

AID 4-98 (10-69)

## 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 **BS 01**  
 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
<b>WILLIAMS, Ogden</b>		<b>FR 01</b>	<b>AID Affairs Officer</b>
DATE OF BIRTH		POST OR ORGANIZATIONAL SYMBOL	OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE (if any)
<b>01-22-20</b>		<b>A/PM/FS Det. Sup. Subcomp.</b>	
DATE OF ARRIVAL AT POST		PERIOD COVERED BY REPORT	DATE REPORT SUBMITTED TO AGENCY
<b>07-14-69</b>		<b>01-01-70 -- 12-31-70</b>	<b>2-16-71</b>
RATING OFFICER'S SIGNATURE		REVIEWING OFFICER'S SIGNATURE	
<i>HP Sollenberger</i>		NO APPROPRIATE REVIEWING OFFICER	
TYPED NAME		TYPED NAME	
<b>Howard E. Sollenberger</b>		<b>AVAILABLE</b>	
TYPED CLASS, TITLE		TYPED CLASS, TITLE	
<b>Acting Director, FSI</b>			
I have read this report.	RATED OFFICER'S SIGNATURE <i>Ogden Williams</i>		DATE <b>Feb 12, 1971</b>

## GENERAL INSTRUCTIONS

1. Rater must read official instructions on performance evaluation before completing form.
2. Prepare in triplicate—original for Washington, copy for post, copy for employee. For foreign service personnel assigned to Washington, prepare in duplicate only.
3. Evaluate the officer on the basis of the difficulty of the duties he was required to perform; give due consideration to his personal rank.

## 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 No.

**Same as last year**

Number and types of employees supervised:

## PART II. RATING AREAS

Evaluate the officer's performance with respect to the five areas listed below. For each area check (✓) the one box representing the descriptive statement which most accurately applies to the rated officer. Read carefully the Considerations in each area before selecting the most descriptive statement. Note that one of the statements in each area, if checked, requires you to identify specific weaknesses by striking out all other words which do not describe weakness of the rated officer. The spaces headed "Rater's Clarifying Comments, If Any," are intended to permit the rater to modify any element checked, if he feels the descriptive statement is not sufficiently precise.

**JOB PERFORMANCE  
EXCLUDING MAN-  
AGEMENT  
RESPONSIBILITIES**

Has full knowledge of subject matter field; knows all aspects of job assignment; functions decisively, rapidly, accurately, with exceptional judgment at top productivity and is notably resourceful in meeting new or unusual problems.

Has thorough knowledge of his job and superior background in his field of work. Solves problems accurately and produces at a level which meets exacting requirements for speed and maturity in judgment and response to unexpected situations.

Fundamental knowledge and understanding of the job in hand are acceptable and meet reasonable requirements for judgment, solutions of problems with sufficient production to keep program advancing.

Considering total complex of requirements inherent in the job and identifiable objectives, satisfies most or many demands but is weak in knowledge of field of work, job objectives, decisiveness, judgment, accuracy, resourcefulness, productivity. (Cross out those which do not apply.)

In many aspects of job performance, does not meet the demands for adequate performance.

RATER'S CLARIFYING COMMENTS, IF ANY

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### PART III – NARRATIVE COMMENTS ON PERFORMANCE

Give statement containing your responses to items A and B, using the headings shown below. As you respond to item B, observe carefully the instructions contained in agency guides to rating officers for selected occupations, where applicable. If more space is needed, use additional sheets; identify each sheet at the top by the name of the officer rated, the name or initials of the rating officer, the mission, and the period covered by the report.

A. ASSOCIATION WITH RATED OFFICER. Indicate how long you have known the officer and the nature of your association.

B. PERFORMANCE SUMMARY. Describe the depth, breadth, and quality of the officer's performance in relation to the duties listed in Part I, pointing up strengths and weaknesses. Discuss those factors in Part II which were particularly significant, and especially those rated high or low. Give concrete examples whenever possible.

SEE ATTACHED SHEETS

<b>GENERAL MANAGEMENT SKILLS AND ABILITIES</b>	
<u>Considerations:</u>  Competence in planning, organizing, supervising, evaluating both subordinates and programs.	Plans and organizes exceptionally well; constantly and objectively evaluates and adjusts programs; gets the best out of his subordinates, submits sound unbiased evaluations on time; effectively sponsors innovations. <input checked="" type="checkbox"/>
	Directs his functions very effectively and usually meets all requirements of areas of management considerations mentioned above in an exemplary manner. <input type="checkbox"/>
	Skill and ability in all aspects of management are acceptable, meeting the needs of the situation to the satisfaction of the rating officer. <input type="checkbox"/>
	Does not demonstrate equal skill in all facets of management. Although adequate in some respects, suffers some weakness in planning, organizing, follow-up, supervision, employee evaluation, program evaluation. (Cross out those which do not apply.) <input type="checkbox"/>
	In most aspects of management operations, fails to meet general requirements for adequate performance or operations. <input type="checkbox"/>
<b>RATER'S CLARIFYING COMMENTS, IF ANY</b>	
<b>PERSONAL ATTRIBUTES AFFECTING PERFORMANCE</b>	
<u>Considerations:</u>  Adaptability, versatility, analytical ability, initiative, acceptance of responsibility, dependability, attitude toward job, ability to anticipate.	Is completely flexible; can do or adjust to any change or assignment; analyzes facts or situations expertly; accepts responsibility enthusiastically; promotes new approaches and gets them underway on time and as requested; works happily outside normal field of expertise. <input checked="" type="checkbox"/>
	Is willing to try new suggestions and accept responsibility in new areas. Can be relied upon to use personal ingenuity to promote suggested changes based on own analysis of projected operations. Cooperates fully in application of concepts which he may have opposed. <input type="checkbox"/>
	Accepts changes and anticipates problems or prospects based on routine analysis of project; uses limited and somewhat unenthusiastic initiative in such situations, but can be relied upon to follow directives honestly. <input type="checkbox"/>
	In the light of personal attributes affecting value to AID, possesses many of those desirable to successful prosecution of AID's program, but is weak in versatility, ability to anticipate, analytical ability, initiative, acceptance of responsibility, dependability, positive job attitude, adaptability. (Cross out those which do not apply.) <input type="checkbox"/>
	In many or critically required personal attributes needed for more than adequate performance in the foreign service of AID, fails to meet Agency standards. <input type="checkbox"/>
<b>RATER'S CLARIFYING COMMENTS, IF ANY</b>	
<b>EFFECTIVENESS WITH PEOPLE</b>	
<u>Considerations:</u>  Ability to deal effectively with Americans; ability to establish and maintain good relations with all non-Americans; ability to project a good impression of the U.S. publicly, privately, formally and informally.	Operates actively and positively with a minimum of friction between himself and other Americans, official or unofficial, and non-Americans of any nationality and status, to the positive advantage of the U.S. Government. <input checked="" type="checkbox"/>
	Lives and works without serious personality problems between himself and other persons or groups, creating a general impression favorable to the U.S. <input type="checkbox"/>
	Has no particular impact on others by virtue of personality factors. Fits quietly into the American Community and local situations. <input type="checkbox"/>
	Relationships and impact on work or local situation although ordinarily adequate, fluctuate based on some weakness in relations with Americans, with non-Americans, in representation, official or unofficial. (Cross out those which do not apply.) <input type="checkbox"/>
	Personality traits are sufficiently negative to create problems in either internal operations, external operations, or be inimical to U.S. interests. <input type="checkbox"/>
<b>RATER'S CLARIFYING COMMENTS, IF ANY</b>	
<b>COMMUNICATIONS</b>	
<u>Considerations:</u>  Oral and written communication, negotiations, technical advice, local business dealings, skill in local language.	Is completely articulate, skilled in writing, conveys technical advice clearly and persuasively to local nationals, and has no misunderstandings with local businessmen or officials by virtue of skill in communication, either through interpreters or own knowledge of local language, and is clearly skilled in negotiations. Is equally skilled in dealing with fellow Americans. <input type="checkbox"/>
	Can convey thoughts, concepts, and information or desired objectives cogently and with above average success to co-workers or local nationals in virtually all situations and circumstances. Negotiating skill exceeds job requirements. <input checked="" type="checkbox"/>
	Communicates satisfactorily in the jargon of his field to fellow Americans. Reaches local nationals through interpreters without major misunderstandings, though possessing little ability in local language. <input type="checkbox"/>
	Although ability in communication seems to meet requirements, is weak in oral communication, written communications, negotiations, conveying technical advice, conducting local business transactions, required facility in local language. (Cross out those which do not apply.) <input type="checkbox"/>
	General ability to convey ideas or requirements persuasively does not satisfy requirements for adequate performance in context of Agency needs. <input type="checkbox"/>
<b>RATER'S CLARIFYING COMMENTS, IF ANY</b>	

#### 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 - and signs page 1 of the form. If more space is needed, additional sheets may be attached, identified at the top by the name of the officer rated, the name or initials of the reviewing officer, the mission, and the period covered by the report.

A. The reviewing officer is required to indicate (1) the extent to which he concurs in the officer's report and to explain any differences. He should comment on (2) the extent of his observation of the rated officer's work, (3) whether because of differences in locations, absences, vacancies in the supervisory position or for other reasons the rated officer received less than normal supervision and guidance, (4) whether the rating officer's report appears unduly strict or lenient, and (5) 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

Was review panel used?

Yes

No

PANEL COMMENTS (USE ADDITIONAL SHEETS, IF NECESSARY)

Review of this rating shows it to be complete, clear, internally consistent, and based upon common standards. The panel is of the opinion that the rating is not overly severe or harsh, nor is it excessively lenient.

PANEL MEMBERS (NAME, TITLE, CLASS)

Lewis C. White, Pers Staffing Spec, FR-2

Robert Renville, Pers Staffing Spec, FR-2

Theodore L. Morris, Pers Staffing Spec, FR-2

SIGNATURE

Lewis C. White, Chairman

*Lewis C. White* for the Review Panel

DATE

3/1/71

Staple top, left corner of attachments here thru this single sheet only.

PART III - NARRATIVE COMMENTS ON PERFORMANCE

Ogden Williams FR-01 (1/1/70-12/31/70)

A. ASSOCIATION WITH RATED OFFICER

My association with Mr. Williams has been as his immediate supervisor since July 1969. This is my second consecutive report on his performance.

B. PERFORMANCE SUMMARY

The fact that he was drafted into this job because of his unique qualifications and experience is already part of the record, as is also a description of his duties and responsibilities as Coordinator of the Vietnam Training Center (VTC). (Please see my previous report covering period 5/26-12/31/69). There is however an additional factor concerning the job which I believe is particularly pertinent to the evaluation of his performance this year. Specifically, the general situation within which VTC has had to operate has greatly added to the Coordinator's problems and difficulties. First, the general interest and support from the Washington bureaucracy for anything having to do with Vietnam has markedly deteriorated. The manifestations of this are (1) a significant fall off in civilian recruitment; (2) a shift to training of more military personnel; (3) difficulty in attracting and keeping staff; (4) constant threats of budget and staff curtailment. Secondly, there has been no home agency fully responsible for the support of the CORDS Operation in the field and to which the Institute and VTC can turn for support in Washington.

The factor ratings which I have checked in PART II should clearly show that I consider Mr. William's performance in his job as outstanding in all significant areas. He has handled a complex job under the difficult circumstances with skill and success.

Mr. William has demonstrated positive aggressive leadership in carrying out not only the training mission for CORDS but also in representing CORDS' interests in Washington. From conversations I had with high officials in Saigon in November 1970, I know that his efforts and support on behalf of CORDS in Washington have been very much appreciated.

Ogden Williams FR O1 (1/1/70-12/31/70)

continued (B. PERFORMANCE SUMMARY)

In my judgment, the program could have faltered and perhaps fallen apart during this past year but for Mr. Williams' decisive leadership and total commitment. In my judgment he is one of the few people who can carry the program through the difficult period of adjustment and retrenchment ahead. I have therefore requested that Mr. Williams' assignment as Coordinator of VTC be extended through FY 1972.

C. LIMITING FACTORS

I know of no factors of health, self-indulgence or suitability that would affect his performance in a senior program director job either in Washington or overseas.

D. LEADERSHIP AND EXECUTIVE CAPABILITIES

Obviously, I consider "executive leadership" as one of his principal abilities. He combines with this a high order of personal integrity and commitment. He thinks a problem through and carefully weighs alternatives. Nor does he hesitate to advocate his own position. Whether his position is accepted or not, I have found that he will energetically support and carry out the resulting policy decision.

He has organized his staff to function effectively as a team, judiciously delegating responsibility. The staff is also involved in establishing objectives and evaluating organization achievement.

Mr. Williams has shown sensitivity and a broad understanding of the military, political, social and economic aspects of U.S. involvement in Vietnam, and also of the domestic factors. He articulates his views very clearly and handles public discussion of these sensitive issues very well.

In summary he is the sort of person I would turn to in order to carry out an operational assignment vigorously and promptly and to whom others turn for leadership in times of crisis.

E. GROWTH

Mr. Williams is vigorous and active both physically and mentally. He is dynamic in his approach, open to change and self-motivated. I don't believe that any extended formal training is indicated.

Ogden Williams FR-01 (1/1/70-12/31/70)

continued (B. PERFORMANCE SUMMARY)

Mr. Williams is already at the FR-01 level. Even though he has served with AID for more than eight years, a peculiarity of circumstances has retained him in a "limited" appointment category. In my view, it would be most unfortunate if the Government were to lose a man of his demonstrated ability and leadership. I strongly urge that he be given regular status. I have no reservations in stating that in my opinion he is Mission Director material.

To further substantiate my report I am attaching a letter from Mr. Byron Engle, Director, Office of Public Safety, commenting on Mr. Williams' contributions as a member of an evaluation team sent to Thailand last year.

I am also attaching Mr. Williams' VTC Goals for Fiscal Year 1971. This is a good illustration of his approach to his work. He has already made excellent progress toward meeting these goals.

Finally, during my trip to Vietnam in November 1970, I questioned a significant number of junior, mid-career and senior officers who had received their training in VTC under Mr. Williams' direction. The response was overwhelmingly favorable from both civilian and military personnel.



Howard E. Sollenberger

ATTACHMENTS:

1. Copy of Letter from Byron Engle, 5/25/70
2. VTC Goals for Fiscal Year 1971