

Hdqtrs.

AID 4-98B (10-68)

VIET-NAM (Short Form) PERFORMANCE EVALUATION REPORT

Foreign Service Reserve Officers
Foreign Service Staff Officers and EmployeesDEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT

CHECK ONE BOX

- ☐ REGULAR REPORT
INTERIM REPORT
- ☐ DEPARTURE OF RATED OFFICER
☒ DEPARTURE OF RATING OFFICER
☐ CHANGE OF DUTY

Name of Officer Being Rated (Last, First, Middle) WILLIAMS, Ogden		Officer's Class FSR-1	Classification Title of Position Associate Director for Chieu Hoi
Date of Birth 1-22-20	Post or Organization Symbol Vietnam		Officer's Functional or Organizational Title (if any) Chief, Chieu Hoi Div., ACoFS, CORDS, MACV
Date of Arrival at Post 7-11-66	Period Covered by Report 1-18-68 to 1-4-12-68		Date Report Submitted to AID/W JAN 29 1969
Rating Officer Signature <u><i>Earl F. Cole</i></u> Date <u><i>1-18-68</i></u>		Reviewing Officer Signature <u><i>W.E. Colby</i></u> Date _____	
Typed Name Earl F. Cole		Typed Name W.E. Colby	
Typed Class, Title BG, USA, Dep ACoFS, CORDS		Typed Class, Title FSR-1, Dep to COMUSMACV for CORDS	

I have read this report and have ☐ have not ☒ submitted a written statement to be attached as provided in Section V.G. of M.O. 423.2.Signature of Rated Officer *Glen Williams*Date *Jan 2, 1969*

GENERAL INSTRUCTIONS TO RATING OFFICERS

1. Read official instructions on performance evaluation before completing form. (See Manual Order 423.2)
2. Prepare in triplicate — Original for Washington, Copy for post, Copy for employee.
3. Evaluate the Officer on the basis of the difficulty and importance of the duties he was required to perform.

PART I — DESCRIPTION OF MAJOR DUTIES AND RESPONSIBILITIES

(List in descending order of importance the major duties and responsibilities assigned to the Rated Officer.)

Item 1	<p>Acts as the principal advisor to the appropriate GVN officials at the national level on all aspects of the development, execution and review of the Chieu Hoi Program. Establishes close and effective working relationships with all individuals and agencies, Vietnamese and American which have missions related to, or in support of, the Chieu Hoi Program at the national level. Initiates and implements the policies, procedures and guidelines of the overall program. Briefs top-level GVN and American individuals, groups and agencies on current and future expected status of the total program. Insures the effective implementation and operation of the total program. Travels as necessary to brief, coordinate and advise on all aspects of the program. Supervises all U.S. and TCN members of the Chieu Hoi Team.</p> <p>Number and Types of Employees Supervised: Total 83 - 28 American civilians, 10 American military, 37 Third Country Nationals, 8 Local Nationals</p>
-----------	---

REVIEW PANEL

- A. Was review panel used? ☐ Yes ☒ No
- B. Panel's comments. Use additional sheets if necessary.

Members: NameTitleClass

Signed _____

for the Review Panel.

Date _____

PART II – PERFORMANCE RATINGS:

In the table below you are asked to rate the employee in two different ways. In Column B you are asked to present a profile of the employee by identifying his strongest and least strong elements. This is relative only to the employee himself; *not* as compared to other employees. In Column C you are asked to provide an overall rating of the employee in each factor based on the standard of "satisfactory" performance expected of any incumbent of the position.

Factors. The four broad performance *Factors* shown in Column A are composed of the adjacent *Elements* shown in Column B. There are 18 total elements. Those elements *without* circles to the right are applicable to all employees. Those elements *with* circles to the right may not apply to the employee's work. (1) If any element *with* a circle is clearly in-

applicable, check (✓) the appropriate circle and do not consider it further. With the exception of those elements you have marked "NA" consider the employee's performance in all remaining elements. (2) Under Column B-1, place a check (✓) in exactly 4 boxes representing the 4 elements in which the employee's performance was *strongest compared to other elements*. (3) Under Column B-2, place a check (✓) in exactly 4 boxes representing those 4 elements in which the employee's performance was *least strong, compared to other elements*.

Summary Evaluation. In Column C evaluate the employee's overall performance in each factor by placing a check (✓) in the box representing the descriptive statement which most nearly applies. Omit the summary evaluation of Management Performance (Factor 4) only if *all* 4 factor elements in Column B are marked "NA."

A FACTOR	B ELEMENTS	NA	Check exactly 4 in each column		C SUMMARY EVALUATION
			1	2	
Technical Competence	1. Knowledge of field of work		✓		Work is often deficient in technical quality. Work is of outstandingly high technical quality. ✓ Technical quality of product is generally satisfactory but uneven. Technical quality of work is far above requirements. Work meets all important technical quality requirements.
	2. Quality of Technical Advice	○			
	3. Perspective and Understanding of Job Objectives.				
	4. Analytical Ability	○			
	5. Ability to Anticipate	○		✓	
	6. Writing Skill	○			
Work Characteristics and Effectiveness	7. Productivity		✓		Work characteristics are fully satisfactory. One or more work characteristics sometimes hamper usefulness. Work characteristics are probably within the top 30% of AID employees. ✓ Work characteristics are a model for others – outstanding. Relatively ineffective because of work characteristics.
	8. Acceptance of Responsibility				
	9. Initiative				
	10. Interest in Job				
	11. Adaptability			✓	
Personal Relations and Communication	12. With Americans				Greatly respected, persuasive and sought after – outstanding. ✓ Maintains good relations and communicates effectively. Insensitivity or inadequacy in communication occasionally has adverse effect. Employee's relations are commonly marked by friction. Very successful in communication and in promoting good relations.
	13. With Non-Americans		✓		
	14. In Official Representation	○		✓	
Management Performance	15. Executive Performance	○	✓		<i>Within the scope of assigned responsibilities:</i> Manages reliably and well. Is a relatively ineffective manager. Consistently exhibits superior management ability. ✓ Is one of the most effective managers I have known. Does not always fulfill management responsibilities adequately.
	16. Supervisory Performance	○			
	17. Employee Evaluation Performance	○		✓	
	18. Program Evaluation Performance	○			

PART III – EVALUATION STATEMENT: Use a separate sheet of paper. Identify your statement at the top of the page by the name of the rated employee, the name of the rating officer, mission, and the period covered by your report. Describe the depth, breadth, and quality of the employee's performance in relation to the duties listed in Part I. Explain the checks in column B-1 and B-2 and column C so that Evaluation Panels and others can compare the performance of the rated officer on Factor Elements to that of other employees and to your standard of expected performance. Be specific – cite examples. If he supervised others, *must* comment on his

supervisory performance. This information will be used as a basis for decisions on promotion, training, and reassignment.

PART IV – INSTRUCTIONS TO REVIEWING OFFICER:

Your primary role as a Reviewer is to ensure the equitable application of appropriate rating standards. When the Rater has completed his report, he discusses it with you. Attempt to resolve any differences in views during your discussion. If any significant differences remain following the discussion, you *must* attach a statement summarizing your views. You may also volunteer a statement of evaluation.

PERFORMANCE EVALUATION REPORT

USAID VIETNAM Page _____

WILLIAMS, Ogden	COLE, Earl F.	1/18/68 - 12/14/68
Rated Officer	Rating Officer	Period Covered

PART III. EVALUATION STATEMENT

1. Mr Ogden Williams has performed in an unusually outstanding manner. Under his leadership the Chieu Hoi Division of Civil Operations and Revolutionary Development Support (CORDS), Military Assistance Command/Vietnam (MACV) has provided the bulk of the means and much of the inspiration behind a program which, during Mr Williams' tenure over several years has resulted in, by rough count, the elimination of 53,000 enemy, political and military.

2. Mr Williams has demonstrated a superb grasp of underlying concept, as well as a highly practical and activist approach to operational methodology. Within his program he has been the guiding force in respect to both concept and execution. He developed a functional definition and basic concepts which have remained valid to this day. At the outset the Chieu Hoi program was too obviously an American import. Mr Williams has transformed it into a fully accepted and supported Vietnamese program in which the Government of Vietnam (GVN) now takes a proprietary interest. In the course of the evolution of this high priority pacification program, the rated officer has displayed outstanding executive ability; his administration has been thorough; his reports timely; his coordinative ability both energetic and imaginative. He has succeeded in creating a high degree of responsiveness throughout the Chieu Hoi advisory apparatus. His advice is sought on matters that pertain to the Chieu Hoi program and a variety of other major policy matters as well. In this respect his deep knowledge of the country, its people and tradition adds recognized weight to his counsel. He has assiduously demonstrated concern for both US and Filipino Chieu Hoi field advisors, in particular their morale. He has maintained a sense of belonging perhaps to a greater degree than other similar advisory components. He is pleased to have field personnel visit him. He takes great care to cultivate their friendship and discuss their problems. He shows genuine concern for their welfare. He fosters an attitude of mutual respect which is fully reciprocated.

3. Within Chieu Hoi Mr Williams is not merely a figurehead or titular entity. In all respects the program bears the unmistakable mark of his personality, not only as to policy matters but also in the nature of its official responses and in the dedication of its field advisory personnel. Particularly noteworthy is the relationship which he has successively developed in the series of Vietnamese personalities who have headed the Government of Vietnam's (GVN) program which for the past year has ranked as a full ministry. Contributing to this success

PERFORMANCE EVALUATION REPORT

USAID VIETNAM Page _____

WILLIAMS, Ogden	COLE, Earl F.	1/18/68 - 12/14/68
Rated Officer	Rating Officer	Period Covered

PART III. (continued)

are his fluency in French and more important his drive, personality and understanding of Vietnamese character. The Chieu Hoi program has benefited from the frequent visits made by the Minister of Chieu Hoi and his staff to the field. It is at Mr Williams' urging that these visits have taken place. His advisory technique is a highly flexible mixture of praise, suggestion, and admonition, phrased in such a manner as to get the point across yet retain respect and confidence. This relationship is undoubtedly as responsible as any other single element in the recorded success of Chieu Hoi.

4. Mr Williams' talent for composition is demonstrated almost daily in the tone and sentiment of his responses to staff actions. His ability to communicate effectively and in a highly original manner is indeed characteristic of his performance. In these communications he displays an incisive understanding of the diverse and complex nature of our overall commitment in Vietnam.

5. Approximately half of the Chieu Hoi field advisors are Filipino nationals who obviously present a number of special problems in personnel management and guidance. Mr Williams has been sensitive to these and, as a result has added significantly to the spirit and dedication of this large segment of the Chieu Hoi advisory effort.

6. Mr Williams is extremely energetic and hard-working. He scrupulously follows a "New England" standard of ethics and integrity. His program, Chieu Hoi, although high in overall priority is relatively austere in personnel and other resources. As its leader he is versatile in his own personal contributions to it. He seems to be able to function with equal capability within the halls of government at the highest level or down with the populace. He is knowledgeable as to detail and very much committed, personally. It has been necessary to "sell" the program in many different ways to the several authorities involved. He has demonstrated particular effectiveness in this. In somewhat the same sense, he has defended what he considers important significant policy encroachments with a nicely balanced mixture of finesse and hardheaded reasoning. He is formidable in defense of principle.

7. In summation Mr Williams is a key figure in the Pacification effort. Under his inspired guidance and supervision the Chieu Hoi program has

PERFORMANCE EVALUATION REPORT

USAID VIETNAM Page _____

<u>WILLIAMS, Ogden</u>	<u>COLE, Earl F.</u>	<u>1/18/68 - 12/14/68</u>
Rated Officer	Rating Officer	Period covered

PART III. (continuation sheet 3 of 3)

picked itself up "off the ground" following the Viet Cong Tet offensive in January 1968, and risen again to challenge the performance during the prime period in 1967.

8. I am informed that he has been nominated for the Distinguished Honor Award by another authority. The Government of Vietnam honored him with the award of the Psyops Medal, first class.



EARL F. COLE
Brigadier General, US Army
Deputy ACofS, CORDS

WILLIAMS, Ogden**COLBY, W. E.****1-18-68 to 12/14/68**

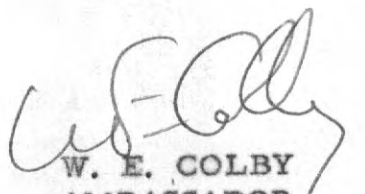
Rated Officer

Reviewing Officer

Period Covered

Mr. Williams has done an exceptionally effective job. I fully agree with BG Cole's high evaluation of his performance. Mr. Williams has taken over a complex and difficult program and by dint of good, hard work, a high degree of intelligence, and effective working relationships, he has made the program perform in an exceptional manner. He has been with it during its grim days of few returns, including days in which his people were being abused by the enemy and into happier days when his good sense was required to prevent a euphoria arising from misunderstandings. Scrupulously honest, he has maintained a high degree of morale among his staff and worked exceedingly effectively among the Vietnamese. All in all, an outstanding performance.

27 December 1968



W. E. COLBY
AMBASSADOR
DEPCORDS/MACV