

PHASE II  
PROCESSING

<b>I. IDENTIFICATION DATA</b> (Read AFM 36-10 carefully before filling out this form.)					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>		3. ACTIVE DUTY GRADE <b>Major</b>		4. PERMANENT GRADE <b>Major</b>	
5. ORGANIZATION AND COMMAND <b>1133rd USAF Sp Acty Sq w/dy DIA, Pomponio Plaza (Hq Comd USAF)</b>		6. AERO RATING <b>Comd Plt</b>	CODE <b>1</b>	7. PERIOD OF REPORT FROM: <b>23 Mar 72</b>	THRU: <b>25 Jun 72</b>
		8. PERIOD OF SUPERVISION <b>96</b>		9. REASON FOR REPORT <b>CRO</b>	
<b>II. DUTIES</b> —PAFSC <b>E8016</b> DAFSC <b>E8016</b> PRESENT DUTY: DIA, Intel ESTIMATOR Strategic Br. Estimates strategic force capabilities of the USSR and Eastern European nations. Conducts research of capabilities of Soviet/Eastern European nations to develop, produce, deploy, and launch ballistic missiles. Interfaces with US R&D community and operational commands to assure that developments are practicable and operational procedures are logical. Drafts estimates of Soviets capabilities, coordinates with other intelligence personnel, and produces finished estimates for use in Department of Defense and throughout the US Government. Briefs results at all levels of Government.					
<b>III. RATING FACTORS</b> (Consider how this officer is performing on his job.)					
1. JOB CAPABILITY					
NOT <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
OBSERVED <input type="radio"/>					
2. PLANNING ABILITY					
NOT <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB. SEES THE BIG PICTURE	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING. A HIGH CALIBER THINKER AND PLANNER
OBSERVED <input type="radio"/>					
3. EXECUTIVE MANAGEMENT					
NOT <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION. CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
OBSERVED <input type="radio"/>					
4. LEADERSHIP					
NOT <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
OBSERVED <input type="radio"/>					
5. EXECUTIVE JUDGMENT					
NOT <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS
OBSERVED <input type="radio"/>					
6. HUMAN RELATIONS					
NOT <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE. DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
OBSERVED <input type="radio"/>					
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT <input type="radio"/>	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
W <input type="radio"/> S <input type="radio"/> OBSERVED <input type="radio"/>	WRITE <input type="checkbox"/>	SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/>	SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>
8. JOB ACCOMPLISHMENT					
NOT <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR
OBSERVED <input type="radio"/>					
<b>IV. MILITARY QUALITIES</b> (Consider how this officer meets Air Force standards.)					
NOT <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS
OBSERVED <input type="radio"/>					

OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)									
Specific justification required for these sections					Specific justification required for these sections				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELLOW AVER AGE	SLIGHTLY BE LOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT SELDOM EQUALLED	OUTSTANDING ALMOST NEVER EQUALLED	ABSOLUTELY SUPERIOR	

**VI. PROMOTION POTENTIAL**

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.	<input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES	<input type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.	<input checked="" type="checkbox"/>

**VII. COMMENTS**

**FACTS AND SPECIFIC ACHIEVEMENTS:** Major Harrison gets things done and gets them done in a superior manner. He was responsible for producing an outstanding and original Defense Intelligence Estimate on Soviet ICBM capabilities. He conducted the background research on existing capabilities, and through his efforts and resourcefulness estimated the future course of Soviet efforts in this critical area of strategic weapons. His estimate formed the basis for a significant portion of the Strategic Arms Limitation Talks and the Agreement subsequently signed by the President.

**STRENGTHS:** This officer analyzes problems objectively, collects the background information and facts carefully and thoroughly, evaluates them from all aspects, and arrives at logical conclusions. As a task progresses, he discusses the many facets with others who have an interest in the subject to assure that he has considered all aspects. He gains the benefit of assistance from other people and concurrently their cooperation and respect.

**SUGGESTED ASSIGNMENTS:** Recommend that this officer continue to be assigned to headquarters or joint staff duty in order that the USAF may benefit from his staff capabilities and combat experience.

**SELF IMPROVEMENT EFFORTS:** Major Harrison is continuing his education, during off duty hours, at the University of Virginia; working towards a masters degree in education.

**OTHER COMMENTS:** This officer completely supports equal opportunity for all people and demonstrates this by both words and actions. He is respectful to all people he encounters, and by the same token gains the respect of those people. Major Harrison has demonstrated his adaptability and versatility by adapting from a Headquarters USAF assignment, to a cockpit slot in Vietnam, then to an intelligence estimator on the DoD Joint Staff. Major Harrison is exceptionally well qualified for promotion. I strongly recommend that he be promoted to Lieutenant Colonel at the earliest opportunity.

**VIII. REPORTING OFFICIAL**

NAME, GRADE, AFSN, AND ORGANIZATION <b>PAUL H. DAVIS, CAPT, USN</b>	DUTY TITLE <b>Chief, Soviet/EE Division Strategic Branch</b>	SIGNATURE <i>Paul H. Davis</i>
AERO RATING <b>N/A</b>	CODE	DATE <b>6 July 1972</b>

**IX. REVIEW BY INDORSING OFFICIAL**

I am aware of Major Harrison's superior performance during the reporting period and I agree with the report. Major Harrison's contributions to the accomplishment of the mission of this directorate have been consistently most valuable. He has been an outstanding representative of the Air Force in this joint DoD agency.

NAME, GRADE, AFSN, AND ORGANIZATION <b>EDGAR H. SMITH, COL, USAF FR 1133USARSpActy DIA (Pomponio Plaza, Va.) (HQ COMD USAF)</b>	DUTY TITLE <b>Chief, Soviet/ East European Div COMD PLT</b>	SIGNATURE <i>ES</i>
AERO RATING <b>-----</b>	CODE <b>3</b>	DATE <b>17 Jul 72</b>

LAST NAME-FIRST NAME-MIDDLE INITIAL <b>HARRISON MARSHALL G.</b>		ACTIVE DUTY GRADE <b>MAJOR</b>
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)		
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT		<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION
FROM <b>23 March 1972</b>	THRU <b>25 June 1972</b>	FROM
		THRU

Precede comments by appropriate data, i.e. section continuation, endorsement continuation, additional endorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

**ADDITIONAL ENDORSEMENT.** I fully agree with this evaluation. Major Harrison has demonstrated outstanding ability and responsibility in the performance of his duties. Recommend he be considered for accelerated promotion.

*W. C. G.*  
DAVID C. GRAHAM, BG, USA.

, DIA, DEPUTY DIRECTOR FOR ESTIMATES

JUL 19 1972

APR 17 1972  
PHASE II  
PROCESSED

<b>I. IDENTIFICATION DATA</b> (Read AFM 36-10 carefully before filling out any item.)					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, Marshall G.</b>		3. ACTIVE DUTY GRADE <b>Major</b>		4. PERMANENT GRADE <b>Major</b>	
5. ORGANIZATION AND COMMAND <b>1133rd USAF Sp Acty Sq w/dy DIA Pomponio Plaza, Va. (HQ COMD USAF)</b>		6. AERO RATING <b>Plt Comd- 1</b>		7. PERIOD OF REPORT FROM: <b>1 Jun 71</b> THRU <b>22 Mar 72</b>	
		8. PERIOD OF SUPERVISION <b>296</b>		9. REASON FOR REPORT <b>CRO</b>	
<b>II. DUTIES</b> —PAFSC E8016. DAFSC E8016. Present Duty: DIA, Intel Estimator, Strat Br. Initiates and prepares DoD intelligence estimates of present and future Soviet/East European Strategic Attack Forces. Contributes to and participates in formulation of National Intelligence Estimates; provides support as required, to the OSD, JCS, U&S Commands, Military Departments and other government agencies, representing the Director, DIA, on matters concerning Strategic Attack Forces. Prepares and presents briefings to high levels of the military, legislative and executive branches.					
<b>III. RATING FACTORS</b> (Consider how this officer is performing on his job.)					
1. JOB CAPABILITY					
NOT <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
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7. WRITING ABILITY AND ORAL EXPRESSION					
NOT <input checked="" type="radio"/>	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
8. JOB ACCOMPLISHMENT					
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<b>IV. MILITARY QUALITIES</b> (Consider how this officer meets Air Force standards.)					
NOT <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.

**V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)**

Specific justification required for these sections								Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	EFFECTIVE AND COMPETENT		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**VI. PROMOTION POTENTIAL**

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.
2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.
4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.

**VII. COMMENTS**

**FACTS AND SPECIFIC ACHIEVEMENTS:** Major Harrison has continued to demonstrate superlative performance. He has participated actively in a number of national and defense intelligence estimates regarding Soviet/East European Strategic capabilities. The judgment and knowledge shown during this reporting period continued to be that of a more senior officer with a much broader background. Major Harrison's ability to work effectively with officers of all Services and with civilians has been outstanding. Major Harrison has shown himself to be a "head and shoulders" officer throughout the reporting period. Strongly recommended for promotion. **OTHER COMMENTS:** Major Harrison's duties do not involve supervision of other personnel, hence there has been no opportunity to participate in Equal Opportunity Program in any way.

**VIII. REPORTING OFFICIAL**

NAME, GRADE, AFSN, AND ORGANIZATION JOHN P. PRISLEY, CAPT, , DIA Navy Element, Pomponio Plaza, Va.	DUTY TITLE Chief, Strategic Branch	SIGNATURE <i>John P. Prisley</i>
	AERO RATING Nonrated	CODE DATE 3 April 1972

**IX. REVIEW BY INDORSING OFFICIAL**

I concur in the report of the reporting official. Major Harrison has not only produced in an outstanding manner, but he has shown the initiative, desire and drive of an outstanding officer.

NAME, GRADE, AFSN, AND ORGANIZATION F. J. SANDERS COL, , DIA Army Plaza, Va.	DUTY TITLE Chief, Soviet/ East European Division	SIGNATURE <i>F. J. Sanders</i>
	AERO RATING Nonrated	CODE DATE 3 April 1972

LAST NAME-FIRST NAME-MIDDLE INITIAL <b>HARRISON, Marshall G.</b>	S	ACTIVE DUTY GRADE <b>Major</b>
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)		
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT	<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION	
FROM <b>1 June 1971</b>	THRU <b>22 March 1972</b>	FROM _____ THRU _____

Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

**ADDITIONAL ENDORSEMENTS:**

I agree with the rating and indorsing officials. Major Harrison is an intelligent, enthusiastic, and dedicated officer whose performance of duty with this organization has been consistently outstanding. He displays a high potential for increased responsibility and advanced rank. Recommend he be considered for accelerated promotion.

END

DANIEL O. GRAHAM, BG, USA, \_\_\_\_\_, DIA Army Element, Arlington, Virginia  
Deputy Director for Estimates, 5 April 1972

LAST NAME-FIRST NAME-MIDDLE INITIAL	SSAN	ACTIVE DUTY GRADE
<b>HARRISON, Marshall G.</b>		<b>Major</b>
(CHECK APPROPRIATE BLOCK AND CANCEL AS APPLICABLE)		
<input type="checkbox"/> <b>X</b> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT	<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION	
FROM <b>1 June 1971</b>	THRU <b>22 March 1972</b>	FROM
		THRU

Precede comments by appropriate data, i.e. section continuation, endorsement continuation, additional endorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

**ADDITIONAL ENDORSEMENT:**

Concur in this evaluation by the rating and indorsing officials. Major Harrison has shown unusual adaptability and substantive knowledge in this assignment. He has been an outstanding representative of the United States Air Force in this joint service activity.

*D. M. Philpott* 10 JUL 1972  
 JAMMIE M. PHILPOTT, LtGen, USAF,  
 SpActySq w/dy DIA, The Pentagon (EqComd USAF)  
 Deputy Director, Defense Intelligence Agency

JUN 17 1971

PHASE II  
PROCESSED

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out this section.)					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, Marshall G.</b>		3. ACTIVE DUTY GRADE <b>MAJOR</b>		4. PERMANENT GRADE <b>MAJOR</b>	
5. ORGANIZATION AND COMMAND <b>1133 USAF Sp Acty Sq (Hq Comd USAF) Ft. Belvoir, Va. w/dy stn Arlington, Va.</b>		6. AERO RATING <b>COMD PLT</b>	CODE <b>1</b>	7. PERIOD OF REPORT FROM: <b>16 Nov 70</b> THRU: <b>31 May 71</b>	
		8. PERIOD OF SUPERVISION <b>197</b>		9. REASON FOR REPORT <b>Change of Rating Officer</b>	
II. DUTIES—PAFSC <b>E 8016</b> . DAFSC <b>E 8016</b> & DIA Intelligence Estimator, Soviet/East European Division, Directorate for Estimates. Initiates and prepares DoD intelligence estimates of present and future Soviet/East European Strategic Attack Forces. Contributes to and participates in formulation of National Intelligence Estimates; provides support, as required, to the OSD, JCS, US Commands, Military Departments and other government agencies, representing the Director, DIA on matters concerning Strategic Attack Forces. Prepares and presents briefings to high levels of the military, legislative and executive branches. This is a joint staff assignment at DoD level. <b>*PRESENT DUTY:</b>					
III. RATING FACTORS (Consider how this officer is performing on his job.)					
1. JOB CAPABILITY					
NOT <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
OBSERVED <input type="radio"/>					
2. PLANNING ABILITY					
NOT <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
OBSERVED <input type="radio"/>					
3. EXECUTIVE MANAGEMENT					
NOT <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION. CAREFUL ATTENTION MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
OBSERVED <input type="radio"/>					
4. LEADERSHIP					
NOT <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
OBSERVED <input type="radio"/>					
5. EXECUTIVE JUDGMENT					
NOT <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
OBSERVED <input type="radio"/>					
6. HUMAN RELATIONS					
NOT <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
OBSERVED <input type="radio"/>					
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT <input type="radio"/> <input checked="" type="radio"/> S	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
OBSERVED <input type="radio"/>	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input checked="" type="checkbox"/> WRITE <input type="checkbox"/> SPEAK
8. JOB ACCOMPLISHMENT					
NOT <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
OBSERVED <input type="radio"/>					
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATS A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
OBSERVED <input type="radio"/>					

## V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections								Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT SELDOM EQUALLED	OUTSTANDING ALMOST NEVER EQUALLED	X	ABSOLUTELY SUPERIOR

## VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.

2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.

3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.

4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.

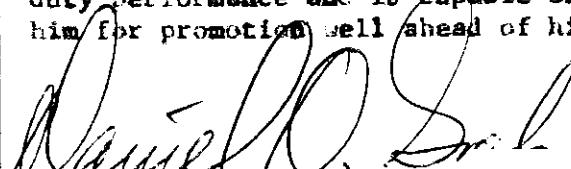
VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS: Major Harrison was selected to staff the newly formed Directorate for Estimates, Defense Intelligence Agency because of his superior performance of duty, his outstanding ability to express himself in writing, and his grasp of intelligence relative to Soviet Strategic Forces. Over the past seven months Major Harrison has fully justified his selection by making unique and valuable contributions to national intelligence estimates concerning Soviet Strategic Forces. His most significant work has just been completed; he was a drafter of a major estimate concerning recent events of great national importance. By his thorough research, careful analysis of information, meticulous attention to detail, and superior ability of expression, Major Harrison has demonstrated performance of duty rarely seen in a field grade officer. STRENGTHS: His understanding of strategic warfare, his ability to plan his work and that of his unit, his rapid assimilation of quantities of raw data, his rare ability to work with others (primarily more senior officers and civilians), and unfailing cheerful good humor despite job pressures. SELF IMPROVEMENT EFFORTS: Major Harrison has completed two graduate courses toward a Masters Degree at the University of Virginia night school in International Politics, and is continuing his off-duty study. Moreover, he continually works to broaden his base of knowledge in strategic intelligence. In the relatively brief time he has been with DIA, he has far exceeded the norm in learning time, hence has been able to make significant contributions much earlier in his tour. OTHER COMMENTS: This tour of duty constitutes service in Joint Staff Duties (Ref: DIAR 21-7). Major Harrison reflects the highest credit on the Air Force by his superior performance, his bearing, and his personality.

## VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION <b>GEORGE GROKOVIC, CAPT, USM 165530, DIA, Navy Element Pompeian Plaza Arlington, Va</b>	DUTY TITLE <b>Chief, Soviet/East European Division</b>	SIGNATURE <b>George Grokovic</b>
AERO RATING <b>Honorated</b>	CODE <b></b>	DATE <b>9 June 1971</b>

IX. REVIEW BY INDORSING OFFICIAL Concur with the rating official; Major Harrison's performance of duty has been outstanding. He has proved himself an able and willing worker and has shown eagerness to learn, adaptability, and imagination considerably beyond that of an officer of his rank and experience. I believe that he possesses an outstanding potential for advancement.

NAME, GRADE, AFSN, AND ORGANIZATION <b>EDWIN R. WALKER, GS-17 DIA, Pompeian Plaza Arlington, Va</b>	DUTY TITLE <b>Asst Deputy Director for Estimates</b>	SIGNATURE <b>Edwin R. Walker</b>
AERO RATING <b>Honorated</b>	CODE <b></b>	DATE <b>9 June 1971</b>

LAST NAME-FIRST NAME-MIDDLE INITIAL <b>HARRISON, Marshall G.</b>		ACTIVE DUTY GRADE <b>MAJOR</b>
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)		
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT		<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION
FROM <b>16 Nov 1970</b>	THRU <b>31 May 1971</b>	FROM THRU
Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.		
<b>ADDITIONAL INDORSEMENT</b>		
I agree wholeheartedly with the evaluation and comments of the Reporting and Indorseing Officials. Major Harrison has demonstrated thoroughly professional duty performance and is capable of increased responsibilities. I recommend him for promotion well ahead of his contemporaries.		
 Daniel G. GRAHAM, BG, USA, Deputy Director for Estimates, 11 June 1971		
Army Element, Arlington, Virginia		

I. IDENTIFICATION DATA		ACTIVE DUTY GRADE	PERIOD OF REPORT	
LAST NAME-FIRST NAME-MIDDLE INITIAL	AFRICA		FROM	THRU
HARRISON, MARSHALL G.		Major	16 Nov 70	31 May 71

Although I do not know Major Harrison personally, I concur based on my complete confidence in the judgement of the reporting and indorsing officials.

JAMES M. PHILPOTT,  
6237, Defense Intelligence  
Agency

Director	SIGNATURE
Lieutenant General	12 July 1971

PHASE II  
COMPLETED

18 JAN 1971

## I. IDENTIFICATION DATA (Read AFM 30-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL	2	3. ACTIVE DUTY GRADE	4. PERMANENT GRADE
HARRISON, Marshall G.		S	Major
5. ORGANIZATION AND COMMAND	6. AERO RATING	7. PERIOD OF REPORT	8. PERIOD OF SUPERVISION
1133 USAF Sp Acty Sq (Sq Cmd) Ft. Belvoir, Va., w/dty sta DIA The Pentagon, Washington, D. C.	COND PLT	FROM: 21 May 70	THRU: 13 Nov 70
	1		132
		9. REASON FOR REPORT	CBD

II. DUTIES—PAFSC E8016 DAFSC G3016. PRESENT DUTY: DIA, Intelligence Staff Officer. Prepares DoD military intelligence estimates on Soviet capabilities. Provides intelligence support as required to Department of Defense, the Joint Chiefs of Staff and the Military Departments. This is a Joint Staff assignment.

## III. RATING FACTORS (Consider how this officer is performing on his job.)

## 1. JOB CAPABILITY

NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB	<input checked="" type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA, AUTHORITY IN HIS FIELD
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## 2. PLANNING ABILITY

NOT OBSERVED	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL, EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS	<input checked="" type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB, SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
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## 3. EXECUTIVE MANAGEMENT

NOT OBSERVED	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED	<input type="checkbox"/> GIVES ECONOMY OF OPERATION. CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
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## 4. LEADERSHIP

NOT OBSERVED	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
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## 5. EXECUTIVE JUDGMENT

NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE	<input checked="" type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS
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## 6. HUMAN RELATIONS

NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS
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## 7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
	WRITE SPEAK	WRITE SPEAK	WRITE SPEAK	WRITE SPEAK	WRITE SPEAK

## 8. JOB ACCOMPLISHMENT

NOT OBSERVED	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input checked="" type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
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## IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATS A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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## V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections								Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE		EFFECTIVE AND COMPETENT				
						EFFECTIVENESS WELL ABOVE MOST	<input checked="" type="checkbox"/>	EXCELLENT, SELDOM EQUALLED	
								OUTSTANDING, ALMOST NEVER EQUALLED	
									ABSOLUTELY SUPERIOR

## VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.

2. PERFORMING WELL IN PRESENT GRADE, SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.

3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.

4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES

## VII. COMMENTS

**FACTS AND SPECIFIC ACHIEVEMENTS:** During the short time (since about mid-July) that Major Harrison has been involved in the estimative side of intelligence, he has exhibited a high degree of interest and initiative. Major Harrison has demonstrated an ability to assemble, review and absorb large amounts of data, and to synthesize them in a meaningful and useful manner. He has applied himself willingly to the accomplishment of all assigned tasks, and in several instances has initiated projects which have benefited the office. Most of Major Harrison's efforts have been conducted in the joint arena (JCS), where he has represented DIA on two highly sensitive and important papers dealing with U. S. force programming. Though details of his actual achievements are highly classified, his performance in this regard has been of the highest caliber, and a credit to the United States Air Force in the joint services arena. **STRENGTHS:** In addition to those mentioned above, Major Harrison has displayed intelligence of a high order; dedication and determination in discharge of assigned tasks; and a high degree of imagination and ingenuity. **SELF-IMPROVEMENT EFFORTS:** Major Harrison is attending off-duty classes and has completed about one-half of the credit requirements for a masters degree in education.

## VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION  
**Charles B. Kempter, GS-14**  
**DIA, w/dty The Pentagon,**  
**Washington, D. C.**

DUTY TITLE

**Intelligence Operations Spec.**

SIGNATURE

AERO RATING

**Non-rated**

CODE

DATE

**13 January 1971**

## IX. REVIEW BY INDORSING OFFICIAL

I concur completely with the evaluation and comments of the rating official. In the period 21 August - 15 November 1970, I observed Major Harrison's performance on an almost daily basis. He gives every indication of developing into an outstanding Intelligence Staff Officer. The nature of his assignment as an action officer, working alone, did not permit an evaluation of Items 3 and 4 in Section III.

**JOHN E. BRIDGE, Col, USAF**  
 (Retired)

**Br**  
**DIA (w/dty 820 2nd Pentagon**  
**(HQ Comd)**

Chief, Soviet/Warsaw Pact  
 Area Division, Directorate for  
 Intelligence

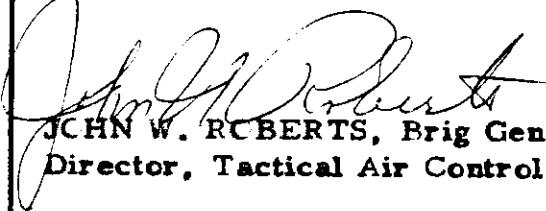
Non-rated  
 AERO RATING

CODE

SIGNATURE

DATE

**14 January 1971**

LAST NAME-FIRST NAME-MIDDLE INITIAL <b>Harrison, Marshall C.</b>		AFSN/SSAN	ACTIVE DUTY GRADE <b>Major</b>
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)			
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT		<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION	
FROM <b>7 Dec 69</b>	THRU <b>20 May 70</b>	FROM	THRU
Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.			
<b>ADDITIONAL INDORSEMENT:</b> I am aware of the highly successful employment of tactical air support for the 3rd Brigade/1st Air Cavalry Division under Major Harrison's leadership. His knowledge of the Tactical Air Control System combined with his leadership and managerial abilities have produced a well organized and highly effective Tactical Air Control Party. His performance has played a valuable role in the successful operations of Free World and Vietnamese forces in SEA. Recommend his promotion to Lt Colonel at an early date. I concur with this report.			
 <b>HUBERT N. SKIDMORE, Colonel,</b> Support Center, III Corps, Deputy Director, 22 May 1970		<b>Tac Air Spt Sq (PACAF), Direct Air</b> <b>Support Center, III Corps, Deputy Director, 22 May 1970</b>	
<b>ADDITIONAL INDORSEMENT</b> I concur. The position of Air Liaison Officer is one of the most challenging jobs available to officers of this rank in Southeast Asia. Major Harrison has made a significant contribution to our military effort in Southeast Asia.			
 <b>JOHN W. ROBERTS, Brig Gen,</b> Director, Tactical Air Control Center, 5 June 1970		<b>Headquarters Seventh Air Force</b>	

PHASE II  
PROCESSED

## I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL

Harrison, Marshall G.

2. A

SSAI

4. PERMANENT GRADE  
Major

5. ORGANIZATION AND COMMAND

19 Tac Air Spt Sq  
Bien Hoa AB, Vietnam  
(PACAF)

6. AERO RATING

Sr Pilot

CODE

1

7. PERIOD OF SUPERVISION

165

ACTIVE DUTY GRADE  
Major

PERIOD OF REPORT

FROM: 7 Dec 69

THRU: 20 May 70

II. DUTIES—PAFSC 5016 DAFSC 1156 SQ ALO W/3RD BN, 1ST AIR CAV, OV-10. Plans, coordinates and directs close air support strikes of fighter/reconnaissance aircraft in support of Army forces. Responsible for the operation and supervision of the Brigade Immediate Air Request Net. Prepares and gives briefings, as required, concerning joint operations. Advises Brigade Commander/S-3 Air on the use of tactical air support. Maintains knowledge of fighter delivery tactics, techniques and ordnance capabilities. Maintains combat ready status as a Forward Air Controller in OV-10 aircraft and flies combat missions.

## III. RATING FACTORS (Consider how this officer is performing on his job.)

## 1. JOB CAPABILITY

NOT OBSERVED	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
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## 2. PLANNING ABILITY

NOT OBSERVED	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB. SEES THE BIG PICTURE.	<input checked="" type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
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## 3. EXECUTIVE MANAGEMENT

NOT OBSERVED	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION. CAREFUL ATTENTION MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
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## 4. LEADERSHIP

NOT OBSERVED	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
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## 5. EXECUTIVE JUDGMENT

NOT OBSERVED	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
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## 6. HUMAN RELATIONS

NOT OBSERVED	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
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## 7. WRITING ABILITY AND ORAL EXPRESSION

NOT OBSERVED	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	<input checked="" type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
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## 8. JOB ACCOMPLISHMENT

NOT OBSERVED	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
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## IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT OBSERVED	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR CREATS A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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**OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)**

V. OVER-ALL EVALUATION (Competence)									
Specific justification required for these sections					Specific justification required for these sections				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT		EFFECTIVENESS WELL ABOVE MOST		EXCELLENT, SELDOM EQUALED	OUTSTANDING, ALMOST NEVER EQUALLED
									ABSOLUTELY SUPERIOR

## VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.

2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.

3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.

4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.

**VII. COMMENTS FACTS AND SPECIFIC ACHIEVEMENTS:** Major Harrison's comprehensive knowledge of his duties enabled him to perform in a superior manner during the period of this report. He was frequently faced with the problem of preparing plans to support the ground commander's course of action. As an example, he was required to move his entire communications facility and personnel to a forward operating location with 48 hours notice. He completed the move and was operational in 24 hours. He has been faced with shortages of aircraft, equipment and personnel; however his effective management of resources enabled him to accomplish the assigned mission. He utilized his staff effectively, which enabled him to direct his attention to the major problems at hand, while the minor problems and details were coordinated at a lower echelon. As a member of the ground commander's staff, he was often required to make recommendations on the use of tactical air and ordnance. In all cases the recommendations were timely and valid. The morale in Major Harrison's unit was very high. This illustrates his concern for the welfare of subordinates and is a direct reflection on his leadership capabilities. He was required to submit reports and give staff briefings. All reports were timely, accurate and concise and his briefings were conducted in a professional manner. He frequently directed the delivery of ordnance in close proximity to friendly forces. This required good judgement and close coordination with the ground commander and pilots of the fighter aircraft. **STRENGTHS:** Major Harrison's ability to plan, his management of resources, judgement and ability to get along with others were superior. **SUGGESTED ASSIGNMENTS:** His strengths support my recommendation for assignment as a squadron commander. **OTHER COMMENTS:** Major Harrison's bearing, dress and courtesy are of the highest standards. I recommend that he be promoted to the next higher grade well ahead of his contemporaries, and at the earliest possible date. The period of this report was served in SMA.

### **VIII. REPORTING OFFICIAL**

NAME, GRADE, AFSN, AND ORGANIZATION <b>ROBERT G. DAUGHERTY, Lt Colonel FAC Air Spt Sq PACAF</b>	DUTY TITLE <b>ALO, 1ST AIR GAV DIV</b>	SIGNATURE <b>Robert G. Daugherty</b>
	AIR RATING <b>Command Pilot</b>	CODE <b>1</b>
		DATE <b>20 May 1970</b>

IX. REVIEW BY ENDORSING OFFICIAL I have frequently observed Maj Harrison in the performance of his duties and concur with the comments of the reporting official. During the reporting period Major Harrison was chosen from all II FFV ALO's to organize and supervise a special FAC operation. To date this operation has performed flawlessly, earning the praise of all concerned. He has demonstrated that he is capable of assuming ever increasing responsibility and that he has outstanding growth potential. I recommend that Maj Harrison be promoted well ahead of his contemporaries.

NAME, GRADE, AFSN, AND ORGANIZATION <b>MAURICE A. MARIS, Lt Colonel TAC Air Spt Sq (PACAF)</b>	DUTY TITLE <b>ALO W/II FFV</b>	SIGNATURE <b>Maurice A. Maris</b>
AERO RATING <b>Command Pilot</b>	CODE <b>1</b>	DATE <b>21 May 1970</b>

**I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)**

1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>Harrison, Marshall G.</b>	2. GRADE <b>S</b>		3. ACTIVE DUTY GRADE <b>Major</b>	4. PERMANENT GRADE <b>Major</b>
5. ORGANIZATION AND COMMAND <b>19 Tac Air Spt Sq Bien Hoa AB, Vietnam (PACAF)</b>	6. AERO RATING <b>Sr Pilot</b>	CODE <b>1</b>	7. PERIOD OF REPORT FROM: <b>21 Mar 69</b>	THRU: <b>6 Dec 69</b>
	8. PERIOD OF SUPERVISION <b>90</b>		9. REASON FOR REPORT <b>CRO</b>	

**II. DUTIES—PAFSC 8016 DAFSC 1451** SQ ALO W/3RD BDE, 1ST INF DIV. Plans, coordinates and directs close air support strikes of fighter/reconnaissance aircraft in support of Army forces. Responsible for the operation and supervision of the Brigade Immediate Air Request Net. Prepares and gives briefings, as required, concerning joint operations. Advises Brigade Commander/S-3 Air on the use of tactical air support. Maintains knowledge of fighter delivery tactics, techniques and ordnance capabilities. Maintains combat ready status as a Forward Air Controller in OV-10 aircraft and flies combat missions.

**III. RATING FACTORS (Consider how this officer is performing on his job.)**

<b>1. JOB CAPABILITY</b>					
NOT <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA. AUTHORITY IN HIS FIELD.
OBERVED					
<b>2. PLANNING ABILITY</b>					
NOT <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input checked="" type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
OBERVED					
<b>3. EXECUTIVE MANAGEMENT</b>					
NOT <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
OBERVED					
<b>4. LEADERSHIP</b>					
NOT <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
OBERVED					
<b>5. EXECUTIVE JUDGMENT</b>					
NOT <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input checked="" type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
OBERVED					
<b>6. HUMAN RELATIONS</b>					
NOT <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
OBERVED					
<b>7. WRITING ABILITY AND ORAL EXPRESSION</b>					
NOT <input type="radio"/> <input checked="" type="radio"/> S <input type="radio"/>	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
OBERVED	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	<input checked="" type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK
<b>8. JOB ACCOMPLISHMENT</b>					
NOT <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
OBERVED					
<b>IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)</b>					
NOT <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
OBERVED					

## V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				EFFECTIVE AND COMPETENT				Specific justification required for these sections	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>	<input type="checkbox"/>

UNSATIS-FACTORY

MARGINAL

BELOW AVER-AGE

SLIGHTLY BE-LOW AVERAGE

EFFECTIVE AND COMPETENT

EFFECTIVE-NESS WELL ABOVE MOST

EXCELLENT, SELDOM EQUALLED

OUTSTANDING, ALMOST NEVER EQUALLED

ABSOLUTELY SUPERIOR

## VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.	<input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.	<input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.	<input type="checkbox"/>

**VII. COMMENTS** FACTS AND TACTIC ACHIEVEMENTS: Major Harrison has performed in an outstanding manner while assigned as a Brigade Air Liaison Officer. Since assuming his present position, he has instituted changes that have greatly enhanced the operational capability of his Tactical Air Control Party through more effective use of personnel and material resources. Major Harrison possesses outstanding leadership traits. His judgments are sound, well thought out and invariably give proper consideration to all aspects of a situation. He remains calm and resourceful during periods of stress. Though he has been assigned pilots with very low experience levels, Major Harrison has maintained a perfect safety record for his TACP through exercising outstanding judgement and supervisory procedures. This safety record was established while conducting pilot training and combat operations during a period of seasonal, inclement weather and while operating under extremely austere conditions. Major Harrison has established an excellent relationship with his Army counterparts and is well-liked and respected for his professional competence. STRENGTHS: Major Harrison is an intelligent, resourceful officer with outstanding leadership qualities. He is conscientious and completely dedicated to his Air Force career. SECONDING ASSIGNMENTS: Major Harrison should be assigned in a supervisory capacity at Wing or higher level. OTHER COMMENTS: Major Harrison should be promoted to the next higher grade at the earliest possible date. The period of this report was served in SEA.

## VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION <del>COLINTON</del> , Lt Colonel TAC Air Spt Sq PACAF (PACAF)	DUTY TITLE ALO w/1st INF DIV AERO RATING Command Pilot	CODE 1	SIGNATURE Courtland C. Moore DATE 8 December 1969
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**IX. REVIEW BY INDORSING OFFICIAL** I concur. Under Major Harrison's leadership the tactical air control party (TACP) supporting the 3rd Brigade, 1st Infantry Division has had an enviable record. His TACP provided the US Army with outstanding support; his vigorous flying safety program has resulted in a perfect safety record; and his TACP has maintained excellence in its support function as indicated by higher headquarter's inspections. As Major Harrison has an excellent knowledge of tactical air power and air munitions, the ground commander and his staff continually seek him out for advice.

NAME, GRADE, AFSN, AND ORGANIZATION <del>COLINTON</del> , Lt Colonel TAC Air Spt Sq PACAF (PACAF)	DUTY TITLE ALO W/II FFV AERO RATING Command Pilot	CODE 1	SIGNATURE Myron L. Carlton DATE 12 December 1969
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LAST NAME-FIRST NAME-MIDDLE INITIAL <b>Harrison, Marshall G.</b>	SS.	ACTIVE DUTY GRADE <b>Major</b>
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)		
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT	<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION	
FROM <b>21 Mar 69</b>	THRU <b>6 Dec 69</b>	FROM
		THRU

Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

**ADDITIONAL INDORSEMENT:**

As Air Liaison Officer for the 3rd Brigade of the 1st Infantry Division, Major Harrison has done a superior job in establishing rapport with the Army commander and in planning and directing close air support for U.S. troops in contact. As a result of his knowledge of the Tactical Air Control System, Major Harrison was able to provide complete plans for the U.S. Army in utilizing close air support which contributed significantly to the success of ground operations in III Corps. I concur with this report.

*H. N. Skidmore*  
HUBERT N. SKIDMORE, Colonel,

1 Tac Air Spt Sq (PACAF), Direct Air Support Center, III Corps, Deputy Director, Command Pilot 1, 29 December 1969

**ADDITIONAL INDORSEMENT**

I have not personally observed Major Harrison's performance of duty. However, based on my confidence in both the rating and indorsing officials coupled with my knowledge of the success of the air operations in III Corps, I fully concur with this report.

*John W. Roberts*  
JOHN W. ROBERTS, Brig Gen,

Headquarters Seventh Air Force

Director, Tactical Air Control Center, 6 January 1970

LAST NAME-FIRST NAME-MIDDLE INITIAL <b>Harrison, Marshall G.</b>	AF:	ACTIVE DUTY GRADE <b>Major</b>
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)		
<input type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT	<input checked="" type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION	
FROM	THRU	FROM
		<b>29 Jun 69</b>
		THRU
		<b>7 Sep 69</b>

Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

**FACTS AND SPECIFIC ACHIEVEMENTS:** Maj Harrison is an outstanding officer who has performed every task in a superior manner. He is meticulously accurate with an unquestionable sense of personal accountability for the outstanding quality of his work. Maj Harrison qualified as a fully combat ready Forward Air Controller, in one of the most densely populated and militarily important areas in Vietnam, in minimum time. He has been praised by the Brigade Commander for the outstanding manner and calm professionalism which he displayed, while conducting air strikes and adjusting artillery in support of friendly troops in contact. His individual skill, mature judgment and professionalism is readily apparent in all his endeavors. Maj Harrison was personally responsible for the scheduling of aircrads, aircraft and target times. His scheduling allows for maximum utilisation of aircraft, consistent with sound judgment and very adequate crew rest. Maj Harrison has also done an outstanding job organizing and updating all the regulations and publications for this unit. Due to his energetic initiative, sound logical thinking and his mature leadership capabilities he has contributed immeasurably to this Forward Operating Location as a fighting unit. His presence inspires action in those around him. Maj Harrison earned the cooperation and loyalty of the personnel by directing them with understanding and tact. **STRENGTHS:** Maj Harrison is an extremely conscientious officer. He thrives on long hours and heavy responsibility. He is quiet in manner but in every situation makes his presence felt by his outstanding performance and conduct. He has a dynamic personality which creates an atmosphere of harmony with all. **SUGGESTED ASSIGNMENTS:** Maj Harrison is fully capable of increased responsibilities. With his present background he would make an excellent Air Liaison Officer or Operations Officer in a fighter organization. **OTHER COMMENTS:** The entire period of supervision was served flying combat missions in Southeast Asia.

*Philip R. Hanneman*

PHILIP R. HANNEMAN, Major,  
Air Liaison Officer, 2nd Brigade, 1st Infantry Division, Senior Pilot 1, 15 September  
1969

Tactical Air Support Squadron (PACAF),  
15 September

24 MAR 1969

I. IDENTIFICATION DATA (Read AFM 36-1C <del>10</del> carefully before filling out any item)				
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>		3. ACTIVE DUTY GRADE <b>Major</b>		4. PERMANENT GRADE <b>Major</b>
5. ORGANIZATION, COMMAND AND LOCATION <b>1127 USAF Fld Acty Gp Ft Belvoir, Va (Hq Comd)</b>		6. AERO RATING <b>Sr Pilot</b>	CODE <b>1</b>	8. PERIOD OF REPORT FROM: <b>20 Jan 68</b> THRU: <b>20 Mar 69</b>
7. ACADEMIC PERIOD <b>54 Days</b>		9. REASON FOR REPORT <input checked="" type="checkbox"/> FINAL <input type="checkbox"/> ANNUAL <input type="checkbox"/> DIRECDED		
10. NAME AND LOCATION OF SCHOOL OR INSTITUTION <b>4429th Combat Crew Training Squadron, Cannon AFB, New Mexico</b>				
11. NAME OR TITLE OF COURSE <b>ALO/FAC Ftr Trng Course, T/AT-33, Course 1111501F</b>				
12. LENGTH OF COURSE <b>12 Weeks</b>				
II. REPORT DATA (Complete as applicable)				
1. COURSE HOURS COMPLETED <b>72.5</b>	2. COURSE HOURS FAILED	3. AFSC AWARDED <b>1444A</b>	4. AERO RATING AWARDED	5. DEGREE AWARDED
6. COURSE SUCCESSFULLY COMPLETED (Final report only) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (If "No," state reason)				
7. TITLE OF THESIS		8. ACADEMIC FIELD		
III. COMMENTS <b>DAFSC: 8016</b>				
IV. REPORTING OFFICIAL				
TYPED NAME, GRADE, AFSC AND ORGANIZATION <b>RICHARD L. HAYT, Major, USAF 1127 Fld Acty Gp</b>		DUTY TITLE <b>Ops Officer</b>	SIGNATURE <i>Richard L. Hayt</i>	DATE <b>21 Mar 69</b>
AF FORM 101 PREVIOUS EDITION OF THIS FORM WILL JUL 68 475 BE USED UNTIL STOCK IS EXHAUSTED				

3  
24 MAR 1969

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out this form)				
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>		3. ACTIVE DUTY GRADE <b>Major</b>		
5. ORGANIZATION COMMAND AND LOCATION <b>1127 USAF Fld Acty Gp Ft Belvoir, Va (Hq Comd)</b>		4. PERMANENT GRADE <b>Major</b>		
6. AERO RATING <b>Sr Pilot</b>		CODE <b>1</b>	8. PERIOD OF REPORT FROM: <b>20 Jan 68</b> THRU: <b>20 Mar 69</b>	
7. ACADEMIC PERIOD <b>54 Days</b>		9. REASON FOR REPORT <input checked="" type="checkbox"/> FINAL <input type="checkbox"/> ANNUAL <input type="checkbox"/> DIRECTED		
10. NAME AND LOCATION OF SCHOOL OR INSTITUTION <b>4429th Combat Crew Training Squadron, Cannon AFB, New Mexico</b>				
11. NAME OR TITLE OF COURSE <b>ALO/FAC Ftr Trng Course, T/AT-33, Course 1111501F</b>				
12. LENGTH OF COURSE <b>12 Weeks</b>				
II. REPORT DATA (Complete as applicable)				
1. COURSE HOURS COMPLETED <b>72.5</b>	2. COURSE HOURS FAILED	3. AFSC AWARDED <b>1444A</b>	4. AERO RATING AWARDED	5. DEGREE AWARDED
6. COURSE SUCCESSFULLY COMPLETED (Final report only) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (If "No," state reason)				
7. TITLE OF THESIS		8. ACADEMIC FIELD		
III. COMMENTS <b>DAFSC: 8016</b>				
IV. REPORTING OFFICIAL				
TYPED NAME, GRADE, AFSN AND ORGANIZATION <b>RICHARD L. HART, Major, USAF</b>		DUTY TITLE <b>Ops Officer</b>	SIGNATURE <i>Richard L. Hart</i>	
			DATE <b>21 Mar 69</b>	

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>		3. ACTIVE DUTY GRADE <b>Major</b>		4. PERMANENT GRADE <b>Major</b>	
2. ORGANIZATION AND COMMAND <b>Central Control Op, USAF Hq USAF, Washington, D.C.</b>		5. PERIOD OF REPORT <b>Senior Plt 1A 111</b>		6. PERIOD OF SUPERVISION <b>1 Oct 67 9 REASON FOR REPORT CRO</b>	
7. PERIOD OF REPORT <b>1 Oct 67</b>		8. PERIOD OF SUPERVISION <b>19 Jan 68</b>		9. THRU: <b>19 Jan 68</b>	
II. DUTIES—PAFSC <b>E8054</b> DAFSC <b>E8054</b> Intelligence Officer, Strat Br, War Games Div, war game or analytical study, force characteristics and capabilities and advises Branch Chief on the impact of revised weapons on force level estimates. Establishes and publishes individual strategic weapon capabilities including reliability factors, velocities, ranges, CEP's. Assists in formulating game directives and guidance pertinent to offensive weapons systems and forces. Maintains current knowledge of computer model in use and capabilities and limitations of machine war gaming.					
III. RATING FACTORS (Consider how this officer is performing on his job.)					
1. JOB CAPABILITY					
NOT <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA AUTHORITY IN HIS FIELD
OBSERVED <input type="radio"/>					
2. PLANNING ABILITY					
NOT <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL, EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input checked="" type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING, A HIGH CALIBER THINKER AND PLANNER
OBSERVED <input type="radio"/>					
3. EXECUTIVE MANAGEMENT					
NOT <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION. CAREFUL ATTENTION MAKES WISE USE OF MANPOWER AND MATERIEL.	<input checked="" type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS
OBSERVED <input type="radio"/>					
4. LEADERSHIP					
NOT <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input checked="" type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL
OBSERVED <input type="radio"/>					
5. EXECUTIVE JUDGMENT					
NOT <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input checked="" type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS
OBSERVED <input type="radio"/>					
6. HUMAN RELATIONS					
NOT <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS INCREASES HIS EFFECTIVENESS
OBSERVED <input type="radio"/>					
7. WRITING ABILITY AND ORAL EXPRESSION					
NOT <input type="radio"/>	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY	<input type="checkbox"/> OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS
W <input type="radio"/> S <input type="radio"/>	WRITE <input type="checkbox"/>	SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/>	SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/>
OBSERVED <input type="radio"/>					
8. JOB ACCOMPLISHMENT					
NOT <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY	<input checked="" type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR
OBSERVED <input type="radio"/>					
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION	<input type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR CREATE A VERY FAVORABLE IMPRESSION	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS
OBSERVED <input type="radio"/>					

## V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections				Specific justification required for these sections			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	EFFECTIVE AND COMPETENT		EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALLED
						OUTSTANDING, ALMOST NEVER EQUALLED	ABSOLUTELY SUPERIOR EQUALLED

## VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.	<input type="checkbox"/>
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.	<input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES	<input type="checkbox"/>

## VII. COMMENTS

**FACTS AND SPECIFIC ACHIEVEMENTS:** Although new to the field of war games, Major Harrison has shown a broad understanding of input requirements. By personal initiative, numerous hours of research and active participation in games and studies in an assistant capacity he "has become proficient in computing intelligence parameters." These govern hypothetical enemy offensive, defensive and deployment plans. Major Harrison contributed substantially to a recent study of penetration analysis techniques. In this instance he developed a target system tailored for a specific scenario and assisted in determining enemy force and weapons attack requirements. Later in the reporting period Major Harrison was selected to assist in the development of a "Greater Than Expected" enemy threat directed by the Secretary of the Air Force. This effort required particular dedication and skill because of a short suspense and long term projection of the estimate. The latter required sophisticated technical development postulation under credibility constraints posed by cost-effective buys of hardware. In addition, Major Harrison provided yeoman service after normal duty hours bedding down enemy offensive forces and converting numerous columns of ruble cost factors to dollars. **STRENGTHS:** Major Harrison is a conscientious, hard working officer who unfailingly demonstrates willingness to accept all tasks. He accomplishes each with dispatch and learns quickly as he progresses. **SELF IMPROVEMENT AREAS:** Major Harrison has actively sought opportunities to attend off duty courses regularly and has now accumulated sufficient credit hours to qualify for "Boot Strap." He has been accepted by the University of Omaha as a Bachelors Degree candidate. **OTHER COMMENTS:** Major Harrison has demonstrated in full measure his keen interest, loyalty and capability as an Air Force Officer. He is therefore strongly recommended for prompt integration into the Regular Air Force.

## VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION <b>EDGAR F. WOODWARD</b>	DUTY TITLE <b>Col, USAF</b>	SIGNATURE <i>Edgar Woodward</i>
Div. Master ACS/I	AERO RATING <b>Chief, Strategic Branch</b>	CODE <b>30</b>
OFFICIAL	Command Pilot	DATE <b>8 February 1968</b>

I concur with the reporting official. As a junior field grade officer, Major Harrison shows continued improvement in his duty performance and reflects a great growth potential as an Intelligence Staff Officer.

NAME, GRADE, AFSN, AND ORGANIZATION <b>WILLIAM W. RICHARDS, JR., Col, USAF</b>	DUTY TITLE <b>Chief, War Games Division</b>	SIGNATURE <i>W.W. Richards</i>
Div. Master ACS/I	AERO RATING <b>Master Navigator</b>	CODE <b>3</b>
Director	DATE <b>8 February 1968</b>	

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item)				
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>		3. ACTIVE DUTY GRADE <b>Major</b>		4. PERMANENT GRADE <b>Major</b>
5. ORGANIZATION, COMMAND AND LOCATION <b>Central Control Gp, USAF Hq USAF, Washington, D.C.</b>		6. AERO RATING <b>Senior Pilot</b>	CODE <b>1A</b>	7. PERIOD OF REPORT FROM: <b>12 Apr 67</b> THRU: <b>30 Sep 67</b>
		8. PERIOD OF SUPERVISION <b>125 Days</b>		9. REASON FOR REPORT <b>Change of Rating Supervisor</b>
II. DUTIES—PAFSC <b>E8054</b> DAFSC <b>E8054</b> CURRENT: <b>Intelligence Off, Strat Br., War Games</b> Div., AOS/Intelligence, Hq USAF. Provides intelligence data for analytical studies and war games; conducts research into areas where intelligence inputs are lacking; prepares comprehensive statements of intelligence needs; compiles available data concerning future aerospace systems for input support to studies, analyses and war games. Develops tactics and detailed sortie plans pertinent to the strategic weapon systems of a hypothetical enemy military operation.				
III. RATING FACTORS (Consider how this officer is performing on his job.)				
1. JOB CAPABILITY				
NOT <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.
OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA, AUTHORITY IN HIS FIELD.			
2. PLANNING ABILITY				
NOT <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL, EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input checked="" type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.
OBSERVED <input type="radio"/>	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.			
3. EXECUTIVE MANAGEMENT				
NOT <input checked="" type="checkbox"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION. CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.
OBSERVED <input type="radio"/>	<input type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.			
4. LEADERSHIP				
NOT <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVELOPS FAIRLY ADEQUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input checked="" type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.
OBSERVED <input type="radio"/>	<input type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.			
5. EXECUTIVE JUDGMENT				
NOT <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input checked="" type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.
OBSERVED <input type="radio"/>	<input type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.			
6. HUMAN RELATIONS				
NOT <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE, DEFINITELY MINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input checked="" type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.
OBSERVED <input type="radio"/>	<input type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS INCREASES HIS EFFECTIVENESS.			
7. WRITING ABILITY AND ORAL EXPRESSION				
NOT <input type="radio"/>	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.
OBSERVED <input type="radio"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>	WRITE <input type="checkbox"/> SPEAK <input type="checkbox"/>
8. JOB ACCOMPLISHMENT				
NOT <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input checked="" type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.
OBSERVED <input type="radio"/>	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.			
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)				
NOT <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input checked="" type="checkbox"/> ESPECIALLY GOOD BEARING AND BEHAVIOR. CREATES A VERY FAVORABLE IMPRESSION.
OBSERVED <input type="radio"/>	<input type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.			

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)										
Specific justification required for these sections										Specific justification required for these sections
		UNSATISFACTORY	MARGINAL	BELOW AVERAGE	SLIGHTLY BE. LOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVENESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALLED	OUTSTANDING, ALMOST NEVER EQUALLED	
VI. PROMOTION POTENTIAL										
1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.					2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.					
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.					4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.					
<p><b>VII. COMMENTS</b> FACTS AND SPECIFIC ACHIEVEMENTS: Maj Harrison was assigned to this branch at a time when all major studies and war games were underway and had already been assigned to specific action officers. He was, however, able to display his exceptional qualities and considerable knowledge by assuming the role of "relief project officer". When primary action officers had to be away, Maj Harrison filled in on three directed Air Force Studies and Analysis projects. He assumed responsibility for these projects with minimum indoctrination and provided able and valuable assistance to the individual study groups. The projects involved were each of high priority within the Air Staff dealing with Bomber Enduring Survival, Continental Air Defense Improvements and Penetration Analysis Techniques. During the brief duration of this report, Maj Harrison has demonstrated that he has the ability and initiative to be a highly effective officer in the analytical studies area. Additionally, Maj Harrison has had high priority flying training commitments since returning from a theater where he was excused from flying. He has demonstrated a high degree of skill and determination during this period of transition training into T-29 aircraft, while previously he was fully jet-qualified.</p> <p>SUGGESTED ASSIGNMENTS: Recommend Maj Harrison be returned to cockpit duty. As a junior field grade officer, he has been away from cockpit duty for five years. Suggest, as an alternative, that officer attend the Strategic Intelligence Course, Defense Intelligence School. COMMENT: Although this period of observation has been brief, I am pleased with the apparent capability of this officer and conclude that his future performance will prove to be of exceptional value.</p>										
VIII. REPORTING OFFICIAL										
NAME, GRADE, AFSN, AND ORGANIZATION RICHARDS, WILLIAM W., Col, USAF Branch			DUTY TITLE Chief, Strategic Branch		SIGNATURE <i>William W. Richards</i>					
Directorate of Estimates, ACS/I			AERO RATING Master Navigator	CODE 3	DATE 30 September 67					
<p><b>IX. REVIEW BY INDORSING OFFICIAL</b> I have observed Major Harrison's performance on a daily basis and agree with the ratings and comments of the reporting official. Major Harrison is a conscientious and reliable action officer who has demonstrated a considerable potential in the study and war games area. With additional experience, I expect him to become a highly effective and productive member of the organization.</p>										
NAME, GRADE, AFSN, AND ORGANIZATION BROWN, ROBERT W., Col, USAF Division Estimates, ACS/I			DUTY TITLE Chief, War Games Division		SIGNATURE <i>Robert W. Brown</i>					
			AERO RATING Master Navigator	CODE 3	DATE 30 September 67					

1127 26 APR 1967

## I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>Harrison, Marshall G.</b>	2.	3. ACTIVE DUTY GRADE <b>Major</b>	4. PERMANENT GRADE <b>Captain</b>
5. ORGANIZATION, COMMAND AND LOCATION <b>1131 USAF Sp Acty Sq (HqComd USAF) Bolling AFB DC w/duty station Det 11, Saigon, Vietnam</b>	6. AERO RATING <b>Senior Pilot</b>	7. PERIOD OF REPORT <b>5</b>	8. PERIOD OF SUPERVISION <b>217</b>
9. REASON FOR REPORT <b>Change of Rating Supervisor</b>		10. THRU: <b>16 May 66 EOCSA-201 APR 67 PFTI 491</b>	

II. DUTIES—PAFSC E8054 DAFSC E8011. Present Duty: Project Officer, Special Projects Section, MACV JC Reconnaissance Branch. Collects, records, analyzes, and reports highly classified product of special intelligence resources. Maintains statistical records of productivity, prepares and annotates special purpose map overlays for intelligence use, perform staff studies as required on projects associated with special intelligence collection. Additional Duties: Assists in managements, programming, and scheduling of collection resources; assembles and prepares data for intelligence briefings.

## III. RATING FACTORS (Consider how this officer is performing on his job.)

## 1. JOB CAPABILITY

NOT <input type="radio"/>	<input type="checkbox"/> HAS GAPS IN FUNDAMENTAL KNOWLEDGE AND SKILLS OF HIS JOB.	<input type="checkbox"/> HAS A SATISFACTORY KNOWLEDGE AND SKILL FOR THE ROUTINE PHASES OF HIS JOB.	<input type="checkbox"/> HAS EXCELLENT KNOWLEDGE AND IS WELL SKILLED ON ALL PHASES OF HIS JOB.	<input checked="" type="checkbox"/> HAS AN EXCEPTIONAL UNDERSTANDING AND SKILL ON ALL PHASES OF HIS JOB.	<input type="checkbox"/> HAS A FAR-REACHING GRASP OF HIS ENTIRE BROAD JOB AREA, AUTHORITY IN HIS FIELD.
OBSERVED					

## 2. PLANNING ABILITY

NOT <input type="radio"/>	<input type="checkbox"/> RELIES ON OTHERS TO BRING PROBLEMS TO HIS ATTENTION. OFTEN FAILS TO SEE AHEAD.	<input type="checkbox"/> PLANS AHEAD JUST ENOUGH TO GET BY IN HIS PRESENT JOB.	<input type="checkbox"/> IS A CAREFUL, EFFECTIVE PLANNER. ANTICIPATES AND TAKES ACTION TO SOLVE PROBLEMS.	<input checked="" type="checkbox"/> CAPABLE OF PLANNING BEYOND REQUIREMENTS OF THE PRESENT JOB; SEES THE BIG PICTURE.	<input type="checkbox"/> CAPABLE OF TOP LEVEL PLANNING; A HIGH CALIBER THINKER AND PLANNER.
OBSERVED					

## 3. EXECUTIVE MANAGEMENT

NOT <input type="radio"/>	<input type="checkbox"/> IS A POOR ORGANIZER. DOES NOT REALLY MAKE EFFECTIVE USE OF MATERIEL OR MANPOWER.	<input type="checkbox"/> MAINTAINS ORDINARY EFFICIENCY OF OPERATION. CONTROL COULD BE IMPROVED.	<input type="checkbox"/> GIVES ECONOMY OF OPERATION. CAREFUL ATTENTION. MAKES WISE USE OF MANPOWER AND MATERIEL.	<input type="checkbox"/> MAINTAINS EFFECTIVE ECONOMY. CAREFULLY WEIGHS COST AGAINST EXPECTED RESULTS.	<input checked="" type="checkbox"/> HIGHLY SKILLED IN BALANCING COST AGAINST RESULTS TO OBTAIN OPTIMUM EFFECTIVENESS.
OBSERVED					

## 4. LEADERSHIP

NOT <input type="radio"/>	<input type="checkbox"/> OFTEN WEAK IN COMMAND SITUATIONS. AT TIMES UNABLE TO EXERT CONTROL.	<input type="checkbox"/> NORMALLY DEVEL- OPS FAIRLY ADE- QUATE CONTROL AND TEAMWORK.	<input type="checkbox"/> CONSISTENTLY A GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES.	<input type="checkbox"/> EXCEPTIONAL SKILL IN DIRECTING OTHERS TO GREAT EFFORT.	<input checked="" type="checkbox"/> LEADERSHIP QUALITIES REFLECT POTENTIAL FOR HIGHEST LEVEL.
OBSERVED					

## 5. EXECUTIVE JUDGMENT

NOT <input type="radio"/>	<input type="checkbox"/> DECISIONS AND RECOMMENDATIONS ARE SOMETIMES UNSOUND OR INEFFECTIVE.	<input type="checkbox"/> HIS JUDGMENT IS USUALLY SOUND AND REASONABLE, WITH OCCASIONAL ERRORS.	<input type="checkbox"/> DISPLAYS GOOD JUDGMENT, RESULTING FROM SOUND EVALUATION. HE IS EFFECTIVE.	<input type="checkbox"/> AN EXCEPTIONALLY SOUND, LOGICAL THINKER IN SITUATIONS WHICH OCCUR ON HIS JOB.	<input checked="" type="checkbox"/> HAS A KNACK FOR ARRIVING AT THE RIGHT DECISION, EVEN ON HIGHLY COMPLEX MATTERS.
OBSERVED					

## 6. HUMAN RELATIONS

NOT <input type="radio"/>	<input type="checkbox"/> DOES NOT GET ALONG WELL WITH PEOPLE; DEFINITELY HINDERS HIS EFFECTIVENESS.	<input type="checkbox"/> HE HAS DIFFICULTY IN GETTING ALONG WITH HIS ASSOCIATES.	<input type="checkbox"/> GETS ALONG WITH PEOPLE ADEQUATELY. HAS AVERAGE SKILL AT MAINTAINING GOOD HUMAN RELATIONS.	<input type="checkbox"/> HIS ABOVE AVERAGE SKILLS IN HUMAN RELATIONS ARE AN ASSET.	<input checked="" type="checkbox"/> OUTSTANDING SKILLS IN HUMAN RELATIONS. INCREASES HIS EFFECTIVENESS.
OBSERVED					

## 7. WRITING ABILITY AND ORAL EXPRESSION

NOT <input type="radio"/>	<input type="checkbox"/> UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	<input type="checkbox"/> EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	<input type="checkbox"/> USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	<input type="checkbox"/> CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
<input type="radio"/> S	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input checked="" type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK
OBSERVED					

## 8. JOB ACCOMPLISHMENT

NOT <input type="radio"/>	<input type="checkbox"/> QUALITY OR QUANTITY OF HIS WORK DOES NOT ALWAYS MEET JOB REQUIREMENTS.	<input type="checkbox"/> PERFORMANCE IS BARELY ADEQUATE TO MEET JOB REQUIREMENTS.	<input type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE VERY SATISFACTORY.	<input type="checkbox"/> PERFORMANCE IS ABOVE NORMAL EXPECTATIONS FOR MEETING JOB REQUIREMENTS.	<input checked="" type="checkbox"/> QUALITY AND QUANTITY OF HIS WORK ARE CLEARLY SUPERIOR.
OBSERVED					

## IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

NOT <input type="radio"/>	<input type="checkbox"/> BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	<input type="checkbox"/> CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	<input type="checkbox"/> BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	<input type="checkbox"/> ESPECIALLY GOOD BEARING. CREATES A VERY FAVORABLE IMPRESSION.	<input checked="" type="checkbox"/> BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
OBSERVED					

## V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade)

Specific justification required for these sections

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
UNSATIS-FACTORY	MARGINAL	BELOW AVER-AGE	SLIGHTLY BE-LOW AVERAGE	EFFECTIVE AND COMPETENT	EFFECTIVE-NESS WELL ABOVE MOST	EXCELLENT, SELDOM EQUALLED	OUTSTANDING, ALMOST NEVER EQUALLED	ABSOLUTELY SUPERIOR

Specific justification required for these sections

## VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.
2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.
3. DEMONSTRATES CAPABILITY FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.
4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.

## VII. COMMENTS

**FACTS AND SPECIFIC ACHIEVEMENTS:** Major Harrison's performance of duties in the Special Projects Section, MACV J2, has been consistently outstanding. He displayed exceptional resourcefulness and initiative in overcoming complexities and difficulties of a demanding operational activity involving the translation of masses of raw data into a useable intelligence product within limited time periods. Although without previous experience in this particular, unique field, Maj Harrison, with minimum assistance and few guidelines, developed highly efficient procedures for consolidating and recording essential data, and devised practical, time- and material-saving methods for graphic presentation of required intelligence information. His work reflects careful attention to important detail, excellent analytical reasoning, sound judgement, and an obvious determination to meet the job requirements, regardless of obstacles. His ability to work cooperatively with personnel of all ranks, among the various staff elements and different services and agencies, is a recognizable asset, and undoubtedly contributed to his daily working effectiveness. **STRENGTHS:** Major Harrison has displayed unusual patience and extraordinary endurance under extremely difficult working conditions. His demonstrated reliability, basic integrity, and professional pride in getting a job done to maximum standards have been of inestimable value to the accomplishment of the intelligence mission. **OTHER COMMENTS:** Major Harrison has worked unusually long hours to meet the demands of war-time intelligence operations. At the same time he has voluntarily assisted in supporting additional projects whenever the need was indicated. I regard him as an exceptionally conscientious, reliable, and professionally competent officer. He should be an especially valuable asset to any command to which he is assigned. Major Harrison served and was rated as Captain to 19 March 67, and as Major from 20 March to 11 April 1967.

## VIII. REPORTING OFFICIAL

NAME, GRADE, AFSN, AND ORGANIZATION

CARL V. HUMPHREYS,  
Hq, MACV, J2 USA  
APO 96222

FILE

RATING

CODE

SIGNATURE

DATE

Carl Humphreys  
Apr 67

**IX. REVIEW BY INDORSING OFFICIAL** Major Harrison has most impressively demonstrated his professional competence, responsiveness, and initiative in performing, with outstanding success, a difficult, demanding job. I am in complete agreement with this rating and the above comments.

NAME, GRADE, AFSN, AND ORGANIZATION

J. D. FOULK, Colonel  
Hq, MACV, J2, USA  
APO 96222

Chief, Reconnaissance Br, J2

AERO RATING

None

SIGNATURE

DATE

J. D. Foulk  
Apr 67

## I. IDENTIFICATION DATA

LAST NAME-FIRST NAME-MIDDLE INITIAL	AFSN	ACTIVE DUTY GRADE	PERIOD OF REPORT	
			FROM	THRU
Harrison, Marshall G.			16 May 66	11 Apr 67

ADDITIONAL ENDORSEMENT:

During the period of this report, I have not had the opportunity to personally observe Major Harrison, nor do I know him; however, I have received many exceptionally fine comments from senior members within the MACV staff, to include personal observations from the J2, which clearly substantiate this outstanding evaluation. Accordingly, I concur in this report as rendered by both the reporting and indorsing officials.

## NAME, AFSN, AND ORGANIZATION

JOHN N. EWBANK, FRI381  
Det 11, 1131st Sp Acty Sq  
APO San Francisco 96222

## DUTY TITLE

Commander

## SIGNATURE



## GRADE

Major General

## DATE

17 April 1967

Asym Hg Card

IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL		6. AERO RATING		3. ACTIVE DUTY GRADE	
<b>HARRISON, MARSHALL G.</b>		CODE <b>Sr. Pilot IA</b>		4. PERMANENT GRADE <b>Captain</b>	
5. ORGANIZATION, COMMAND AND LOCATION		7. PERIOD OF REPORT		7. PERIOD OF REPORT	
<b>Central NORAD Region</b> <b>Richards-Gebaur AFB, Mo (ADC)</b>		8. PERIOD OF SUPERVISION		FROM: <b>16 May 65</b> THRU: <b>15 May 66</b>	
		196 days		9. REASON FOR REPORT <b>No Report 1 Year</b>	
II. DUTIES—PAFSC <b>E8054</b> . DAFSC <b>E8054</b> PRESENT DUTY: REGION. CH, CURRENT INTELLIGENCE DIV. Responsible for providing timely information on selected enemy capabilities and most probable courses of action; providing a periodic review and analysis of world-wide strategic developments affecting the imminence of hostilities; compiling background intelligence concerning Soviet research and development in the fields of nuclear, chemical and biological warfare, aeronautics, propulsion, missile, electronics and space programs; preparing messages of hypothetical strategic and tactical developments leading to the simulated hostilities for training exercises.					
III. RATING FACTORS (Consider how this officer is performing on his job.)					
1. KNOWLEDGE OF DUTIES					
NOT <input type="radio"/>	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB. <input type="checkbox"/>	SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB. <input type="checkbox"/>	WELL INFORMED ON MOST PHASES OF HIS JOB. <input type="checkbox"/>	EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB. <input type="checkbox"/>	EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED ON ALL PHASES. <input checked="" type="checkbox"/>
2. PERFORMANCE OF DUTIES					
NOT <input type="radio"/>	QUALITY OR QUANTITY OF WORK OFTEN FAILS TO MEET JOB REQUIREMENTS. <input type="checkbox"/>	PERFORMANCE MEETS ONLY MINIMUM JOB REQUIREMENTS. <input type="checkbox"/>	QUANTITY AND QUALITY OF WORK ARE VERY SATISFACTORY. <input type="checkbox"/>	PRODUCES VERY HIGH QUANTITY AND QUALITY OF WORK. MEETS ALL SUSPENSES. <input type="checkbox"/>	QUALITY AND QUANTITY OF WORK ARE CLEARLY SUPERIOR AND TIMELY. <input checked="" type="checkbox"/>
OBERVED <input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. EFFECTIVENESS IN WORKING WITH OTHERS					
NOT <input type="radio"/>	INEFFECTIVE IN WORKING WITH OTHERS. DOES NOT COOPERATE. <input type="checkbox"/>	SOMETIMES HAS DIFFICULTY IN GETTING ALONG WITH OTHERS. <input type="checkbox"/>	GETS ALONG WELL WITH PEOPLE UNDER NORMAL CIRCUMSTANCES. <input type="checkbox"/>	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER. <input type="checkbox"/>	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY. <input checked="" type="checkbox"/>
OBERVED <input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. LEADERSHIP CHARACTERISTICS					
NOT <input type="radio"/>	OFTEN WEAK. FAILS TO SHOW INITIATIVE AND ACCEPTS RESPONSIBILITY. <input type="checkbox"/>	INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY ADEQUATE IN MOST SITUATIONS. <input type="checkbox"/>	SATISFACTORILY DEMONSTRATES INITIATIVE AND ACCEPTS RESPONSIBILITY. <input type="checkbox"/>	DEMONSTRATES A HIGH DEGREE OF INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY. <input type="checkbox"/>	ALWAYS DEMONSTRATES OUTSTANDING INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY. <input checked="" type="checkbox"/>
OBERVED <input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. JUDGEMENT					
NOT <input type="radio"/>	DECISIONS AND RECOMMENDATIONS OFTEN WRONG OR INEFFECTIVE. <input type="checkbox"/>	JUDGEMENT IS USUALLY SOUND BUT MAKES OCCASIONAL ERRORS. <input type="checkbox"/>	SHOWS GOOD JUDGEMENT RESULTING FROM SOUND EVALUATION OF FACTORS. <input type="checkbox"/>	SOUND, LOGICAL THINKER. CONSIDERS ALL FACTORS TO REACH ACCURATE DECISIONS. <input checked="" type="checkbox"/>	CONSISTENTLY ARRIVES AT RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS. <input type="checkbox"/>
OBERVED <input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. ADAPTABILITY					
NOT <input type="radio"/>	UNABLE TO PERFORM ADEQUATELY IN OTHER THAN ROUTINE SITUATIONS. <input type="checkbox"/>	PERFORMANCE DECLINES UNDER STRESS OR IN OTHER THAN ROUTINE SITUATIONS. <input type="checkbox"/>	PERFORMS WELL UNDER STRESS OR IN UNUSUAL SITUATIONS. <input type="checkbox"/>	PERFORMANCE EXCELLENT EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS. <input checked="" type="checkbox"/>	OUTSTANDING PERFORMANCE UNDER EXTREME STRESS. MEETS THE CHALLENGE OF DIFFICULT SITUATIONS. <input type="checkbox"/>
OBERVED <input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. USE OF RESOURCES					
NOT <input type="radio"/>	INEFFECTIVE IN CONSERVATION OF RESOURCES. <input type="checkbox"/>	USES RESOURCES IN A BARELY SATISFACTORY MANNER. <input type="checkbox"/>	CONSERVES BY USING ROUTINE PROCEDURES. <input type="checkbox"/>	EFFECTIVELY ACCOMPLISHES SAVINGS BY DEVELOPING IMPROVED PROCEDURES. <input type="checkbox"/>	EXCEPTIONALLY EFFECTIVE IN USING RESOURCES. <input checked="" type="checkbox"/>
M <input type="radio"/> P <input type="radio"/> OBERVED <input type="radio"/>	<input type="checkbox"/> MATERIEL <input type="checkbox"/> PERSONNEL	<input type="checkbox"/> MATERIEL <input type="checkbox"/> PERSONNEL	<input type="checkbox"/> MATERIEL <input type="checkbox"/> PERSONNEL	<input type="checkbox"/> MATERIEL <input type="checkbox"/> PERSONNEL	<input checked="" type="checkbox"/> MATERIEL <input checked="" type="checkbox"/> PERSONNEL
8. WRITING ABILITY AND ORAL EXPRESSION					
NOT <input type="radio"/>	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION. <input type="checkbox"/>	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/>	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/>	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input type="checkbox"/>	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input checked="" type="checkbox"/>
W <input type="radio"/> S <input type="radio"/> OBERVED <input type="radio"/>	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input type="checkbox"/> WRITE <input type="checkbox"/> SPEAK	<input checked="" type="checkbox"/> WRITE <input checked="" type="checkbox"/> SPEAK
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT <input type="radio"/>	BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS. <input type="checkbox"/>	CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS. <input type="checkbox"/>	BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION. <input type="checkbox"/>	ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION. <input type="checkbox"/>	BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS. <input checked="" type="checkbox"/>
OBERVED <input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Asynd Hg Cnd

IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)

1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>	2. AFSN <b>FV3040294</b>	3. ACTIVE DUTY GRADE <b>Captain</b>	4. PERMANENT GRADE <b>Captain</b>
5. ORGANIZATION, COMMAND AND LOCATION <b>Central NORAD Region Richards-Gebaur AFB, Mo (ADC)</b>	6. AERO RATING CODE <b>Sr. Pilot 1A</b>	7. PERIOD OF REPORT FROM: <b>16 May 65</b> THRU: <b>15 May 66</b>	
	8. PERIOD OF SUPERVISION <b>196 days</b>	9. REASON FOR REPORT <b>No Report 1 Year</b>	

II. DUTIES—PAFSC **E8054**. DAFSC **E8054** PRESENT DUTY: REGION. CH, CURRENT INTELLIGENCE DIV. Responsible for providing timely information on selected enemy capabilities and most probable courses of action; providing a periodic review and analysis of world-wide strategic developments affecting the imminence of hostilities; compiling background intelligence concerning Soviet research and development in the fields of nuclear, chemical and biological warfare, aeronautics, propulsion, missile, electronics and space programs; preparing messages of hypothetical strategic and tactical developments leading to the simulated hostilities for training exercises.

III. RATING FACTORS (Consider how this officer is performing on his job.)

1. KNOWLEDGE OF DUTIES					
NOT OBSERVED	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	WELL INFORMED ON MOST PHASES OF HIS JOB.	EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED ON ALL PHASES.
2. PERFORMANCE OF DUTIES					
NOT OBSERVED	QUALITY OR QUANTITY OF WORK OFTEN FAILS TO MEET JOB REQUIREMENTS.	PERFORMANCE MEETS ONLY MINIMUM JOB REQUIREMENTS.	QUANTITY AND QUALITY OF WORK ARE VERY SATISFACTORY.	PRODUCES VERY HIGH QUANTITY AND QUALITY OF WORK. MEETS ALL SUSPENSES.	QUALITY AND QUANTITY OF WORK ARE CLEARLY SUPERIOR AND TIMELY.
3. EFFECTIVENESS IN WORKING WITH OTHERS					
NOT OBSERVED	INEFFECTIVE IN WORKING WITH OTHERS. DOES NOT COOPERATE.	SOMETIMES HAS DIFFICULTY IN GETTING ALONG WITH OTHERS.	GETS ALONG WELL WITH PEOPLE UNDER NORMAL CIRCUMSTANCES.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
4. LEADERSHIP CHARACTERISTICS					
NOT OBSERVED	OFTEN WEAK. FAILS TO SHOW INITIATIVE AND ACCEPTS RESPONSIBILITY.	INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY ADEQUATE IN MOST SITUATIONS.	SATISFACTORILY DEMONSTRATES INITIATIVE AND ACCEPTS RESPONSIBILITY.	DEMONSTRATES A HIGH DEGREE OF INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY.	ALWAYS DEMONSTRATES OUTSTANDING INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY.
5. JUDGEMENT					
NOT OBSERVED	DECISIONS AND RECOMMENDATIONS OFTEN WRONG OR INEFFECTIVE.	JUDGEMENT IS USUALLY SOUND BUT MAKES OCCASIONAL ERRORS.	SHOWS GOOD JUDGEMENT RESULTING FROM SOUND EVALUATION OF FACTORS.	SOUND, LOGICAL THINKER. CONSIDERS ALL FACTORS TO REACH ACCURATE DECISIONS.	CONSISTENTLY ARRIVES AT RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS.
6. ADAPTABILITY					
NOT OBSERVED	UNABLE TO PERFORM ADEQUATELY IN OTHER THAN ROUTINE SITUATIONS.	PERFORMANCE DECLINES UNDER STRESS OR IN OTHER THAN ROUTINE SITUATIONS.	PERFORMS WELL UNDER STRESS OR IN UNUSUAL SITUATIONS.	PERFORMANCE EXCELLENT EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS.	OUTSTANDING PERFORMANCE UNDER EXTREME STRESS. MEETS THE CHALLENGE OF DIFFICULT SITUATIONS.
7. USE OF RESOURCES					
NOT M P OBSERVED	INEFFECTIVE IN CONSERVATION OF RESOURCES.	USES RESOURCES IN A BARELY SATISFACTORY MANNER.	CONSERVES BY USING ROUTINE PROCEDURES.	EFFECTIVELY ACCOMPLISHES SAVINGS BY DEVELOPING IMPROVED PROCEDURES.	EXCEPTIONALLY EFFECTIVE IN USING RESOURCES.
8. WRITING ABILITY AND ORAL EXPRESSION					
NOT W S OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.

IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)

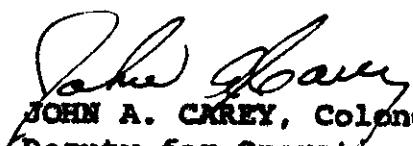
NOT OBSERVED	BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
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LAST NAME-FIRST NAME-MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>		E DUTY GRADE <b>Captain</b>
(CHECK APPROPRIATE BLOCK AND COMPLETE AS APPLICABLE)		
<input checked="" type="checkbox"/> SUPPLEMENTAL SHEET TO RATING FORM WHICH COVERS THE FOLLOWING PERIOD OF REPORT		<input type="checkbox"/> LETTER OF EVALUATION COVERING THE FOLLOWING PERIOD OF OBSERVATION
FROM <b>16 May 65</b>	THRU <b>15 May 66</b>	FROM
		THRU

Precede comments by appropriate data, i.e. section continuation, indorsement continuation, additional indorsement, etc. Follow comments by the authentication to include: name, grade, AFSN, organization, duty title, date and signature.

ADDITIONAL INDORSEMENT:

I concur with the reporting and indorsing officials. Captain Harrison's briefings have been especially well received by the Commander and his staff. Backed by a comprehensive knowledge of both U.S. and Soviet weapons systems, he expresses himself well and forcefully; this, coupled with his valuable contribution to exercises, marks him as an outstanding representative of his directorate. His superior performance clearly indicates the highest potential for promotion.



**JOHN A. CAREY, Colonel, FR8091, Hq Central NORAD Region (ADC),  
Deputy for Operations, Command Pilot - Code 1A, 24 May 1966**

ADDITIONAL INDORSEMENT

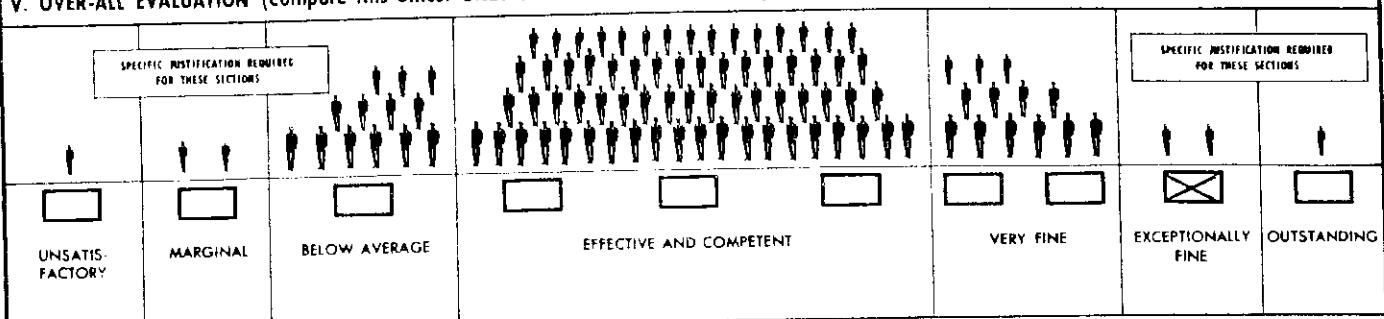
I concur. Captain Harrison has a wide operational background and an abundance of energy and intelligence. I have personally observed his exceptional performance. He is completely effective and should be promoted to Major NOW. The Air Force MUST offer this man a regular commission. We cannot afford to lose his services.



**THOMAS K. McGEHHEE, Major General, USAF, FR3809, Central NORAD Region (ADC), COMDR, Command Pilot - Code 3B, 13 June 1966**

I. IDENTIFICATION DATA (Read AFM 36- <del>1</del> carefully before filling out any item.)					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>	2. AFSN	3. ACTIVE DUTY GRADE <b>Captain</b>	4. PERMANENT GRADE <b>Captain</b>		
5. ORGANIZATION, COMMAND AND LOCATION <b>Headquarters 2nd Air Division APO San Francisco 96307 (PACAF)</b>	6. AERO RATING <b>Sr Pilot</b>	CODE <b>1A</b>	7. PERIOD OF REPORT FROM: <b>14 Jan 65</b> THRU <b>15 May 65</b>		
	8. PERIOD OF SUPERVISION <b>117 Days</b>	9. REASON FOR REPORT <b>Change of Rpt Off (TIN 491)</b>			
II. DUTIES—PAFSC <b>8054</b> DAFSC <b>8054</b>					
<p><b>CURRENT DUTY:</b> USAF Intelligence adviser to Target Center, Fourth Corps, Army of the Republic of Vietnam. Assists in target selection process. Demonstrates and instructs in uses of various photographic sensors as they may be used in support of air targeting effort. Advises and assists in target validation process to insure proper targets are selected for air strikes. Demonstrates and instructs in target folder preparation.</p>					
III. RATING FACTORS (Consider how this officer is performing on his job.)					
1. KNOWLEDGE OF DUTIES					
NOT <input type="radio"/>	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	WELL INFORMED ON MOST PHASES OF HIS JOB.	EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	EXCEPTIONAL UNDERSTANDING OF HIS JOB EXTREMELY WELL INFORMED ON ALL PHASES.
OBSERVED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. PERFORMANCE OF DUTIES					
NOT <input type="radio"/>	QUALITY OR QUANTITY OF WORK OFTEN FAILS TO MEET JOB REQUIREMENTS.	PERFORMANCE MEETS ONLY MINIMUM JOB REQUIREMENTS.	QUALITY AND QUANTITY OF WORK ARE VERY SATISFACTORY.	PRODUCES VERY HIGH QUANTITY, AND QUALITY OF WORK, MEETS ALL SUSPENSES.	QUALITY AND QUANTITY OF WORK ARE CLEARLY SUPERIOR AND TIMELY.
OBSERVED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. EFFECTIVENESS IN WORKING WITH OTHERS					
NOT <input type="radio"/>	INEFFECTIVE IN WORKING WITH OTHERS. DOES NOT CO-OPERATE.	SOMETIMES HAS DIFFICULTY IN GETTING ALONG WITH OTHERS.	GETS ALONG WELL WITH PEOPLE UNDER NORMAL CIRCUMSTANCES.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
OBSERVED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. LEADERSHIP CHARACTERISTICS					
NOT <input type="radio"/>	OFTEN WEAK. FAILS TO SHOW INITIATIVE AND ACCEPT RESPONSIBILITY.	INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY ADEQUATE IN MOST SITUATIONS.	SATISFACTORILY DEMONSTRATES INITIATIVE AND ACCEPTS RESPONSIBILITY.	DEMONSTRATES A HIGH DEGREE OF INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY.	ALWAYS DEMONSTRATES OUTSTANDING INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY.
OBSERVED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. JUDGEMENT					
NOT <input type="radio"/>	DECISIONS AND RECOMMENDATIONS OFTEN WRONG OR INEFFECTIVE.	JUDGEMENT IS USUALLY SOUND BUT MAKES OCCASIONAL ERRORS.	SHOWS GOOD JUDGEMENT RESULTING FROM SOUND EVALUATION OF FACTORS.	SOUND, LOGICAL THINKER. CONSIDERS ALL FACTORS TO REACH ACCURATE DECISIONS.	CONSISTENTLY ARRIVES AT RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS.
OBSERVED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. ADAPTABILITY					
NOT <input type="radio"/>	UNABLE TO PERFORM ADEQUATELY IN OTHER THAN ROUTINE SITUATIONS.	PERFORMANCE DECLINES UNDER STRESS OR IN OTHER THAN ROUTINE SITUATIONS.	PERFORMS WELL UNDER STRESS OR IN UNUSUAL SITUATIONS.	PERFORMANCE EXCELLENT EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS.	OUTSTANDING PERFORMANCE UNDER EXTREME STRESS. MEETS THE CHALLENGE OF DIFFICULT SITUATIONS.
OBSERVED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. USE OF RESOURCES					
NOT <input type="radio"/> <i>M P</i>	INEFFECTIVE IN CONSERVATION OF RESOURCES.	USES RESOURCES IN A BARELY SATISFACTORY MANNER.	CONSERVES BY USING ROUTINE PROCEDURES.	EFFECTIVELY ACCOMPLISHES SAVINGS BY DEVELOPING IMPROVED PROCEDURES.	EXCEPTIONALLY EFFECTIVE IN USING RESOURCES.
OBSERVED	<input type="checkbox"/> <i>MATERIEL PERSONNEL</i>	<input type="checkbox"/> <i>MATERIEL PERSONNEL</i>	<input type="checkbox"/> <i>MATERIEL PERSONNEL</i>	<input checked="" type="checkbox"/> <i>MATERIEL PERSONNEL</i>	<input type="checkbox"/> <i>MATERIEL PERSONNEL</i>
8. WRITING ABILITY AND ORAL EXPRESSION					
NOT <input type="radio"/> <i>W S</i>	UNABLE TO EXPRESS THOUGHTS CLEARLY ORGANIZATION.	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.
OBSERVED	<input type="checkbox"/> <i>WRIT SPEAK</i>	<input type="checkbox"/> <i>WRIT SPEAK</i>	<input type="checkbox"/> <i>WRIT SPEAK</i>	<input type="checkbox"/> <i>WRIT SPEAK</i>	<input checked="" type="checkbox"/> <i>WRIT SPEAK</i>
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT <input type="radio"/>	BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.
OBSERVED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade.)



VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.	<input type="checkbox"/>
3. DEMONSTRATES CAPABILITIES FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.	<input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.	<input type="checkbox"/>

VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: Capt Harrison during his TDY, was instrumental in establishing and assisting in the development of new concepts of counterinsurgency targeting. Assigned as an advisor to the Vietnamese Army Fourth Corps Target Center, he indoctrinated and assisted his Vietnamese counterparts in insuring that proper Viet Cong targets were selected for the application of Air Power. He developed means of using visual and infrared reconnaissance in defining targets for air strikes and indoctrinating his counterparts in its use. Further, he instructed in the establishment and use of a target dossier system to catalog and maintain intelligence data for use in target folder preparation. This was a unique undertaking and acceptance of the ideas and suggestions put forth by Capt Harrison will undoubtedly assist the ARVN in more timely and accurate air targeting efforts. The techniques and standards established by Capt Harrison have been embodied in standardized procedures and concepts for USAF participation in all Corps Target Centers throughout the Republic of Vietnam. STRENGTHS: Capt Harrison's ability to work in harmony with joint services and multi-national groups contributed immeasurably to his outstanding performance in IV Corps. SUGGESTED DUTY ASSIGNMENTS: Capt Harrison has the ability and experience to work well at any level of command and would be extremely valuable in unified/joint command duty. OTHER COMMENTS: During his period of duty, Capt Harrison was recommended through U.S. Army channels for the Army Commendation Medal, attesting to the fine rapport he established in the performance of duty.

VIII. REPORTING OFFICIAL

Date of latest performance counseling

NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE		
		AERO RATING	CODE	DATE
HENRY A. HARRINGTON Lt Col, USAF, 38134A Hq 2nd Air Division (PACAF)	Dep Director of Intel	NONE	NONE	<i>Henry A. Harrington</i> 21 June 65

IX. REVIEW BY INDORSING OFFICIAL I concur in the rating. The ground work done by Capt Harrison in establishing the IV Corps Target Center and in training his Vietnamese counterparts in air targeting will greatly assist in insuring that U.S. Air Force efforts in Vietnam are properly applied.

Director of Intelligence

NAME	ON	DUTY TITLE	SIGNATURE		
			AERO RATING	CODE	DATE
ROCKLEY	U	Master Navigator	III		<i>Rockley</i> 22 Jun 65

Hq 2nd Air Division (PACAF)

I. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out any item.)					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>HARRISON, MARSHALL G.</b>	2. ACORN <b>182</b>	3. ACTIVE DUTY GRADE <b>Captain</b>	4. PERMANENT GRADE <b>Captain</b>		
5. ORGANIZATION, COMMAND AND LOCATION <b>Headquarters 28th Air Division (SAGE) Richards-Gebaur AFB, Mo ADC</b>	6. AERO RATING CODE <b>Senior P 1st 1A</b>	7. PERIOD OF REPORT <b>FROM: 17 Jun 64 THRU 13 Jan 65</b>			
	8. PERIOD OF SUPERVISION	9. REASON FOR REPORT <b>Change of rating Survr (TIN 400)</b>			
II. DUTIES—PAFSC <b>RC51</b> . DAFSC <b>RC51</b> . PRESENT DUTY: Chief, Current Intelligence Division, Division Level. In charge of the Current Intelligence Section of the Directorate of Intelligence. Responsible for providing a weekly review and analysis of world-wide political and strategic developments affecting the imminence of hostilities. Compiles background intelligence concerning Soviet research and development in the fields of nuclear, chemical and biological warfare, aeronautics, propulsion, missile, electronics and space programs. Prepares hypothetical political and strategic situations leading to simulated hostilities for training exercises. Serves on the Battle Staff during training exercises and acts as Security Officer for this Directorate.					
III. RATING FACTORS (Consider how this officer is performing on his job.)					
1. KNOWLEDGE OF DUTIES					
NOT <input type="radio"/> OBSERVED	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB. <input type="checkbox"/>	SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB. <input type="checkbox"/>	WELL INFORMED ON MOST PHASES OF HIS JOB. <input type="checkbox"/>	EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB. <input type="checkbox"/>	EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED ON ALL PHASES. <input checked="" type="checkbox"/>
2. PERFORMANCE OF DUTIES					
NOT <input type="radio"/> OBSERVED	QUALITY OR QUANTITY OF WORK OFTEN FAILS TO MEET JOB REQUIREMENTS. <input type="checkbox"/>	PERFORMANCE MEETS ONLY MINIMUM JOB REQUIREMENTS. <input type="checkbox"/>	QUANTITY AND QUALITY OF WORK ARE VERY SATISFACTORY. <input type="checkbox"/>	PRODUCES VERY HIGH QUANTITY AND QUALITY OF WORK. MEETS ALL SUSPENSES. <input type="checkbox"/>	QUALITY AND QUANTITY OF WORK ARE CLEARLY SUPERIOR AND TIMELY. <input checked="" type="checkbox"/>
3. EFFECTIVENESS IN WORKING WITH OTHERS					
NOT <input type="radio"/> OBSERVED	INEFFECTIVE IN WORKING WITH OTHERS. DOES NOT CO-OPERATE. <input type="checkbox"/>	SOMETIMES HAS DIFFICULTY IN GETTING ALONG WITH OTHERS. <input type="checkbox"/>	GETS ALONG WELL WITH PEOPLE UNDER NORMAL CIRCUMSTANCES. <input type="checkbox"/>	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER. <input type="checkbox"/>	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY. <input checked="" type="checkbox"/>
4. LEADERSHIP CHARACTERISTICS					
NOT <input type="radio"/> OBSERVED	OFTEN WEAK. FAILS TO SHOW INITIATIVE AND ACCEPT RESPONSIBILITY. <input type="checkbox"/>	INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY ADEQUATE IN MOST SITUATIONS. <input type="checkbox"/>	SATISFACTORILY DEMONSTRATES INITIATIVE AND ACCEPTS RESPONSIBILITY. <input type="checkbox"/>	DEMONSTRATES A HIGH DEGREE OF INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY. <input checked="" type="checkbox"/>	ALWAYS DEMONSTRATES OUTSTANDING INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY. <input type="checkbox"/>
5. JUDGEMENT					
NOT <input type="radio"/> OBSERVED	DECISIONS AND RECOMMENDATIONS OFTEN WRONG OR INEFFECTIVE. <input type="checkbox"/>	JUDGEMENT IS USUALLY SOUND BUT MAKES OCCASIONAL ERRORS. <input type="checkbox"/>	SHOWS GOOD JUDGEMENT RESULTING FROM SOUND EVALUATION OF FACTORS. <input type="checkbox"/>	SOUND, LOGICAL THINKER. CONSIDERS ALL FACTORS TO REACH ACCURATE DECISIONS. <input checked="" type="checkbox"/>	CONSISTENTLY ARRIVES AT RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS. <input type="checkbox"/>
6. ADAPTABILITY					
NOT <input type="radio"/> OBSERVED	UNABLE TO PERFORM ADEQUATELY IN OTHER THAN ROUTINE SITUATIONS. <input type="checkbox"/>	PERFORMANCE DECLINES UNDER STRESS OR IN OTHER THAN ROUTINE SITUATIONS. <input type="checkbox"/>	PERFORMS WELL UNDER STRESS OR IN UNUSUAL SITUATIONS. <input type="checkbox"/>	PERFORMANCE EXCELLENT EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS. <input checked="" type="checkbox"/>	OUTSTANDING PERFORMANCE UNDER EXTREME STRESS. MEETS THE CHALLENGE OF DIFFICULT SITUATIONS. <input type="checkbox"/>
7. USE OF RESOURCES					
NOT <input type="radio"/> M P OBSERVED	INEFFECTIVE IN CONSERVATION OF RESOURCES. <input type="checkbox"/>	USES RESOURCES IN A BARELY SATISFACTORY MANNER. <input type="checkbox"/>	CONSERVES BY USING ROUTINE PROCEDURES. <input type="checkbox"/>	EFFECTIVELY ACCOMPLISHES SAVINGS BY DEVELOPING IMPROVED PROCEDURES. <input checked="" type="checkbox"/>	EXCEPTIONALLY EFFECTIVE IN USING RESOURCES. <input type="checkbox"/>
8. WRITING ABILITY AND ORAL EXPRESSION					
NOT <input type="radio"/> W S OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION. <input type="checkbox"/>	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS. <input type="checkbox"/>	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY. <input type="checkbox"/>	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY. <input checked="" type="checkbox"/>	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS. <input type="checkbox"/>
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT <input type="radio"/> OBSERVED	BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS. <input type="checkbox"/>	CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS. <input type="checkbox"/>	BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION. <input type="checkbox"/>	ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION. <input type="checkbox"/>	BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS. <input checked="" type="checkbox"/>

## V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade.)

SPECIFIC JUSTIFICATION REQUIRED FOR THESE SECTIONS			EFFECTIVE AND COMPETENT				SPECIFIC JUSTIFICATION REQUIRED FOR THESE SECTIONS	
UNSATIS-FACTORY	MARGINAL	BELLOW AVERAGE	EFFECTIVE AND COMPETENT				VERY FINE	EXCEPTIONALLY FINE
								OUTSTANDING

## VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.	<input type="checkbox"/>
3. DEMONSTRATES CAPABILITIES FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.	<input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.	<input type="checkbox"/>

## VII. COMMENTS

**FACTS AND SPECIFIC ACHIEVEMENTS:** Captain Harrison has only been in this Directorate for six months. In this short period he has proved to be a fine, effective officer. He analyses and evaluates the abundance of daily intelligence information that flows into the office. He edits and compiles the most significant facts into a weekly briefing for the Commander and Headquarters Staff. This briefing is very well prepared and delivered in an attractive confident manner. This briefing is repeated to the staff of the Combat Center and has been commented on as being exceptionally well done. Captain Harrison is also the security officer for the Directorate and has quickly become familiar with the pertinent regulations, a considerable accomplishment in view of the number of them involved and their nature. As OIC of current intelligence he designs hypothetical political and strategic situations building up to simulated hostilities for training exercises. These require extensive professional knowledge as well as an imagination confined by proper perspective and the result is consistently a sound and logical product.

**STRENGTHS:** Captain Harrison has a good command of language and is a clear and skillful writer. He is also a very capable speaker. His manner, appearance and bearing are outstanding.

**OTHER COMMENTS:** This officer has been selected to serve in Viet Nam for four months. He has the overall qualities of character and ability that can reflect only credit on his service.

## VIII. REPORTING OFFICIAL

Date of latest performance counseling

NAME, GRADE, AFSN, AND ORGANIZATION

ANDREW R. MACKENZIE, S/L, RCAF  
(NORAD)  
19704  
HQ 2<sup>nd</sup> NORAD Rgn, R-G AFB, Mo

DUTY TITLE

Assistant Director  
of Intelligence

AERO RATING

CODE

DATE

Air/Pilot

18 January 1965

## IX. REVIEW BY INDORSING OFFICIAL

This report is concurred in. Captain Harrison came to this station from intelligence school and is acquiring his first experience in this career field with this assignment. He has demonstrated great adaptability to the new duties and displays an uncommon ability to produce soundly reasoned, well-expressed briefings.

NAME, GRADE, AFSN, AND ORGANIZATION

ARTHUR N. INMAN, LT COL, USAF  
35298A  
(NORAD)  
HQ 2<sup>nd</sup> NORAD Rgn, R-G AFB, Mo

DUTY TITLE

DIRECTOR OF INTELLIGENCE

AERO RATING

CODE

DATE

Command Pilot

3A

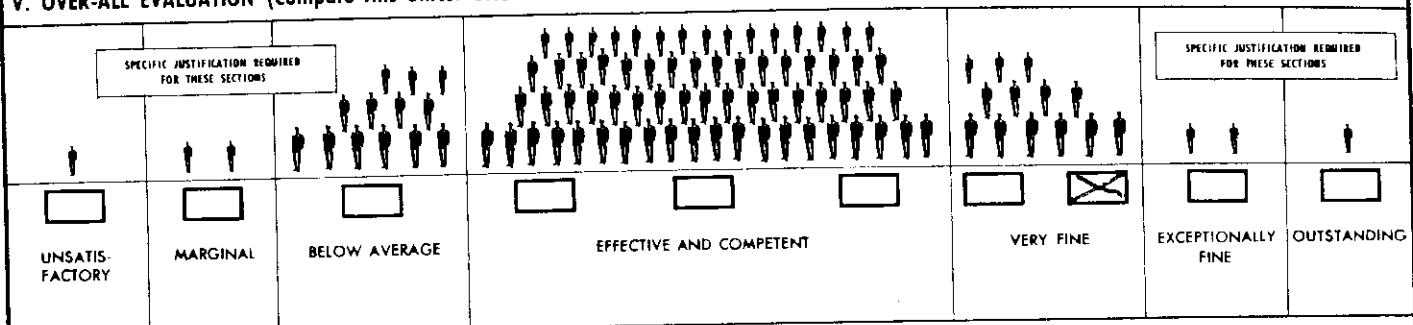
19 January 1965

SIGNATURE

1. IDENTIFICATION DATA (Read AFM 36-10 carefully before filling out now)				
1. LAST NAME—FIRST NAME—MIDDLE INITIAL <b>Harrison, Marshall G.</b>		3. ACTIVE DUTY GRADE <b>Captain</b>		4. PERMANENT GRADE <b>Captain</b>
5. ORGANIZATION COMMAND AND LOCATION <b>Headquarters Squadron Section 3415th Technical School, USAF Lowry Air Force Base, Colorado (ATC)</b>		6. AERO RATING <b>Senior Flt</b>	CODE <b>1</b>	8. PERIOD OF REPORT FROM: <b>2 Nov 63</b> TO: <b>16 June 1964</b>
		7. ACADEMIC PERIOD <b>140 Days</b>		9. REASON FOR REPORT <input checked="" type="checkbox"/> FINAL <input type="checkbox"/> ANNUAL <input type="checkbox"/> DIRECDED
10. NAME AND LOCATION OF SCHOOL OR INSTITUTION <b>Armed Forces Air Intelligence Training Center, Lowry Air Force Base, Colorado</b>				
11. NAME OR TITLE OF COURSE <b>Air Intelligence Officer</b>				12. LENGTH OF COURSE <b>28</b>
II. REPORT DATA (Complete as applicable)				
1. COURSE HOURS COMPLETED <b>840</b>	2. COURSE HOURS FAILED <b>0</b>	3. AFSC AWARDED <b>8051/8061</b>	4. AERO RATING AWARDED <b>R/A</b>	5. DEGREE AWARDED <b>R/A</b>
6. COURSE SUCCESSFULLY COMPLETED (Final report only) <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (If "No," state reason)				
7. TITLE OF THESIS <b>N/A</b>		8. ACADEMIC FIELD <b>N/A</b>		
III. COMMENTS <p>Capt. Harrison has the ability to reason through a problem, and by applying good judgment and common sense, to arrive at a logical solution or conclusion. He gets along well with his fellow officers and always sets a good example for his juniors. He is not swayed by self styled experts and will pursue a question until he has received a satisfactory answer. Capt. Harrison has the potential and the ability to become a valuable asset to the intelligence community. He displays initiative and self confidence and has the ability to inspire these traits in his juniors. He is a good team worker and a fine team leader.</p>				
IV. REPORTING OFFICIAL				
TYPED NAME, GRADE, AFSN AND ORGANIZATION <b>E. J. LESSINGER, CDR, USN, 210693 Naval Unit, Lowry AFB, Colo Armed Forces Air Intel Ing. Cen.</b>		DUTY TITLE <b>Deputy Director</b>	SIGNATURE <b>E. J. Lessinger</b> DATE <b>22 June 1964</b>	

I. IDENTIFICATION DATA (Read AFM 36-1 fully before filling out any item.)					
1. LAST NAME—FIRST NAME—MIDDLE INITIAL Johnson, Seymour		3. ACTIVE DUTY GRADE Captain		4. PERMANENT GRADE Captain	
5. ORGANIZATION, COMMAND AND LOCATION 36th Maintenance Wing (1) (AC) Seymour Johnson AFB, NC		6. AERO RATE Senior Alt 11 C-2		7. PERIOD OF REPORT FROM: 16 Apr 63 TO: 1 Nov 63	
8. PERIOD OF SUPERVISION		9. REASON FOR REPORT Chg of Maint 63M (C)			
II. DUTIES—PAFSC 4341 DAFSC 4341. PRIOR DUTIES: Pilot, Standardization Crew, Squadron Leader, 1-20, 51st BD MDR Seymour Johnson AF. CDR 4341. Job Control Officer, Wing Level. As CIC of Job Control Branch resonsible to CIC Maintenance Control Division for controlling the use of specialists, in keeping w. d. aircraft priorities, controlling number of aircraft through all phases of maintenance; maintaining accurate, up-to-date status and location of all aircraft and ground power equipment assigned; monitoring effective maintenance communications and transportation systems; advising key supervisors of all major maintenance problems; and reviewing all D/C for a 126.					
III. RATING FACTORS (Consider how this officer is performing on his job.)					
1. KNOWLEDGE OF DUTIES					
NOT OBSERVED	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	WELL INFORMED ON MOST PHASES OF HIS JOB.	EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED ON ALL PHASES.
2. PERFORMANCE OF DUTIES					
NOT OBSERVED	QUALITY OR QUANTITY OF WORK OFTEN FAILS TO MEET JOB REQUIREMENTS.	PERFORMANCE MEETS ONLY MINIMUM JOB REQUIREMENTS.	QUANTITY AND QUALITY OF WORK ARE VERY SATISFACTORY	PRODUCES VERY HIGH QUANTITY AND QUALITY OF WORK. MEETS ALL SUSPENSES.	QUALITY AND QUANTITY OF WORK ARE CLEARLY SUPERIOR AND TIMELY.
3. EFFECTIVENESS IN WORKING WITH OTHERS					
NOT OBSERVED	INEFFECTIVE IN WORKING WITH OTHERS. DOES NOT CO-OPERATE.	SOMETIMES HAS DIFFICULTY IN GETTING ALONG WITH OTHERS.	GETS ALONG WELL WITH PEOPLE UNDER NORMAL CIRCUMSTANCES.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
4. LEADERSHIP CHARACTERISTICS					
NOT OBSERVED	OFTEN WEAK. FAILS TO SHOW INITIATIVE AND ACCEPT RESPONSIBILITY.	INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY ADEQUATE IN MOST SITUATIONS.	SATISFACTORILY DEMONSTRATES INITIATIVE AND ACCEPTS RESPONSIBILITY.	DEMONSTRATES A HIGH DEGREE OF INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY.	ALWAYS DEMONSTRATES OUTSTANDING INITIATIVE AND ACCEPTANCE OF RESPONSIBILITY.
5. JUDGEMENT					
NOT OBSERVED	DECISIONS AND RECOMMENDATIONS OFTEN WRONG OR INEFFECTIVE.	JUDGEMENT IS USUALLY SOUND BUT MAKES OCCASIONAL ERRORS.	SHOWS GOOD JUDGEMENT RESULTING FROM SOUND EVALUATION OF FACTORS.	SOUND, LOGICAL THINKER. CONSIDERS ALL FACTORS TO REACH ACCURATE DECISIONS.	CONSISTENTLY ARRIVES AT RIGHT DECISION EVEN ON HIGHLY COMPLEX MATTERS.
6. ADAPTABILITY					
NOT OBSERVED	UNABLE TO PERFORM ADEQUATELY IN OTHER THAN ROUTINE SITUATIONS.	PERFORMANCE DECLINES UNDER STRESS OR IN OTHER THAN ROUTINE SITUATIONS.	PERFORMS WELL UNDER STRESS OR IN UNUSUAL SITUATIONS.	PERFORMANCE EXCELLENT EVEN UNDER PRESSURE OR IN DIFFICULT SITUATIONS.	OUTSTANDING PERFORMANCE UNDER EXTREME STRESS. MEETS THE CHALLENGE OF DIFFICULT SITUATIONS.
7. USE OF RESOURCES					
NOT OBSERVED	INEFFECTIVE IN CONSERVATION OF RESOURCES.  MATERIEL      PERSONNEL	USES RESOURCES IN A BARELY SATISFACTORY MANNER.  MATERIEL      PERSONNEL	CONSERVES BY USING ROUTINE PROCEDURES.  MATERIEL      PERSONNEL	EFFECTIVELY ACCOMPLISHES SAVINGS BY DEVELOPING IMPROVED PROCEDURES.  MATERIEL      PERSONNEL	EXCEPTIONALLY EFFECTIVE IN USING RESOURCES.  MATERIEL      PERSONNEL
8. WRITING ABILITY AND ORAL EXPRESSION					
NOT OBSERVED	UNABLE TO EXPRESS THOUGHTS CLEARLY. LACKS ORGANIZATION.  WRITE      SPEAK	EXPRESSES THOUGHTS SATISFACTORILY ON ROUTINE MATTERS.  WRITE      SPEAK	USUALLY ORGANIZES AND EXPRESSES THOUGHTS CLEARLY AND CONCISELY.  WRITE      SPEAK	CONSISTENTLY ABLE TO EXPRESS IDEAS CLEARLY.  WRITE      SPEAK	OUTSTANDING ABILITY TO COMMUNICATE IDEAS TO OTHERS.  WRITE      SPEAK
IV. MILITARY QUALITIES (Consider how this officer meets Air Force standards.)					
NOT OBSERVED	BEARING OR BEHAVIOR INTERFERE SERIOUSLY WITH HIS EFFECTIVENESS.	CARELESS BEARING AND BEHAVIOR DETRACT FROM HIS EFFECTIVENESS.	BEARING AND BEHAVIOR CREATE A GOOD IMPRESSION.	ESPECIALLY GOOD BEHAVIOR AND BEARING. CREATES A VERY FAVORABLE IMPRESSION.	BEARING AND BEHAVIOR ARE OUTSTANDING. HE EXEMPLIFIES TOP MILITARY STANDARDS.

## V. OVER-ALL EVALUATION (Compare this officer ONLY with officers of the same grade.)



## VI. PROMOTION POTENTIAL

1. DOES NOT DEMONSTRATE A CAPABILITY FOR PROMOTION AT THIS TIME.	<input type="checkbox"/>	2. PERFORMING WELL IN PRESENT GRADE. SHOULD BE CONSIDERED FOR PROMOTION ALONG WITH CONTEMPORARIES.	<input type="checkbox"/>
3. DEMONSTRATES CAPABILITIES FOR INCREASED RESPONSIBILITY. CONSIDER FOR ADVANCEMENT AHEAD OF CONTEMPORARIES.	<input checked="" type="checkbox"/>	4. OUTSTANDING GROWTH POTENTIAL BASED ON DEMONSTRATED PERFORMANCE. PROMOTE WELL AHEAD OF CONTEMPORARIES.	<input type="checkbox"/>

## VII. COMMENTS

FACTS AND SPECIFIC ACHIEVEMENTS: Capt Harrison was assigned as a Job Control Officer with no previous maintenance experience and quickly acquired an excellent knowledge of the entire maintenance complex. His previous experience as a B-52 pilot proved invaluable in this assignment. As a Job Control Officer, he assumed responsibility for the preparation of all aircraft for flights and alert. His thorough knowledge of B-52 aircraft systems combined with his outstanding adaptability enabled him to accomplish his duties in a highly professional manner. He responded to difficult situations with resourcefulness and initiative. He exhibited his ability to analyze and solve the many problems that occurred on each shift and worked with determination to obtain the desired results from the men and material available. Capt Harrison's qualities as a leader and supervisor were demonstrated by the excellent cooperation he received from the men in the various shops and branches in the maintenance organization. STRENGTHS: Capt Harrison's ability to get along with others coupled with his adaptability to changing situations should prove to be valuable assets in any assignment. SUGGESTED ASSIGNMENTS: Capt Harrison has been reassigned to Air Intelligence School, Lowry AFB, Nov 63, and should be assigned in that specialty for at least 3 years. SELF-IMPROVEMENT REPORTS: During this period, in off-duty time Capt Harrison has completed two courses, American Government and Physical Geography, at East Carolina College.

## VIII. REPORTING OFFICIAL

Date of latest performance counseling 16 Aug 63

NAME, GRADE, AFSN, AND ORGANIZATION HARRY H. PERRY JR. CAPT, USAF, HO 68th Bom	DUTY TITLE Acft Maint Offw/Job Cont AERO RATING CODE	SIGNATURE Harry H. Perry DATE 1 November 1963
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IX. REVIEW BY ENDORSING OFFICIAL I observed Capt Harrison's performance during this period and concur with the above evaluation. He proved to possess excellent adaptability by the manner in which he converted from a B-52 crew member to a competent maintenance officer in a minimum period of time. As a Job Control Officer, his decisions were sound and his actions were of the highest caliber at all times. This officer has excellent growth potential and long service.

CHANDLER L. ESTES Colonel, USAF, S202A HO 68th Bomb Wg (H) (SAC)	DUTY TITLE Dep Comdr for Maint AERO RATING CODE	SIGNATURE Chandler Estes DATE 1 November 1963
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