

12 July 1974

Dear Sey,

In keeping with your conversation with Miss Hazard, I am forwarding Glenn Cella's evaluation for preparation of a reviewing officer's statement for Joe Sisco's signature.

Many thanks for your assistance.

Warm regards,

E. R. ZUMWALT, JR.

The Honorable Seymour Weiss
Department of State, Room 7313
2201 C Street
Washington, D. C. 20520

P.S. All the best--let's stay in touch!

weiss, S.



U.S. DEPARTMENT STATE
OFFICER EVALUATION REPORT

FOREIGN SERVICE OFFICERS
FOREIGN SERVICE RESERVE OFFICERS UNLIMITED
FOREIGN SERVICE RESERVE OFFICERS
FOREIGN SERVICE STAFF OFFICERS

TYPE OF REF (check one)

- ☒ Probationary
☐ Regular
☐ Interim, Change of Duties
☐ Interim, Departure of Rated Officer
☐ Interim, Departure of Rating Officer

NAME OF OFFICER BEING RATED (surname first) CELLA, Glenn A.	CLASS 0-4	SOCIAL SECURITY NO.	FUNCTIONAL TITLE Political Advisor
POST OR ORGANIZATION PA/DOB/DP - CNO Pentagon		PERIOD COVERED 8/5/73 - 6/13/74	
DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES	

I. WORK REQUIREMENTS

A. POSITION DESCRIPTION — State briefly where the position fits in the staffing pattern and the number and type of personnel supervised by the officer.

The Political Advisor and Special Assistant is a member of the personal staff of the Chief of Naval Operations and reports directly to him. The position conforms to the traditional role of a Political Advisor as it has evolved since the early days of World War II when a career Foreign Service Officer was first assigned to the personal staff of General Eisenhower. The incumbent has under his supervision one secretarial/administrative assistant.

B. WORK REQUIREMENTS AND PRIORITIES — Indicate the specific work requirements agreed upon between the supervisor and rated officer for the rating period, noting the relative priority accorded to each requirement.

In rough order of priority, the principal work requirements of this position's incumbent are as follows:

I. To provide timely information and counsel on foreign policy issues bearing on the duties of the CNO as a member of the Joint Chiefs of Staff and senior officer of the U.S. Navy.

II. To help prepare for and participate in meetings between the CNO and foreign civilian and military leaders.

III. To provide similar support for foreign policy related meetings between the CNO and other senior U.S. Government officials.

IV. To review and comment on foreign policy related material prepared by others for the CNO.

V. To monitor relations between the Navy and the Department of State with a special view to initiating or recommending to the CNO actions designed to improve policy coordination and cooperation by clearly identifying areas of agreement and disagreement and by overcoming misunderstandings needlessly impeding the common effort.

VI. To participate in the operations of the CNO's Executive Panel, an organization established to facilitate consultations on matters of joint concern between the CNO and prominent members of the civilian and military scientific, academic, engineering and political communities.

Common to all of the above specific requirements of the position is the more general one that the incumbent keep abreast of major international developments worldwide and factors within the Washington politico-military environment influencing the U.S. approach to foreign policy issues that bear on the responsibilities of the CNO and the mission of the Navy.

RATING OFFICER (typed, surname first)

ZUMWALT, E.R., Jr., ADMIRAL, USN

REVIEWING OFFICER (typed, surname first)

C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

The tasks and responsibilities of the Navy are, by definition, global in nature. To fulfill the work requirements of the position, the incumbent must, therefore, have an exceptional capacity for accurately analyzing and determining, often on short notice, the policy implications of international developments the world over. The advantage of being able to advance his conclusions and recommendations directly to the man at the top inevitably makes the incumbent, in turn, the potential object of institutional jealousies and suspicions. This potential is all the more real in the case at hand where a relatively junior civilian official enjoys a place in the exclusive inner circle of a military organization. Thus, to function successfully, the incumbent must also be exceptionally adept at the fine art of effective human relations.

D. STATEMENT BY RATED OFFICER — Offer any desired comment on the work program.

The work requirements set forth in Section B are a reliable general guide to the duties and responsibilities of my present position.

SIGNATURES:

RATED OFFICER Mann R. Cullen DATE 1 June 1974RATING OFFICER _____ DATE 1 June 1974

REVIEWING OFFICER _____ DATE _____

I. EVALUATION OF PERFORMANCE

A. GENERAL APPRAISAL (check one)

- ☐ Performance met minimum standards required for the job.
- ☒ Performance was truly extraordinary in all respects.
- ☐ Performance slightly exceeded the job requirements.
- ☐ Performance was exceptional in meeting one or more of the requirements but uneven in other respects.
- ☐ Performance failed to meet requirements of the job.
- ☐ Performance greatly exceeded requirements in all respects.
- ☐ Performance was uniformly excellent.

B. DISCUSSION OF WORK PERFORMANCE (including justification of rating given above)

I am not given to reckless hyperbole. Moreover, I require the highest standards of performance from my personal staff. What follows is my measured judgment of an exceptional officer with whom I have been closely associated during the past year and upon whom I have placed strenuous demands.

The first day I met Mr. Cella, I told him that his most important responsibility was to harmonize my activist inclinations with the orderly conduct of American diplomacy and the advancement of U.S. foreign policy objectives. He has succeeded admirably, thanks to a blend of grit, intelligence and foresight that quickly earned for him my respect and confidence. I look upon him as my dependable right arm in areas directly related to my responsibility for providing timely advice and assistance to the Chairman of the Joint Chiefs of Staff and the Secretary of Defense. Experience has repeatedly justified my trust in Mr. Cella's judgment. His counsel has materially enhanced my ability to bring my energies to bear most constructively on a wide spectrum of foreign policy and national security issues.

Mr. Cella's contribution has ranged from providing detailed assessments of long-term policy matters to producing imaginative ideas for treating more immediate problems. His nearly 200 memoranda have included in-depth appraisals on subjects as far afield as the energy crisis and the future of Micronesia. I have found his insights uniformly keen whether he was drawing upon past experience to address the Arab-Israeli dispute or breaking new ground with action proposals for improving inter-American naval cooperation. His thoughts have regularly shaped Navy positions and gone forward over my name as national policy recommendations to the Chairman and the Secretary of Defense. Operating skillfully in the background, Mr. Cella has been a driving force behind undertakings as diverse as the retention of MIDEASTFOR on Bahrain and our military presence in Iceland, preparations for the Spanish Base negotiations, strengthening the role of the Navy in NATO affairs and developing diplomatic support for USN operations in the Indian Ocean.

Mr. Cella has been at my side in scores of meetings involving senior foreign and American officials. During a single week in October, he participated in bilateral talks with naval leaders from 30 nations gathered for the Third International Seapower Symposium. He has also supported my successor-designate, Admiral Holloway, at conferences of NATO and Latin American naval commanders. I have never been caught short in any meeting for which Mr. Cella has helped me prepare. His efforts have invariably ensured that my time was used to maximum advantage.

C. SPECIAL SKILLS (for further discussion where related to the officer's work)

1. Effectiveness of Communication (written and oral expression, public speaking, etc.)

Implicit in the foregoing are Mr. Cella's superior powers of both oral and written expression. Given my fast pace, much of his effectiveness derives from an ability to identify and succinctly articulate the salient features of complex issues. His recommendations are a model of pertinence. When circumstances so indicate, Mr. Cella is equally capable of burnishing his presentations with an agreeable mix of wit and grace. Papers he prepares for my signature come to me in final and I do not change them. He is an equally accomplished listener. Although he assures me it is simply part of an FSO's job, I consider his ability to reconstruct lengthy and involved conversations from memory truly remarkable.

2. Effectiveness in Personal Relations (with both Americans and foreigners)

Mr. Cella occupies a position of extreme sensitivity often involving him, either in my company or acting alone as my representative, with senior officials of this and other governments. He is a member of the small team accompanying me when I travel overseas and regularly attends high level representational functions here and abroad. Based on close and frequent personal observation, he handles himself well and rapidly establishes rapport with Americans and foreigners alike. He has great warmth and good humor, but can be blunt to get the job done. He wins respect and cooperation from seniors and subordinates without sycophancy or condescension. His calm, self-assured manner instills confidence and loyalty. As one who places a premium on effective personal relations, I award Mr. Cella high marks.

3. Managerial Ability (including comment on the officer's effectiveness in organizing and planning his or her own work, in supervising and training others, and overall leadership in policy direction or executive management)

Mr. Cella typifies the kind of person I have in mind when, as I have repeatedly done as CNO, I preach the need to identify and utilize genuine executive ability as the key to any organization's success. He anticipates what must be done. My guidance usually consists of a statement of the goal. I can count on him to set the right priorities and meet deadlines. He keeps his eye on broad policy considerations. His approach to problems is thorough and inventive; Mr. Cella thrives on challenges. As an example that will sound minor only to the uninitiated, after others told me it couldn't be done, Mr. Cella masterminded the reinstatement of a PL 480 program for the strategically located Seychelles. His performance reveals a sophisticated understanding of how bureaucracies work and, more importantly, how to make them work to achieve policy objectives.

4. Effectiveness and Candor as a Rating Officer

Under this section, my frank entry is "not observed." My hunch is that Mr. Cella would be inclined to err on the side of leniency, but would not whitewash substandard performance. Conversely, he would bear proper witness to the talents and dedication of others. He most definitely is not a nit-picker. He is a shrewd judge of people, which is another of his great assets to me.

U.S. DEPARTMENT OF STATE
OFFICER EVALUATION REPORT

(continuation sheet)

NAME OF OFFICER BEING RATED

RATING OFFICER

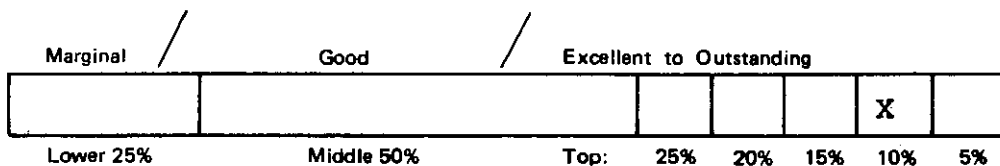
REVIEWING OFFICER

GLENN R. CELLA

E.R. ZUMWALT, Jr.
ADMIRAL, U.S. NAVY

III. EVALUATION OF POTENTIAL

A. RANK IN CLASS



B. OFFICER'S QUALITIES — Check five (5) items most characteristic and three (3) least characteristic of the officer being rated.

Most Least

- | | | |
|----------------------------------|----------------------------------|---|
| ☐ | ☐ | ABILITY TO ANTICIPATE (<i>Thinks and plans ahead; adept at assessing developments and projecting responses to U.S. policies, programs, or actions</i>) |
| ☐ | ☐ | ADAPTABILITY (<i>Adjusts rapidly to new or changing situations</i>) |
| ☐ | ☐ | AMBITION (<i>Seeks and welcomes added and more important responsibilities</i>) |
| ☐ | ☐ | COOLNESS (<i>Reacts calmly in crises or hectic situations</i>) |
| ☐ | ☐ | COOPERATION (<i>Works in harmony with others as a team member</i>) |
| ☐ | ☐ | COURAGE (<i>Intellectually honest, willing to stand up and be counted even when views are contrary to those of his or her supervisors</i>) |
| ☐ | ☐ | CREATIVITY (<i>Displays imagination in all aspects of his or her work</i>) |
| ☒ | ☐ | DECISIVENESS (<i>Reaches conclusions quickly; acts expeditiously but not rashly</i>) |
| ☒ | ☐ | DEPENDABILITY (<i>Consistently accomplishes desired actions with a minimum of supervision</i>) |
| ☐ | ☒ | EMPATHY (<i>Has appreciation for the needs and viewpoints of others</i>) |
| ☐ | ☐ | ENTHUSIASM (<i>Motivates others by keen interest and personal participation</i>) |
| ☐ | ☒ | FAIRNESS (<i>Treats people equally; does not play favorites</i>) |
| ☐ | ☐ | FORCEFULNESS (<i>Knows what he or she wants to accomplish and vigorously sets out to achieve objectives</i>) |
| ☐ | ☐ | INITIATIVE (<i>Takes necessary and appropriate action on own</i>) |
| ☒ | ☐ | JUDGMENT (<i>Displays good sense; makes sound, workable decisions</i>) |
| ☐ | ☐ | LEADERSHIP (<i>Commands confidence and respect of others; able to elicit their cooperation</i>) |
| ☐ | ☐ | PERCEPTIVENESS (<i>Discerns quickly the key issues in any problem or situation</i>) |
| ☐ | ☐ | PERSEVERANCE (<i>Persists in the face of obstacles, delays, and inconveniences</i>) |
| ☐ | ☐ | PERSPECTIVE (<i>Able to distinguish the forest from the trees; displays excellent sense of priorities in his or her work</i>) |
| ☒ | ☐ | POLICY ORIENTATION (<i>Has excellent appreciation of U.S. policy objectives; sees his or her work and that of the post or office within this broad context</i>) |
| ☐ | ☐ | PRODUCTIVITY (<i>Contributes exceptional share to output of the post or office</i>) |
| ☒ | ☐ | RESOURCEFULNESS (<i>Adept at finding ways of accomplishing what needs to be done</i>) |
| ☐ | ☒ | SELFLESSNESS (<i>Subordinates personal welfare to that of the organization</i>) |
| ☐ | ☐ | SOCIABILITY (<i>Participates freely and easily in different social environments</i>) |
| ☐ | ☐ | SYSTEMATIC WORK HABITS (<i>Organizes his or her thoughts, work, and time well</i>) |
| ☐ | ☐ | TACT (<i>Says or does what is appropriate without giving unnecessary offense</i>) |
| ☐ | ☐ | THOROUGHNESS (<i>Work and actions characterized by accuracy and attention to detail</i>) |
| ☐ | ☐ | VERSATILITY (<i>Learns quickly; performs a wide range of jobs well</i>) |

C. DISCUSSION OF POTENTIAL (including justification of choices made in Sections A, B, and D)

At various stages in my career, I have been privileged to work in tandem with and come to know well personally many superb Foreign Service professionals, including the last three Under Secretaries for Political Affairs and a host of others who have risen to senior positions. I perceive in Mr. Cella the same traits that have spelled success for numerous of my Foreign Service friends and colleagues. Nevertheless, as a Navyman, I suppose I am not qualified to rank Mr. Cella among his peers. What I can confidently say is that if anywhere near 10% of the officers in his class possess a like measure of talent, integrity and fortitude, then the Foreign Service is extraordinarily fortunate.

The obligation to check the qualities most and least characteristic of Mr. Cella is one that I fulfill with reluctance. In the "least" category, I have opted for those least relevant to his position; e.g., he need be no more selfless than it takes to get the job done, which he always does. Although he is by no means divine in the Biblical sense, the point is that Mr. Cella's work has one way or another tested all the foregoing virtues; I have never found him noticeably wanting in any of them.

I have identified as Mr. Cella's strongest suits those characteristics most crucial to his current responsibilities. By now, it should be apparent that Mr. Cella is decisive, dependable and resourceful in the extreme, and has a profound grasp of policy imperatives. As for his judgment, to what would be the horror of many in the Navy were they aware of it, I gave Mr. Cella at the start liberty to employ, without prior referral, the authority of my office in whatever manner he saw fit to advance the national interest. The creative use he has made of this exceptional privilege has confirmed my own stroke of good judgment in granting it to him.

D. FUTURE ASSIGNMENTS AND TRAINING - Check one to describe the officer's potential over the next three to five years.

- ☐ Officer lacks the potential to assume greater responsibility.
- ☐ It is too soon to judge when the officer may be ready to assume a higher level of responsibility.
- ☐ Officer may have the potential to assume greater responsibility after additional experience or training.
- ☐ Officer has the potential to assume greater responsibility with additional training.
- ☐ Officer has the potential to take on additional responsibility in his or her next assignment.
- ☐ Officer is entirely capable of assuming greater responsibility as soon as the opportunity occurs.
- ☐ Officer should be considered for advancement to positions of substantially greater responsibility.
- ☒ Officer is a prime candidate for rapid advancement to reflect the competence already established and demonstrated growth capacity.
- ☐ Officer should be considered for rapid advancement to positions of much greater responsibility, with the expectation that he or she is destined for the highest levels of service.

What specific position do you recommend for this officer as his or her next assignment?

What position(s) do you believe he or she will be qualified to fill in five years?

Mr. Cella came recommended to me as one of State's "best and brightest." The man who uttered those words knew what he was talking about. Again, I suppose I am not qualified to say precisely where Mr. Cella should go from here. I do know he should have substantial executive responsibility now. Were he in the active Navy, he would already be one of our younger Captains and a prime candidate for the earliest possible advancement to Flag rank -- with enough senior naval officers of Mr. Cella's caliber, the job of CNO would be even more fun than it is and one hell of a lot easier.

DATE 28 June 1974

SIGNATURE OF RATING OFFICER
(with typed name, rank, and title)

E.R. ZUMWALT, Jr.
Admiral, U.S. Navy
Chief of Naval Operations

V. REVIEWING OFFICER'S STATEMENT

Comment on (A) relationship between the rated and rating officer and the extent to which the rated officer's performance was directly observed and (B) on the fairness and completeness of the basic evaluation; include (C) further observations on the rated officer's performance, and (D) further observations on his or her potential.

DATE _____

SIGNATURE OF REVIEWING OFFICER _____
(with typed name, rank, and title)

V. REVIEW PANEL'S STATEMENT

Indicate whether applicable rating criteria have been followed and uniform standards applied. *(Reports clearly violating applicable instructions must be returned.)* Provide further observations as appropriate.

DATE OF APPROVAL _____ SIGNATURE OF PANEL CHAIRMAN _____
(with typed name, rank, and title)

VI. RATED OFFICER'S COMMENTS

During the period under review the rating officer discussed the work requirements and my performance with me as follows:

Other comments:

I acknowledge receipt of a copy of this report.

DATE _____ SIGNATURE OF RATED OFFICER _____
(with typed name and rank)

CONFIDENTIAL - EYES ONLY



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
CNO EXECUTIVE PANEL
WASHINGTON, D. C. 20350

IN REPLY REFER TO
OP-00K/bjf
Ser C148
29 JUNE 1974

CONFIDENTIAL - EYES ONLY

MEMORANDUM FOR ADMIRAL ZUMWALT

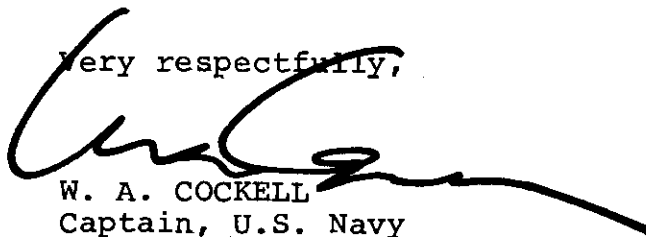
Subj: Glenn's Fitness Report

1. Glenn Cella's fitness report is attached for your concurrence and signature (pages 2 and 6; all 4 copies). Glenn assures me that the style and language conform to State practice. He adds that, given your reputation for meticulous accuracy, you may want to give the document a close reading before putting your name to it just in case a John Finney ever calls upon you to defend its contents.

2. As Glenn may have mentioned to you, Joe Sisco offered to do the reviewing statement. Glenn did not take Sisco up on the offer on the spot since Sey Weiss was already in line to do the job. I think, and Glenn agrees, that the Sisco name would carry more clout. Therefore, I recommend you have the report sent to Sisco for his review. A covering letter is at TAB B; once I have it back from you, I shall get the package to Sisco by hand.

* (3. If you go with the above recommendation, I further suggest that, to avoid any possible complications in Glenn's relationship with him, you give Sey a call beforehand to inform him of your decision to have Sisco review the performance evaluation. You can tell Sey there is a precedent; Alex Johnson reviewed the report on Don Gelber's first year with you. Sey should understand the bureaucratic advantage to Glenn of having Sisco's name on the bottom line. *on call list B*

Very respectfully,


W. A. COCKELL
Captain, U.S. Navy

* Alternatively, I wish to see if Sey next week and would be happy to tell him if you desire.

CONFIDENTIAL EYES ONLY
CONFIDENTIAL - EYES ONLY