

PERFORMANCE EVALUATION REPORT

Foreign Service Reserve Officers

Foreign Service Staff Officers and Employees

DEPARTMENT 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)		Officer's Class	Classification Title of Position	Class of Position
WILLIAMS, Ogden		FSR-01	Deputy Mission Director	PSR-01
Date of Birth	Post or Organizational Symbol	Officer's Functional or Organizational Title (if any)		
01/22/20	USAID/Tunis	Deputy Mission Director		
Date of Arrival at Post	Period Covered by Report			Date Report Submitted to Agency
2/20/65	2/20/65 - 7/15/65			June 23, 1965
Rating Officer		Reviewing Officer		
Signature		Signature		
Typed Name		Typed Name		
Typed Class, Title		Typed Class, Title		

I have read this report.

Signature of Rated Officer

Date

GENERAL INSTRUCTIONS

1. Rater must read official instructions on performance evaluation before completing form.
2. Prepare three copies - original for Washington, copy for post, copy for employee.
3. In your evaluations, make due allowance for the difference, if any, between the officer's personal rank and the position class. (See Part III.D.)

PART I - DESCRIPTION OF MAJOR DUTIES

List in descending order of importance the major duties of the rated officer's position. Amount of time spent is not necessarily an indication of the relative importance of duties performed.

Item 1	1. Assures that all matters requiring the Director's attention are presented to him with staff work completed.
	2. Supervises the operation of the Mission's systems for meeting deadlines, acting upon assigned tasks, and upon action communications.
	3. Keeps the Director informed in precise summary of developments within the Mission which may affect the program or the operation of the Mission.
	4. Pursuant to the guidance from the Director conveys operating policy and decisions to the staff.
	5. Acts for the Director in such specific functions and responsibilities as he may from time to time request. Maintains a constant review of major Mission functions and of related Mission organization and management arrangements.
Number and Types of Employees Supervised	6. Assumes responsibility for required Mission action in the absence of the Director.

PART II - PERFORMANCE FACTORS

Evaluate the officer's performance with respect to the factors listed below. Place a check (✓) in the box above the descriptive statement which most nearly applies. Use a plus (+) or minus (-) symbol to reflect any refinements you believe to be significant. In the case of a factor which has a box under the heading, you may, if the factor is clearly not applicable, omit any evaluation and insert "NA" in such box.

1. Knowledge of Work	Lacks the kinds of knowledge required for satisfactory performance.	Has most required knowledge but lacks depth or breadth in certain respects.	Possesses adequate knowledge for good work performance.	Work reflects particularly comprehensive and suitable knowledge.	Has exceptionally commanding knowledge of and insight into all aspects of work.
2. Productivity	Useful output or volume of work is generally inadequate.	Sometimes slow or erratic in production of useful work.	Volume of useful output wholly adequate, for conditions faced.	Consistently produces superior volume of useful work, for conditions faced.	His work output is phenomenal.

3. Accuracy			X	
	Error of commission or omission, or lack of precision, is frequent or serious.	Work is sometimes imprecise, incomplete, incorrect or superficial.	Careful, conscientious. Work meets position demands for accuracy, including completeness and precision.	Excels in thoroughness and accuracy. Makes minimum of errors of commission or omission.
4. Initiative				X
	Does not take independent action.	Sometimes overlooks need for action or seeks guidance or approval unnecessarily before acting.	Acts on his own in usual activities; quite adequate.	Sees opportunities and acts promptly and independently in new or unforeseen situations.
5. Resourcefulness			X	
	Goes strictly "by the book." Does not produce original ideas or adaptations.	Prefers conventional solutions to problems but occasionally displays originality.	His work reflects the imagination and originality required.	Highly adept in finding original solutions to unforeseen problems.
6. Dependability			X	
	Fails to follow instructions, or to observe commitments, or to complete work on time.	Needs undue amount of supervision to comply with instructions and to meet deadlines and commitments.	Conscientious and steady worker. Complies with commitments, meets deadlines, and produces useful work with normal supervision.	Conscientious and reliable worker. Completes each task, meets deadlines and commitments with a minimum of supervision.
7. Decisiveness				X
	<input type="checkbox"/> Cannot make up his mind, or vacillates.	Slow at making decisions unless pushed, or jumps too hastily to conclusions.	Makes sound decisions with reasonable promptness.	Makes sound decisions in a very timely and confident fashion.
8. Analytical Ability			X	
	<input type="checkbox"/> Generally misjudges or fails to realize causes or significance of problems, facts or events.	Tends to accept statements or events with little critical thought or frequently fails to interpret or interrelate facts adequately.	Generally identifies the facts or underlying events, ideas, or problems and interprets them with reasonable accuracy.	Thoughtfully and successfully examines the essential elements of problem situations and reaches valid conclusions.
9. Ability to Anticipate			X	
	<input type="checkbox"/> Short-sighted. Tries to solve today's problems without regard to other problems or tomorrow's needs.	Sometimes compartmentalizes problems, does not perceive relationships to other events and later eventualities. Occasionally caught off base.	Foresighted. Usually chooses course of action that has broad and lasting utility.	Almost always shapes actions to future developments as well as direct consequences of an action.
10. Judgment			X	
	Unreliable judgment. Overlooks pertinent considerations or has little sense of proportion.	Judgment adequate if clear-cut precedents exist; lacks practicality, wisdom, or sensitivity in new situations.	Exercises good judgment in normal activities. Carefully considers facts and possible courses of action.	Invariably displays good judgment in meeting both normal and unusual situations.
11. Perspective			X	
	Has a poor understanding of the goals of his job.	Fair understanding of the principal objectives of his job, but poorly oriented in some respects.	Good knowledge of objectives and of his part in achieving them.	Well-informed, very good insights, knows what he is doing and why.
12. Attitude Toward Job				X
	Indifferent attitude. Shows little interest in his work.	Makes an effort but has little real enthusiasm for the job.	Has an interest in the work and helps out on other tasks when asked.	Displays keen interest in job. Works extra hours on own initiative. Offers to assist in other duties.
13. Versatility			X	
	Abilities strictly limited to present field of specialization.	Demonstrates capacities beyond present duties only within narrow and clearly defined limitations.	Broadly effective in his own general field of work and receptive to duties in other fields.	Quite effective throughout his own general field of work and reasonably effective in one other field of work, or more other fields.
				Performs with uniform excellence, imagination, and vision in his own and

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14. Acceptance of Responsibility				X
	Generally seeks to avoid responsibility for current or past actions.	Sometimes reluctant to acknowledge or accept responsibility, and then only within well-defined limits.	Generally acknowledges or accepts responsibility willingly.	Displays well above average sense of responsibility for current or past actions, including those of his subordinates, if any.
				Invariably regards himself as fully accountable for his actions and those of subordinates, if any. Does not hesitate to act in interests of organization.
15. Written Communication			X	
	Does not get ideas across clearly on paper.	Can do simple drafting. Writing often lacks clarity, brevity, or effectiveness. Composition usually requires extensive editorial revision.	Writing is understandable, to the point, and acceptably organized. Composition requires little editing.	Writes clearly and effectively. Composition and style are admirably suited to the objective. Product rarely requires editing.
				Composition has all qualities of excellence: clarity, precision, conciseness, good organization, persuasiveness and style.
16. Oral Communication			X	
	Has great difficulty in conveying ideas orally.	Effectiveness of oral communication sometimes lessened by defect such as wordiness, imprecision, poor grammar, or rambling.	Gets ideas across clearly in oral communication.	Speaks well. Convincing and to the point. Effective in debate.
				Outstandingly articulate in choice of words, clarity, conciseness, and persuasiveness. Holds listeners' interest even under adverse conditions.
17. Adaptability			X	
	Resists change or new approaches; or is upset by new or different environmental situations.	Adjustment to changes or new approaches in work somewhat hampered by old habits or fixed ideas; or adjusts with difficulty to new environment.	Accepts changes, new approaches, and new ideas in work and works well with them. Adjusts to new environment reasonably soon.	Receptive to new approaches and ideas in work. Applies them readily and effectively. Quickly adapts to new or different environment.
				Immediately grasps new approaches, ideas. Exceptionally able to blend old and new, and adapt own interests and enthusiasms. Takes difficult environmental situations in stride.
18. Relations with Americans			X	
	Officer's relations at work or socially are generally marked by friction.	Sometimes irritates others, or is quick to take offense, or goes along grudgingly, or shows limited sense of community responsibility.	Maintains good relations at work and socially. Is generally well liked and respected. Cooperates in community affairs.	Effective in personal relations at all levels. Stimulates rapport. Tolerant, highly respected, and well liked. Active in community to extent job permits.
				Exceptionally effective in personal relations at all levels. Has deep understanding of human nature. Highly respected and sought after. A leader in community affairs.
19. Relations with Non-Americans			X	
	Insensitive to and lacks understanding of local people and customs. Creates problems.	Sometimes offends, or misunderstands, or is unduly sensitive; or may ignore rapport in "getting job done."	Maintains good relations at work and socially with local citizens.	Very successful in creating good relations at work and socially. Very well liked. Effective in contacts and develops rapport.
				Exceptionally successful in developing good personal relations. He is sincerely respected, sought after, and responsive.
20. Language Improvement				
	NA			
	Makes no or virtually no effort to learn the local language even when job demands on his time permit.	Makes a little effort to learn the local language when job demands on his time permit.	Makes a satisfactory effort to learn the local language insofar as job demands on his time permit.	Makes a determined effort to learn the local language insofar as job demands on his time permit.
				Makes an intense effort to learn the local language insofar as job demands on his time permit.
21. Official Representation			X	
	Makes a poor impression as a representative of the United States.	Does not make the contacts he should or sometimes is rather ineffective in contacts.	Does his part in mixing with the local people and represents the organization effectively at social and official functions.	Has wide range of useful contacts and is effective at using them and at promoting the interests of the U.S. in host country.
				Makes excellent use, for the U.S., of extraordinary range of local contacts. Performs effectively at any social or official function.
22. Negotiating Ability			X	
	Not effective as a negotiator. Lacks force or the ability to think clearly in negotiations.	Generally successful in negotiating matters of only minor importance or complexity. Must be given detailed instructions.	Good negotiator. Displays good judgment, patience, and tact in applying instructions.	Performance superior in sensitive or difficult negotiations. Forceful. A clear thinker and well prepared. Obtains good results.
				Excellent negotiator who holds up under pressure. Rarely if ever caught off guard. Knows subject thoroughly. Obtains desired results.

23. Effectiveness as a Supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Unsuccessful as a supervisor.	Supervises repetitive operations fairly well. Is somewhat weak in meeting new demands, goals, or deadlines, or in staff relations.	Plans and assigns work in an orderly manner and sees that objectives are achieved. Maintains good morale. Carries out instructions conscientiously.	Performance reflects superior skill in most aspects of supervision. Strong both in staff relations and production.	Plans and organizes work to meet all contingencies. Takes positive steps to develop staff capabilities. Subordinates give maximum performance and excel in morale.	
24. Effectiveness as an Executive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Ineffective as an executive.	Marginal because he lacks forcefulness or decisiveness; or he does not comprehend the total picture; or he is weak in organization, planning, delegating, or staff relations.	Organizes and plans work effectively and produces good results through exercise of executive skills.	Achieves superior results through exercise of planning, organization, leadership and related executive skills.	Superb planner, organizer and leader. Accomplishment as executive is outstanding.	
25. Effectiveness as a Rating Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not yet observed		Evaluations generally are not objective, candid, thorough or substantive, or frequently either are not submitted or are so delinquent as not to serve the purpose, not timely.	Evaluations sometimes are not candid, objective, thorough, perceptive, or do not demonstrate comprehension of service standards, or are	Reports are reasonably objective, candid, thorough and perceptive. Gets reports in on time.	Evaluations are ample, unbiased, and perceptive, showing insight into the performance, character and ability of subordinates.	Evaluations are comprehensive, objective, and candid, clearly depicting the true value of the rated officers.
26. Technical Advice	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Seriously deficient as a technician or advisor.	Fairly competent in his specialized field, but specific local advice or advisory technique is marginal.	Fully qualified in his specialized field and provides sound and timely advice in an acceptable manner.	Superior advisor in his technical field. Understands ramifications of problems and the implications of his advice.	Outstandingly competent advisor. His analysis of conditions is penetrating. Understands the implications of his advice. Inspires action.	

PART III – NARRATIVE COMMENTS ON PERFORMANCE

Prepare, sign and attach statement containing your responses to items A, B, C, and D using the headings shown below. As you respond to items B and C, observe carefully the instructions contained in agency guides to rating officers for selected occupations, where applicable.

- A. ASSOCIATION WITH RATED OFFICER. Indicate how long you have known the officer and the nature of your association.
- B. POSITION SUMMARY. Prepare a succinct summary of the dimensions and the requirements of the officer's position with particular reference to the skills and personal qualities which are of primary importance to effective performance.
- C. PERFORMANCE SUMMARY. Describe the depth and breadth of the officer's performance, pointing up strengths and weaknesses in relation to performance requirements described in Section B. Give concrete examples whenever possible.
- D. ALLOWANCE FOR POSITION CLASS. If the officer's personal rank differs from the position class, explain as clearly as possible the allowance you have made in this report for such discrepancy.

PART IV – REVIEWING OFFICER'S STATEMENT

The primary role of the reviewing officer concerning this report is to ensure the application of appropriate and equitable rating standards. When the rating officer has completed his report, including adjustments he may want to make after discussion of differing views with the reviewing officer, the latter prepares his own evaluation according to the instructions below, signs and dates it, and attaches it to this report.

- A. The reviewing officer is required to indicate the extent to which he concurs in the rating officer's report and to explain any differences. He should comment on the extent of his observation of the rated officer's work, whether the rated officer received adequate supervision and guidance, whether the rating officer's report appears unduly strict or lenient, and any other matters he deems pertinent.
- B. The reviewing officer should summarize his own evaluation of the officer's performance if he has sufficient basis and observation for doing so.

PART V – REVIEW PANEL

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

Members:

Name	Title	Class

Signed _____ for the Review Panel. Date _____

PERFORMANCE EVALUATION REPORT

WILLIAMS, Ogden

USAID/Tunis

2/20/65 - 7/15/65

A. ASSOCIATION WITH RATED OFFICER

The employee has served as my Deputy since 20 February 1965. The close working relationship and the considerable responsibility involved in our respective jobs requires mutual respect and confidence. The rate at which interdependence develops to the most desirable point is to some extent influenced by the respective personalities of those involved. A good relationship developed in this instance rapidly. It is to a considerable degree due to Mr. Williams' sense of responsibility and spirit of cooperation. He has at all times tried to make our relationship pleasant and effective. It has been for me an entirely satisfactory personal and professional relationship.

B. POSITION SUMMARY - The Deputy is something like a Chief-of-Staff. He is the Director's alter ego in this mission. The responsibilities are extremely varied due to the large, complex and diverse programs in which we are interested and involved. The job calls for intelligent decision making capabilities, a high degree of diplomacy, an understanding of objectives, a determination to strive for the best possible solution of the problems that arise, a sense of mission and lastly an understanding and appreciation of the importance of human relations in our work.

C. PERFORMANCE SUMMARY - Mr. Williams has had a number of years of U.S. Government overseas experience largely with other agencies. This is his second tour with A.I.D. and his first as a Deputy Mission Director. He is a well-educated and dynamic person. He is concerned and very interested in his job. He is what I would term an operational man, anxious for things to be done quickly. These are desirable qualities, however, they must be constantly weighed in our work against our objective of getting the cooperating country people to the point where they can do the most for themselves. The temptation to arrive at interim solutions is attractive but they may not always be the best long-term solution. Given Mr. Williams' temperament he may at times find the patience required frustrating. On the other hand, his rather extensive experience overseas give him a good sense of responsibility and these characteristics tend possibly consciously to compensate for the rater's own more deliberate and possibly cautious approach to problems. Mr. Williams is sensitive to the desirability of sharing responsibilities with the Director in a way assuring the best use of the strong points of each.

Mr. Williams can and does work effectively, with a minimum of guidance. He seems well-liked by both Americans and non-Americans on the staff. He has quickly made contacts in the community and is well adjusted. He is fluent in French, a real asset in his present assignment.

D. ALLOWANCE FOR POSITION CLASS - They are the same.