

FOREIGN SERVICE INSTITUTE

October 27, 1969

PERSONAL

Mr. Jack P. Napier, Chief
CORDS Personnel Division
Headquarters, MACCORDS
APO San Francisco 96243

Dear Jack:

This letter is in regard to Franklin Steinberg, FSRL-6, age 28, of CORDS Class XX. He should be arriving in Saigon during the second week of December, after attending the program in Taiwan. Steinberg is extremely intelligent and supports our efforts in Viet-Nam. He is, however, very largely lacking in tact in dealing with people. If he thinks something is stupid or phony, he says so in the bluntest possible terms. He gives the impression of some intellectual arrogance which is probably based on the combination of emotional insecurity and a very high order of intelligence. He does not want to be stuck behind a desk doing a meaningless job. He would like a job which involves movement--for example, working out of a Regional Headquarters into the Provinces or working out of a Province Headquarters into the Districts. He has little regard for the training received at VTC and views it as a necessary evil, such as getting shots or going through other formalities prior to service in Viet-Nam. As stated above, he does not oppose the effort in Viet-Nam and, in fact, is reputed to be something of a hawk. I would judge that his talents are somewhat more analytical than creative, and he would probably make an ideal evaluator if he had a few years of field experience. He would be a great man on a Senate Subcommittee probing some problem!

The foregoing is to give you some personality picture of this man. If he had more tact, he would be an outstanding candidate, and he may work out very well anyway, particularly if he's assigned to someone who obviously means business, is energetic, and can command Steinberg's respect. He might be a good man on McManaway's staff except that I don't believe he would want a Saigon assignment. He will thus be either a very good man--which I believe--or else something of a problem child. He will not cause the same kind of problems as Brown, but I do want to alert you to his qualifications. He

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Subj. filed: FSteinberg's File
cc: MACCORDS: JPNapier

Mr. Jack P. Napier

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would do an outstanding job as a planner, as a scheduler of resources, or controller of assets. He could be a real asset keeping track of all the administrative details on a province team.

On another subject, as you develop assignments for the list of men I provided you during my recent visit, I wish you would notify us as I continue to get requests from students for information regarding their proposed assignments.

With best wishes,

Sincerely,

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Ogden Williams
Coordinator
Viet-Nam Training Center

cc:
O/FSI/VTC - F. Steinberg's File

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