by great and continuing violence. The attention of a good part of the world was focused upon this situation, and some of the highest national interests of the United States were involved. The presence of the Inter-American Peace Force, of its major U.S. component, and of Ambassador Ellsworth Bunker in his unusual and unprecedented role added greatly to the dimensions of the work done by the Rated Officer. In the aftermath of revolution, he had unusual, delicate and complicated tasks to perform in connection with the establishment and maintenance in power of a most fragile Provisional Government. As the latter carried the nation toward the all-important election scheduled for June 1, 1966, the CAS Station Chief faced a changing and constantly challenging set of requirements. Finally, his tour of duty at this post has encompassed the transition from the Provisional Government to a constitutional government emerging from those elections and the gradual firming up of the position and institutions of the present democratically elected administration.	
To this intricate complex of circumstances, the CAS Station Chief has brought a background knowledge of the Latin American area and its	

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- 2 -

people as well as a proficiency in Spanish which has enabled him to deal readily and effectively with a heterogeneous range of contacts.

His performance can only be described as outstanding. He has provided a completely professional response to a most difficult and varied challenge. He has mounted an organization and provided a mechanism fully up to the tasks confronting it and the high-level requirements levied upon it. With the advantages afforded by hindsight, I suggest that the success which has been achieved speaks for itself.

It is pertinent to mention that the Rated Officer invariably places business ahead of pleasure and personal interests. He works long and irregular hours and is continuously available in time of need. He has evidenced the highest degree of cooperation with representatives of State, DOD, Legal Attaché, AID (in the Public Safety sector) and all other members of the Country Team. His quiet and professional approach inspires their confidence, and on innumerable occasions he has proven that he is an excellent team player who genuinely wants to be of assistance to all members of the official community. The harmonious, close relations among all the intelligence components of the Country Team are due in great part to the tactful, skillful and thoughtful leadership of the Station Chief.

There is probably little need for me to comment upon the Rated Officer's technical achievements at this post. Under his guidance, specialized security agencies of the Dominican Government have been brought to a state of high readiness. Penetration of subversive groups has reached impressive proportions. Subversive document seizures have been abundant. Counter-espionage work has been impressively successful.

no

The CAS Station Chief is in/sense a narrow technician or specialist. He keeps his eye on the broad picture, understands what he sees there and intelligently relates it to his own work. He is imaginative in his approach and does not hesitate to suggest innovations of various kinds. To mention only one of these, it was as a result of his initiative that "electoral police" appeared upon the scene during the Presidential election campaign in mid-1966 with a salutary calming effect upon the potential for political violence at the moment.

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- 3 -

I wish to make special mention of, first, the scrupulousness with which the Rated Officer has consulted me and kept me informed about his activities, and, second, his strict adherence to the guidance I have given him. At no time have I had any doubts concerning the care and fidelity with which he has followed my instructions.

I have developed the highest personal and professional regard for the Rated Officer. I have valued greatly his advice and his support not only upon matters within his own special field of competence, but also over a considerably broader spectrum of U.S. Mission activities. I could not have asked for a better Chief of Station than the one whom I have had at this post. I very much regret his departure but am comforted by the knowledge that his successor, as his deputy, has been trained by him.

I earnestly hope that these comments of mine -- based on a very close and continuous working relationship -- will be given full consideration and will contribute significantly to his career advancement.

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(When Filled In)

FITNESS REPORT						EMPLOYEE SERIAL NUMBER	
						024345	
SECTION A GENERAL							
1. NAME (Last) (First) (Middle)			2. DATE OF BIRTH	3. SEX	4. GRADE	5. SD	
Phillips, David A.			10/31/22	M	15	D	
6. OFFICIAL POSITION TITLE			7. OFF/DIS SR OF ASSIGNMENT		8. CURRENT STATION		
Ops Officer Ch			WH/COG		Hqts.		
9. CHECK (X) TYPE OF APPOINTMENT				10. CHECK (X) TYPE OF REPORT			
<input checked="" type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY				<input type="checkbox"/> INITIAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR			
CAREER-PROVISIONAL (See Instructions - Section C)				<input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT EMPLOYEE			
SPECIAL (Specify):				SPECIAL (Specify):			
11. DATE REPORT DUE IN O.P.				12. REPORTING PERIOD (From - to)			
04/68				1 April 1967 - 31 March 1968			
SECTION B PERFORMANCE EVALUATION							
<p>W - Weak Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.</p> <p>A - Adequate Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.</p> <p>P - Proficient Performance is more than satisfactory. Desired results are being produced in a proficient manner.</p> <p>S - Strong Performance is characterized by exceptional proficiency.</p> <p>O - Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>							
SPECIFIC DUTIES							
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).							
SPECIFIC DUTY NO. 1						RATING LETTER	
Responsibility for overall management of Headquarters Branch activities.						S	
SPECIFIC DUTY NO. 2						RATING LETTER	
Support and guidance of field operations.						S	
SPECIFIC DUTY NO. 3						RATING LETTER	
Reporting to higher authority; implementing of policy level decisions.						O	
SPECIFIC DUTY NO. 4						RATING LETTER	
Supervision and management of personnel.						O	
SPECIFIC DUTY NO. 5						RATING LETTER	
Liaison with State Department and other agencies.						O	
SPECIFIC DUTY NO. 6						RATING LETTER	
OVERALL PERFORMANCE IN CURRENT POSITION							
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.						RATING LETTER	
Reviewed by OP/PD/EAB						O	

SECRET

(When Filled In)

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 comments given in Section B to provide 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 commented on, if applicable. If extra space is needed to complete Section C, attach a separate sheet of paper.

JUN 1 8 53 AM '68

The Rating Officer's last fitness report on Mr. Phillips dealt with his terminating an outstandingly successful and very complicated assignment as Chief of Station, Dominican Republic. This report deals with a completely different situation, i.e. coming into Headquarters as Chief, Cuban Operations Group at the time that drastic reduction had just become the order of the day. The same energy, imagination and zeal which has characterized Mr. Phillips over the years has characterized his performance in this difficult task since his assumption of the new responsibility. He has been a prime mover in reducing the Headquarters WH/COG component to realistic and manageable proportions. By the same token he has been a prime mover, guider, cajoler and sometimes "patron saint" to JMWAVE management in its massive job of bringing JMWAVE down from its ponderous proportions to a viable Clandestine Services "instrument" compatible and consistent with the present day needs of Cuban operations. In this endeavor Mr. Phillips' accomplishments have been of the first order.

(See attached sheet)

SECTION D

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE		
I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT		
DATE 13 MAY 1968	SIGNATURE OF EMPLOYEE <i>William V. Broe</i>	
2. BY SUPERVISOR		
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION 32	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION	
DATE 10 May 1968	OFFICIAL TITLE OF SUPERVISOR Deputy Chief, WHD	TYPED OR PRINTED NAME AND SIGNATURE <i>Jacob D. Esterline</i> Jacob D. Esterline
3. BY REVIEWING OFFICIAL		
COMMENTS OF REVIEWING OFFICIAL		
This is a very fine officer with one of the best potentials in WH Division. I believe the rater is somewhat carried away in his views. Mr. Phillips' career advancement has been closely observed in this Division and I do not believe he is falling behind in the promotion timetable. It is definitely expected he will be recommended next year (which is within the proper time frame,) if his current excellent performance continues.		
DATE 20 May 1968	OFFICIAL TITLE OF REVIEWING OFFICIAL Chief, WH Division	TYPED OR PRINTED NAME AND SIGNATURE <i>William V. Broe</i> William V. Broe

SECRET

SECRET

Fitness Report - David A. Phillips

SECTION C (Continued)

Most important however, and this is one of Mr. Phillips unique qualities, he has been able to bring about this drastic reduction and at the same time instill enthusiasm in his staff for new approaches to the ever more difficult Cuban target. His own infectious enthusiasm and his fine manner with co-workers and subordinates has made this possible. In short the Rating Officer believes he is the right man at the right time for the job he is in.

Mr. Phillips' relations with the Department of State and other agencies where it really counts are outstandingly good. He has in his short time back re-established his fine relationship with the manager of the Voice of America. This relationship will undoubtedly be of inestimable value in getting WH Division's new radio effort through the 303 Committee and into operation.

It is probably obvious to one reading this fitness report that the Rating Officer is well disposed towards Mr. Phillips. This is quite true. It in no way, however, affects the Rating Officer's opinion that Mr. Phillips is a man of considerable talent who for one reason or another has fallen at least one grade behind in the promotion timetable. The Rating Officer, therefore, trusts that this will be corrected in the near future. Mr. Phillips is a gentleman of breadth, drive, imagination and dedication. The Rating Officer considers Mr. Phillips to be one of the very best of the many fine officers he has known in his career in the Clandestine Services. In some ways he is unique in that he knows the business from the ground up, having started in unofficial cover (several assignments) and now having moved into the managerial area where he can speak with authority based on valid experience.

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Reviewed by OP/PD/EAB

14-00000

S-E-C-R-E-T

TRAINING REPORT

Chiefs of Station Seminar No. 1-70

80 hours, full time 6 - 17 October 1969

Participant : Phillips, David A. Office : WH
Year of Birth: 1922 Service Designation: D
Grade : 16 No. of Students : 8
EOD Date : Apr '55

COURSE OBJECTIVES, CONTENT AND METHODS


The COS Seminar is aimed to prepare prospective Chiefs and Deputy Chiefs of Station and Chiefs of Base for field assignments. Emphasis was upon the difficulties confronting Chiefs of small or medium-sized installations, since they must handle a peculiarly wide range of problems. Included were case studies serving to remind outgoing chiefs of various operational approaches and techniques, but more time was devoted to policy, coordination, management, reporting, and administrative responsibilities of the Chief of Station, both within CIA and in the government at large, at home and abroad.

The bulk of the course is given in lectures and question periods conducted by officials responsible for the missions, functions, programs, and services discussed. A few key items of suggested reading are included, and bibliographies of suggested reading tailored to the individual's assignment are offered for those who want them.

ACHIEVEMENT RECORD

This is a certificate of attendance. No further assessment of individual capacity or performance is made in this course.

FOR THE DIRECTOR OF TRAINING:


Anthony D. Holland 20 OCT 1969
Date

S-E-C-R-E-T

SECRET
(When Filled In)

FITNESS REPORT				EMPLOYEE SERIAL NUMBER	
				024345	
SECTION A GENERAL					
1. NAME (Last) Phillips (First) David (Middle) A.		2. DATE OF BIRTH 10/31/22	3. SEX M	4. GRADE GS-15	5. SO D
6. OFFICIAL POSITION TITLE Chief of Station		7. OFF DIV OR OF ASSIGNMENT DDP/WH/7		8. CURRENT STATION Santo Domingo	
9. CHECK (X) TYPE OF APPOINTMENT		10. CHECK (X) TYPE OF REPORT			
<input checked="" type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY <input type="checkbox"/> CAREER-PROVISIONAL (See Instructions - Section C) <input type="checkbox"/> SPECIAL (Specify):		<input checked="" type="checkbox"/> INITIAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT EMPLOYEE <input type="checkbox"/> SPECIAL (Specify):			
11. DATE REPORT DUE IN O.P. May 1967		12. REPORTING PERIOD (From- to-) 1 April 1966 to 31 March 1967			
SECTION B PERFORMANCE EVALUATION					
<p>W - Weak Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.</p> <p>A - Adequate Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.</p> <p>P - Proficient Performance is more than satisfactory. Desired results are being produced in a proficient manner.</p> <p>S - Strong Performance is characterized by exceptional proficiency.</p> <p>O - Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>					
SPECIFIC DUTIES					
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).					RATING LETTER
SPECIFIC DUTY NO. 1 Station management.					S
SPECIFIC DUTY NO. 2 Direction of the operational program.					O
SPECIFIC DUTY NO. 3 Liaison with other U. S. agencies.					S
SPECIFIC DUTY NO. 4					RATING LETTER
SPECIFIC DUTY NO. 5					RATING LETTER
SPECIFIC DUTY NO. 6					RATING LETTER
OVERALL PERFORMANCE IN CURRENT POSITION					
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, professional conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.					O

SECRET

(When Filled In)

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 B to provide basis for determining future personnel action. Managerial performance of managerial or supervisory duties and cost consciousness in the use of personnel, space, equipment and funds must be commented on, if applicable. If extra space is needed to complete Section C, attach a separate sheet of paper.

May 8 3 37 PM '67

Mr. Phillips is nearing completion of his tour of duty as Chief of Station, Santo Domingo. During the past several months he has had the difficult task of reorganizing his Station and redirecting its manpower following a major election operation. His task has been made more difficult by a series of almost weekly political or security crises which not only required intensive intelligence coverage but also frequently involved Station assets.

Mr. Phillips has done remarkably well in this difficult reorganizing process. It has in no way affected the volume or quality of Station reporting which remains very high. His critical analysis and in-depth interpretation of the rapidly changing political scene have been timely and useful.

The Station under his direction has aggressively undertaken the development of new FI and CI assets without losing momentum in existing operations. Also in a relatively short period of time effective security and countersubversion units within the host government internal security apparatus have been established.

(Cont'd)

SECTION D

CERTIFICATION AND COMMENTS

1.

BY EMPLOYEE

I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT

DATE

SIGNATURE OF EMPLOYEE

2.

BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

20

Subject in the field.

DATE

OFFICIAL TITLE OF SUPERVISOR

TYPED OR PRINTED NAME AND SIGNATURE

5 April 1967

Deputy Chief, WHD

Jacob D. Esterline

3.

BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL

I concur with the rating and statements made concerning Mr. Phillips. He is one of the best. He will take over as Chief, Cuban Operations Group this summer and we can expect new impetus in this difficult denied area program. We are carefully observing his promotional progress and are making every effort that he advance in accordance with his excellent capabilities and potential.

DATE

OFFICIAL TITLE OF REVIEWING OFFICIAL

TYPED OR PRINTED NAME AND SIGNATURE

28 April 1967

Chief, WHD

William V. Broe

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Fitness Report -- David A. Phillips

SECTION C - (Cont'd)

His relationships with the Ambassador and with representatives of other agencies are excellent and the high regard they accord him are reflected in the great confidence placed in him and his staff.

The overall management of the Station reflects careful consideration of manpower and money commitments. Mr. Phillips has taken the initiative in effecting savings wherever possible. In short he has turned in an aggressively outstanding performance under the most difficult imaginable conditions during the period under review.

~~SECRET~~

SECRET
(When Filled In)

FITNESS REPORT				EMPLOYEE SERIAL NUMBER: 024345	
SECTION A GENERAL					
1. NAME (Last) (First) (Middle) PHILLIPS, David A.			2. DATE OF BIRTH 31 Oct 22	3. SEX M	4. GRADE GS-15
5. OFFICIAL POSITION TITLE Opa Officer/Chief of Station			7. OFF/DIV/BR OF ASSIGNMENT DDP/WH/DR	8. CURRENT STATION Santo Domingo	
9. CHECK (X) TYPE OF APPOINTMENT			10. CHECK (X) TYPE OF REPORT		
<input checked="" type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY <input type="checkbox"/> CAREER-PROVISIONAL (See Instructions - Section C) <input type="checkbox"/> SPECIAL (Specify):			<input type="checkbox"/> INITIAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR <input checked="" type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT EMPLOYEE <input type="checkbox"/> SPECIAL (Specify):		
11. DATE REPORT DUE IN O.P.			12. REPORTING PERIOD (From - to) 1 April 65 - 31 March 66		
SECTION B PERFORMANCE EVALUATION					
<p>W - Weak Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.</p> <p>A - Adequate Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.</p> <p>P - Proficient Performance is more than satisfactory. Desired results are being produced in a proficient manner.</p> <p>S - Strong Performance is characterized by exceptional proficiency.</p> <p>O - Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>					
SPECIFIC DUTIES					
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).					
SPECIFIC DUTY NO. 1 Direction of Station CA program.					RATING LETTER O
SPECIFIC DUTY NO. 2 Direction of Station FI/CI efforts.					RATING LETTER S
SPECIFIC DUTY NO. 3 Liaison responsibilities with Embassy and other U.S. Government representatives.					RATING LETTER O
SPECIFIC DUTY NO. 4 Managerial responsibilities as Chief of Station.					RATING LETTER S
SPECIFIC DUTY NO. 5 Cost consciousness.					RATING LETTER S
SPECIFIC DUTY NO. 6					RATING LETTER
OVERALL PERFORMANCE IN CURRENT POSITION					
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.					RATING LETTER S

SECRET

(When Filled In)

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 B to provide 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 commented on, if applicable. If extra space needed to complete Section C, attach a separate sheet of paper.

Mr. Phillips brings to this assignment (his first as Chief of Station) a wealth of CA experience gained through many years of operating in the Western Hemisphere and other areas. As a propagandist and general CA operator he must rank high among all Agency personnel. Consequently, it was indeed fortunate that his assignment to the Dominican Republic came at a time when a person of his talent was badly needed. Arriving shortly after the American intervention he has had the difficult task of ferreting out information in great detail about an entirely new government, diplomatically handling the delicate coordinations with other U.S. Government agencies in a crisis and highly emotional situation, while administering a rapidly expanding station composed in large degree of young men long on initiative and intelligence but somewhat lacking in depth of experience. At present he is engaged in a fairly large and vastly important election operation which is of concern to the highest authorities of our government.

(Continued - See
attached sheet)

SECTION D

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE		
I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT		
DATE	SIGNATURE OF EMPLOYEE	
2. BY SUPERVISOR		
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION	
9 months	Employee will see report upon his return to Headquarters	
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
3 May 1966	Deputy Chief, WHD	<i>Jacob D. Esterline</i> Jacob D. Esterline
3. BY REVIEWING OFFICIAL		
COMMENTS OF REVIEWING OFFICIAL		
I heartily endorse the rater's comments. The Santo Domingo Station, under the excellent leadership of Mr. Phillips, recently completed a most successful and significantly important political action operation. It was a well-done Station operation but great credit has to go to Mr. Phillips personally.		
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
14 June 1966	Chief, WHD	<i>William V. Broc</i> William V. Broc

SECRET

14-00000

Fitness Report - David A. Phillips

SECTION C - Continued:

Perhaps the outstanding quality which Mr. Phillips has demonstrated is his ability to "fire up" his people to produce at their maximum capacity. Another outstanding characteristic is his diplomatic manner of dealing with other officials. Of particular note is the fact that Subject's relationship with Ambassador Bunker of the OAS (who, in effect, has been the President's principal representative in the Dominican Republic) are closer and more fruitful than the relationship of the Embassy with Ambassador Bunker. This has in no way damaged the close relationship Subject has with the Embassy and other government officials.

Subject had little managerial experience of the scope required by his present position prior to his arrival in the DR, nor had he had much experience in FI matters. He has adapted readily however, and he continued to broaden in these respects with the passage of time.

Cost consciousness is, of course, a relative thing. Mr. Phillips as a CA operator "thinks big." However, it is clear that he weighs heavily costs against anticipated results and expects to get a dollar return for each one spent. Overall Subject can be described as a very able person. His ability to maintain Station morale at a high level while producing at a very gruelling pace under difficult conditions is in itself an outstanding accomplishment. Mr. Phillips has been recommended for an Agency Award.

67

S E C R E T
TRAINING REPORT

Chiefs of Station Seminar No. 3
60 hours, half days

19 April - 7 May 1965

Participant	: PHILLIPS, David A.	Office	: MI
Year of Birth	: 1922	Service Designation	: -D
Grade	: GS-15	No. of Students	: 15
EOD Date	: April 1955		

COURSE OBJECTIVES, CONTENT AND METHODS

The COS Seminar aimed to prepare prospective Chiefs and Deputy Chiefs of Station, Chiefs of Base, and senior Chiefs of Support for field assignments. Emphasis was upon the difficulties confronting Chiefs of small or medium-sized installations, since they must handle a peculiarly wide range of problems. Included were case studies serving to remind outgoing chiefs of various operational approaches and techniques, but more time was devoted to policy, coordination, management, reporting, and administrative responsibilities of the Chief of Station, both within CIA and in the government at large, at home and abroad. Special attention was given to counterinsurgency.

The bulk of the course is given in lectures and question periods conducted by officials responsible for the missions, functions, programs, and services discussed, most of them being from within the Agency but several also from outside. A few key items of suggested reading are included, and bibliographies of suggested reading tailored to the individual's assignment are offered for those who want them.

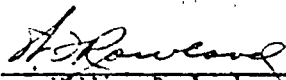
ACHIEVEMENT RECORD

This is a certificate of attendance.

Mr. Phillips attended the first half of the seminar being withdrawn at that point due to an operational emergency.

No further assessment of individual capacity or performance is made in this course.

FOR THE DIRECTOR OF TRAINING:


William Rowland
Acting Chief Instructor

5/13/65
Date

S E C R E T

SECRET

(When Filled In)

FITNESS REPORT (Part I) PERFORMANCE

INSTRUCTIONS

FOR THE ADMINISTRATIVE OFFICER: Consult current instructions for completing this report.

FOR THE SUPERVISOR: This report is designed to help you express your evaluation of your subordinate and to transmit this evaluation to your supervisors and senior officials. Organization policy requires that you inform the subordinate where he stands with you. Completion of the report can help you prepare for a discussion with him of his strengths and weaknesses. It is also organization policy that you show Part I of this report to the employee except under conditions specified in Regulation 20-170. It is recommended that you read the entire form before completing any question. If this is the initial report on the employee, it must be completed and forwarded to the Office of Personnel no later than 30 days after the date indicated in item B. of Section A. below.

SECTION A. <i>Phillips, Howard</i>		GENERAL	
1. NAME (Last) (First) (Middle)	2. DATE OF BIRTH	3. SEX	4. SERVICE DESIGNATION
<i>[Redacted]</i>	31 Oct. 1922	Male	<i>[Redacted]</i> DP
5. OFFICE DESIGNATION BRANCH OF ASSIGNMENT		6. OFFICIAL POSITION TITLE	
<i>[Redacted] DDP/W/H/Hum</i>		Staff agent <i>[Redacted] Oper/PP</i>	
7. GRADE	8. DATE REPORT MADE IN OF	9. PERIOD COVERED BY THIS REPORT (Inclusive dates)	
GS-14	August 9, 1956	9 February 1956 - 14 September 1956	
10. TYPE OF REPORT (Check one)	<input checked="" type="checkbox"/> INITIAL	REASSIGNMENT-SUPERVISOR	
	<input type="checkbox"/> ANNUAL	REASSIGNMENT-EMPLOYEE	
SPECIAL (Specify)			

SECTION B. CERTIFICATION	
1. FOR THE RATER: THIS REPORT <input checked="" type="checkbox"/> HAS <input type="checkbox"/> HAS NOT BEEN SHOWN TO THE INDIVIDUAL RATED. IF NOT SHOWN EXPLAIN WHY NOT.	

A. CHECK (X) APPROPRIATE STATEMENTS:		IF INDIVIDUAL IS RATED "E" IN C1 OR D A WARNING LETTER HAS SENT TO HIM OR A COPY ATTACHED TO THIS REPORT.	
<input checked="" type="checkbox"/>	THIS REPORT REFLECTS MY OWN OPINIONS OF THIS INDIVIDUAL.	<input type="checkbox"/>	CANNOT CERTIFY THAT THE RATED INDIVIDUAL KNOWS HOW TO EVALUATE HIS JOB PERFORMANCE BECAUSE (Specify)
<input type="checkbox"/>	THIS REPORT REFLECTS THE COMBINED OPINIONS OF MYSELF AND PREVIOUS SUPERVISORS.		
<input checked="" type="checkbox"/>	I HAVE DISCUSSED WITH THIS EMPLOYEE HIS STRENGTHS AND WEAKNESSES SO THAT HE KNOWS WHERE HE STANDS.		

B. THIS DATE	C. TYPED OR PRINTED NAME AND SIGNATURE OF SUPERVISOR	D. SUPERVISOR'S OFFICIAL TITLE
19 Sept. 1956	<i>Caldwell, William</i>	Chief of Station

2. FOR THE REVIEWING OFFICIAL: RECORD ANY SUBSTANTIAL DIFFERENCE OF OPINION WITH THE SUPERVISOR, OR ANY OTHER INFORMATION, WHICH WILL LEAD TO A BETTER UNDERSTANDING OF THIS REPORT.

TESTED BY
ajd 10/3/56

BY DATE
Posted Pos Control *[Signature]* 9/27/56
Reviewed by PUC *[Signature]*

☐ CONTINUED ON ATTACHED SHEET

I certify that any substantial difference of opinion with the supervisor is reflected in the above section.

A. THIS DATE	B. TYPED OR PRINTED NAME AND SIGNATURE OF REVIEWING OFFICIAL	C. OFFICIAL TITLE OF REVIEWING OFFICIAL
25 Sept '56	<i>gckm</i>	C/uno

SECTION C. JOB PERFORMANCE EVALUATION

1. RATING ON GENERAL PERFORMANCE OF DUTIES

DIRECTIONS: Consider ONLY the productivity and effectiveness with which the individual being rated has performed his duties during the rating period. Compare him ONLY with others doing similar work at a similar level of responsibility. Factors other than productivity will be taken into account later in Section D.

- | | |
|-------------------------------|---|
| 5
NEXT
RATING
NUMBER | 1. DOES NOT PERFORM DUTIES ADEQUATELY. HE IS INCOMPETENT. |
| | 2. BARELY ADEQUATE IN PERFORMANCE. ALTHOUGH HE HAS HAD SPECIFIC GUIDANCE OR TRAINING, HE OFTEN FAILS TO CARRY OUT RESPONSIBILITIES. |
| | 3. PERFORMS MOST OF HIS DUTIES ACCEPTABLY. OCCASIONALLY REVEALS SOME AREA OF CARELESSNESS. |
| | 4. PERFORMS DUTIES IN A COMPETENT, EFFECTIVE MANNER. |
| | 5. A FINE PERFORMANCE. CARRIES OUT MANY OF HIS RESPONSIBILITIES EXCEPTIONALLY WELL. |
| | 6. PERFORMS HIS DUTIES IN SUCH AN OUTSTANDING MANNER THAT HE IS EQUALLED BY FEW OTHER PERSONS KNOWN TO THE SUPERVISOR. |

COMMENTS:

SECRET

Performance

SECRET

(When Filled In)

2. RATINGS ON PERFORMANCE OF SPECIFIC DUTIES

DIRECTIONS:

- State in the spaces below up to six of the more important SPECIFIC duties performed during rating period. Place the most important first.
- Rate performance on each specific duty in terms of effectiveness in performance of this specific duty.
- For supervisors, ability to supervise will always be rated as a specific duty. Do not rate as supervisors those who supervise a secretary only.
- Compare in your mind, when possible, the individual being rated with others performing the same duty at a similar level of responsibility.
- Two individuals with the same job title may be performing different duties. If so, rate them on different duties.
- B-specific. Examples of the kind of duties that might be rated are:

ORAL BRIEFING	HAS AND USES AREA KNOWLEDGE	COMM. INTERROGATIONS
GIVING LECTURES	DEVELOPS NEW PROGRAMS	PREPARES SUMMARIES
CONDUCTING SEMINARS	ANALYZES INDUSTRIAL REPORTS	TRANSLATES GERMAN
WRITING TECHNICAL REPORTS	MANAGES FILES	BRIEFING SOURCES
CONDUCTING EXTERNAL LIAISON	OPERATES RADIO	KEEPS BOOKS
TYPING	COORDINATES WITH OTHER OFFICES	DRIVES TRUCK
TAKING DICTATION	WRITES REGULATIONS	MAINTAINS AIR CONDITIONING
SUPERVISING	PREPARES CORRESPONDENCE	EVALUATES SIGNIFICANCE OF DATA
- For some jobs, duties may be broken down even further if supervisor considers it advisable, e.g., combined key and phone operation, in the case of a radio operator.

- | | | |
|---------------------------|---|--|
| DESCRIPTIVE RATING NUMBER | 1 - INCOMPETENT IN THE PERFORMANCE OF THIS DUTY | 6 - PERFORMS THIS DUTY IN AN OUTSTANDING MANNER FOUND IN VERY FEW INDIVIDUALS HOLDING SIMILAR JOBS |
| | 2 - BARELY ADEQUATE IN THE PERFORMANCE OF THIS DUTY | 7 - EXCELS ANYONE I KNOW IN THE PERFORMANCE OF THIS DUTY |
| | 3 - PERFORMS THIS DUTY ACCEPTABLY | |
| | 4 - PERFORMS THIS DUTY IN A COMPETENT MANNER | |
| | 5 - PERFORMS THIS DUTY IN SUCH A FINE MANNER THAT HE IS A DISTINCT ASSET ON HIS JOB | |

SPECIFIC DUTY NO. 1 Supervises KUCAGE projects	RATING NUMBER 4	SPECIFIC DUTY NO. 4 Supervises staff agents	RATING NUMBER 4
SPECIFIC DUTY NO. 2 Develops new KUCAGE programs	RATING NUMBER 4	SPECIFIC DUTY NO. 5 Spots and develops contacts	RATING NUMBER 4
SPECIFIC DUTY NO. 3 Has and uses Area Knowledge	RATING NUMBER 5	SPECIFIC DUTY NO. 6 Prepares progress reports	RATING NUMBER 4

3. NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMANCE

DIRECTIONS: Stress strengths and weaknesses, particularly those which affect development on present job.

This officer has ability, talent, area knowledge, understanding of the people and experience in his field. In the initial six months covered by this report he has adjusted remarkably well to a difficult cover situation with a minimum of station support and guidance.

SECTION D. SUITABILITY FOR CURRENT JOB IN ORGANIZATION

DIRECTIONS: Take into account here everything you know about the individual...productivity, conduct in the job, pertinent personal characteristics or habits, special defects or talents...and how he fits in with your team. Compare him with others doing similar work of about the same level.

- DEFINITELY UNSUITABLE - HE SHOULD BE SEPARATED
- OF DOUBTFUL SUITABILITY...WOULD NOT HAVE ACCEPTED HIM IF I HAD KNOWN WHAT I KNOW NOW
- A BARELY ACCEPTABLE EMPLOYEE. BELOW AVERAGE BUT WITH NO WEAKNESSES SUFFICIENTLY OUTSTANDING TO WARRANT HIS SEPARATION
- OF THE SAME SUITABILITY AS MOST PEOPLE I KNOW IN THE ORGANIZATION
- A FINE EMPLOYEE - HAS SOME OUTSTANDING STRENGTHS
- AN UNUSUALLY STRONG PERSON IN TERMS OF THE REQUIREMENTS OF THE ORGANIZATION
- EXCELLED BY ONLY A FEW IN SUITABILITY FOR WORK IN THE ORGANIZATION

IS THIS INDIVIDUAL BETTER SUITED FOR WORK IN SOME OTHER POSITION IN THE ORGANIZATION? ☐ YES ☒ NO IF YES, EXPLAIN FULLY:

SECRET

SECRET

(When Filled In)

FITNESS REPORT (Part II) POTENTIAL

INSTRUCTIONS

FOR THE ADMINISTRATIVE OFFICER: Consult current instructions for completing this report.

FOR THE SUPERVISOR: This report is a privileged communication to your supervisor, and to appropriate career management and personnel officials concerning the potential of the employee being rated. It is NOT to be shown to the rated employee. It is recommended that you read the entire report before completing any question. This report is to be completed only after the employee has been under your supervision FOR AT LEAST 90 DAYS. If less than 90 days, hold and complete after the 90 days has elapsed. If this is the INITIAL REPORT on the employee, however, it MUST be completed and forwarded to the (A) no later than 30 days after the due date indicated in item 9 of Section "F" below.

SECTION E. General

1. NAME (Last, First, Middle) [REDACTED]	2. DATE OF BIRTH 31 Oct. 1922	3. SEX Male	4. SERVICE DESIGNATION DP
5. OFFICIAL DESIGNATION, GRADE OR ASSIGNMENT DDP/Int/Human	6. OFFICIAL POSITION TITLE Staff agent - [REDACTED] Ops Off (PPI)		
7. GRADE GS-14	8. DATE REPORT DUE IN OP 9 August 1956	9. PERIOD COVERED BY THIS REPORT (Inclusive dates) 9 February 1955 - 14 September 1956	
10. TYPE OF REPORT (Check one) <input checked="" type="checkbox"/> INITIAL <input type="checkbox"/> ANNUAL	11. SPECIAL (Specify) [REDACTED]		

SECTION F. Certification

1. FOR THE RATER: I CERTIFY THAT THIS REPORT REPRESENTS MY BEST JUDGEMENT OF THE INDIVIDUAL BEING RATED		
A. THIS DATE 19 Sept. 1956	B. TYPED OR PRINTED NAME AND SIGNATURE OF SUPERVISOR C. A. D. Well [Signature]	C. SUPERVISOR'S OFFICIAL TITLE Chief of Station
2. FOR THE REVIEWING OFFICIAL: I HAVE REVIEWED THIS REPORT AND NOTED ANY DIFFERENCE OF OPINION IN ATTACHED MEMO.		
A. THIS DATE 25 Sept '56	B. TYPED OR PRINTED NAME AND SIGNATURE OF REVIEWING OFFICIAL [Signature]	C. OFFICIAL TITLE OF REVIEWING OFFICIAL C/Int

SECTION G. Estimate of Potential

1. POTENTIAL TO ASSUME GREATER RESPONSIBILITIES

DIRECTIONS: Considering others of his grade and type of assignment, rate the employee's potential to assume greater responsibilities. Think in terms of the kind of responsibility encountered at the various levels in his kind of work.

RATING NUMBER 5	1 - ALREADY ABOVE THE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED
	2 - HAS REACHED THE HIGHEST LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED
	3 - MAKING PROGRESS, BUT NEEDS MORE TIME BEFORE HE CAN BE TRAINED TO ASSUME GREATER RESPONSIBILITIES
	4 - READY FOR TRAINING IN ASSUMING GREATER RESPONSIBILITIES
	5 - WILL PROBABLY ADJUST QUICKLY TO MORE RESPONSIBLE DUTIES WITHOUT FURTHER TRAINING
	6 - ALREADY ASSUMING MORE RESPONSIBILITIES THAN EXPECTED AT HIS PRESENT LEVEL
	7 - AN EXCEPTIONAL PERSON WHO IS ONE OF THE FEW WHO SHOULD BE CONSIDERED FOR EARLY ASSUMPTION OF HIGHER LEVEL RESPONSIBILITIES

2. SUPERVISORY POTENTIAL

DIRECTIONS: Answer this question: Has this person the ability to be a supervisor? ☒ Yes ☐ No If your answer is YES, indicate below your opinion or guess of the level of supervisory ability this person will reach AFTER SUITABLE TRAINING. Indicate your opinion by placing the number of the descriptive rating below which comes closest to expressing your opinion in the appropriate column. If your rating is based on observing him supervise, note your rating in the "actual" column. If based on opinion of his potential, note the rating in the "potential" column.

DESCRIPTIVE RATING NUMBER	0 - HAVE NO OPINION ON HIS SUPERVISORY POTENTIAL IN THIS SITUATION	1 - BELIEVE INDIVIDUAL WOULD BE A WEAK SUPERVISOR IN THIS KIND OF SITUATION	2 - BELIEVE INDIVIDUAL WOULD BE AN AVERAGE SUPERVISOR IN THIS KIND OF SITUATION	3 - BELIEVE INDIVIDUAL WOULD BE A STRONG SUPERVISOR IN THIS SITUATION
ACTUAL	POTENTIAL	DESCRIPTIVE SITUATION		
	2	A GROUP DOING THE BASIC JOB (truck drivers, stenographers, technicians or professional specialists of various kinds) where contact with immediate subordinates is frequent (First line supervisor)		
	3	A GROUP OF SUPERVISORS WHO DO THE BASIC JOB (Second line supervisors)		
	3	A GROUP, WHO MAY OR MAY NOT BE SUPERVISORS, WHICH IS RESPONSIBLE FOR MAJOR PLANS, ORGANIZATION AND POLICY (Executive level)		
2		WHEN CONTACT WITH IMMEDIATE SUBORDINATES IS NOT FREQUENT		
2		WHEN IMMEDIATE SUBORDINATES' ACTIVITIES ARE DIVERSE AND NEED CAREFUL COORDINATION		
3		WHEN IMMEDIATE SUBORDINATES INCLUDE MEMBERS OF THE OPPOSITE SEX		
		OTHER (Specify)		

FORM NO. 45 (Part II)
1 NOV 55

REPLACES PREVIOUS EDITIONS OF FORMS 45 AND 45A WHICH ARE OBSOLETE

SECRET

Potential

(4)

SECRET

(When Filled In)

3. INDICATE THE APPROXIMATE NUMBER OF MONTHS THE RATED EMPLOYEE HAS BEEN UNDER YOUR SUPERVISION Six months																																																																			
4. COMMENTS CONCERNING POTENTIAL This officer is a natural CONTROLLER DIV. He is qualified for future unofficial or staff assignment with more responsibility.																																																																			
OFFICE OF PERSONNEL OCT 27 3 16 PM '56 MAIL ROOM																																																																			
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SECTION II.	FUTURE PLANS																																																																		
1. TRAINING OR OTHER DEVELOPMENTAL EXPERIENCE PLANNED FOR THE INDIVIDUAL None at present.																																																																			
2. NOTE OTHER FACTORS, INCLUDING PERSONAL CIRCUMSTANCES, TO BE TAKEN INTO ACCOUNT IN INDIVIDUAL'S FUTURE ASSIGNMENTS As senior KUCAGE officer, better knowledge of Station procedures and practices would be helpful.																																																																			
SECTION I. DESCRIPTION OF INDIVIDUAL																																																																			
DIRECTIONS: This section is provided as an aid to describing the individual as you see him on the job. Interpret the words literally. On the page below are a series of statements that apply in some degree to most people. To the left of each statement is a box under the heading "category." Read each statement and insert in the box the category number which best tells how much the statement applies to the person covered by this report.																																																																			
X - HAVE NOT OBSERVED THIS; HENCE CAN GIVE NO OPINION AS TO HOW THE DESCRIPTION APPLIES TO THE INDIVIDUAL. 1 - APPLIES TO THE INDIVIDUAL TO THE LEAST POSSIBLE DEGREE 2 - APPLIES TO INDIVIDUAL TO A LIMITED DEGREE 3 - APPLIES TO INDIVIDUAL TO AN AVERAGE DEGREE 4 - APPLIES TO INDIVIDUAL TO AN ABOVE AVERAGE DEGREE 5 - APPLIES TO INDIVIDUAL TO AN OUTSTANDING DEGREE																																																																			
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SECRET

SECRET
(When Filled In)

FITNESS REPORT

The Fitness Report is an important factor in agency personnel management. It seeks to provide:

1. The agency selection board with information of value when considering the application of an individual for membership in the career service; and
2. A periodic record of job performance as an aid to the effective utilization of personnel.

INSTRUCTIONS

TO THE ADMINISTRATIVE OR PERSONNEL OFFICER: Consult current administrative instructions regarding the initiation and transmittal of this report.

TO THE SUPERVISOR: Read the entire form before attempting to complete any item. As the supervisor who assigns, directs and reviews the work of the individual, you have primary responsibility for evaluating his strengths, weaknesses, and on-the-job effectiveness as revealed by his day-to-day activities. If this individual has been under your supervision for less than 30 days, you will collaborate with his previous supervisors to make sure the report is accurate and complete. Primary responsibility rests with the current supervisor. It is assumed that, throughout the period this individual has been under your supervision, you have discharged your supervisory responsibilities by frequent discussions of his work, so that in a general way he knows where he stands.

S. 1st due date Apr 57 H

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

SECTION I (To be filled in by Administrative Officer)

1. NAME (Last) PHILLIPS,	(First) David	(Middle) A.	2. DATE OF BIRTH Oct '22	3. SEX M	4. CAREER DESIGNATION DP
5. DATE OF ENTRANCE ON DUTY 1 April 1955	6. OFFICE ASSIGNED TO PP	7. DIVISION Information Coordination		8. BRANCH	
9. NATURE OF ASSIGNMENT <input checked="" type="checkbox"/> DEPARTMENTAL <input type="checkbox"/> FIELD		10. IF FIELD, SPECIFY STATION:			11. GRADE GS-14
12. DATE THAT THIS REPORT IS DUE 1 January 1956		13. PERIOD COVERED BY THIS REPORT (Inclusive dates) 1 April 1955 - 1 January 1956 (Initial)			

SECTION II (To be filled in by Supervisor)

1. CURRENT POSITION Ops. Off. (PP) Radio & Television Officer, PP/ICD	2. DATE ASSUMED RESPONSIBILITY FOR POSITION 1 April 1955
---	--

3. WHAT SPECIFIC ASSIGNMENTS OR TASKS ARE TYPICAL OF THOSE GIVEN TO HIM DURING THE PAST THREE TO SIX MONTHS (List in order of frequency):

Advising and assisting operating divisions in development, effective management and supervision of radio broadcasting facilities.

Maintaining liaison with Department of State and USIA on radio matters.

Collaboration with the Office of Communications in development of unconventional techniques for broadcasting and jamming evasion.

Preparation of staff study on proposed use of the television medium.

DATE
18 JAN 1956
BY
[Signature]
Period For Control
[Signature]

READ THE ENTIRE FORM BEFORE ATTEMPTING TO COMPLETE ANY ITEM

SECTION III

I certify that, during the latter half of the period covered by this report, I have discussed with the rated individual the manner in which he has performed his job and provided suggestions and criticisms wherever needed. I believe that his understanding of my evaluation of his performance is consistent with my evaluation of him as evidenced by this fitness report and I have informed him of his strengths, weaknesses, and on-the-job effectiveness. If performance during the report period has been unsatisfactory, there is attached a copy of the memorandum notifying him of unsatisfactory performance.

This report ☒ has ☐ has not been shown to the individual rated.

THIS DATE 6 January 1956	NAME AND SIGNATURE OF RATER (Employee's immediate supervisor) John G. Shaffer, Chief, PP/ICD
I HAVE REVIEWED THIS REPORT (Comments, if any, are reflected by attached memorandum)	
THIS DATE 19 Jan '56	NAME AND SIGNATURE OF REVIEWING OFFICIAL (Official next higher in line of authority) <i>[Signature]</i>

SECRET

(When Filled In)

SECTION IV

This section is provided as an aid in describing the individual. Your description is not factually verifiable in itself but acquires its meaning in relation to a particular job or assignment. The descriptive words should be interpreted literally.

On the left hand side of the page below are a series of statements that apply in some degree to most people. On the right hand side of the page are four major categories of descriptions. The scale of each category is divided into three small blocks; this is to allow you to make finer distinctions if you so desire. The statement on the left - then check the category on the right which best tells how much the statement applies to the person you are rating. Placing an "X" in the "Not Observed" column means you have no opinion on whether a phrase applies to an individual. Placing an "X" in the "Does Not Apply" column means that you have the definite opinion that the description is not at all suited to the individual.

STATEMENTS	NOT OR SERVED	CATEGORIES				
		DOES NOT APPLY	APPLIES TO A LIMITED DEGREE	APPLIES TO A REASONABLE DEGREE	APPLIES TO AN ABOVE AVERAGE DEGREE	APPLIES TO AN OUTSTANDING DEGREE
A. ABLE TO SEE ANOTHER'S POINT OF VIEW.	SAMPLES		X			
B. PRACTICAL.					X	
1. A GOOD REPORTER OF EVENTS.				X		
2. CAN MAKE DECISIONS ON HIS OWN WHEN NEED ARISES.					X	
3. CAUTIOUS IN ACTION.				X		
4. HAS INITIATIVE.					X	
5. UNEMOTIONAL.	X					
6. ANALYTIC IN HIS THINKING.					X	
7. CONSTANTLY STRIVING FOR NEW KNOWLEDGE AND IDEAS.					X	
8. GETS ALONG WITH PEOPLE AT ALL SOCIAL LEVELS.						X
9. HAS SENSE OF HUMOR.					X	
10. KNOWS WHEN TO SEEK ASSISTANCE.				X		
11. CALM.				X		
12. CAN GET ALONG WITH PEOPLE.						X
13. MEMORY FOR FACTS.				X		
14. GETS THINGS DONE.					X	
15. KEEPS ORIENTED TOWARD LONG TERM GOALS.				X		
16. CAN COPE WITH EMERGENCIES.					X	
17. HAS HIGH STANDARDS OF ACCOMPLISHMENT.				X		
18. HAS STAMINA. CAN KEEP GOING A LONG TIME.						X
19. HAS WIDE RANGE OF INFORMATION.					X	
20. SHOWS ORIGINALITY.				X		
21. ACCEPTS RESPONSIBILITIES.					X	
22. ADMITS HIS ERRORS.	X					
23. RESPONDS WELL TO SUPERVISION.					X	
24. EVEN DISPOSITION.						X
25. ABLE TO DO HIS JOB WITHOUT STRONG SUPPORT.					X	

SECRET

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SECRET
(When Filled In)

C. INDICATE IF YOU THINK THAT ANY SINGLE STRENGTH OR WEAKNESS OUTWEIGHS ALL OTHER CONSIDERATIONS:
 Strengths indicated above easily outweigh the few characteristics of the subject is average. OFFICE of PERSONNEL

D. DO YOU FEEL THAT HE REQUIRES CLOSE SUPERVISION? ☒ NO ☐ YES. IF YES, JAN 16 3 47 PM '56

E. WHAT TRAINING DO YOU RECOMMEND FOR THIS INDIVIDUAL? MAIL ROOM
 Operations Familiarization course.

F. OTHER COMMENTS (Indicate here general traits, specific habits or characteristics not covered elsewhere in the report but which have a bearing on effective utilization of this person):
 None

SECTION VI

Read all descriptions before rating. Place "X" in the most appropriate box under subsections A, B, C, and D.

<p>A. DIRECTIONS: Consider only the skill with which the person has performed the duties of his job and rate him accordingly.</p> <p><input type="checkbox"/> 1. DOES NOT PERFORM DUTIES ADEQUATELY; HE IS INCOMPETENT.</p> <p><input type="checkbox"/> 2. BARELY ADEQUATE IN PERFORMANCE; ALTHOUGH HE HAS HAD SPECIFIC GUIDANCE OR TRAINING, HE OFTEN FAILS TO CARRY OUT RESPONSIBILITIES COMPETENTLY.</p> <p><input type="checkbox"/> 3. PERFORMS MOST OF HIS DUTIES ACCEPTABLY; OCCASIONALLY REVEALS SOME AREA OF WEAKNESS.</p> <p><input type="checkbox"/> 4. PERFORMS DUTIES IN A TYPICALLY COMPETENT, EFFECTIVE MANNER.</p> <p><input checked="" type="checkbox"/> 5. A FINE PERFORMANCE; CARRIES OUT MANY OF HIS RESPONSIBILITIES EXCEPTIONALLY WELL.</p> <p><input type="checkbox"/> 6. PERFORMS HIS DUTIES IN SUCH AN OUTSTANDING MANNER THAT HE IS EQUALLED BY FEW OTHER PERSONS KNOWN TO THE RATER.</p> <p>IS THIS INDIVIDUAL BETTER QUALIFIED FOR WORK IN SOME OTHER AREA? <input type="checkbox"/> NO <input checked="" type="checkbox"/> YES. IF YES, WHAT? Better qualified for field assignment in WA area only because such assignment can utilize his language and area experience in addition to utilizing the characteristics that have made him a successful staff officer.</p>	<p>C. DIRECTIONS: Based upon what he has said, his actions, and any other indications, give your opinion of this person's attitude toward the agency.</p> <p><input type="checkbox"/> 1. HAS AN ANTAGONISTIC ATTITUDE TOWARD THE AGENCY... WILL DEFINITELY LEAVE THE AGENCY AT THE FIRST OPPORTUNITY.</p> <p><input type="checkbox"/> 2. HAS STRONG NEGATIVE ATTITUDE TOWARD AGENCY... IRKED BY RESTRICTIONS... REGARDS AGENCY AS A TEMPORARY STOP UNTIL HE CAN GET SOMETHING BETTER.</p> <p><input type="checkbox"/> 3. TENDS TO HAVE AN UNFAVORABLE ATTITUDE TOWARD THE AGENCY... BOTHERED BY MINOR FRUSTRATIONS... WILL QUIT IF THESE CONTINUE.</p> <p><input type="checkbox"/> 4. HIS ATTITUDE TOWARD THE AGENCY IS INDIFFERENT... HAS "WAIT AND SEE" ATTITUDE... WOULD LEAVE IF SOMEONE OFFERED HIM SOMETHING BETTER.</p> <p><input type="checkbox"/> 5. TENDS TO HAVE FAVORABLE ATTITUDE TOWARD AGENCY... MAKES ALLOWANCES FOR RESTRICTIONS IMPOSED BY WORKING FOR AGENCY... THINKS IN TERMS OF A CAREER IN THE AGENCY.</p> <p><input checked="" type="checkbox"/> 6. DEFINITELY HAS FAVORABLE ATTITUDE TOWARD THE AGENCY... BARRING AN UNEXPECTED OUTSIDE OPPORTUNITY, WILL PROBABLY ENDEAVOR TO MAKE A CAREER IN THE AGENCY.</p> <p><input type="checkbox"/> 7. HAS AN ENTHUSIASTIC ATTITUDE TOWARD THE AGENCY... WILL PROBABLY NEVER CONSIDER WORKING ANY PLACE BUT IN THE AGENCY.</p>
<p>B. DIRECTIONS: Considering others of this person's grade and type of assignment, how would you rate him on potentiality for assumption of greater responsibilities normally indicated by promotion.</p> <p><input type="checkbox"/> 1. HAS REACHED THE HIGHEST GRADE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED.</p> <p><input type="checkbox"/> 2. IS MAKING PROGRESS, BUT NEEDS MORE TIME IN PRESENT GRADE BEFORE PROMOTION TO A HIGHER GRADE CAN BE RECOMMENDED.</p> <p><input type="checkbox"/> 3. IS READY TO TAKE ON RESPONSIBILITIES OF THE NEXT HIGHER GRADE, BUT MAY NEED TRAINING IN SOME AREAS.</p> <p><input checked="" type="checkbox"/> 4. WILL PROBABLY ADJUST QUICKLY TO THE MORE RESPONSIBLE DUTIES OF THE NEXT HIGHER GRADE.</p> <p><input type="checkbox"/> 5. IS ALREADY PERFORMING AT THE LEVEL OF THE NEXT HIGHER GRADE.</p> <p><input type="checkbox"/> 6. AN EXCEPTIONAL PERSON WHO IS ONE OF THE FEW WHO SHOULD BE CONSIDERED FOR RAPID ADVANCEMENT.</p>	<p>D. DIRECTIONS: Consider everything you know about this person in making your rating... skill in job duties, conduct on the job, personal characteristics or habits, and special defects or talents.</p> <p><input type="checkbox"/> 1. DEFINITELY UNSUITABLE - HE SHOULD BE SEPARATED.</p> <p><input type="checkbox"/> 2. OF DOUBTFUL SUITABILITY... WOULD NOT HAVE ACCEPTED HIM IF I HAD KNOWN WHAT I KNOW NOW.</p> <p><input type="checkbox"/> 3. A BARELY ACCEPTABLE EMPLOYEE... DEFINITELY BELOW AVERAGE BUT WITH NO WEAKNESSES SUFFICIENTLY OUTSTANDING TO WARRANT HIS SEPARATION.</p> <p><input type="checkbox"/> 4. A TYPICAL EMPLOYEE... HE DISPLAYS THE SAME SUITABILITY AS MOST OF THE PEOPLE I KNOW IN THE AGENCY.</p> <p><input type="checkbox"/> 5. A FINE EMPLOYEE - HAS SOME OUTSTANDING STRENGTHS.</p> <p><input checked="" type="checkbox"/> 6. AN UNUSUALLY STRONG PERSON IN TERMS OF THE REQUIREMENTS OF THE AGENCY.</p> <p><input type="checkbox"/> 7. EXCELLED BY ONLY A FEW IN SUITABILITY FOR WORK IN THE AGENCY.</p>

SECRET

MEMORANDUM FOR

PP/C/100

ATTENTION : Training Officer

SUBJECT : Attendance at PPS In-Service-Training Series
10 January to 20 March 1956

REFERENCE : Memorandum for Chiefs, Senior Staffs and Area
Divisions, and Chief, 10 Division from CPP,
subject: "Seminar on Preparation and Processing
of PP/PN Projects" dated 19 December 1955.

1. David Phillips attended the lectures in the subject
series which commenced from 10 Jan to 20 March 1956.
During this period, instruction in "Preparation and Processing of
PP/PN Projects" was given as follows:

a. INTRODUCTION

b. PROJECT DOCUMENTATION

Step-by-step explanation of items in project outline format.

c. PROJECT REVIEW AND COORDINATION

Steps each officer should take in determining extent of
coordination of projects. Importance of discussion with
Senior Staff in draft stage.

d. PROJECT APPROVAL SYSTEM

e. PROJECT RE-ENTRY

f. PROJECT AND COORDINATION

g. PROJECT REVIEW

2. Officers were required to study the following references,
prior to attending the lectures:

1. PROJECT REVIEW

2. PROJECT REVIEW
COMMISSION & PROJECTS TO THE HUMAN
RELATIONS COMMITTEE, dated 1 April 1955

3. PROJECT REVIEW
COMMISSION & PROJECTS TO THE HUMAN
RELATIONS COMMITTEE, dated 1 April 1955

4. PROJECT REVIEW

-2-

(3) OSI 250-72

THE CHARACTERISTICS REPORTING
SYSTEMS DIVISIONS, CHAPTER II.
THE MONTHLY COST STATUS REPORT,
dated 2 June 1957.

b. REFERENCES CONTAINED:

- (1) R 250-100 - REPORT ACTIVITIES AND ANAL SYSTEMS,
dated 1 March 1955
- (2) R 250-101 - REPORT REVIEW COMMITTEE, dated
1 March 1955
- (3) R 250-102 - PROGRESS OF ANAL SYSTEMS TO THE
REPORT REVIEW COMMITTEE, dated
1 April 1955
- (4) OSI 250-1 - THE CHARACTERISTICS REPORTING
SYSTEMS, dated 1 March 1955
- (5) OSI 250-3 - CHARACTERISTICS REPORTING SYSTEMS,
dated 10 March 1955
- (6) OSI 250-4 - OPERATIONAL CHARACTERISTICS REPORTING,
dated 7 December 1955

The information is provided to permit appropriate reporting of
the activities received by the employee named in paragraph 1, above.

John H. [unclear]

Chief

John H. [unclear]

Chief

✓

S E C R E T

TRAINING EVALUATION

READING IMPROVEMENT COURSE # 26

SECTION I: IDENTIFYING INFORMATION

Name	Sex	Dates of Course	No. of Students
Phillips, David A.	M	24 October-9 December 1955	23
Date of Birth	BOB Date	Grade or Rank	Office
31 October 1922	2 April 1955	GS-14	ICD/PP
Projected assignment or Present Position			

PP Officer

SECTION II: OBJECTIVES OF THE COURSE

The Reading Improvement Course is designed to increase the reading efficiency of agency employees by developing their speed and level of comprehension through (1) extending the range of reading techniques, (2) adjusting rate of reading to comprehension requirements and (3) improving perceptual habits.

SECTION III: SPECIFIC CHARACTERISTICS OF THE COURSE

The course consists of 30 class hours, one hour a day, 5 days a week. 9 hours are devoted to lectures and practice exercises, 12 hours to speed reading practice and 9 hours to specific perception techniques.

Each student's reading skills are analyzed at the beginning of the course and the student then concentrates on the development of those skills in which he is deficient or those which are most frequently demanded by the nature of his office reading.

SECTION IV: METHOD OF EVALUATION

Student achievement is measured by an initial and final test battery and class exercises. Two sets of norms have been developed on the test battery. Group I represents the scores of 400 Agency employees, 84% of whom had four or more years of college. Group II represents the scores of 94 Agency employees with two years or less of college training. Section V contains a description of the tests and exercises. Section VI indicates the student's skill level and Section VII includes the student's over-all achievement and the instructor's comments.

S E C R E T