

Meeting with A/PM, December 30, 1970

Suggested Agenda

1. CORDS/Viet-Nam to pick up VTC language costs.
(VTC presentation of proposal.)
2. VTC slots.
3. Informal discussion of A/PM survey of VTC.
4. Other business.

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PART III — NARRATIVE COMMENTS ON PERFORMANCE

A. Association with Rated Officer:

I have known the rated officer since June 1967 when he became my deputy in charge of one of the priority programs in Viet-Nam. We worked closely together on a daily basis until March 1969 when I returned to Washington and Mr. Jones remained behind in charge of that program. When his field tour ended in July 1969, I requested his assignment here at the Viet-Nam Training Center. Since August 1969 we have again been in daily contact.

B. Performance Summary:

Mr. Jones acts as second-in-command of VTC and, in my absence, directs all activities of the Center—operational, administrative, personnel. When I am present, he acts as operations officer as well as Deputy, by which I mean that most of the daily supervision and direction of the Center is delegated to him. The Course Chairmen report to him and receive the balance of their guidance from him. He thus has carried a major share of personal responsibility for what has been, I believe, a very successful year. His extensive experience in leadership and management have been clearly evident in his excellent performance. When I am away from the Center or occupied with specific problems, I am completely confident that both the internal direction of the Center and its relations with A.I.D., State, Defense and USIA will be handled with great skill, maturity, tact and effectiveness.

I should like to mention a few of Mr. Jones' specific achievements in 1970. During the summer, VTC was called upon to give special training to a series of senior officers going to Viet-Nam. These included, among many others, Edward Long (FSO-1), Deputy for CORDS for Region II; David Lazar (FSR-1), Deputy for CORDS, Region I; Ambassador Richard Funkhouser (FSO-1), Deputy for CORDS, Region III; John Gunther Dean (FSO-2), Assistant Deputy for CORDS, Region I; and Captain William Crowe (USN), Senior Naval Advisor, Viet-Nam. Mr. Jones was given personal responsibility for handling the training of these men. He organized the courses, conducted part of the instruction and served as the VTC executive officer for this mission. I am sure that the individuals listed above would fully support my high praise for the manner in which Mr. Jones discharged these responsibilities.

He played the major role in the development of a new program which now awaits only final approval in the Pentagon, under which some 45 Generals and 320 Colonels per year will receive a 4-day course at

VTC prior to serving in Viet-Nam. This course will provide the best opportunity to date to assure that continuity of experience and civilian lessons learned in Viet-Nam over the years will be made available to key military commanders before they enter on duty. This could be a major contribution to effective and sophisticated policy implementation in Viet-Nam.

Mr. Jones was responsible for a major schedule innovation under which long-term language students will receive their District operations training at the end of their stay in VTC instead of at the beginning.

Mr. Jones has carried the principal burden of negotiating with the Department of Defense and with CORDS/Viet-Nam a new proposal under which District Senior Advisors would receive 600 hours of Vietnamese language instead of 300 as at present, while cutting back on language training for Province Senior Advisors.

The Viet-Nam Training Center was established by the White House in 1967 as an interagency activity administered by State, funded by A.I.D., and with trainees coming from all agencies, but 1970 primarily from the Army. It serves only CORDS/Viet-Nam which has no Washington backstopping organization. Thus VTC has been in fact at the mercy of unilateral action by any of the agencies concerned, none of which has a prime bureaucratic interest in VTC. This situation has involved VTC in a series of problems with all parent agencies, and Mr. Jones has played a major role in helping to resolve differences and enable VTC to carry out its basic duty to CORDS/Viet-Nam and to the over-all policy of responsible disengagement in Viet-Nam.

C. Limiting Factors:

Clearly none. Mr. Jones excels in active physical fitness, personal character, presence, maturity and judgment.

D. Leadership and Executive Capabilities:

The rated officer's fine leadership qualities are both inherent in his personality and acquired by a long series of responsible command assignments in his former military career. I have never seen him at a loss when faced with a problem of organization, executive decision or negotiation. He has conducted effective liaison in State at the Assistant Secretary level; with Defense at the Deputy Chief of Staff level; with the Office of the Special Assistant to the President for

National Security Affairs, and with senior A.I.D. officials. He is a popular and respected staff supervisor at the Viet-Nam Training Center.

Mr. Jones is deeply read and profoundly concerned with foreign affairs problems, particularly those involving Southeast Asia and the relationship between civil and military responsibilities overseas. He is a strong advocate of firmer political direction and ambassadorial control of military operations abroad. He has immense courage of his convictions in these areas while not being irritable or offensive to others. He is not small or narrow in his outlook, exercises good judgment and outstanding maturity.

Finally, I would like to mention one particular aspect: the position of Deputy in any organization is one of great difficulty. One must make a positive contribution while not exercising ultimate control of events. Mr. Jones' flexibility, maturity and self-discipline enable him to play this difficult role with effectiveness and grace, even while he makes sure, as he should, that his own opinions and initiative are fully brought to bear.

E. Growth Capacity:

Mr. Jones already has the personal qualities of maturity and leadership to qualify him for senior executive assignments. He would make an excellent Deputy Director of a medium-sized A.I.D. Mission overseas. To maximize his contribution to A.I.D., he should be exposed to non-Viet-Nam programs. He would have to learn a new game — economic development as opposed to supporting assistance — but his personal qualities would soon assert themselves in the new role.

F. Advancement Potential:

Mr. Jones is clearly deserving of promotion to FSR-2 immediately. He should then be exposed to more traditional A.I.D. duties which would qualify him for further promotion. He has been with A.I.D. since 1967, and could render valuable service at the executive level in non-Viet-Nam programs, as well as in Viet-Nam. I strongly recommend to the Panels removal of his limited designation and promotion to FSR-2.

O.W.
12/31/70