

<input type="checkbox"/> Department of State <input type="checkbox"/> U. S. Information Agency <b>PERFORMANCE RATING REPORT</b> FOREIGN SERVICE OFFICERS, RESERVE OFFICERS, AND STAFF OFFICERS FSS-1 - 6 CIVIL SERVICE OFFICERS GS-9 AND ABOVE	<b>CHECK ONE BOX</b> <input type="checkbox"/> Regular Report Interim Report: <input type="checkbox"/> Departure of Rated Officer <input type="checkbox"/> Departure of Rating Officer <input type="checkbox"/> Change of Duty
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NAME OF OFFICER BEING RATED (Last, First, Middle) <i>TULL JAMES L.</i>	EMPLOYEE NUMBER <i>60425</i>	OFFICER'S CLASS OR GRADE <i>FSS-6</i>
POST OR (for Washington) ORGANIZATIONAL SYMBOL <i>ISA/LA</i>	OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE <i>Special Assistant</i>	
DATE OF ARRIVAL AT POST <i>8-13-67</i>	PERIOD COVERED BY REPORT <i>8-13-67 - 6-15-68</i>	DATE REPORT SUBMITTED TO AGENCY

RATING OFFICER	REVIEWING OFFICER
SIGNATURE <i>Robert M. Layre</i>	SIGNATURE <i>Covey T. Oliver</i>
TYPED NAME: <i>Robert M. Layre</i>	TYPED NAME: <i>Covey T. Oliver</i>
TYPED CLASS, TITLE <i>GS-1 Supply Assistant Secretary</i>	TYPED CLASS, TITLE <i>Assistant Secretary</i>

I have read and received a copy of this report.	DATE	SIGNATURE OF RATED OFFICER
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**GENERAL INSTRUCTIONS**

Prepare in TRIPLICATE: Original for Washington Office of Personnel, a copy for post or administrative file, and a copy for the rated officer. The Development Appraisal Report (Form FS-315A) is to be prepared at the same time, but in DUPLICATE only.

**PART I - POSITION DESCRIPTION AND PERFORMANCE REQUIREMENTS**

Classification Title of Position	Category (FSO, FSS, GS, etc.)	Occupational Series	Class or Grade	Position Number
<i>Special Assistant</i>	<i>FSS</i>	<i>230</i>	<i>4</i>	<i>6-2317</i>

WHAT is done by the officer: List in descending order of importance, the major duties of the position. (Amount of time spent is not necessarily an indication of their relative importance.) If the duties of the position are described by a Standard Description of Duties (SDD) the SDD number may be cited below. Additional significant duties not covered by the SDD should be listed below.

SDD NO. *GS-130-12*

**PART II - PERFORMANCE FACTORS**

Evaluate the officer's performance with respect to the factors listed below. Place a (✓) in the box above the descriptive statement which most nearly applies, with a (+) or a (-) symbol to reflect any refinements you believe to be significant. Most of the 26 factors apply to most positions, and all of the first 17 factors are significant performance elements in almost every position. If, however, any of the 26 performance factors is not applicable to the position, the rating officer can so signify by marking "N. A." in the space below its number. If the factor is applicable but insufficiently observed, mark it "I. O."

1. Knowledge of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lacks the kind 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	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Useful output or volume of work is generally inadequate.	Somewhat slow or erratic in production of useful work.	Volume of useful output wholly adequate.	Consistently produces superior volume of useful work.	His work output is phenomenal.	
3. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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.	Excels in thoroughness and accuracy. Makes minimum of errors of commission or omission.	Invariably turns out work outstanding in accuracy and completeness.	

4. Initiative	<input type="checkbox"/> Does not take independent action.	<input type="checkbox"/> Sometimes overlooks need for action or seeks guidance or approval unnecessarily before acting.	<input type="checkbox"/> Acts on his own in usual activities; quite adequate.	<input checked="" type="checkbox"/> Sees opportunities and acts promptly and independently in new or unforeseen situations.	<input type="checkbox"/> Invariably sees opportunities and acts promptly and independently even in the most difficult or important situations.
5. Resourcefulness	<input type="checkbox"/> Goes strictly "by the book". Does not produce original ideas or adaptations.	<input type="checkbox"/> Prefers conventional solutions to problems but occasionally displays originality.	<input type="checkbox"/> His work reflects the imagination and originality required.	<input checked="" type="checkbox"/> Highly adept in finding original solutions to unforeseen problems.	<input type="checkbox"/> Develops and applies original solutions to his most difficult problems with exceptional success.
6. Dependability	<input type="checkbox"/> Fails to follow instructions, or to observe commitments, or to complete work on time.	<input type="checkbox"/> Needs undue amount of supervision to comply with instructions, and to meet deadlines and commitments.	<input type="checkbox"/> Conscientious and steady worker. Complies with commitments, meets deadlines, and produces useful work with normal supervision.	<input type="checkbox"/> Conscientious and reliable worker. Completes each task, meets deadlines and commitments with a minimum of supervision.	<input checked="" type="checkbox"/> Regardless of own inconvenience, invariably meets the most difficult commitments and deadlines. Certain to follow through even in absence of instructions.
7. Decisiveness	<input type="checkbox"/> Cannot make up his mind, or vacillates.	<input type="checkbox"/> Slow at making decisions unless pushed, or jumps too hastily to conclusions.	<input type="checkbox"/> Makes sound decisions with reasonable promptness.	<input checked="" type="checkbox"/> Makes sound decisions in a very timely and confident fashion.	<input type="checkbox"/> Officer's decisiveness, even under acute pressure, is outstanding in speed and success.
8. Analytical Ability	<input type="checkbox"/> Generally misjudges or fails to realize causes or significance of problems, facts or events.	<input type="checkbox"/> Tends to accept statements or events with little critical thought or frequently fails to interpret or interrelate facts adequately.	<input type="checkbox"/> Generally identifies the facts or underlying events, ideas, or problems and interprets them with reasonable accuracy.	<input checked="" type="checkbox"/> Thoughtfully and successfully examines the essential elements of problem situations and reaches valid conclusions.	<input type="checkbox"/> Exceptionally effective in reaching the heart of a difficult problem, evaluating its elements and their interrelationships and true significance.
9. Ability to Anticipate	<input type="checkbox"/> Short-sighted. Tries to solve today's problem without regard to other problems or tomorrow's needs.	<input type="checkbox"/> Sometimes compartmentalizes problems, does not perceive relationships to other events and later eventualities. Occasionally caught off base.	<input type="checkbox"/> Foresighted. Usually chooses course of action that has broad and lasting utility.	<input checked="" type="checkbox"/> Nearly always shapes actions to future developments as well as to present problem. Visualizes indirect as well as direct consequences of an action.	<input type="checkbox"/> Exceptionally sensitive to ultimate consequences of action. Invariably examines particular item as a part of the total stream of events. Whole decision-making process is integrated.
10. Judgment	<input type="checkbox"/> Unreliable judgment. Overlooks pertinent considerations or has little sense of proportion.	<input type="checkbox"/> Judgment adequate if clear-cut precedents exist; lacks practicality, wisdom, or sensitivity in new situations.	<input type="checkbox"/> Exercises good judgment in normal activities. Carefully considers facts and possible courses of action.	<input checked="" type="checkbox"/> Nearly always displays good judgment in meeting both normal and unusual situations.	<input type="checkbox"/> Displays excellent judgment, timing, and insight, even in the most difficult and sensitive situations. Judgment unimpaired by work pressures.
11. Perspective	<input type="checkbox"/> Has a poor understanding of the goals of his job.	<input type="checkbox"/> Fair understanding of the principal objectives of his job, but poorly oriented in some respects.	<input type="checkbox"/> Good knowledge of objectives and of his part in achieving them.	<input checked="" type="checkbox"/> Well-informed, very good insights, knows what he is doing and why.	<input type="checkbox"/> Remarkable grasp of relationship of his job to total picture and of currents which might affect this relationship.
12. Attitude Toward Job	<input type="checkbox"/> Indifferent attitude. Shows little interest in his work.	<input type="checkbox"/> Makes an effort but has little real enthusiasm for the job.	<input type="checkbox"/> Has an interest in the work and helps out on other tasks when asked.	<input checked="" type="checkbox"/> Displays keen interest in job. Works extra hours on own initiative. Offers to assist in other duties.	<input type="checkbox"/> Exceptionally high degree of interest, willingness, and dedication. His job invariably comes first.
13. Acceptance of Responsibility	<input type="checkbox"/> Generally seeks to avoid responsibility for past or future actions.	<input type="checkbox"/> Sometimes reluctant to acknowledge or accept responsibility, and then only within well-defined limits.	<input type="checkbox"/> Generally acknowledges or accepts responsibility willingly.	<input type="checkbox"/> Displays well above-average sense of responsibility for past or future actions, including those of his subordinates, if any.	<input checked="" type="checkbox"/> Invariably regards himself as fully accountable for his actions and those of subordinates, if any. Does not hesitate to act in interests of organization.



<p>14. Written Communication</p>	<p>[ ] Does not get ideas across clearly on paper.</p>	<p>[ ] Can do simple drafting. Writing often lacks clarity, brevity, or effectiveness. Composition usually requires extensive editorial revision.</p>	<p>[ ] Writing is understandable, to the point, and acceptably organized. Composition requires little editing.</p>	<p>[ ] ✓ Writes clearly and effectively. Composition and style are admirably suited to the objective. Product rarely requires editing.</p>	<p>[ ] Composition has all qualities of excellence: clarity, precision, conciseness, good organization, persuasiveness and style.</p>
<p>15. Oral Communication</p>	<p>[ ] Has great difficulty in conveying ideas orally.</p>	<p>[ ] Effectiveness of oral communication sometimes lessened by defect such as wordiness, imprecision, poor grammar, or rambling.</p>	<p>[ ] Gets ideas across clearly in oral communication.</p>	<p>[ ] ✓ Speaks well. Convincing and to the point. Effective in debate.</p>	<p>[ ] Outstandingly articulate in choice of words, clarity, conciseness, and persuasiveness. Holds listeners' interest even under adverse conditions.</p>
<p>16. Adaptability</p>	<p>[ ] Resists change or new approaches; or is upset by new or different environmental situations.</p>	<p>[ ] Adjustment to change or new approaches in work somewhat hampered by old habits or fixed ideas; or adjusts with difficulty to new environment.</p>	<p>[ ] Accepts change, new ideas in work and works well with them. Adjusts to new environment reasonably soon.</p>	<p>[ ] ✓ Receptive to new approaches and ideas in work. Applies them readily and effectively. Quickly adapts to new or different environment.</p>	<p>[ ] Immediately grasps new approaches, ideas. Exceptionally able to blend old and new, and adapt own interests and enthusiasms. Takes difficult environmental situations in stride.</p>
<p>17. Relations with Americans</p>	<p>[ ] Officer's relations at work or socially are generally marked by friction.</p>	<p>[ ] Sometimes irritates others, or is quick to take offense, or goes along grudgingly, or shows limited sense of community responsibility, at the office or at home.</p>	<p>[ ] Maintains good relations at work and socially. Is generally well liked and respected. Cooperates in community affairs.</p>	<p>[ ] ✓ Effective in personal relations at all levels. Stimulates rapport. Tolerant, highly respected, and well liked. Active in community to extent job permits.</p>	<p>[ ] Exceptionally effective in personal relations at all levels. Has deep understanding of human nature. Highly respected and sought after. A leader in community affairs.</p>
<p>18. Relations with Non-Americans</p>	<p>[ ] Insensitive to and lacks understanding of local people and customs. Creates problems.</p>	<p>[ ] Sometimes offends, or misunderstands, or is unduly sensitive; or may ignore rapport in "getting job done."</p>	<p>[ ] Maintains good relations at work and socially with local citizens.</p>	<p>[ ] ✓ Very successful in creating good relations at work and socially. Very well liked. Effective in contacts and develops rapport.</p>	<p>[ ] Exceptionally successful in developing good personal relations. He is sincerely respected, sought after, and responsive.</p>
<p>19. Language Improvement N.A.</p>	<p>[ ] Makes no or virtually no effort to learn the local language even when the demands of his job leave time for study.</p>	<p>[ ] Makes a little effort to learn the local language, but only when not at personal inconvenience.</p>	<p>[ ] Makes a satisfactory effort to improve knowledge of the local language insofar as job demands on his time permit.</p>	<p>[ ] Makes a determined effort to improve his grasp of the local language.</p>	<p>[ ] Neglects no opportunity to master the local language, giving it all the attention his other duties permit, even at some personal inconvenience.</p>
<p>20. Official Representation N.A.</p>	<p>[ ] Makes a poor impression as a representative of the United States.</p>	<p>[ ] Does not make the contacts he should or sometimes is rather ineffective in contacts.</p>	<p>[ ] Does his part in mixing with the local people and represents the organization effectively at social and unofficial functions.</p>	<p>[ ] Has wide range of useful contacts and is effective at using them and at promoting the interests of the U.S. in host country.</p>	<p>[ ] Makes excellent use, for the U.S., of extraordinary range of local contacts. Performs effectively at any social or official function.</p>
<p>21. Negotiating Ability N.A.</p>	<p>[ ] Not effective as a negotiator. Lacks force or the ability to think clearly in negotiations.</p>	<p>[ ] Generally successful in negotiating matters of only minor importance or complexity. Must be given detailed instructions.</p>	<p>[ ] Good negotiator. Displays good judgment, patience, and tact in applying instructions.</p>	<p>[ ] Performance superior in sensitive or difficult negotiations. Forceful. A clear thinker and well prepared. Obtains good results.</p>	<p>[ ] Excellent negotiator who holds up under pressure. Rarely if ever caught off guard. Knows subject thoroughly. Obtains desired results.</p>
<p>22. Effectiveness as a Supervisor</p>	<p>[ ] Unsuccessful as a supervisor.</p>	<p>[ ] Supervises repetitive operations fairly well. Is somewhat weak in meeting new demands, goals, or deadlines, or in staff relations.</p>	<p>[ ] Plans and assigns work in an orderly manner and sees that objectives are achieved. Maintains good morale. Carries out instructions conscientiously.</p>	<p>[ ] ✓ Performance reflects superior skill in most aspects of supervision. Strong both in staff relations and production.</p>	<p>[ ] Plans and organizes work to meet all contingencies. Takes positive steps to develop staff capabilities. Subordinates give maximum performance and excel in morale.</p>



<p>23. Effectiveness as an Executive</p>	<input type="checkbox"/> Ineffective as an executive.	<input type="checkbox"/> 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.	<input type="checkbox"/> Organizes and plans work effectively and produces good results through exercise of executive skills.	<input checked="" type="checkbox"/> Achieves superior results through exercise of planning, organization, leadership and related executive skills.	<input type="checkbox"/> Superb planner, organizer and leader. Accomplishment as executive is outstanding.
<p>24. Effectiveness as a Rating Officer</p> <p>N.O.</p>	<input type="checkbox"/> 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.	<input type="checkbox"/> Evaluations sometimes are not candid, objective, thorough, perceptive, or do not demonstrate comprehension of service standards, or are not timely.	<input type="checkbox"/> Reports are reasonably objective, candid, thorough, and perceptive. Gets reports in on time.	<input type="checkbox"/> Evaluations are ample, unbiased, and perceptive, showing insight into the performance, character and ability of subordinates.	<input type="checkbox"/> Evaluations are comprehensive, objective, and candid, clearly depicting the true value of the rated officers.
<p>25. Technical Advice</p> <p>N.A.</p>	<input type="checkbox"/> Seriously deficient as a technician or advisor.	<input type="checkbox"/> Fairly competent in his specialized field, but specific local advise or advisory technique is marginal.	<input type="checkbox"/> Fully qualified in his specialized field and provides sound and timely advise in an acceptable manner.	<input type="checkbox"/> Superior advisor in his technical field. Understands ramifications of problems and the implications of his advise.	<input type="checkbox"/> Outstandingly competent advisor. His analysis of conditions is penetrating. Understands the implications of his advise. Inspires action.

PART III - NARRATIVE COMMENTS ON PERFORMANCE

On attached sheets, signed and dated, discuss the topics listed below. Reference to race, color, creed, or national origin must not be included in this report. Medical problems which could affect the officer's performance should be mentioned, but not be discussed in any detail. 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 REQUIREMENTS. State briefly the requirements or performance factors which are of primary importance in measuring the officer's effectiveness in this job. This could include standards of quality, technique, or style, and such special circumstances as shortage of help, lack of direct supervision, or sudden emergency demands, or other operational difficulties.
- C. PERFORMANCE SUMMARY. Describe the depth and breadth of the officer's weaknesses in relation to the performance requirements described in Section B above, and discuss those factors in Part II above which were particularly significant, or which were rated high or low. Give concrete examples whenever possible.
- D. ALLOWANCE FOR POSITION CLASS. (Foreign Service Only.) If the officer's personal rank differs by more than one class from the class of the position, explain as clearly as possible the allowance you have made in this report for such difference.

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 attaches it to this report.

- A. The reviewing officer is required to indicate the extent of his observation of the rated officer's work, the extent to which he concurs in the rating officer's report and to explain any differences. He should comment on 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 a sufficient basis and observation for doing so.

PART V - REVIEW PANEL

WAS REVIEW PANEL USED?

- No
  Yes. No comments.
  Yes. Panel's comments attached.

DATE SIGNED BY PANEL CHAIRMAN

SIGNATURE OF PANEL CHAIRMAN

TYPED OR PRINTED NAME, TITLE AND CLASS OF PANEL CHAIRMAN

PART VI - OVER-ALL RATING - CIVIL SERVICE EMPLOYEE

The appraisal under Part II and Part III-C constitute a general rating of "Satisfactory" under the Performance Rating Act of 1950 unless otherwise indicated below. (An additional statement of justification is required if the rating "Outstanding" or "Unsatisfactory" is given. See 3 FAM 573.6.)

- Unsatisfactory
  Outstanding



Part III - Narrative Comments on Performance

## A. ASSOCIATION WITH RATED OFFICER

I first met Mr. Tull in August 1967. I am in hourly contact with him and thoroughly familiar with all of his work. Our association has been almost entirely professional in connection with his assignment as Special Assistant.

## B. POSITION REQUIREMENTS

Mr. Tull is the "office manager" for the Assistant Secretary and me. He has direct supervision of two staff assistants and a secretary and general oversight over four other secretaries. He is responsible for assuring that the Assistant Secretary is prepared for meetings which he chairs himself, or those which he attends.

He is required to do a substantial amount of drafting. Probably half of this is redrafting of memoranda intended for the Secretary or President that is unnecessarily wordy or unclear. The remainder is original drafting on anything from routine correspondence to a speech or policy statement.

He should maintain harmonious relations with the Assistant Secretary's colleagues and be able to anticipate and handle requirements from the Secretary or Under Secretaries.

## C. PERFORMANCE SUMMARY

Mr. Tull has an exceptional command of his job and does a superior job on all aspects of it. The Special Assistant to an Assistant Secretary leads a hectic life at best. He puts in long hours, gives up a substantial number of his weekends, and travels when and where necessary. The demands on Mr. Tull exceed the norm because the Assistant Secretary is also U.S. Coordinator for the Alliance for Progress. The combined operation involves some 500 employees in Washington. There are some two dozen deputies and office and country directors reporting directly to the Assistant Secretary. It takes an unusual individual to deal with all the personalities involved, manage the paper flow, and maintain an harmonious and smooth functioning organization.

Mr. Tull has done so with exceptional skill.

Mr. Tull quickly learned the total operation as well as the policies and objectives we are pursuing. Thus, he was able to act quickly and effectively on operational problems. He has also prepared drafts for the Assistant Secretary that are well written, both as to content and clarity, and seldom require editing.

He directs the staff with skill. He can keep a half dozen operations moving at the same time, seemingly without difficulty. Although he is a strict and demanding supervisor, he nevertheless maintains a harmonious relationship throughout the office.

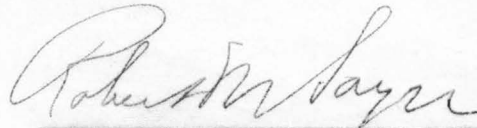
He is also an excellent sounding board on policy and program ideas and on personnel assignments. He has a mind of his own and does not hesitate to say why a proposal is bad, or how it could be modified to make it workable.

#### D. ALLOWANCE FOR CLASS

Over the past four years this position has been occupied by officers of Class 2, 3 and 4. The class of the officer has not been a determining factor. Rather, we have sought a first-rate officer that could work in harmony with the Assistant Secretary and me, could handle the volume of work involved and also supervise the staff. Mr. Tull has met all of these requirements in full measure.

August 13, 1968

Date



Robert M. Sayre



James L. Tull  
FSO-4

PERFORMANCE RATING REPORT

PART IV - REVIEWING OFFICER'S STATEMENT

A. The reviewing officer sees almost as much of the rated officer as he does of the rating officer. We are all in the "front office" of ARA/LA together. I concur in Mr. Sayre's ratings. I think the rated officer received adequate supervision and guidance. The ratings seem to me to be normal, neither too strict nor lenient.

B. Mr. Tull has a lively and able interest in the substance of the operations matters that cross his desk. I think this is a sign of superior quality, and it is a mark of excellent adjustment to the position that he does not confuse his two functions. Mr. Tull has been very helpful to me in giving me the flavor and outlook of the younger officers. This is an important part of my own work and I am grateful to him for the insights he has given me.

Covey T. Oliver  
Assistant Secretary for  
Inter-American Affairs

August 15, 1968

Department of State  U.S. Information Agency  
**DEVELOPMENT APPRAISAL REPORT**  
 FOREIGN SERVICE OFFICERS, RESERVE OFFICERS,  
 AND STAFF OFFICERS FSS-1 - 6  
 CIVIL SERVICE OFFICERS GS-9 AND ABOVE

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) <b>TULL JAMES L.</b>		EMPLOYEE NUMBER <b>604825</b>	OFFICER'S CLASS OR GRADE <b>FSO-4</b>
POST OR (for Washington) ORGANIZATIONAL SYMBOL <b>ARA/LA</b>		OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE <b>Special Assistant</b>	
DATE OF ARRIVAL AT POST <b>8-13-67</b>	PERIOD COVERED BY Performance Rating REPORT (attached) <b>8-13-67 - 6-15-68</b>		DATE REPORT SUBMITTED TO AGENCY
RATING OFFICER		REVIEWING OFFICER	
SIGNATURE <i>Robert M. Sayre</i>		SIGNATURE <i>Covey T. Oliver</i>	
TYPED NAME: <b>Robert M. Sayre</b>		TYPED NAME: <b>Covey T. Oliver</b>	
TYPED CLASS, TITLE <b>O-1 Deputy Assistant Secretary</b>		TYPED CLASS, TITLE <b>Assistant Secretary</b>	

**PURPOSE.** The Development Appraisal Report is a written evaluation of the officer's capacity for growth, his leadership qualities, his ability to assume higher level responsibilities, and of any factors such as family, health, or suitability which might limit or enhance his advancement. It is not an evaluation of the officer's performance in any particular job during a particular rating period, although the appraisal must necessarily be based in part on an observation of the officer's performance and must bear a close relationship to the evaluation of that performance.

**APPLICABILITY, SCHEDULE, AND PARTICIPATION.** This report is to be prepared IN DUPLICATE whenever a Performance Rating Report (FS-315) is prepared. It shall be written and reviewed by the same rating and reviewing officers who prepared the Performance Rating Report, and will be attached to and submitted with it.

**INSTRUCTIONS ON PREPARATION.** The appraisal of a man's potential is one of your most difficult and important tasks as a supervisor. It demands impartiality, intellectual honesty, and precision of expression. It must take into account the projected need of the organization, and must evaluate an individual in relation to these future needs.

Prepare the report on plain sheets of paper stapled to this form; follow the underlined subject headings listed below. Appraise the officer's potential for growth and development; describe and evaluate his capacities and limitations, and, where possible, use actual examples to illustrate points. Beware of understatements or overstatements, carelessness, or undue brevity which may injure both the organization and the officer being appraised.

Reference to race, color, creed, or national origin must not be included in this report. Medical problems which could affect the officer's performance or potential should be mentioned under item C below, but should not be discussed in detail. When reporting undesirable traits, or shortcomings, you should identify where and how their adverse effect, if any, on past performance is reported in the Performance Rating (FS-315). Likewise, the effect of outstanding personal attributes should also be reflected in the Performance Rating.

**DISCUSSION AND DISCLOSURE.** This report will not be shown to the rated officer at the time it is prepared, nor will it be shown to him subsequently unless and until a step is taken that is intended to lead to an adverse personnel action for which the officer is not otherwise entitled by law or regulation to an opportunity to reply to specific charges.

The restriction on disclosure is not intended to discourage discussion between supervisor and subordinate of matters covered in this report, particularly when such discussion and guidance could assist the subordinate in his self-improvement efforts. On the contrary, supervisors and personnel officers are obliged to counsel persons under their responsibility. Occasionally, however, some factors, traits, or limitations, though they form a necessary part of appraisal of an officer's potential, may be beyond his power to alter or control; in such cases a discussion of them with him might serve no useful end, and may even be counter-productive. In summary, you are obliged to report your appraisal of the officer's potential fully and candidly; you are also obliged to counsel him on all matters which lend themselves to such discussion.

**PART I - RATING OFFICER'S COMPREHENSIVE COMMENTS**

**A. Personal Characteristics:**

1. Appearance - Neatness, propriety in dress, general impression.
2. Bearing - Degree of maturity, composure under varying circumstances, facility in personal contact.
3. Personality - Discuss fully personality traits of the officer, e.g., bright, sparkling, extrovert, dull, abrasive, introvert, pleasant, spontaneous, sharp, witty, ~~undercurrent of humor~~, heavy, obsequious, sarcastic, biting.
4. Range of Interests - Languages, arts, reading, avocations, hobbies, and ~~other~~ appropriate membership in political science, economic, technical, social and other professional institutions or societies.
5. Other - Matters of special significance not covered above, e.g., acceptance or evasion of responsibilities (community or otherwise), willingness to admit error, attitudes towards superiors and subordinates, personal integrity.

UNCLASSIFIED  
 Authorized by William O. Walker  
 Director, General  
 Foreign Service, March 7, 1972



## PART I - RATING OFFICER'S COMPREHENSIVE COMMENTS

A. Personal Characteristics:

Mr. Tull is slim, well-groomed and of above average height. He gives the appearance of being easy-going and congenial and is almost invariably smiling. He is bright and enjoys outdoor sports such as camping. He has a sharp, witty mind and an excellent sense of humor. But his outward appearance belies his tough, disciplined and well-organized approach to his work. When it comes to work, he is serious and "no nonsense". He expects performance and he gets it.

He accepts responsibility himself and carries through. When he "drops a ball" he readily admits it. He has the highest integrity.

B. Family:

Mrs. Tull is much like her husband in personality and outlook. She is very pleasant and a good conversationalist. I have not been entertained in the Tull home, but on the basis of association with her at several social functions, I am confident that she can handle her representational responsibilities.

C. Limiting Factors:

I am aware of none.

D. Leadership and Executive Capabilities:

Mr. Tull has done a superior job in managing the "front office". He has planned several extended trips for the Assistant Secretary. He has also been deeply involved in the planning for several Presidential trips. He is perceptive and goes to the heart of a problem quickly. He invariably has a recommendation for handling a problem. He is action oriented. If I have any criticism it would be that he occasionally wants to take action before you have had adequate opportunity to consider his recommendation. He knows how the organization functions and is a force for making it work. He is not a bottleneck.

Director, Foreign Service, March 1, 1972

LIMITED OFFICIAL USE

E. Growth Capacity:

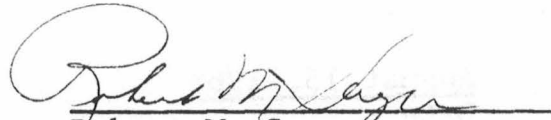
Mr. Tull is ready to head an economic or political section at a Class 2 or 3 Embassy. There are few jobs in the Department or overseas with the total work volume of his present one which he has handled with seeming ease. But his present assignment does not give him the opportunity to exercise fully his initiative and intellect on broad political and economic problems. My association and discussions with him convince me that he is creative and imaginative and has the potential for major program direction responsibilities.

I do not recommend further training at this time. After an assignment overseas, I would recommend a training assignment at one of the War Colleges.

F. Advancement Potential:

Mr. Tull is suitable for advancement to the highest rank. He should be promoted considerably ahead of the average of his class. He was picked for his present assignment because he was considered one of the top officers in his present class. He has lived up to that billing and compares very favorably with the Class 3 officers assigned to ARA/LA.

August 13, 1968  
Date

  
Robert M. Sayre

UNCLASSIFIED

Authored by William C. Hall

Date of last review

Revised by William C. Hall 1972

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James L. Tull  
FSO-4

DEVELOPMENT APPRAISAL REPORT

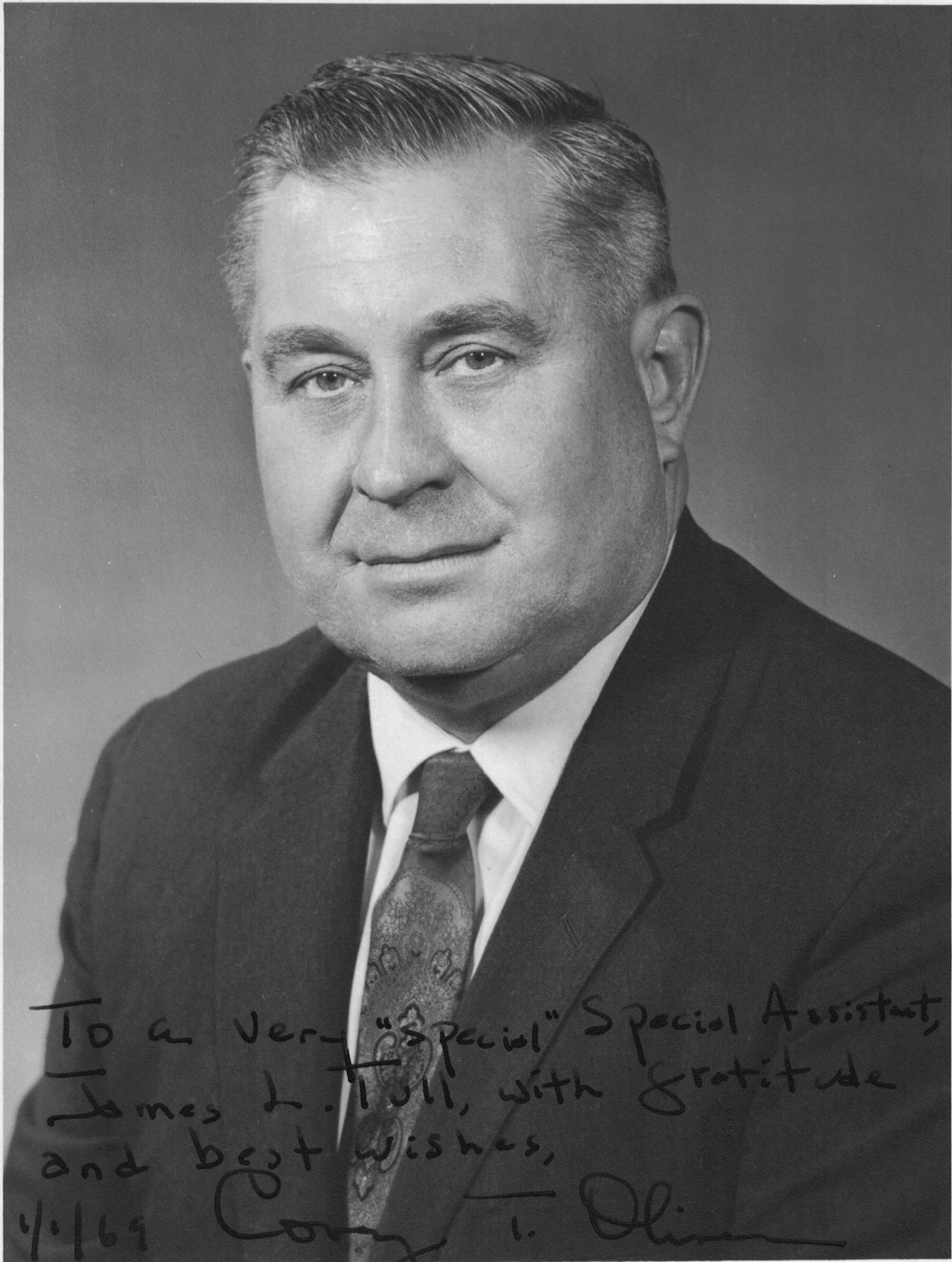
PART II - REVIEWING OFFICER'S STATEMENT

I concur with Ambassador Sayre's significant appraisal of Mr. Tull. In view of Mr. Tull's relationship to me, it can be assumed that I have observed him quite closely. The working relationships between the rated and rating officers were excellent.

Covey T. Oliver  
Assistant Secretary for  
Inter-American Affairs

August 15, 1968

Classified by  
Authorized by William P. Hall  
Director General of the  
Foreign Service Institute  
1972  
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To a Very "Special" Special Assistant,  
James L. Hull, with gratitude  
and best wishes,  
4/1/69 *Cory I. Oliver*

<input checked="" type="checkbox"/> Department of State <input type="checkbox"/> U. S. Information Agency  <b>PERFORMANCE RATING REPORT</b>  FOREIGN SERVICE OFFICERS, RESERVE OFFICERS,  AND STAFF OFFICERS FSS-1 - 6  CIVIL SERVICE OFFICERS GS-9 AND ABOVE	CHECK ONE BOX <input type="checkbox"/> Regular Report  Interim Report: <input type="checkbox"/> Departure of Rated Officer <input checked="" type="checkbox"/> Departure of Rating Officer <input type="checkbox"/> Change of Duty
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NAME OF OFFICER BEING RATED (Last, First, Middle) <b>TOLL JAMES L.</b>	EMPLOYEE NUMBER <b>604825</b>	OFFICER'S CLASS OR GRADE <b>F30-4</b>
POST OR (for Washington) ORGANIZATIONAL SYMBOL <b>ARA/LA</b>	OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE <b>Special Assistant</b>	
DATE OF ARRIVAL AT POST <b>9-24-67</b>	PERIOD COVERED BY REPORT <b>6/16/68 -</b>	DATE REPORT SUBMITTED TO AGENCY <b>January 3, 1969</b>

RATING OFFICER  SIGNATURE  TYPED NAME: <b>Covey T. Oliver</b> TYPED CLASS, TITLE: <b>Assistant Secretary and Coordinator, Alliance for Progress</b>	REVIEWING OFFICER  SIGNATURE  TYPED NAME: TYPED CLASS, TITLE
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I have read and received a copy of this report.	DATE	SIGNATURE OF RATED OFFICER <i>James L. Toll</i>
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**GENERAL INSTRUCTIONS**

Prepare in TRIPLICATE: Original for Washington Office of Personnel, a copy for post or administrative file, and a copy for the rated officer. The Development Appraisal Report (Form FS-315A) is to be prepared at the same time, but in DUPLICATE only.

**PART I - POSITION DESCRIPTION AND PERFORMANCE REQUIREMENTS**

Classification Title of Position	Category (FSO, FSS, GS, etc.)	Occupational Series	Class or Grade	Position Number
	<b>FSO</b>			<b>S-31266-01</b>

WHAT is done by the officer: List in descending order of importance, the major duties of the position. (Amount of time spent is not necessarily an indication of their relative importance.) If the duties of the position are described by a Standard Description of Duties (SDD) the SDD number may be cited below. Additional significant duties not covered by the SDD should be listed below.

SDD NO. \_\_\_\_\_

**PART II - PERFORMANCE FACTORS**

Evaluate the officer's performance with respect to the factors listed below. Place a (✓) in the box above the descriptive statement which most nearly applies, with a (+) or a (-) symbol to reflect any refinements you believe to be significant. Most of the 26 factors apply to most positions, and all of the first 17 factors are significant performance elements in almost every position. If, however, any of the 26 performance factors is not applicable to the position, the rating officer can so signify by marking "N. A." in the space below its number. If the factor is applicable but insufficiently observed, mark it "I. O."

1. Knowledge of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Lacks the kind 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Useful output or volume of work is generally inadequate.	Somewhat slow or erratic in production of useful work.	Volume of useful output wholly adequate.	Consistently produces superior volume of useful work.	His work output is phenomenal.	
3. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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.	Excels in thoroughness and accuracy. Makes minimum of errors of commission or omission.	Invariably turns out work outstanding in accuracy and completeness.	



<p>4. Initiative</p>	<input type="checkbox"/> Does not take independent action.	<input type="checkbox"/> Sometimes overlooks need for action or seeks guidance or approval unnecessarily before acting.	<input type="checkbox"/> Acts on his own in usual activities; quite adequate.	<input type="checkbox"/> Sees opportunities and acts promptly and independently in new or unforeseen situations.	<input checked="" type="checkbox"/> Invariably sees opportunities and acts promptly and independently even in the most difficult or important situations.
<p>5. Resourcefulness</p>	<input type="checkbox"/> Goes strictly "by the book". Does not produce original ideas or adaptations.	<input type="checkbox"/> Prefers conventional solutions to problems but occasionally displays originality.	<input type="checkbox"/> His work reflects the imagination and originality required.	<input checked="" type="checkbox"/> Highly adept in finding original solutions to unforeseen problems.	<input type="checkbox"/> Develops and applies original solutions to his most difficult problems with exceptional success.
<p>6. Dependability</p>	<input type="checkbox"/> Fails to follow instructions, or to observe commitments, or to complete work on time.	<input type="checkbox"/> Needs undue amount of supervision to comply with instructions, and to meet deadlines and commitments.	<input type="checkbox"/> Conscientious and steady worker. Complies with commitments, meets deadlines, and produces useful work with normal supervision.	<input type="checkbox"/> Conscientious and reliable worker. Completes each task, meets deadlines and commitments with a minimum of supervision.	<input checked="" type="checkbox"/> + Regardless of own inconvenience, invariably meets the most difficult commitments and deadlines. Certain to follow through even in absence of instructions.
<p>7. Decisiveness</p>	<input type="checkbox"/> Cannot make up his mind, or vacillates.	<input type="checkbox"/> Slow at making decisions unless pushed, or jumps too hastily to conclusions.	<input type="checkbox"/> Makes sound decisions with reasonable promptness.	<input type="checkbox"/> Makes sound decisions in a very timely and confident fashion.	<input checked="" type="checkbox"/> Officer's decisiveness, even under acute pressure, is outstanding in speed and success.
<p>8. Analytical Ability</p>	<input type="checkbox"/> Generally misjudges or fails to realize causes or significance of problems, facts or events.	<input type="checkbox"/> Tends to accept statements or events with little critical thought or frequently fails to interpret or interrelate facts adequately.	<input type="checkbox"/> Generally identifies the facts or underlying events, ideas, or problems and interprets them with reasonable accuracy.	<input type="checkbox"/> Thoughtfully and successfully examines the essential elements of problem situations and reaches valid conclusions.	<input checked="" type="checkbox"/> Exceptionally effective in reaching the heart of a difficult problem, evaluating its elements and their interrelationships and true significance.
<p>9. Ability to Anticipate</p>	<input type="checkbox"/> Short-sighted. Tries to solve today's problem without regard to other problems or tomorrow's needs.	<input type="checkbox"/> Sometimes compartmentalizes problems, does not perceive relationships to other events and later eventualities. Occasionally caught off base.	<input type="checkbox"/> Foresighted. Usually chooses course of action that has broad and lasting utility.	<input checked="" type="checkbox"/> Nearly always shapes actions to future developments as well as to present problem. Visualizes indirect as well as direct consequences of an action.	<input type="checkbox"/> Exceptionally sensitive to ultimate consequences of action. Invariably examines particular item as a part of the total stream of events. Whole decision-making process is integrated.
<p>10. Judgment</p>	<input type="checkbox"/> Unreliable judgment. Overlooks pertinent considerations or has little sense of proportion.	<input type="checkbox"/> Judgment adequate if clear-cut precedents exist; lacks practicality, wisdom, or sensitivity in new situations.	<input type="checkbox"/> Exercises good judgment in normal activities. Carefully considers facts and possible courses of action.	<input type="checkbox"/> Nearly always displays good judgment in meeting both normal and unusual situations.	<input checked="" type="checkbox"/> Displays excellent judgment, timing, and insight, even in the most difficult and sensitive situations. Judgment unimpaired by work pressures.
<p>11. Perspective</p>	<input type="checkbox"/> Has a poor understanding of the goals of his job.	<input type="checkbox"/> Fair understanding of the principal objectives of his job, but poorly oriented in some respects.	<input type="checkbox"/> Good knowledge of objectives and of his part in achieving them.	<input type="checkbox"/> Well-informed, very good insights, knows what he is doing and why.	<input checked="" type="checkbox"/> + Remarkable grasp of relationship of his job to total picture and of currents which might affect this relationship.
<p>12. Attitude Toward Job</p>	<input type="checkbox"/> Indifferent attitude. Shows little interest in his work.	<input type="checkbox"/> Makes an effort but has little real enthusiasm for the job.	<input type="checkbox"/> Has an interest in the work and helps out on other tasks when asked.	<input type="checkbox"/> Displays keen interest in job. Works extra hours on own initiative. Offers to assist in other duties.	<input checked="" type="checkbox"/> + Exceptionally high degree of interest, willingness, and dedication. His job invariably comes first.
<p>13. Acceptance of Responsibility</p>	<input type="checkbox"/> Generally seeks to avoid responsibility for past or future actions.	<input type="checkbox"/> Sometimes reluctant to acknowledge or accept responsibility, and then only within well-defined limits.	<input type="checkbox"/> Generally acknowledges or accepts responsibility willingly.	<input type="checkbox"/> Displays well above-average sense of responsibility for past or future actions, including those of his subordinates, if any.	<input checked="" type="checkbox"/> Invariably regards himself as fully accountable for his actions and those of subordinates, if any. Does not hesitate to act in interests of organization.

<p>14. Written Communication</p>	<p><input type="checkbox"/></p> <p>Does not get ideas across clearly on paper.</p>	<p><input type="checkbox"/></p> <p>Can do simple drafting. Writing often lacks clarity, brevity, or effectiveness. Composition usually requires extensive editorial revision.</p>	<p><input type="checkbox"/></p> <p>Writing is understandable, to the point, and acceptably organized. Composition requires little editing.</p>	<p><input checked="" type="checkbox"/></p> <p>Writes clearly and effectively. Composition and style are admirably suited to the objective. Product rarely requires editing.</p>	<p><input type="checkbox"/></p> <p>Composition has all qualities of excellence: clarity, precision, conciseness, good organization, persuasiveness and style.</p>
<p>15. Oral Communication</p>	<p><input type="checkbox"/></p> <p>Has great difficulty in conveying ideas orally.</p>	<p><input type="checkbox"/></p> <p>Effectiveness of oral communication sometimes lessened by defect such as wordiness, imprecision, poor grammar, or rambling.</p>	<p><input type="checkbox"/></p> <p>Gets ideas across clearly in oral communication.</p>	<p><input checked="" type="checkbox"/></p> <p>Speaks well. Convincing and to the point. Effective in debate.</p>	<p><input type="checkbox"/></p> <p>Outstandingly articulate in choice of words, clarity, conciseness, and persuasiveness. Holds listeners' interest even under adverse conditions.</p>
<p>16. Adaptability</p>	<p><input type="checkbox"/></p> <p>Resists change or new approaches; or is upset by new or different environmental situations.</p>	<p><input type="checkbox"/></p> <p>Adjustment to change or new approaches in work somewhat hampered by old habits or fixed ideas; or adjusts with difficulty to new environment.</p>	<p><input type="checkbox"/></p> <p>Accepts change, new approaches, and new ideas in work and works well with them. Adjusts to new environment reasonably soon.</p>	<p><input type="checkbox"/></p> <p>Receptive to new approaches and ideas in work. Applies them readily and effectively. Quickly adapts to new or different environment.</p>	<p><input checked="" type="checkbox"/></p> <p>Immediately grasps new approaches, ideas. Exceptionally able to blend old and new, and adapt own interests and enthusiasms. Takes difficult environmental situations in stride.</p>
<p>17. Relations with Americans</p>	<p><input type="checkbox"/></p> <p>Officer's relations at work or socially are generally marked by friction.</p>	<p><input type="checkbox"/></p> <p>Sometimes irritates others, or is quick to take offense, or goes along grudgingly, or shows limited sense of community responsibility, at the office or at home.</p>	<p><input type="checkbox"/></p> <p>Maintains good relations at work and socially. Is generally well liked and respected. Cooperates in community affairs.</p>	<p><input checked="" type="checkbox"/></p> <p>Effective in personal relations at all levels. Stimulates rapport. Tolerant, highly respected, and well liked. Active in community to extent job permits.</p>	<p><input type="checkbox"/></p> <p>Exceptionally effective in personal relations at all levels. Has deep understanding of human nature. Highly respected and sought after. A leader in community affairs.</p>
<p>18. Relations with Non-Americans</p>	<p><input type="checkbox"/></p> <p>Insensitive to and lacks understanding of local people and customs. Creates problems.</p>	<p><input type="checkbox"/></p> <p>Sometimes offends, or misunderstands, or is unduly sensitive; or may ignore rapport in "getting job done."</p>	<p><input type="checkbox"/></p> <p>Maintains good relations at work and socially with local citizens.</p>	<p><input checked="" type="checkbox"/></p> <p>Very successful in creating good relations at work and socially. Very well liked. Effective in contacts and develops rapport.</p>	<p><input type="checkbox"/></p> <p>Exceptionally successful in developing good personal relations. He is sincerely respected, sought after, and responsive.</p>
<p>19. Language Improvement</p>	<p><input type="checkbox"/></p> <p>Makes no or virtually no effort to learn the local language even when the demands of his job leave time for study.</p>	<p><input type="checkbox"/></p> <p>Makes a little effort to learn the local language, but only when not at personal inconvenience.</p>	<p><input type="checkbox"/></p> <p>Makes a satisfactory effort to improve knowledge of the local language insofar as job demands on his time permit.</p>	<p><input type="checkbox"/></p> <p>Makes a determined effort to improve his grasp of the local language.</p>	<p><input type="checkbox"/></p> <p>Neglects no opportunity to master the local language, giving it all the attention his other duties permit, even at some personal inconvenience.</p>
<p>20. Official Representation</p>	<p><input type="checkbox"/></p> <p>Makes a poor impression as a representative of the United States.</p>	<p><input type="checkbox"/></p> <p>Does not make the contacts he should or sometimes is rather ineffective in contacts.</p>	<p><input type="checkbox"/></p> <p>Does his part in mixing with the local people and represents the organization effectively at social and unofficial functions.</p>	<p><input type="checkbox"/></p> <p>Has wide range of useful contacts and is effective at using them and at promoting the interests of the U.S. in host country.</p>	<p><input type="checkbox"/></p> <p>Makes excellent use, for the U.S., of extraordinary range of local contacts. Performs effectively at any social or official function.</p>
<p>21. Negotiating Ability</p>	<p><input type="checkbox"/></p> <p>Not effective as a negotiator. Lacks force or the ability to think clearly in negotiations.</p>	<p><input type="checkbox"/></p> <p>Generally successful in negotiating matters of only minor importance or complexity. Must be given detailed instructions.</p>	<p><input type="checkbox"/></p> <p>Good negotiator. Displays good judgment, patience, and tact in applying instructions.</p>	<p><input checked="" type="checkbox"/></p> <p>Performance superior in sensitive or difficult negotiations. Forceful. A clear thinker and well prepared. Obtains good results.</p>	<p><input type="checkbox"/></p> <p>Excellent negotiator who holds up under pressure. Rarely if ever caught off guard. Knows subject thoroughly. Obtains desired results.</p>
<p>22. Effectiveness as a Supervisor</p>	<p><input type="checkbox"/></p> <p>Unsuccessful as a supervisor.</p>	<p><input type="checkbox"/></p> <p>Supervises repetitive operations fairly well. Is somewhat weak in meeting new demands, goals, or deadlines, or in staff relations.</p>	<p><input type="checkbox"/></p> <p>Plans and assigns work in an orderly manner and sees that objectives are achieved. Maintains good morale. Carries out instructions conscientiously.</p>	<p><input checked="" type="checkbox"/></p> <p>Performance reflects superior skill in most aspects of supervision. Strong both in staff relations and production.</p>	<p><input type="checkbox"/></p> <p>Plans and organizes work to meet all contingencies. Takes positive steps to develop staff capabilities. Subordinates give maximum performance and excel in morale.</p>

N.A.

N.A.



23. Effectiveness as an Executive

NA

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.

24. Effectiveness as a Rating Officer

I.O

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.

Evaluations sometimes are not candid, objective, thorough, perceptive, or do not demonstrate comprehension of service standards, or are not timely.

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.

25. Technical Advice

H.O

Seriously deficient as a technician or advisor.

Fairly competent in his specialized field, but specific local advise or advisory technique is marginal.

Fully qualified in his specialized field and provides sound and timely advise in an acceptable manner.

Superior advisor in his technical field. Understands ramifications of problems and the implications of his advise.

Outstandingly competent advisor. His analysis of conditions is penetrating. Understands the implications of his advise. Inspires action.

PART III - NARRATIVE COMMENTS ON PERFORMANCE

On attached sheets, signed and dated, discuss the topics listed below. Reference to race, color, creed, or national origin must not be included in this report. Medical problems which could affect the officer's performance should be mentioned, but not be discussed in any detail. 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 REQUIREMENTS. State briefly the requirements or performance factors which are of primary importance in measuring the officer's effectiveness in this job. This could include standards of quality, technique, or style, and such special circumstances as shortage of help, lack of direct supervision, or sudden emergency demands, or other operational difficulties.
- C. PERFORMANCE SUMMARY. Describe the depth and breadth of the officer's weaknesses in relation to the performance requirements described in Section B above, and discuss those factors in Part II above which were particularly significant, or which were rated high or low. Give concrete examples whenever possible.
- D. ALLOWANCE FOR POSITION CLASS. (Foreign Service Only.) If the officer's personal rank differs by more than one class from the class of the position, explain as clearly as possible the allowance you have made in this report for such difference.

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 attaches it to this report.

- A. The reviewing officer is required to indicate the extent of his observation of the rated officer's work, the extent to which he concurs in the rating officer's report and to explain any differences. He should comment on 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 a sufficient basis and observation for doing so.

PART V - REVIEW PANEL

WAS REVIEW PANEL USED?

- No                       Yes. No comments.                       Yes. Panel's comments attached.

DATE SIGNED BY PANEL CHAIRMAN

SIGNATURE OF PANEL CHAIRMAN

TYPED OR PRINTED NAME, TITLE AND CLASS OF PANEL CHAIRMAN

PART VI - OVER-ALL RATING - CIVIL SERVICE EMPLOYEE

The appraisal under Part II and Part III-C constitute a general rating of "Satisfactory" under the Performance Rating Act of 1950 unless otherwise indicated below. (An additional statement of justification is required if the rating "Outstanding" or "Unsatisfactory" is given. See 3 FAM 573.6.)

- Unsatisfactory                       Outstanding



PERFORMANCE RATING REPORT

PART III NARRATIVE COMMENTS ON PERFORMANCE

A. ASSOCIATION WITH RATED OFFICER.

Mr. Tull became my Special Assistant on September 1, 1967. The nature of our association is shown by our respective titles. My most confidential relationships within the combined Bureau, ARA-LA, have been with my Special Assistant.

B. POSITION REQUIREMENTS.

An Assistant Secretary's Special Assistant must know how the Department operates; he must work long hours, often in fast-breaking situations; he must be able to communicate the "front office" attitude to line officers who are his superiors in the Foreign Service without seeming himself to be over-reaching or intrusive; in the combined Bureau, ARA-LA, the Special Assistant must also know a great deal about the development process and how USAID works.

C. PERFORMANCE SUMMARY.

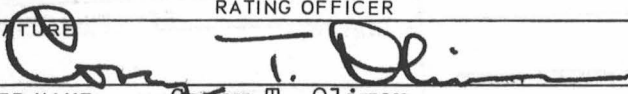
Mr. Tull has carried out an extremely difficult and arduous assignment with great distinction and fidelity to duty. He is representative of the New Men of the middle grades in the Foreign Service: usually slightly informal, non-mystical about politics, prior military duty, non-Ivy leaven in the league.

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Covey T. Oliver  
January 3, 1969



<input checked="" type="checkbox"/> Department of State <input type="checkbox"/> U.S. Information Agency <b>DEVELOPMENT APPRAISAL REPORT</b> FOREIGN SERVICE OFFICERS, RESERVE OFFICERS, AND STAFF OFFICERS FSS-1 - 6 CIVIL SERVICE OFFICERS GS-9 AND ABOVE	CHECK ONE BOX <input type="checkbox"/> Regular Report Interim Report: <input type="checkbox"/> Departure of Rated Officer <input checked="" type="checkbox"/> Departure of Rating Officer <input type="checkbox"/> Change of Duty
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NAME OF OFFICER BEING RATED (last, first, middle) <b>TULL JAMES L.</b>	EMPLOYEE NUMBER <b>604825</b>	OFFICER'S CLASS OR GRADE <b>FSO-4</b>
POST OR (for Washington) ORGANIZATIONAL SYMBOL <b>ARA/LA</b>	OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE <b>Special Assistant</b>	
DATE OF ARRIVAL AT POST <b>9-24-67</b>	PERIOD COVERED BY Performance Rating REPORT (attached) <b>6-16-68 - 12/31/68</b>	DATE REPORT SUBMITTED TO AGENCY <b>January 3, 1969</b>
SIGNATURE RATING OFFICER 		SIGNATURE REVIEWING OFFICER
TYPED NAME: <b>Covey T. Oliver</b>		TYPED NAME:
TYPED CLASS, TITLE <b>Assistant Secretary and Coordinator, Alliance for Progress</b>		TYPED CLASS, TITLE

**PURPOSE.** The Development Appraisal Report is a written evaluation of the officer's capacity for growth, his leadership qualities his ability to assume higher level responsibilities, and of any factors such as family, health, or suitability which might limit or enhance his advancement. It is not an evaluation of the officer's performance in any particular job during a particular rating period, although the appraisal must necessarily be based in part on an observation of the officer's performance and must bear a close relationship to the evaluation of that performance.

**APPLICABILITY, SCHEDULE, AND PARTICIPATION.** This report is to be prepared IN DUPLICATE whenever a Performance Rating Report (FS-315) is prepared. It shall be written and reviewed by the same rating and reviewing officers who prepared the Performance Rating Report, and will be attached to and submitted with it.

**INSTRUCTIONS ON PREPARATION.** The appraisal of a man's potential is one of your most difficult and important tasks as a supervisor. It demands impartiality, intellectual honesty, and precision of expression. It must take into account the projected needs of the organization, and must evaluate an individual in relation to these future needs.

Prepare the report on plain sheets of paper stapled to this form; follow the underlined subject headings listed below. Appraise the officer's potential for growth and development; describe and evaluate his capacities and limitations, and, where possible, use actual examples to illustrate points. Beware of understatements or overstatements, carelessness, or undue brevity which may injure both the organization and the officer being appraised.

Reference to race, color, creed, or national origin must not be included in this report. Medical problems which could affect the officer's performance or potential should be mentioned under item C below, but should not be discussed in detail. When reporting undesirable traits, or shortcomings, you should identify where and how their adverse effect, if any, on past performance is reported in the Performance Rating (FS-315). Likewise, the effect of outstanding personal attributes should also be reflected in the Performance Rating.

**DISCUSSION AND DISCLOSURE.** This report will not be shown to the rated officer at the time it is prepared, nor will it be shown to him subsequently unless and until a step is taken that is intended to lead to an adverse personnel action for which the officer is not otherwise entitled by law or regulation to an opportunity to reply to specific charges.

The restriction on disclosure is not intended to discourage discussion between supervisor and subordinate of matters covered in this report, particularly when such discussion and guidance could assist the subordinate in his self-improvement efforts. On the contrary, supervisors and personnel officers are obliged to counsel persons under their responsibility. Occasionally, however, some factors, traits, or limitations, though they form a necessary part of appraisal of an officer's potential, may be beyond his power to alter or control; in such cases a discussion of them with him might serve no useful end, and may even be counter-productive. In summary, you are obliged to report your appraisal of the officer's potential fully and candidly; you are also obliged to counsel him on all matters which lend themselves to such discussion.

**PART I - RATING OFFICER'S COMPREHENSIVE COMMENTS**

**A. Personal Characteristics:**

1. Appearance - Neatness, propriety in dress, general impression.
2. Bearing - Degree of maturity, composure under varying circumstances, facility in personal contact.
3. Personality - Discuss fully personality traits of the officer, e.g., bright, sparkling, extrovert, dull, abrasive, introvert, pleasant, spontaneous, sharp, witty, good sense of humor, heavy, obsequious, sarcastic, biting.
4. Range of Interests - Languages, arts, reading, avocations, hobbies, and where appropriate membership in political science, economic, technical, social and other professional institutions or societies.  
*Director General of the Foreign Service, March 1, 1972*
5. Other - Matters of special significance, not covered above, e.g., acceptance or evasion of responsibilities (community or otherwise), willingness to admit error, attitudes towards superiors and subordinates, personal integrity.

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B. Family: (Normally this item may be omitted from the appraisal of a Civil Service Officer unless there are family considerations which could significantly affect the officer's potential.)

Appraised by William O. Hall  
Director General of the  
Foreign Service, January 1, 1979

Comment on family, particularly the wife. Is family a source of strength or weakness to the officer in his performance on this or future assignments? Include, where applicable, comments on the following: family's attitude toward the host country and the people? What is the wife's representational ability? To what extent does the family mix with nationals of the host country and attempt to learn their language? Does the wife participate in local community organizations? Does the family entertain and visit with the local people in addition to Americans at the post? Does the wife participate in U.S. program activities where appropriate, e.g., English language seminars? Does the family travel about the country?

C. Limiting Factors:

Health, conduct, over-indulgence (excessive use of alcohol, etc.), suitability, and other factors relating to both officer and family which should be considered.

D. Leadership and Executive Capabilities:

Capacity to plan, direct, organize, analyze perceptively, make decisions, delegate authority, train and supervise subordinates, negotiate effectively, and insure efficient accomplishment of objectives. (Particularly thorough coverage of this factor is essential in reports on officers of Class 4 and above.)

E. Growth Capacity:

Officer's strengths and weaknesses related to his work capacity, energy, intellectual abilities and knowledge, versatility, creativity and other factors pertinent to an officer's potential to assume broader or higher responsibility. After making a thorough analysis of the officer's growth capacity, the rating officer shall comment in specific terms on assignments and further training which would be most appropriate for realization of the officer's capacity.

F. Advancement Potential:

Consider the officer from an overall viewpoint, including evaluations in this appraisal and in the performance evaluation. State which of the following best expresses your evaluation of the officer's advancement potential:

- "Not suitable for further advancement"
- "Suitable for advancement of possibly not more than one rank"
- "Suitable for advancement of more than one rank"
- "Suitable for advancement to highest rank"

Support your selection and comment specifically on the rapidity with which officer is capable of advancing.

PART II - INSTRUCTIONS TO REVIEWING OFFICER

In a separate narrative statement, indicate precisely the extent to which you concur with the rating officer's appraisal, explain any differences. To make your divergent view clear, describe and evaluate fully any or all of the factors covered by the report. Describe how closely you observed the rated officer. Indicate also whether good working relationships existed between the rated officer and the rating officer.



LIMITED OFFICIAL USE

DEVELOPMENT APPRAISAL REPORT

I - RATING OFFICER'S COMPREHENSIVE COMMENTS

A. Appearance

Mr. Tull is an alert, neat man of over middle height. He is still trim, wears his hair (light brown to blond) cropped short, has fairly prominent blue-gray eyes.

His bearing is mature but slightly informal to faintly breezy on most occasions. He sometimes whistles while he works - sans jacket.

Mr. Tull is bright. He is a good conversationalist, both in what he contributes and in what he draws out of others. He has a sense of humor that ranges from bureaucracy-oriented wit to Middle Western ebullience.

Mr. Tull is reasonably good in Spanish, and he seems to have normal North American interests in sports, motor cars, and problems of everyday living.

Mr. Tull is a first rate Special Assistant. He accepts the responsibility of trying to cut down on his man's acceptance of invitations to talk, appear, see, etc., even though his chief frequently lets him down by softening. He has been slightly overactive in willingness to admit errors - all have been slight and fewer in number than he seems to think. He has managed quite well the most difficult part of a Special Assistant's job: How to get the "word" or an order to a higher-ranking officer (such as a Country Director) without his activity being taken amiss or resented.

B. Family

Mrs. Tull is a most pleasant, attractive young matron who has shown great patience with a Bureau that has made heavy demands on her and the children, as well as on her husband.

C. Limiting Factors

None.

D. Leadership and Executive Capabilities

Mr. Tull has had consular, Embassy, international organizations, and regional bureau experience. His work in ARA-LA has brought him into substantive, as well as procedural, contact with planning, analysis, delegation, decision-making, and supervision. I believe the experience as Special Assistant to have been an enriching one for the rated officer. He should go far, probably to the top.

E. Growth Capacity

The officer is ready now to go out as chief of a political section in any Hispanic country Embassy. He would do quite well in a political section anywhere else in the world. He would be a first-rate Operations Center man, although that experience is rather too close to what he has been doing in ARA-LA to bring him much career enrichment therefrom.

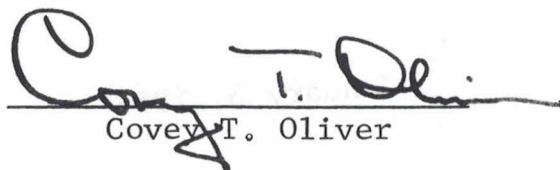
He would not be suitable for a major economic position without further training.

F. Advancement Potential

Mr. Tull is presently "Suitable for advancement of more than one rank". I believe that when he becomes a 3 or a 2, he will be rated as "Suitable for advancement to highest rank." He can be moved along quite rapidly from 4 to 3. Beyond that an "Outsider" rating officer perhaps should not venture as to the pace of advancement.

January 3, 1968

↑  
sic 1969

  
Covey T. Oliver





DEPARTMENT OF STATE  
**PERSONNEL ACTION  
 AND  
 AUTHORIZATION OF OFFICIAL TRAVEL**  
 Applicable Regulations: 6 FAM 100 & FM-1 510.4

You are hereby authorized to perform official travel at Government expense as indicated herein. Unless otherwise noted, all expenses and the maximum per diem under the regulations are authorized. Unless otherwise noted, shipment of effects is authorized from station of origin to station of destination if allowances are shown in item 15.

1. NAME, ADDRESS AND DIPLOMATIC TITLE <b>TULL, JAMES L.</b> <b>CARE OF DEPARTMENT OF STATE</b> <b>WASHINGTON, D. C.</b>  <b>*1ST SECRETARY - CONSUL</b>	2. EMPLOYEE NUMBER <b>604825</b>	3. AUTHORIZATION NUMBER <b>9-62915</b>
	4. SOCIAL SECURITY NUMBER <b>483-26-4959</b>	
	5. CLASS <b>0-04</b>	6. AUTHORIZATION DATE <b>JAN. 30, 1969</b>
7. NEW POSITION TITLE, NUMBER AND OCCUPATION CODE  <b>POLITICAL OFFICER</b>	<b>5550 ( )</b>  <b>1-004(P)</b>	8. DO NOT START TRAVEL PRIOR TO:

9. ACCOUNTING CLASSIFICATION-The coding (A through E) must be shown on all documents issued under this authority and must appear on all vouchers, invoices, TR's, GB/L's, etc.	A. FUND <b>1990113</b>	B. ALLOTMENT <b>2025</b>	C. OBLIGATION NUMBER <b>962915</b>	D. ORGANIZATION CODE <b>313801</b>	E. FUNCTION <b>55-00</b>
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10A STATION OF ORIGIN <b>WASHINGTON, D. C. 0113.0-1097</b>	10B LOCATION CODE <b>110100</b>	11. OBJECT <b>2099</b>
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12. STATION OF DESTINATION <b>MONTEVIDEO, URUGUAY</b>	13. AMOUNT
--	------------

14. QUARTERS AVAILABILITY	15. ALLOWANCES FOR SHIPMENT AND/OR STORAGE OF HOUSEHOLD EFFECTS - NET WEIGHT	16. FOREIGN MOTOR VEHICLE	
<b>2</b> 1. UNKNOWN 2. UNFURNISHED 3. FURNISHED	A. LIMITED SHIPMENT <b>00000</b>	A. SHIPMENT AUTHORIZED <b>2</b> 1. YES 2. NO	
	B. TOTAL ALLOWANCE <b>11000</b>	B. MEETS CRITERIA OF 6 FAM 165.8, SUBSECTION	

17. NUMBER OF DEPENDENTS	18. EXCESS BAGGAGE (For air travel)	19. TOTAL NUMBER OF NON-TRAVEL DAYS AUTHORIZED BELOW, INCLUDING THOSE WITHOUT PER DIEM UNDER THIS AUTHORIZATION (AND AMENDMENTS)		
A. ADULTS <b>2</b>	<b>000</b>	A. CONSULTATION (WORKDAYS) <b>00</b>	B. TRAINING (CALENDAR DAYS) <b>000</b>	C. TDY (CALENDAR DAYS) <b>000</b>
CHILDREN B. 2 to 12 <b>2</b> C. Under 2 <b>0</b>				

**THIS SECTION FOR PERSONNEL ACTION ONLY.** When completed for permanent change of station, this document constitutes a valid personnel action for Transfer between Posts. **DO NOT USE FOR R. T. HOME LEAVE OR FIELD AMENDMENTS.**

20. SALARY <b>pa \$ 14,889</b>	21. SALARY APPROPRIATION AND ALLOTMENT <b>01130 2081</b>	22. NATURE OF ACTION AND EFFECTIVE DATE <b>729 02/23/69</b>	23. DPL. CODE <b>D2</b>
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24. ITINERARY, SPECIAL INSTRUCTIONS, SPECIAL AUTHORIZATION AND REMARKS:  <b>Transfer.</b>  <b>Tour of duty of four years with home leave after two years (subject to needs of the Service).</b>  <b>*Title of First Secretary granted on an exceptional basis for duration of this assignment only.</b>	<b>05730271</b>  <b>02129</b>
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25. ETD (Old post) <b>2/69</b>	26. ETA (New post) <b>2/69</b>	27. AUTHORIZING OFFICER  <div style="text-align: center; font-size: small;">           (Signature area with dotted lines)         </div>
28. AUTHORIZED ITINERARY FOR DEPENDENTS <b>WASHINGTON, D. C./ MONTEVIDEO, URUGUAY</b>		
29. TRAVEL REQUESTED BY:		
A. OFFICE <b>ARA/MGT/SOP</b>	B. OFFICER <b>PEACH</b>	



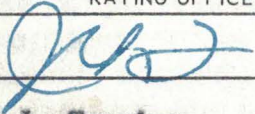
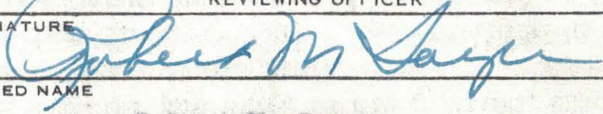
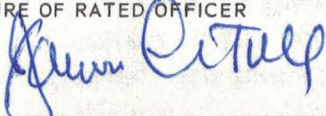
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**OFFICER EVALUATION REPORT, Part I**

FOREIGN SERVICE OFFICERS  
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FOREIGN SERVICE RESERVE OFFICERS  
FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

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REGULAR REPORT  PROBATIONARY REPORT  
 INTERIM REPORT  
 DEPARTURE OF RATED OFFICER  
 DEPARTURE OF RATING OFFICER  
 CHANGE OF DUTY

NAME OF OFFICER BEING RATED <b>James L. TULL</b>		CLASS <b>FSO-04</b>	FUNCTIONAL TITLE <b>Political Officer</b>
POST OR ORGANIZATION <b>MONTEVIDEO</b>		DATE OF REPORT	PERIOD COVERED <b>02/27/69 - 06/15/69</b>
RATING OFFICER		REVIEWING OFFICER	
SIGNATURE 		SIGNATURE 	
TYPED NAME <b>John L. Topping</b>		TYPED NAME <b>Robert M. Sayre</b>	
TYPED CLASS AND TITLE <b>FSO-01, Deputy Chief of Mission</b>		TYPED CLASS AND TITLE <b>FSO-01, Ambassador</b>	
I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.	DATE	SIGNATURE OF RATED OFFICER 	

**GENERAL INSTRUCTIONS**

Prepare in QUADRUPLICATE: original and one copy for the personnel office of the agency concerned, a copy for the post or office file, and a copy for the rated officer. Part II is to be prepared at the same time, but in TRIPLICATE only.

**A. OFFICER'S POSITION**

Where does the position fit in the staffing pattern? What were the major duties of the job during the rating period? State the number and type of personnel supervised by the officer. What are the professional skills and personal qualities required for the best possible performance in the job? Describe your official relationship with the officer.

The outline contained in SDD-291 "Supervisory Political Officer" is a generally accurate description of the responsibilities of the Chief of the Political Section at this Embassy. However, the numerous political factions in Uruguay have legal voice and hence are in reality political parties themselves, and all of these factions have well-known political leaders who compete for power in the Uruguayan system. That complicates the analysis and supervision aspects of the post's political work. The incumbent of this position must be able to analyze the complex interplay of political forces and political leaders which are the facts of life in Uruguayan politics. Additionally, the local situation requires a very active program of representation to keep in close touch with both Congressional and executive leaders. Because of the complexity of this task the Chief of the Political Section must know how to delegate responsibilities within his section and supervise the work of two other political officers, a Labor Attaché, two American secretaries and one local employee. The Chief of the Section is the senior political advisor to the Country Team and is responsible for coordinating the development of the Mission's CASP as well as follow-up action on it. He is responsible for the direction of this post's very active youth program. He must also coordinate and analyze political information received from other sections of this Embassy. The present incumbent, Mr. Tull, arrived in Montevideo on February 27 of this year. He is an FSO-4 serving in a Grade 3 position. I have closely observed his work, on a daily basis, since his arrival here.













## OFFICER EVALUATION REPORT -- Part I

### B. Evaluation of Performance.

#### 1. Work Performance (Continued)

mental instructions. He has proven an excellent negotiator, obtaining his initial objective almost always. I have found that he is highly dependable, requiring only general supervision and guidance.

Mr. Tull was put in charge of the program and scheduling for the visit of Governor Rockefeller and his advisors. It was a complicated affair, since the Uruguayan Government decided to hold the meetings at the summer resort of Punta del Este (85 miles from Montevideo), but because of Uruguayan indecision and for security considerations we had to plan for a Montevideo meeting until the last minute. Mr. Tull handled his assignment splendidly. He established excellent relations with the advance people, quickly altered proposals to suit their suggestions, and came up with a final program which ran extremely well. The Governor and his group were pleased, the Uruguayans were both proud and pleased, and both sides felt the meeting had been fruitful and notably friendly. Mr. Tull deserves much of the credit.

Mr. Tull speaks fluent Spanish, and is completely at home in the language.



OFFICER EVALUATION REPORT - PART I - TULL, James L.

D. REVIEWING OFFICER'S STATEMENT

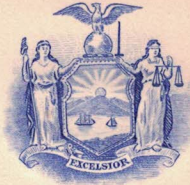
The rating is an excellent, well-rounded assessment of Mr. Tull's performance. This is Mr. Tull's first assignment as head of a section, but he landed running and has performed like he has been doing it all of his life.

I should add a footnote to Mr. Topping's comments on Mr. Tull's role in the Rockefeller visit. He handled all of the details. He worked out a program for both Montevideo and Punta del Este. He also had plans for a complete, and a "bob-tailed" version if the security situation required. In the end, it was the full visit at Punta del Este, complete with an airlift operation. There were many others involved, but he was the chief of staff and should get the credit. If it had gone wrong, he would have received the blame.



Robert M. Sayre  
Ambassador





STATE OF NEW YORK  
EXECUTIVE CHAMBER  
ALBANY

NELSON A. ROCKEFELLER  
GOVERNOR

August 27, 1969

Dear Mr. Tull:

Members of my staff have told me of the outstanding work you did in connection with the visit of the United States Presidential Mission to Uruguay. I know that the arrangements for our visit were very much complicated by the fact that our meetings were held in Punta del Este. Therefore, I think extra thanks are due for your work on program coordination and for all the other things you did to make the visit successful.

My staff joins me in this expression of appreciation for a job well done.

With best wishes,

Sincerely,

A handwritten signature in blue ink, which appears to read "Nelson A. Rockefeller". The signature is written in a cursive style and is positioned to the right of the typed name and address.

Mr. James L. Tull  
The Embassy of the United States of America  
Montevideo, Uruguay



**OFFICER EVALUATION REPORT, Part II**

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FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

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 REGULAR REPORT  
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INTERIM REPORT  
 DEPARTURE OF RATED OFFICER  
 DEPARTURE OF RATING OFFICER  
 CHANGE OF DUTY

NAME OF OFFICER BEING RATED <b>James L. Tull</b>		CLASS <b>FSO-01</b>	FUNCTIONAL TITLE <b>Political Officer</b>
POST OR ORGANIZATION <b>MONTEVIDEO</b>		DATE OF REPORT	PERIOD COVERED <b>02/27/69 - 06/15/69</b>
RATING OFFICER		REVIEWING OFFICER	
SIGNATURE <i>John L. Topping</i>		SIGNATURE <i>Robert M. Sayre</i>	
TYPED NAME <b>John L. Topping</b>		TYPED NAME <b>Robert M. Sayre</b>	
TYPED CLASS AND TITLE <b>FSO-01, Deputy Chief of Mission</b>		TYPED CLASS AND TITLE <b>FSO-01, Ambassador</b>	

**GENERAL INSTRUCTIONS**

Prepare in TRIPLICATE: original and one copy for the personnel office of the agency concerned and a copy for the post or office file. Part II will be written and reviewed by the same officers who prepared Part I, and will be attached to and submitted with it.

Purpose

Part II is a written evaluation of the officer's capacity for growth, his leadership qualities, his ability to assume higher level responsibilities, and any factors which might limit or enhance his advancement. It is not an evaluation of the officer's performance in any particular job during a particular rating period, although the appraisal must necessarily be based in part on an observation of the officer's performance and must bear a close relationship to the evaluation of that performance in Part I.

Discussion and Disclosure

This section of the report will not be shown to the rated officer at the time it is prepared. He will subsequently be authorized to see it in Washington after either he or the rating officer has been transferred from the post where it was prepared. Additionally he will be authorized to see it or, if in the field, receive a summary of it if a Selection Board has ranked him in the low 3 percent of his class.

The restriction on disclosure is not intended to discourage discussion between supervisor and subordinate of matters covered in this report, particularly when such discussion and guidance could assist the subordinate in self-improvement efforts. On the contrary, supervisors are obliged to counsel persons under their responsibility. Occasionally, however, some factors, traits, or limitations, though they form a necessary part of appraisal of an officer's potential, may be beyond his power to alter or control; in such cases a discussion of them with him might serve no useful end, and may even be counter-productive. In summary you are obliged to report your appraisal of the officer's potential fully and candidly; you are also obliged to counsel him on all matters which lend themselves to such discussion.

UNCLASSIFIED  
Approved by William O. Hall  
Director

Comment on any factors that might have a significant positive or negative effect on the officer's potential to assume greater responsibility, with particular attention to assignability at the next higher grade. Indicate in specific terms what assignments and further training would contribute to realization of the officer's growth potential over the next 5 years.

I had not known Mr. Tull before, and he has been here four months, so my evaluation should be a little tentative. I feel, as explained in Part I, that he is filling a position classified O-3 exceptionally well, with every indication of an outstanding performance. He seems the unusual coincidence of a person happy in his work, and exceptionally well qualified for it. He has enthusiasm for life, an air of vitality and alertness, a dynamic approach, mature judgment and an unusually attractive personality. He is also justifiably confident of his abilities and conclusions. I think he is highly gifted, and should go very far in the Service.

Mr. Tull will be here for the next three years. He should then be assigned head of the political section in a larger Embassy, not necessarily in ARA, or as officer in charge of a suitable consulate. I would slightly prefer the latter, because of the broader experience. After that, he should be ready for senior training.

**B. PROMOTION**

Probationary Officers

*(Check one box for each question)*

Yes No

Other Officers

*(Check one box)*

Should officer be retained in Service?

Recommended for promotion by current year's Selection Boards.

Should officer be promoted at this time?

No recommendation at this time.

*(Explain Recommendations)*

Mr. Tull is already performing more than satisfactorily and with every sign of an exceptional job, at the O-3 level. He is among the very best and most promising officers of his class.

**REVIEWING OFFICER'S STATEMENT**

Indicate whether you concur in the rating and officer's appraisal of the officer's potential, adding your own assessment as appropriate. Indicate specifically whether you concur in or recommend for promotion.



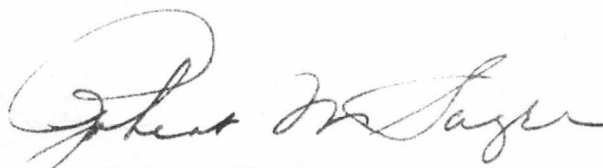
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OFFICER EVALUATION REPORT, Part II -- Tull, James L.

C. REVIEWING OFFICER'S STATEMENT.

I asked for Mr. Tull as political officer in Montevideo because I had worked with him in ARA/LA and was impressed with his performance. He is imaginative, decisive, highly intelligent, and not afraid to state his case. He is an excellent planner and executive. He grasps a situation quickly and has sound recommendations on what to do. The present political situation in Uruguay is challenging, but after the Presidential elections of November 1971 he should be given another assignment. I would recommend that it be as head of an economic section at a Class 2 post. I agree that senior training would then be appropriate, either at the National War College or Senior Seminar.

I concur in the recommendation on promotion.



Robert M. Sayre  
Ambassador

UNCLASSIFIED  
Authorized by William G. Hall  
Director General of the  
Foreign Service, 1971  
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DEPARTMENT OF STATE  
ASSISTANT SECRETARY FOR ADMINISTRATION  
WASHINGTON, D.C. 20520

*Mr. Tull  
(personnel file)  
JAMES TULL*

December 16, 1969

The Honorable  
Charles A. Meyer  
Assistant Secretary for  
Inter-American Affairs  
Department of State.

Dear Charley:

Congressman Frank T. Bow and I were in Montevideo week before last as the United States delegation for the dedication of the new chancery. It was a very well done affair and it gave me several chances to strike a blow for freedom with the Congressman.

During the past seventeen years I have visited many posts throughout the world and have talked to hundreds of Foreign Service Officers. None have impressed me as did those at Montevideo. The Ambassador is an old acquaintance for whom I have long had a high regard, and he confirmed my opinion during this visit. The others with whom I had considerable contact were John Topping, James Tull and Robert Gershenson. Each one really stood out in his field. It was a distinct pleasure to find people talking about and enthusiastic about their jobs rather than complaining about allowances, housing, lack of chauffeurs, and the other staff members.

Equally pleasant was to find that each one of these people is blessed with a personable, attractive and absolutely charming wife who also appeared adept at handling her part of the Foreign Service job. Not one of them lamented the lack of servants, the old furniture, the difficulty of buying caviar or the inability of the other wives.

The Congressman has availed himself of several opportunities since our return to laud the staff and the Department in

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general to other Members of Congress in my presence. This is due largely to the performance of these people and I determined that it must be brought to your attention.

Sincerely,

  
Frank G. Meyer





Marine House, Montevideo  
Rm 6 Adair.  
70



DEPARTMENT OF STATE  U.S. INFORMATION AGENCY

**OFFICER EVALUATION REPORT, Part I**

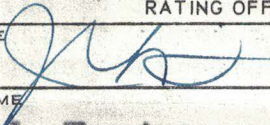
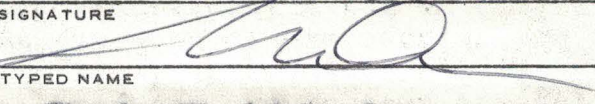
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FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

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REGULAR REPORT  PROBATIONARY REPORT

INTERIM REPORT

DEPARTURE OF RATED OFFICER  
 DEPARTURE OF RATING OFFICER  
 CHANGE OF DUTY

NAME OF OFFICER BEING RATED <b>TULL, James L.</b>		CLASS <b>FSO-04</b>	FUNCTIONAL TITLE <b>Political Officer</b>
POST OR ORGANIZATION <b>Montevideo</b>		DATE OF REPORT	PERIOD COVERED <b>06/16/69 - 06/15/70</b>
RATING OFFICER		REVIEWING OFFICER	
SIGNATURE 		SIGNATURE 	
TYPED NAME <b>John L. Topping</b>		TYPED NAME <b>Charles W. Adair, Jr.</b>	
TYPED CLASS AND TITLE <b>FSO-01, Deputy Chief of Mission</b>		TYPED CLASS AND TITLE <b>Ambassador, FA-CM</b>	
I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.	DATE	SIGNATURE OF RATED OFFICER	

**GENERAL INSTRUCTIONS**

Prepare in QUADRUPPLICATE: original and one copy for the personnel office of the agency concerned, a copy for the post or office file, and a copy for the rated officer. Part II is to be prepared at the same time, but in TRIPLICATE only.

**A. OFFICER'S POSITION**

Where does the position fit in the staffing pattern? What were the major duties of the job during the rating period? State the number and type of personnel supervised by the officer. What are the professional skills and personal qualities required for the best possible performance in the job? Describe your official relationship with the officer.

The outline contained in SDD-291 "Supervisory Political Officer" is a generally accurate description of the responsibilities of the Chief of the Political Section at this Embassy. In the report on Mr. Tull which I submitted a year ago I go into more detail concerning the local political situation. I urge that that report be read in connection with this one. My original high opinion of Mr. Tull's performance and abilities has been confirmed and strengthened during this past year, and I will endeavor to avoid repetition, except where necessary or desirable.

The size of the political section remains as described in the previous report. I have continued to observe Mr. Tull's work on a daily basis. He and I see one another in the office several times daily, and meet very frequently at official and social functions after office hours.











**B. Evaluation of Performance****1. Work Performance (Cont'd)**

Mr. Tull now has a truly profound and detailed grasp of the complicated Uruguayan political scene. He has formed an unusually cooperative, cohesive and efficient section and supervises its work most effectively. The country still suffers from the political situation described under this section last year, and the "limited state of siege" continues. In addition, the leftest urban terrorist group called the National Liberation Movement (NLM) and generally known as the Tupamaros became increasingly active during this past year and constitute a serious impediment to all normal operations of the government.

Mr. Tull's reporting always has been broad and accurate, striking the proper balance between excess and sparcity. Our somewhat reduced volume of political reporting recently is in response to the world-wide instructions from the Department, with which Mr. Tull was able to comply by a combination of his own ingenuity and a reluctant, slightly oppressive hand on my part. We feel that the quality of the reporting from this office has not suffered significantly as a consequence. Mr. Tull's reporting, and that of his section as a whole, have been especially commended in a communication from the Country Director for Argentine, Paraguayan and Uruguayan Affairs. The letter, addressed to me, reads in part "we in APU have been especially impressed over the last year with the scope and depth of the reporting by your Political Section. Their coverage of the complex Uruguayan political scene and their interpretation of the key personalities and their maneuvering reflect the keen judgment of Jim Tull and his ability to involve all of the officers under his supervision in a coordinated effort. I believe that you have one of the best political sections in the area."

Mr. Tull's own personal work in following Law of the Sea developments with the Foreign Office, and his reporting on the situation including a recent conference held here by a number of the Latin American nations now proclaiming a 200 mile limit for territorial waters, was exceptionally commended by telegram from the Department.

**4. Effectiveness in Relations With Others (Cont'd)**

Even so the reception was an outstanding success, notable for the warm friendship displayed toward Mr. Tull by the guests, and the frank, almost intimate way which they discussed their political affairs. Many opposition guests who did not attend have since spoken



to either Mr. Tull or myself at subsequent occasions, regretting their inability to attend and likewise showing the strength of their regard for him.

During the course of his duties, Mr. Tull has had occasion to meet the Vice President, a somewhat devious, subtle and cynical man who has been a life long politician. They have become good friends, and the Vice President obviously has a warm spot in his heart for Mr. Tull, with whom on occasion he speaks very frankly about political developments. Incidentally, Mr. Tull managed to develop an even closer relationship with the former Mayor of Montevideo, which was repeatedly of benefit to the Embassy.

TULL, James L.  
FSO-04

PART I -- /REVIEWING OFFICER'S STATEMENT

In the eight months I have observed Mr. Tull's work, I have come to share the high regard which the Rating Officer has expressed in this report. I concur fully in the appraisal.

Mr. Tull is one of the two officers at this post whom I consider truly outstanding. He is a man of forty years who for the first time in his career is responsible for a section--the Political Section of the Embassy--and is doing an excellent job not only of making contacts, advising and writing reports but also of supervising an operation and managing a staff. One of his staff, a man of unusual energy and political insight is older than Mr. Tull, but the latter by force of his own intellect, fairness, personality and tact has won what appears to be, at least, the older man's complete respect and admiration.

I have found Mr. Tull acquainted with virtually all local politicians--both Government and opposition--and he appears to be generally well thought of in both American and Uruguayan communities here. He seems to get along especially well with local prominent politicians and his judgment of them and the events surrounding them has usually proven accurate. He is notable for his independent judgment and his objective argumentation. He respects his colleagues' opinions and is an excellent team member. <sup>He</sup> I come to rely on Mr. Tull's advice and to appreciate his talents and his potential. Thus far I believe he has well merited his promotion to Class 3.

  
Charles W. Adair, Jr.  
Ambassador



DEPARTMENT OF STATE  INFORMATION AGENCY

**OFFICER EVALUATION REPORT, Part II**

FOREIGN SERVICE OFFICERS  
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 FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

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 DEPARTURE OF RATED OFFICER  
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 CHANGE OF DUTY

NAME OF OFFICER BEING RATED <b>TULL, James L.</b>		CLASS <b>FSO-04</b>	FUNCTIONAL TITLE <b>Political Officer</b>
POST OR ORGANIZATION <b>Montevideo</b>		DATE OF REPORT	PERIOD COVERED <b>06/16/69 - 06/15/70</b>
SIGNATURE <i>John L. Topping</i>		SIGNATURE <i>Charles W. Adair, Jr.</i>	
TYPED NAME <b>John L. Topping</b>		TYPED NAME <b>Charles W. Adair, Jr.</b>	
TYPED CLASS AND TITLE <b>FSO-01, Deputy Chief of Mission</b>		TYPED CLASS AND TITLE <b>FA-CM, Ambassador</b>	

**GENERAL INSTRUCTIONS**

Prepare in TRIPLICATE: original and one copy for the personnel office of the agency concerned and a copy for the post or office file. Part II will be written and reviewed by the same officers who prepared Part I, and will be attached to and submitted with it.

Purpose

Part II is a written evaluation of the officer's capacity for growth, his leadership qualities, his ability to assume higher level responsibilities, and any factors which might limit or enhance his advancement. It is not an evaluation of the officer's performance in any particular job during a particular rating period, although the appraisal must necessarily be based in part on an observation of the officer's performance and must bear a close relationship to the evaluation of that performance in Part I.

Discussion and Disclosure

This section of the report will not be shown to the rated officer at the time it is prepared. He will subsequently be authorized to see it in Washington after either he or the rating officer has been transferred from the post where it was prepared. Additionally he will be authorized to see it or, if in the field, receive a summary of it if a Selection Board has ranked him in the low 3 percent of his class.

The restriction on disclosure is not intended to discourage discussion between supervisor and subordinate of matters covered in this report, particularly when such discussion and guidance could assist the subordinate in self-improvement efforts. On the contrary, supervisors are obliged to counsel persons under their responsibility. Occasionally, however, some factors, traits, or limitations, though they form a necessary part of appraisal of an officer's potential, may be beyond his power to alter or control; in such cases a discussion of them with him might serve no useful end, and may even be counter-productive. In summary you are obliged to report your appraisal of the officer's potential fully and candidly; you are also obliged to counsel him on all matters which lend themselves to such discussion.

UNCLASSIFIED  
 Authorized by William O. Hall  
 Director General of the  
 Foreign Service, March 1, 1972

A. GROWTH CAPACITY

UNCLASSIFIED  
 Authorized by William O. Hall  
 General  
 Director  
 Foreign Service, January 1, 1973

Comment on any factors that might have a significant bearing, positive or negative, on the officer's potential to assume greater responsibility with particular attention to assignability at the next higher grade. Indicate in specific terms what assignments and further training would contribute to realization of the officer's growth potential over the next 5 years.

Mr. Tull has now been Head of the Political Section here for 16 months. He has handled the section <sup>after</sup> the first few months of breaking in with notable efficiency and effectiveness. He has had the opportunity to demonstrate latent abilities and talents which he already possessed. In addition, he early displayed a mature balance in judgment which has not diminished but rather increased with time. I continue to be impressed by his enthusiasm for life, the air of vitality and alertness surrounding him, his dynamic, imaginative approach, his soundness of judgment and his unusually attractive personality. I commented both last year and earlier in this report about his confidence in his own abilities, and his ambition. The combination of these gifts and drive should take him very far.

I have been in the Service for 30 years now and have seen no better performance as Head of a Political Section. I am firmly convinced that if Mr. Tull continues to perform as he has in the past 16 months he is fully capable of reaching the highest positions in the Service.

In his reviewing statement last year, Ambassador Sayre said that he had asked for Mr. Tull to come to this post. That was an understatement. The Ambassador had been Deputy Assistant Secretary in ARA, and arranged for Mr. Tull's assignment here. When I learned of it and inquired whether there were not any FS0-3 level officers also available, the

(Cont'd on attached sheet)

B. PROMOTION

Probationary Officers

(Check one box for each question)

Other Officers

(Check one box)

Should officer be retained in Service?

Yes No

Recommended for promotion by current year's Selection Boards.

Should officer be promoted at this time?

No recommendation at this time.



(Explain Recommendations)

Mr. Tull has fully proven himself in substantive work, filling a position at the O-3 level. As I said above, there is every promise that he will go much farther in the Service. I recommend most earnestly that he be promoted by the current Selection Boards. I was surprised that he was not promoted last year, and somewhat disturbed lest something I either said or left unsaid might have weighed against him. With another year, my view that he is among the two best and most promising officers of his class has only been strengthened.

OFFICER'S STATEMENT

Do you concur in the rating and appraisal of the officer's potential, adding your own assessment as appropriate. Indicate where you concur in any recommendation for promotion.

LIMITED OFFICIAL USE (When Completed)



LIMITED OFFICIAL USE

OFFICER EVALUATION REPORT, Part II -- Tull, James L.

A. Growth Capacity (Cont'd)

Ambassador's reply was that he knew that Mr. Tull could do equally as good or better than them, and that he confidently expected him to be promoted by the then current selection boards. I make this observation in order to emphasize the high regard for Mr. Tull's abilities and performance held by Ambassador Sayre, a man who is notably exigent concerning the work of his subordinates, and parsimonious in his praise.

Mr. Tull has on more than one occasion expressed to me his past concern over his previous experience as "special assistant" in London and in the Department. Not that he did not find the assignments interesting, challenging and valuable. Rather, he feels that the path to real achievement in the Service lies in more substantive positions. He was clearly pleased to get the assignment here, and has from time to time expressed to me a proper degree of concern that he was doing a satisfactory job.

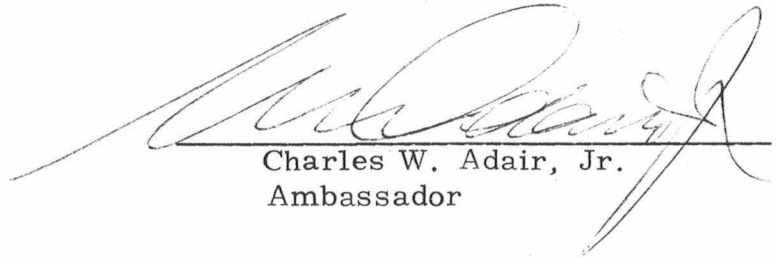
Mrs. Tull is equally dynamic and vivacious. She conducts herself extremely well and is an excellent hostess. She is a valuable asset to him. Mr. Tull will be here for approximately another two years. I would recommend that he then be assigned as Head of the Political Section in a larger embassy, not necessarily in ARA. After that, he should be assigned to senior training. I do not understand the recommendation by Ambassador Sayre last year that he should be assigned as the Head of an Economic Section at a Class 2 post and I do not make such a recommendation myself.

Reviewed by William C. Lusk  
Director General of the  
Foreign Service, March 1, 1972

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PART II -- REVIEWING OFFICER'S STATEMENT

The rating officer has worked with Mr. Tull at this post twice as long as I have. I think his report is accurate and fair. I fully concur in his recommendation that Mr. Tull be promoted by the current Selection Board. In political work Mr. Tull is the equal of many older political officers I know in insight, energy and judgment as well as in ability to make useful contacts and to communicate lucidly. I am glad he will be remaining at this post for another two years. After that, any of the assignments suggested by the Rating Officer and Ambassador Sayre would be useful for Mr. Tull, although an assignment following Montevideo as Economic Counselor at a Class II post might prove somewhat difficult considering Mr. Tull's lack of direct experience in the economic field. I would recommend either head of a larger political section or National War College/Senior Seminar.



Charles W. Adair, Jr.  
Ambassador





OPF - ~~TULL, James L.~~  
DEPARTMENT OF STATE  
Washington, D.C. 20520

APR 15 1971

TO: Official Personnel File

This is to certify that James L. Tull was a member of the U.S. Mission to Uruguay which received a Unit Superior Honor Award in February 1971.

The Citation that appeared on the Certificate is as follows:

"To the Personnel of the U.S. Mission,  
Montevideo, Uruguay

"For consistently superior performance and dedication to duty during a prolonged period of danger and stress following the kidnapping and murder of Mission personnel by terrorists in July - August 1970."

Charles A. Meyer  
/s/ Assistant Secretary"

February 1971

PER. MANAGEMENT DIVISION  
LOGGED  
TO CHIEF  
REVIEWED  
*Anna B. Stowell*  
Anna B. Stowell  
Administrative Assistant  
ARA-LA/POD - Awards Assistant  
PR-1



*Department of State*

*United States of America*

*Superior Honor Award*

**U.S. MISSION  
MONTEVIDEO, URUGUAY**

For consistently superior performance and dedication to duty during a prolonged period of danger and stress following the kidnapping and murder of Mission personnel by terrorists in July - August 1970.

*Charles H. Meyer*

Assistant Secretary

February 1971



A. Stephen Telkins, Jr., of Pennsylvania.  
Ernesto Uribe, of Texas.  
Harvey M. Wandler, of New York.  
William J. Weinhold, of Wisconsin.  
Michael M. Yaki, of California.  
Foreign Service information officers of class 6:  
Raymond D. Anderson, Jr., of Florida.  
Miss Beverly H. Brock, of California.  
Miss Elizabeth A. Cain, of Pennsylvania.  
Mrs. Susan C. Copin, of Missouri.  
James A. Edris, of Pennsylvania.  
Miss Katherine Hashmall, of New York.  
William H. Maurer, Jr., of Pennsylvania.  
Michael Patrick Phelan, of Michigan.  
Boyd Poush, of Virginia.  
Miss Joanne A. Rinehart, of Pennsylvania.  
James E. Smith, of Ohio.  
Kenneth A. Yates, of Connecticut.  
Mrs. Katherine K. Young, of the District of Columbia.

RICHARD NIXON.

To the Committee on Foreign Relations.

THE WHITE HOUSE, March 25, 1971.

To the Senate of the United States:

I nominate—

The following-named Foreign Service officers for promotion in the Foreign Service to the classes indicated:

Foreign Service officers of class 1:

John George Bacon, of Washington.

William D. Calderhead, of Texas.

Frank C. Carlucci, of Pennsylvania.

Christian Addison Chapman, of the District of Columbia.

Miss Eileen R. Donovan, of Massachusetts.

Donald B. Easum, of Virginia.

Richard K. Fox, Jr., of Minnesota.

Samuel R. Gammon III, of Texas.

Anthony Geber, of Illinois.

William H. Gleysteen, Jr., of Pennsylvania.

Abraham Katz, of Maryland.

Samuel W. Lewis, of Texas.

John S. Meadows, of Massachusetts.

Francis J. Meehan, of the District of Columbia.

Miss Mary S. Olmsted, of Tennessee.

Mathias J. Ortwein, of Pennsylvania.

Thomas R. Pickering, of New Jersey.

Robert L. Yost, of California.

Foreign Service officers of class 1 and consular officers of the United States of America:

Manuel Abrams, of Florida.

Robert M. Beaudry, of Maine.

Josiah W. Bennett, of Maryland.

Samuel D. Eaton, of New York.

Robert C. F. Gordon, of California.

[skip to p. 101]

Foreign Service officers of class 3:

Natale H. Bellocchi, of New York.  
Harry E. Bergold, Jr., of Florida.  
Paul H. Boeker, of Ohio.  
Michael P. Boerner, of New Jersey.  
Thomas D. Boyatt, of Ohio.  
Frederick Z. Brown, of Pennsylvania.  
John C. Dorrance, of California.  
Robert W. Duemling, of California.  
William L. Dutton, Jr., of Iowa.  
Raymond C. Ewing, of California.  
Robert L. Flanegin, of Illinois.  
Robert L. Gingles, of Florida.  
John C. Griffith, of Connecticut.  
Stanley P. Harris, of Maryland.  
Samuel F. Hart, of Rhode Island.  
Roy T. Haverkamp, of Missouri.  
Henry A. Holmes, of Kansas.  
John W. Holmes, of Massachusetts.  
Edward E. Keller, Jr., of California.  
Edson W. Kempe, of California.  
Anthony S. Kochanek, Jr., of New Jersey.  
Paul L. Laase, of Virginia.  
Clint A. Lauderdale, of California.  
Gerard J. Levesque, of South Dakota.  
Mrs. Marcia L. Martin, of Florida.  
James K. Matter, Jr., of Michigan.  
Elwood J. McGuire, of Connecticut.  
William H. McLean, of Texas.  
J. William Piez, of Colorado.  
Samuel M. Pinckney, Jr., of Connecticut.  
Richard C. Scissors, of Missouri.  
Peter Semler, of Virginia.  
Goodwin Shapiro, of Texas.  
John P. Shumate, Jr., of California.  
Michael B. Smith, of Massachusetts.  
James Stromayer, of Illinois.  
James L. Tull, of Iowa.  
Ronald A. Webb, of California.  
Mrs. Melissa F. Wells, of New York.  
James W. White, of Florida.  
Dawson S. Wilson, of Florida.

[Promotion from F504 to F503]

Foreign Service officers of class 3 and consular officers of the United States of America:

Edward H. Brown, of Pennsylvania.  
Joseph D. Capri, of Florida.  
Miss Alice W. Clement, of Pennsylvania.  
John G. Day, of New Hampshire.  
Stephen A. Dobrenchuk, of Maryland.  
Harvey J. Feldman, of Illinois.  
George O. Huey, of Illinois.  
George W. Jaeger, of Missouri.  
Burton Levin, of the District of Columbia.  
Anthony F. O'Boyle, of Pennsylvania.  
Miss Nancy Ostrander, of Indiana.  
Arthur W. Purcell, of Massachusetts.



AMBASSADOR

E. Ross Adair, of Indiana, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to Ethiopia.

Without objection, it was

*Resolved*, That the Senate advise and consent to the said nomination.

UNITED NATIONS

Bernard Zagorin, of Virginia, to be the representative of the United States of America on the Economic and Social Council of the United Nations, with the rank of Ambassador.

Without objection, it was

*Resolved*, That the Senate advise and consent to the said nomination.

U.S. ADVISORY COMMISSION ON INFORMATION

The following-named persons to be members of the U.S. Advisory Commission on Information for the terms indicated:

For a term expiring January 27, 1973:

Frank Stanton, of New York.

Hobart Lewis, of New York.

For a term of 3 years expiring January 27, 1974:

James A. Michener, of Pennsylvania.

On motion by Mr. Mansfield and by unanimous consent, the above nomination were considered en bloc, and

Without objection, it was

*Resolved*, That the Senate advise and consent to the said nominations.

The Senate proceeded to consider the following nomination lists placed on the Secretary's desk:

IN THE DIPLOMATIC AND FOREIGN SERVICE

The nominations beginning Darrell D. Carter, to be a Foreign Service information officer of class 1, and ending Mrs. Katherine K. Young, to be a Foreign Service information officer of class 6, which nominations were received by the Senate and appeared in the Congressional Record on March 25, 1971;

The nominations beginning John George Bacon, to be a Foreign Service officer of class 1, and ending Matthew P. Ward, Jr., to be a Foreign Service officer of class 6, which nominations were received by the Senate and appeared in the Congressional Record on March 25, 1971; and

The nominations beginning J. Donald Blevins, for appointment as a Foreign Service officer of class 3, a consular officer, and a secretary in the diplomatic service of the United States of America, and ending Michael M. Sherman, to be a consular officer of the United States of America, which nominations were received by the Senate and appeared in the Congressional Record on March 25, 1971.

The above nominations were considered en bloc and

Without objection, it was

*Resolved*, That the Senate advise and consent to the said nominations.

PRESIDENT NOTIFIED

*Ordered*, by unanimous consent, That the President be immediately notified of the confirmation of the nominations.

DEPARTMENT OF STATE FOREIGN SERVICE OF THE UNITED STATES OF AMERICA <b>INSPECTOR'S EFFICIENCY REPORT</b>			<b>INSTRUCTIONS</b> Prepare in triplicate; Post fill in boxes 1 thru 11; Employee fill in boxes 12 thru 18. <u>Limit answers to front of this form.</u> Additional explanatory details may be given orally to Inspector.		
1. NAME (Last) (First) (Middle) TULL James L.			2. CLASS FSO-3 SALARY 22,135	3. DATE OF BIRTH 12/05/30	4. POST Montevideo
5. DEPT'S CLASSIFICATION TITLE OF POSITION AND CLASS Political Officer - FSO-03		6. POST'S FUNCTIONAL OR ORGANIZATIONAL TITLE Chief Political Section		7. DIPLOMATIC OR CONSULAR TITLE, IF A First Secretary - Consul	
8. ARRIVED AT POST 02/27/69	9. ELIGIBLE FOR HOME LEAVE 02/18/73	10. ENTERED FOREIGN SERVICE April 1958	11. LAST PROMOTED April 1971		
12. MARITAL STATUS Married (Single, Married, Widowed, Divorced)		13. IF MARRIED, NATIONALITY OF SPOUSE AT BIRTH U. S. IF SPOUSE NATURALIZED AMERICAN, GIVE DATE		14. CHILDREN - Give Number, Age, Sex 2 boys, ages 16 and 5; 1 girl, age 13	
15. ARE THERE ANY SERIOUS LIMITATIONS THE DEPARTMENT SHOULD TAKE INTO CONSIDERATION IN TRANSFERRING YOU? REGARDING ANY POST OR AREA? IF YOUR ANSWER IS AFFIRMATIVE, EXPLAIN BRIEFLY. No					
16. DO YOU DESIRE A TRANSFER NOW OR WITHIN NEXT TWO YEARS? IF SO, EXPLAIN YOUR ANSWER. No					
17. WHEN NEXT TRANSFERRED, WHAT WOULD BE YOUR PREFERENCE AS TO AREA, POST AND TYPE OF ASSIGNMENT? Senior training (National War College) and subsequent assignment to the field in Latin America as a DCM (Class IV post) or Political Counselor (Class I post.)					
PER PERMANENT RECORD COPY Logged <u>6/19/71</u> <u>chb</u> Reviewed <u>WZ</u> <u>8/9</u> To PER File					
18. WHAT FUNCTIONAL OR AREA COMPETENCE HAVE YOU DEVELOPED, OR DO YOU WISH TO DEVELOP, AND HOW DO YOU RELATE THIS COMPETENCE TO YOUR PERSONAL LONG TERM OBJECTIVE IN THE SERVICE? I am assigned to the political "cone" and have spent most of my career in Latin American affairs. I also have had administrative training (ARA/MGT) as well as experience in international organization affairs (UNP). I have served in staff positions in the field and Washington. I believe this background will assist me in my long term Service objective of a Chief of Mission assignment. UNCLASSIFIED Authorized by William O. Hall, Director General of the					
19. INSPECTOR'S NAME Herbert D. Spivack		20. PERIOD OF INSPECTION, January 1, 1973 FROM 5/5/71 TO 5/28/71		21. DATE OF THIS REPORT May 22, 1971	



LIMITED OFFICIAL USE

(When Completed)

Authorized by William O. Hall

INSPECTOR'S COMMENTS

Foreign Service, January 1, 1973

Reference: Officer Evaluation Report dated 7/17/70 covering period 6/16/69-6/15/70: Rating Officer: John L. Topping; Reviewing Officer: Charles W. Adair, Jr. Officer Evaluation Report dated 7/28/69 covering period 2/27/69-6/15/69: Rating Officer: John L. Topping; Reviewing Officer: Robert M. Sayre

Personal

Mr. Tull is a tall, active, articulate man looking slightly younger than his 40 years. His manner is outgoing and friendly, his responses in conversation are quick, and he exudes an air of self-confidence and vigor. In staff meetings he speaks up promptly and decisively when he has something to say, expressing himself smoothly and with a good choice of words.

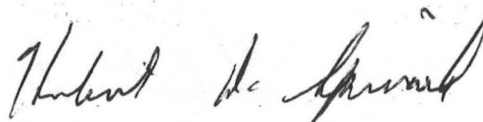
Performance

The two evaluation reports cited credit Mr. Tull with being an excellent political officer and an able chief of section. My observation bears them out fully. Mr. Tull has a deep insight into Uruguayan politics gained from his wide circle of political contacts. His analyses are thoughtful and penetrating, his reports crisply drafted, the volume of his output impressive. During the critical period following attacks on several Americans, the kidnapping of two of them (and the murder of one) he was a mainstay in the Embassy's voluminous, timely, and extremely helpful reporting, contributing greatly to the performance which earned the Embassy a superior honor award for its work on that occasion. On all counts Mr. Tull gives the impression of being destined for the senior officer ranks of the service.

Recommendations

Assignment - Upon the completion of his present assignment in the Spring of 1973, Mr. Tull should be considered for senior training and a subsequent program direction stint in the Department. His chosen field of specialization is ARA, and it would appear logical that the greater part of his career should henceforth be in that area.

Promotion - Mr. Tull was promoted last month. Under the circumstances, I make no recommendation for promotion at this time.



Herbert D. Spivack  
Foreign Service Inspector

LIMITED OFFICIAL USE  
(When Completed)

# OPERATIONS MEMORANDUM

TO: Department of State(PER/PMS/PS)

DATE: June 24, 1971

FROM: Amembassy MONTEVIDEO

SUBJECT: PERSONNEL James L. TULL, FSO-3, Meritorious Service Increase

REF: 3 FAM 224.8-5

1. On June 7, 1971 a Meritorious Service Increase was approved for Mr. Tull. In accordance with Manual reference, the approved recommendation and Form DS-1688 a (Personnel File Copy of the Meritorious Service Increase Certificate) are attached.
2. It is requested that Form DS-1042, Pay Roll Change Slip, be prepared covering the step increase from FSO-3/1 to FSO-3/2, effective June 13, 1971. The payroll copy should be forwarded directly to the Washington Finance Center (WFC).

cc: ARA/POD  
ARA/APU/U

PER. PERMANENT RECORD COPY

LOGGED 7/26/71 GPN  
 TO CMAD SPD 108  
 REVIEWED \_\_\_\_\_  
 PER. ENG PR-1

PER:DP [Signature] to:mls

*[Handwritten signature]*



## RECOMMENDATION FOR MERITORIOUS SERVICE AWARD

1. Name of nominee: JAMES L. TULL
2. Title and grade: Political Officer, FSO-03 / step 1
3. Organizational element: Department of State /Foreign Service
4. Length of service in present position: February 27, 1969
5. Date of last within-class increase, if any: none
6. Brief description of most important functions of position:  
As Chief of the Political Section, Mr. Tull has the responsibility for following, analyzing and reporting political developments in Uruguay. He maintains close contact with politicians and government officials at all levels. He supervises five employees, 4 American and 1 local.
7. Justification:

Mr. Tull's outstanding performance at this post, particularly during the past nine months of intense crisis substantially exceeds the normal requirements of his position and reflects great credit not only on himself but on this Embassy and on the Foreign Service as a whole. This Meritorious Service increase is specifically recommended for his effective performance since July 30, 1970 when a highly organized terrorist group unleashed a series of violent actions against this Mission and other American installations including kidnapping attempts against American personnel, two of which succeeded. The kidnappings and the subsequent murder of one of the hostages has strained and otherwise burdened relations between the United States and Uruguay. Mr. Tull assumed a large share of the responsibility for accurately reporting and interpreting fast-breaking events and for carrying out the day-by-day contacts with Uruguayan authorities. During the past nine months Mr. Tull has demonstrated extraordinary judgment, acute sensitivity to local moods and a quick perception of opportunities to resolve the pressing problems which have arisen. Mr. Tull has shown exemplary foresight in adjudging developments that could cause future problems and has demonstrated a high degree of physical and moral courage and stamina which has permitted him to withstand the almost ceaseless pressure, intense emotion, and long hours.

Mr. Tull's performance has been especially notable for the uniformly high quality of his work which reflects his total commitment, his wide knowledge of local conditions, his innate good judgment, his remarkable maturity for his age, and his exceptional personal characteristics of sensitivity and humanness. Mr. Tull's performance substantially exceeds those standards one would expect of an officer of his age and rank. Mr. Tull's productivity has been prodigious. His work is thorough and accurate. To all his efforts Mr. Tull brings a high degree of creativity and imagination. He willingly accepts responsibility. He is always careful to check on a variety of viewpoints although he never hesitates to make known his own point of view and offer constructive suggestions. He carefully plans his work before executing it. He is a good team leader and heads a highly productive and effective section.

Although this recommended action is directly related to Mr. Tull's performance in connection with the crisis confronting this Embassy as a result of terrorist actions, as of this writing the crisis has not ended. It may not end during the foreseeable future. However, Mr. Tull's performance has already so clearly exceeded what would normally be expected from an officer of his experience that it is my strong recommendation that he be awarded the increase at this time.

8. Awards received and nomination for awards made or pending, if any:

None

9. Summary of performance rating received or recommended in present position:

Mr. Tull has received an outstanding efficiency report during the last period. The Rating Officer has since departed this post.

10. Certification;

I certify that James L. Tull has been performing the most important functions of his position in a manner that substantially exceeds normal requirements so that, when viewed as a whole, his performance is of a high level of effectiveness and that this high level of effectiveness has been sustained to the extent that it may be considered characteristic of his performance.

I further certify that I believe, on the basis of past experience, that his high quality performance is likely to continue.

27 May, 1971  
(Date)

Frank V. Ortiz  
Deputy Chief of Mission



11. Comments and recommendations by reviewing officers:

<u>June 4, 1971</u> (Date)	<u>Robert G. Carey - approved</u> Administrative Officer
<u>6-4-71</u> (Date)	<u>[Signature]</u> Public Affairs Officer
<u>6/4/71</u> (Date)	<u>Walter G. [Signature]</u> Mission Director, AID

12. Action by approving officer:

a. Approved: June 7, 1971  
(Date)

[Signature]  
Ambassador

*Ya era tiempo!*  
*Don*

American Embassy  
Montevideo, Uruguay



# *Meritorious Service Increase* **CERTIFICATE**

James L. TULL, FSO-03

*is granted an additional salary step  
increase in recognition of performance of  
duties in a manner which exceeds normal  
position requirements.*

Approved June 7, 1971

American Embassy  
Montevideo, Uruguay

Charles W. Adair, Jr.

AMBASSADOR

**Personnel File Copy.**





DEPARTMENT OF STATE  
MERITORIOUS STEP INCREASE

OFFICIAL RECOGNITION AND APPRECIATION

ARE TENDERED TO

JAMES L. TULL

FOR HAVING MAINTAINED A CONSISTENTLY HIGH

QUALITY PERFORMANCE IN A MANNER WHICH

EXCEEDS NORMAL REQUIREMENTS WHILE IN

THE SERVICE OF THE

GOVERNMENT OF THE UNITED STATES

A handwritten signature in black ink, appearing to read "C. W. Adair, Jr.", written in a cursive style.

CHARLES W. ADAIR, JR.

AMERICAN EMBASSY  
MONTEVIDEO, URUGUAY

JUNE 13, 1971

DEPARTMENT OF STATE  U.S. INFORMATION AGENCY

**OFFICER EVALUATION REPORT, Part I**

FOREIGN SERVICE OFFICERS  
FOREIGN SERVICE INFORMATION OFFICERS  
FOREIGN SERVICE RESERVE OFFICERS  
FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

CHECK ONE BOX

REGULAR REPORT  PROBATIONARY REPORT  
 INTERIM REPORT  
 DEPARTURE OF RATED OFFICER  
 DEPARTURE OF RATING OFFICER  
 CHANGE OF DUTY

NAME OF OFFICER BEING RATED <b>TULL, James L.</b>		CLASS <b>FSS-03</b>	FUNCTIONAL TITLE <b>Political Officer</b>
POST OR ORGANIZATION <b>Montevideo</b>		DATE OF REPORT	PERIOD COVERED <b>08/16/70 - 06/15/71</b>
RATING OFFICER		REVIEWING OFFICER	
SIGNATURE <i>Frank V. Ortiz</i>		SIGNATURE <i>Charles W. Adair, Jr.</i>	
TYPED NAME <b>Frank V. Ortiz</b>		TYPED NAME <b>Charles W. Adair, Jr.</b>	
TYPED CLASS AND TITLE <b>FSS-02, Deputy Chief of Mission</b>		TYPED CLASS AND TITLE <b>CM, Ambassador</b>	
I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.	DATE <b>7/7/71</b>	SIGNATURE OF RATED OFFICER <i>James L. Tull</i>	

**GENERAL INSTRUCTIONS**

Prepare in QUADRUPPLICATE: original and one copy for the personnel office of the agency concerned, a copy for the post or office file, and a copy for the rated officer. Part II is to be prepared at the same time, but in TRIPLICATE only.

**A. OFFICER'S POSITION**

Where does the position fit in the staffing pattern? What were the major duties of the job during the rating period? State the number and type of personnel supervised by the officer. What are the professional skills and personal qualities required for the best possible performance in the job? Describe your official relationship with the officer.

The Chief of the Political Section works directly under the supervision of the Ambassador and the DCM. He has a close working relationship with the Defense Attache, Public Affairs Officer and the Economic Section but has frequent contact with other sections of the Embassy as well. He is the senior political advisor to the Ambassador and the Country Team. The Political Officer is specifically responsible for the submission to the appropriate US agencies of timely, accurate and adequate information, reporting and interpreting the complex interplay of political forces in Uruguay and the possible consequences of this interplay on US interests. This responsibility is particularly significant in this electoral year.

As the need arises he is responsible for the formulation of recommendations for appropriate US actions in the political field for the Ambassador's consideration. The Political Section has the responsibility of being the principal point of contact with Uruguayan Foreign Office officials other than the Foreign Minister and his immediate deputy. The section is responsible for the preparation of a great part of the substantive official communications by this Embassy with the Uruguayan Government. The incumbent is also responsible for the preparation of memoranda, letters, policy papers and studies relating to Uruguayan political conditions. The office is frequently called upon to act as control for visitors and for international meetings, the coordination of intra-Embassy work and the briefing of a wide variety of visitors and newsmen. The normal complement supervised by the Chief of Section is two political officers, a Labor Attache, two American secretaries and one local employee. During most of the rating period the section was short one political officer.

In meeting his responsibilities the incumbent and those under his supervision must  
(see continuation sheet)













TULL, James L.

Continuation Sheet

A. Officer's Position

draw upon and correctly evaluate information from a variety of direct and indirect sources. He must develop fruitful relationships with influential and well-informed political figures. In Uruguay where there is a free play of political forces this requires particularly extensive efforts. Newspapers and other channels of information and opinion must be combed and speeches, ceremonies and social gatherings endured all as a means of remaining well-informed on developments and to assure an effective presentation of US points of view.

There are several important professional skills and personal qualities required for the best performance of this position. Among these are: extensive Foreign Service experience in political work; an innate political judgment and an ability to analyze developments and relate them to US interests and a thorough knowledge of Uruguayan history, institutions, culture and customs. Fluent Spanish is essential. The incumbent must have a firm understanding of US interests in Uruguay as well as in the Hemisphere and have a dedication to furthering them. There are frequent periods of intense physical and mental stress which require physical hardiness and psychological equilibrium. A high degree of objectivity, personal integrity, coolness under pressure, quick reactions and a strong devotion to duty which puts professional above personal considerations are highly significant personal qualities. A sense of humor is a very helpful asset.

I probably have more official contact with Mr. Tull than with any other officer of the Mission. Our relationship both professionally and personally is close and from my point of view entirely satisfactory.

B. Evaluation of Performance

1. Work Performance

his work which reflects his total commitment, the high standards he demands of himself, his wide knowledge of local conditions, his quick intelligence and innate good judgment. Mr. Tull's productivity has been very high and his work thorough and accurate. To all his efforts Mr. Tull brings a high degree of creativity and imagination. He willingly accepts responsibilities and his work attitude is characterized by objectivity, an openness to other points of view and a frankness in expressing his own views. Mr. Tull carefully plans and organizes his work.



TULL, James L.

Continuation Sheet

Mr. Tull's performance is invariably characterized by his absolute reliability. He is an effective team worker who can be counted upon to carry out any assignment rapidly and effectively. Mr. Tull has proven himself to be one of the most productive and valuable members of the Country Team.

Aside from Mr. Tull's work in connection with the terrorist actions for which he was awarded a meritorious service award, he has accomplished the following significant achievements:

- a) Uruguay is in the early stages of a crucial general electoral campaign. Mr. Tull by virtue of his wide contacts with Uruguayan figures, his fluency in Spanish and his deep knowledge of Uruguayan political factors has had prepared a series of significant and comprehensive reports setting forth for Washington agencies the issues at stake in the elections and possible consequences for US interests.
- b) Mr. Tull was responsible for a great deal of the coordination and drafting of this Mission's CASP submission which outlines policy issues and recommendations for the future.
- c) Mr. Tull has been highly successful in maintaining meaningful and fruitful contacts with the Uruguayan Foreign Office and for the efficient handling of day by day diplomatic intercourse.



## PART I - REVIEWING OFFICER'S STATEMENT

I concur in the rating officer's evaluation of Mr. Tull. The relationship between the rating and rated has been close and friendly and one of mutual respect. Guidance has been adequate.

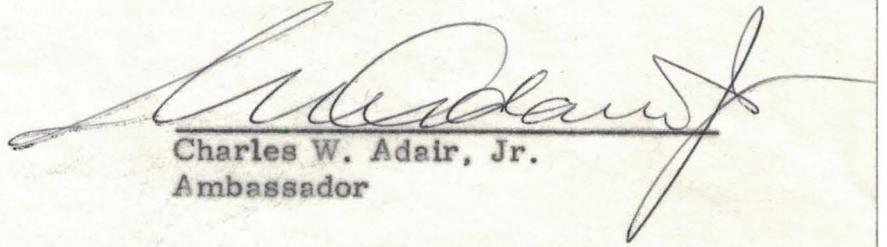
As Mr. Tull is one of the most outstanding young FSOs I have worked with, I take this opportunity to emphasize some of the personal qualities which make Mr. Tull a successful political officer. In the first place, he has displayed personal courage, emotional calm and good judgment under emergency conditions. Early in the period under review, Embassy personnel experienced a security--and in a sense political--crisis when rapid-fire events called for decisions, judgments, actions, and accurate reporting while under constant threat of physical harm to self and family. The circumstances are summarized in the rating officer's report. No one on the Embassy staff showed up better than Mr. Tull. During the crisis he bore the major responsibility for reporting events as they occurred. Numerous times during a period of approximately three months he made trips in his car from home in the suburbs to the office during the night to deal with telegraphic communications with the Department--at a time when Embassy personnel were clearly targets for terrorist attacks at home and en route. He was probably my closest assistant during the crisis, when I sought his advice and used him as a sounding board. Instead of tiring, he seemed to thrive on the challenge. I found his judgment good almost without exception on internal Embassy matters as well as on relations with local authorities.

Whether in crisis or normal times, I have found Mr. Tull completely dependable--judgment, competent work, promptitude. He has a respectful and easy way of dealing with people. While he is ambitious he is not pushy, obsequious or arrogant--nor is he selfish or self-centered.

Mr. Tull keeps himself well informed on political developments, ideas and activities through widespread and carefully selected contacts in and out of Government. I have had numerous opportunities to observe him during both official and social conversations and consider his relations with foreigners to be excellent. In this instance, I would raise the rating officer's evaluation at least one notch.



I concur fully in the rating officer's appraisal of Mr. Tull's executive ability.



Charles W. Adair, Jr.  
Ambassador

OFFICER EVALUATION REPORT, Part II

FOREIGN SERVICE OFFICERS  
FOREIGN SERVICE INFORMATION OFFICERS  
FOREIGN SERVICE RESERVE OFFICERS  
FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

CHECK ONE BOX  
 REGULAR REPORT  
 PROBATIONARY REPORT  
INTERIM REPORT  
 DEPARTURE OF RATED OFFICER  
 DEPARTURE OF RATING OFFICER  
 CHANGE OF DUTY

NAME OF OFFICER BEING RATED <b>TULL, James L.</b>		CLASS <b>FSO-03</b>	FUNCTIONAL TITLE <b>Political Officer</b>
POST OR ORGANIZATION <b>Montevideo</b>		DATE OF REPORT	PERIOD COVERED <b>08/16/70 - 06/15/71</b>
SIGNATURE <i>Frank V. Ortiz</i>		SIGNATURE <i>Charles W. Adair, Jr.</i>	
TYPED NAME <b>Frank V. Ortiz</b>		TYPED NAME <b>Charles W. Adair, Jr.</b>	
TYPED CLASS AND TITLE <b>FSO-02, Deputy Chief of Mission</b>		TYPED CLASS AND TITLE <b>CM, Ambassador</b>	

GENERAL INSTRUCTIONS

Prepare in TRIPLICATE: original and one copy for the personnel office of the agency concerned and a copy for the post or office file. Part II will be written and reviewed by the same officers who prepared Part I, and will be attached to and submitted with it.

Purpose

Part II is a written evaluation of the officer's capacity for growth, his leadership qualities, his ability to assume higher level responsibilities, and any factors which might limit or enhance his advancement. It is not an evaluation of the officer's performance in any particular job during a particular rating period, although the appraisal must necessarily be based in part on an observation of the officer's performance and must bear a close relationship to the evaluation of that performance in Part I.

Discussion and Disclosure

This section of the report will not be shown to the rated officer at the time it is prepared. He will subsequently be authorized to see it in Washington after either he or the rating officer has been transferred from the post where it was prepared. Additionally he will be authorized to see it or, if in the field, receive a summary of it if a Selection Board has ranked him in the low 3 percent of his class.

The restriction on disclosure is not intended to discourage discussion between supervisor and subordinate of matters covered in this report, particularly when such discussion and guidance could assist the subordinate in self-improvement efforts. On the contrary, supervisors are obliged to counsel persons under their responsibility. Occasionally, however, some factors, traits, or limitations, though they form a necessary part of appraisal of an officer's potential, may be beyond his power to alter or control; in such cases a discussion of them with him might serve no useful end, and may even be counter-productive. In summary you are obliged to report your appraisal of the officer's potential fully and candidly; you are also obliged to counsel him on all matters which lend themselves to such discussion.

UNCLASSIFIED  
Authorized by William O. Hall  
Director General  
Foreign Service, March 1, 1972



A. GROWTH CAPACITY

Comment on any factors that might have a significant bearing, positive or negative, on the officer's potential to assume greater responsibility, with particular attention to assignability at the next higher grade. Indicate in specific terms what assignments and further training would contribute to realization of the officer's growth potential over the next 5 years.

Mr. Tull is an officer of considerable talent and potential. He is an ambitious officer who is thoroughly committed to the Foreign Service and to furthering the true best interests of the United States. He is a superior team worker although he has well-founded ideas of his own and is a natural leader. Throughout most of the rating period Mr. Tull was an FSO-4 assigned to an FSO-3 slot. Nonetheless he fulfilled his responsibilities with distinction and was recently promoted to FSO-3. I feel reasonably sure that Mr. Tull can assume the greater responsibilities at the next higher grade.

Mr. Tull has an attractive and representative American family. The family is close knit and has a high standing in the community. Mrs. Tull is an active and attractive woman, a good mother and capable hostess. She is a member of the American School Board.

Mr. Tull's tour at this post ends in May 1973. In my judgment an assignment to serve training such as the National War College at that time would be a good assignment. His predilections, capabilities and personal qualities are probably most effectively used in the political cone. Mr. Tull has a deep interest in the problems of Latin America and he desires to serve most of his remaining career in this Hemisphere. I believe the Department would be well advised to see to it that his talents are employed in this field.

B. PROMOTION

Probationary Officers

(Check one box for each question)

Yes No

Other Officers

(Check one box)

Should officer be retained in Service?

Recommended for promotion by current year's Selection Boards.

Should officer be promoted at this time?

No recommendation at this time.

(Explain Recommendations)

Mr. Tull has just been promoted to Class 3 effective May 16, 1971. Because of this I make no recommendation for promotion at this time although I expect Mr. Tull will continue to perform with competence at his new grade.

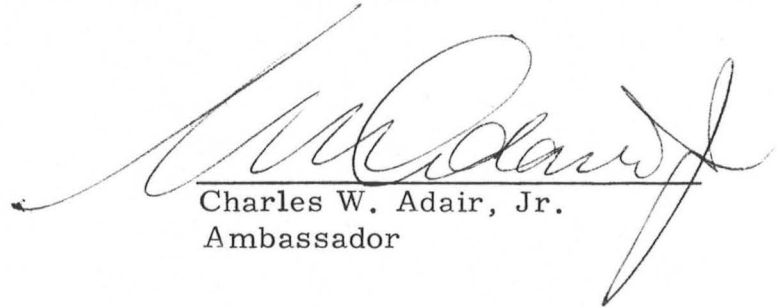
VIEWING OFFICER'S STATEMENT

Indicate whether you concur in the rating officer's appraisal of the officer's potential, adding your own assessment as appropriate. Indicate whether you concur in any recommendation for promotion.

TULL, James L.  
FSO-03

PART II - REVIEWING OFFICER'S STATEMENT

I concur fully in the rating officer's appraisal. Mr. Tull is an outstanding officer who shows every indication of possessing what it takes to get to the top of the Service. If he continues to have the opportunity to perform at the level of his capacity, I would expect him to earn steady promotions. He has only recently been appointed to Class 3 and I consider him already capable of doing an excellent job as DCM at a post of this size. I endorse the suggestion for a National War College assignment and suggest that that be followed by an appointment as Political Counselor at a large post in Latin America or as DCM at a smaller one.



Charles W. Adair, Jr.  
Ambassador



*Jim Tull*  
*JCT personal*

Montevideo, Uruguay

December 15, 1971

Honorable John Crimmins /  
Deputy Assistant Secretary of State  
Bureau of Interamerican Affairs  
Department of State  
Washington, D.C.

Dear John:

In the Ambassador's absence I am acknowledging the very much appreciated telegram you sent him commending this Mission for its election campaign reporting. Although many sections of the Embassy contributed, the lion's share of the kudos belong to the Political Section under Jim Tull's excellent leadership.

The election was an interesting and exhilarating experience for all of us and we are happy that the result has given democracy another chance in Uruguay.

We all send our best wishes for the holidays.

Sincerely,

Frank V. Ortiz  
Charge d'Affaires, a.i.

**OFFICER EVALUATION REPORT, Part I**

FOREIGN SERVICE OFFICERS  
FOREIGN SERVICE INFORMATION OFFICERS  
FOREIGN SERVICE RESERVE OFFICERS  
FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

CHECK ONE BOX

- REGULAR REPORT
- PROBATIONARY REPORT
- INTERIM REPORT
- DEPARTURE OF RATED OFFICER
- DEPARTURE OF RATING OFFICER
- CHANGE OF DUTY

NAME OF OFFICER BEING RATED <b>TULL, James L.</b>		CLASS <b>FSO-03</b>	FUNCTIONAL TITLE <b>Political Officer</b>
POST OR ORGANIZATION <b>MONTEVIDEO</b>		DATE OF REPORT	PERIOD COVERED <b>06/16/71 - 06/15/72</b>
SIGNATURE		SIGNATURE	
TYPED NAME <b>Frank V. Ortiz</b>		TYPED NAME <b>Charles W. Adair, Jr.</b>	
TYPED CLASS AND TITLE <b>FSO-02, Deputy Chief of Mission</b>		TYPED CLASS AND TITLE <b>Ambassador</b>	

I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.	DATE <b>7/10/72</b>	SIGNATURE OF RATED OFFICER <i>James L. Tull</i>
---	------------------------	--

**GENERAL INSTRUCTIONS**

Prepare in QUADRUPPLICATE: original and one copy for the personnel office of the agency concerned, a copy for the post or office file, and a copy for the rated officer. Part II is to be prepared at the same time, but in TRIPLICATE only.

**A. OFFICER'S POSITION**

Where does the position fit in the staffing pattern? What were the major duties of the job during the rating period? State the number and type of personnel supervised by the officer. What are the professional skills and personal qualities required for the best possible performance in the job? Describe your official relationship with the officer.

The Chief of the Political Section works directly under the supervision of the Ambassador and the DCM. The normal complement supervised by the Chief of Section is two political officers, a Labor Attache, two American secretaries and one local employee. He has especially close working relationships with the Defense Attache (the incumbent coordinates politico-military matters), the Public Affairs Officer and the Economic Section but has frequent contact with other sections of the Embassy as well. He is the senior political advisor to the Ambassador and the Country Team.

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CONTINUATION SHEET

A. Officer's Position

meetings, the coordination of intra-Embassy work and the briefing of a wide variety of visitors and newsmen.

In meeting his responsibilities the incumbent and those under his supervision must draw upon and correctly evaluate information from a variety of direct and indirect sources. He must develop fruitful relationships with influential and well-informed political figures and observers. In Uruguay where there is a free play of political forces this requires particularly extensive efforts. Newspapers and other channels of information and opinion must be combed and speeches, ceremonies and social gatherings endured, all as a means of remaining well-informed on developments and to assure an effective presentation of US points of view.

There are several important professional skills and personal qualities required for the best performance of this position. Among these are: extensive Foreign Service experience in political work; innate political judgment; an ability to analyze developments and relate them to US interests and a thorough knowledge of Uruguayan history, institutions, culture and customs. Fluent Spanish is essential. The incumbent must have a firm understanding of US interests in Uruguay as well as in the Hemisphere and have a dedication to furthering them. There are frequent periods of intense physical and mental stress which require physical hardiness and psychological equilibrium. A high degree of objectivity, personal integrity, coolness under pressure, quick reactions and a strong devotion to duty which puts professional above personal considerations are highly significant personal qualities. A sense of humor is a very helpful asset.

1. Work Performance

Mr. Tull works hard to develop fruitful relationships with influential and well-informed political figures and observers. He speaks fluent Spanish and clearly has the



Rated Officer  
James L. Tull - FSO-3

Rating Officer  
Frank V. Ortiz - FSO-02

CONTINUATION SHEET

2

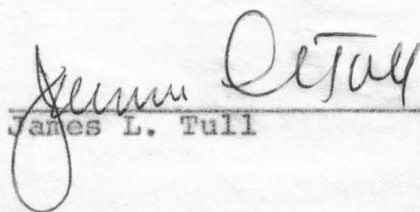
respect of many of these public figures. He is generally well-informed on political developments of significance to this Mission.

In short, Mr. Tull has had considerable success in achieving his goals. He again has proven to be a key officer who carries more than his share of responsibility and does so willingly. His work reflects his total commitment and dedication to high standards. He consistently displays a firm grasp of local conditions and above all his innate good judgment.

TULL, James L. FSO-03  
MONTEVIDEO  
Rating Officer: Frank V. Ortiz

I have read the completed JF-41 and discussed them with the Rating Officer. I have also read the reviewing statements. I understand the standards on which my performance evaluation is based and believe they were applied conscientiously.

July 10, 1972

  
James L. Tull



Rated Of  
Rated Officer  
James L. Tull, FSO-3  
Political Officer

Rating Officer  
Frank V. Ortiz, FSO-2  
Deputy Chief of Mission

Reviewing Officer  
Charles W. Adair, Jr.  
Ambassador

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### Reviewing Officer's Statement

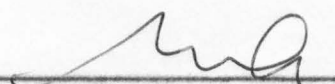
Relations between the Rating Officer and the officer rated have, so far as I am aware, been cordial and cooperative. I have continued to observe Mr. Tull and his work closely during the rating period and I consider Mr. Ortiz's evaluation report thoughtful and fair. I concur in the text of the report.

As mentioned in previous appraisals, I consider Mr. Tull one of the most outstanding political officers in the Service. He has an unflagging interest in his work, is a sharp observer, and an unusually careful and competent analyst. His perception and judgement are remarkable for a man of his age. I was first impressed with his reactions, his moral and physical courage and judgement and advice during the developing terrorist situation in Uruguay. During the past year my earlier impressions of the man have been confirmed and strengthened by his political judgement, reporting, advice and forecasting in the Presidential Elections situation of the past year.

Mr. Tull is confident of his ability and is aware of my and others' highly favorable opinions of him, yet he is a modest man who is far more interested in doing a good job than in receiving kudos.

I notice that the Rating Officer has marked a rather recessive block in paragraph 4 of the Evaluation Report, relative to "Relations with Foreigners." I suggest that this not be interpreted as a weakness but rather a reflection of Mr. Tull's tendency to be highly selective in the foreign contacts which he pursues. The majority of his foreign contacts seem to be business (political, economic, diplomatic, etc.) contacts rather than social, sheer entertainment contacts. So far as his job is concerned, I consider his relations with foreigners excellent. (I would have checked at least the next/highest block.)

I fully endorse the Rating Officer's recommendation for promotion to the next higher rank.

  
\_\_\_\_\_  
Charles W. Adair, Jr.  
Ambassador



DEPARTMENT OF STATE  
DIRECTOR GENERAL OF THE FOREIGN SERVICE  
WASHINGTON, D.C. 20520

This is to certify that Mr. James L. Tull was one of four officers at Embassy Montevideo who were given a unit nomination for the Director General's Reporting Award in 1972. From hundreds of officers eligible for consideration, 32 officers or units, ranging in rank from FSO-1 to FSO-7 were nominated for this award, to recognize excellence in reporting. The reporting of these officers was considered by their Chiefs of Mission and users in Washington to be of sufficiently high caliber to be considered for the Award.

30 NOV 1972

*Mary S. Olmsted*  
Mary S. Olmsted  
Deputy Director of Personnel  
for Policy, Classification,  
and Evaluation

Original: Performance File

Copy: Mr. James L. Tull  
American Embassy, Montevideo

FOR FILE REPLYING REPORT COPY  
ISSUED  
Reviewed  
To, PER FILE  
PR-1



To Jim Full  
With admiration  
and great expectations  
W. C. [Signature]



DEPARTMENT OF STATE  
 FOREIGN SERVICE OF THE UNITED STATES OF AMERICA  
**INSPECTOR'S EVALUATION REPORT**

**INSTRUCTIONS**  
 Prepare in quadruplicate; Post fill in boxes 1 thru 10.  
 This report should be discussed with the employee and  
 a copy given to him at post or sent to him.

1. NAME (Last) (First) (Middle) <b>TULL, James L.</b>		2. CLASS <b>FSO-03</b>	3. DATE OF BIRTH <b>12-05-30</b>	4. POST <b>Montevideo</b>
5. POST'S FUNCTIONAL OR ORGANIZATIONAL TITLE <b>Political Officer</b>			6. SOCIAL SECURITY NUMBER <b>483-26-4959</b>	
7. ARRIVED AT POST <b>February 27, 1969</b>	8. ELIGIBLE FOR HOME LEAVE <b>June 1973</b>	9. ENTERED FOREIGN SERVICE <b>March 1958</b>	10. LAST PROMOTED <b>May 1971</b>	

**INSPECTOR'S COMMENTS**

Evaluation of Reports Prepared by Supervisors

Mr. Tull is reaching the end of a 4 1/2 year tour in Montevideo and there are four OER's on file describing his work as Chief of the Political Section both as FSO-4 and FSO-3. The four reports, prepared by two DCM's (John Topping, FSO-1 and Frank V. Ortiz, FSO-2) and reviewed by two Ambassadors (Robert Sayre and Charles Adair) constitute about as fine a record as I have read in any inspection in the last two years. My own observation of Mr. Tull's work and my extensive discussions with him concerning the CASP and related policy issues enable me to confirm the validity of the high praise expressed in the four OER's. They are thorough, accurate and well balanced reports.

Supplemental Remarks

Mr. Tull is an officer who would stand out in any milieu. Blessed with a fine mind, highly articulate and singularly persuasive, he is both a thoughtful analyst and an effective operator in the best sense of the word. By nature he is an activist - even a hard-charger - but he possesses an inherent gentility and consideration for his fellow man that serves to eliminate resentment or resistance that a more abrasive or more thrusting officer would generate in attaining his ends. His drive does not take the form of aimless activity for the sake of being active. He is well organized himself and has shown a low key competence in the direction of others. His instinct for management is reflected in his running a productive and well organized section and in his effective liason with the many competing elements in the Mission. Although there is a good deal of overlap between these elements, there is little friction and Mr. Tull has succeeded in retaining his role as the principal political analyst and advisor in the U.S. Mission.

Employee's Potential

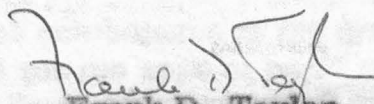
This officer should reach the top of his profession. Afer Senior Training, for which he is now dated, he would like to serve as a DCM at a Latin American post. Although he would do well in such a postion, I do not feel that the DCM jobs open to him at his present grade would constitute a sufficient challenge or provide him

11. INSPECTOR'S NAME <b>Frank D. Taylor</b>	12. PERIOD OF INSPECTION FROM <b>5/8/73</b> TO <b>6/1/73</b>	13. DATE OF THIS REPORT <b>May 21, 1973</b>
		14. DATE RECEIVED IN PER/PE

INSPECTOR'S COMMENTS (Continued)

with sufficient growth opportunity. Assuming that Senior Training will be followed by a Departmental assignment, I would like to see Mr. Tull get out of ARA for awhile to broaden his horizons in a demanding job with real substance. As an example/<sup>he</sup> might be assigned to EUR/RPM or, the support staff of the MBFR or ESC negotiations. After such an assignment he could then resume his career in Latin American presumably as a FSO-2 with a DCM job at a larger post at which he could utilize the added dimensions acquired in such an out-of-area assignment. Despite the competition in the political cone at the Class III level, I am confident that Mr. Tull will rank high enough in his class to earn a promotion in the next two years.

I have discussed this report with Mr. Tull and given him a copy of it.



Frank D. Taylor  
Foreign Service Inspector





Department of State

TELEGRAM

Ambassy MONTEVIDEO

June 2, 1973

ACTION:  
PER 2

UNCLASSIFIED  
Classification

INFO: R 012225Z JUN 73  
CHARGE: EM SECSTATE WASHDC  
ADCM TO AMEMBASSY MONTEVIDEO 7927  
JAS BT  
CHRON UNCLAS STATE 106066  
PER CHANNEL

6/jhs

E.O. 11652: N/A  
TAGS: APER (TULL, JAMES L.)  
SUBJ: SENIOR TRAINING, JAMES L. TULL, FSO-3,  
SSN 483 26 4959

FOR MR. TULL FROM DIRECTOR GENERAL

1. I AM PLEASED TO INFORM YOU OF YOUR SELECTION TO ATTEND THE NATIONAL WAR COLLEGE DURING THE 1973-74 ACADEMIC YEAR BEGINNING AUGUST 7, 1973 AND ENDING JUNE 5, 1974. WE ARE CONFIDENT THAT THE PROGRAM AT THE NATIONAL WAR COLLEGE WILL MEET YOUR CAREER OBJECTIVES AND PERSONAL ASPIRATIONS.

2. THE STAFF AT THE COLLEGE WILL BE IN TOUCH WITH YOU SOON REGARDING THE ACADEMIC PROGRAM AND RELATED ADMINISTRATIVE ARRANGEMENTS FOR THE SCHOOL YEAR.

3. MY CONGRATULATIONS AND BEST WISHES FOR A REWARDING ACADEMIC YEAR. ROGERS  
BT

1:50PM

UNCLASSIFIED  
Classification

**OFFICER EVALUATION REPORT**

FOREIGN SERVICE OFFICERS  
 FOREIGN SERVICE RESERVE OFFICERS UNLIMITED  
 FOREIGN SERVICE RESERVE OFFICERS  
 FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

CHECK ONE BOX  
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 INTERIM REPORT  
 DEPARTURE OF RATED OFFICER  
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 CHANGE OF DUTY

NAME OF OFFICER BEING RATED <b>TULL, James L.</b>		CLASS <b>FSO-03</b>	SOCIAL SECURITY NO. <b>483-26-4959</b>	FUNCTIONAL TITLE <b>Political Officer</b>
POST OR ORGANIZATION <b>Montevideo</b>		DATE OF REPORT	PERIOD COVERED <b>06/16/72 - 06/15/73</b>	
DATE REPORT SUBMITTED TO DEPT.	DATE REPORT RECEIVED IN PE		DATE RECEIVED IN PER FILE SECTION	
SIGNATURE <i>Frank V. Ortiz</i>		DATE <b>11-28-73</b>	SIGNATURE	
TYPED NAME <b>Frank V. Ortiz</b>		TYPED NAME		
TYPED CLASS AND TITLE <b>FSO-02, Charge d'Affaires, a.i.</b>		TYPED CLASS AND TITLE		

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(see continuation sheet)













TULL, James L.  
FSO-03  
Rated Officer

Ortiz, Frank V.  
FSO-02  
Rating Officer

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CONTINUATION SHEET - 1

A. Officer's Position (continued)

well-informed political figures and observers. In Uruguay where there is a free play of political forces this requires particularly extensive efforts. Newspapers and other channels of information and opinion must be combed and speeches, ceremonies and social gatherings endured, all as a means of remaining well-informed on developments and to assure an effective presentation of US points of view.

There are several important professional skills and personal qualities required for the best performance of this position. Among these are: extensive Foreign Service experience in political work, innate political judgement, an ability to analyze developments and relate them to US interests and a thorough knowledge of Uruguayan history, institutions, culture and customs. Fluent Spanish is essential. The incumbent must have a firm understanding of US interests in Uruguay as well as in the Hemisphere and have a dedication to furthering them. There are frequent periods of intense physical and mental stress which require physical hardiness and psychological equilibrium. A high degree of objectivity, integrity, coolness under pressure, quick reactions and a strong devotion to duty which puts professional above personal considerations are highly significant personal qualities. A sense of humor is a very helpful asset.

TULL, James L.  
FSC-03  
Rated Officer

ORTIZ, Frank V.  
FSC-02  
Rating Officer

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**CONTINUATION SHEET - 2**

**B. Evaluation of Performance (continued)**

**2. Personal Qualifies.**

willingness to undertake responsibilities make him especially valuable to the Mission. His personal qualifications for Foreign Service work are of the highest order.

**3. Oral Expression.**

and concisely and in such a way as to engage the interest of the listener. In discussions with other officers of the mission, Mr. Tull speaks with candor but with tact and without offense. I have had no occasion to observe him speak publicly but have little doubt he could do so effectively.

**4.b. Relations with Foreigners.**

Mr. Tull has a wide circle of professional contacts who obviously esteem him highly. Although Mr. Tull is outgoing and gregarious, he limits his circle of close foreign friends. He makes a clear separation between his professional contacts and his friendships among foreigners. His intelligence and personality make it relatively easy for him quickly to establish personal relationships.

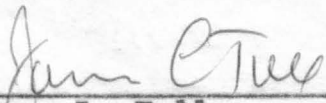
**5. Executive Ability.**

interested in the welfare and future of his staff. His instructions are clear and he coordinates work programs easily. During the rating period he established an effective working relationship with the military and other sections, closely following local developments.



TULL, James L.            FSO-03  
MONTEVIDEO  
Rating Officer: Frank V. Ortiz

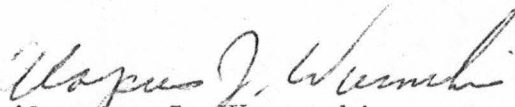
I hereby certify that I have received a copy of my Efficiency Report for the period from June 16, 1972 to June 15, 1973. The Rating Officer discussed with me the contents of the report. Defined goals were established in advance and they were discussed in detail by the Rating Officer and myself.

  
\_\_\_\_\_  
James L. Tull  
Chief of Political Section  
June 29, 1973

Rated Officer: TULL, James L., FSO-03  
Rating Officer: Frank V. Ortiz, FSO.02  
Period Covered: 6/16/72 - 6/15/73

REVIEW PANEL STATEMENT

The attached Performance Evaluation Report complies with the guidelines set forth in FAMC-640 of February 12, 1973 and 3 FAM 500. Exceptions, if any, are noted below.

  
Aloysius J. Warnecki  

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Panel Chairman

Exceptions:

Montevideo, Uruguay  
July 6, 1973





DEPARTMENT OF DEFENSE  
THE NATIONAL WAR COLLEGE  
WASHINGTON, D.C. 20319

NWCCO

8 June 1973

Mr. James L. Tull  
American Embassy, Montevideo, Uruguay  
Department of State  
Washington, D. C. 20530

Dear Mr. Tull:

It is with pleasure that I congratulate you on selection for The National War College in the Class of 1974. Your selection reflects an outstanding record and the high regard in which you are held by the Department of State. More significantly, it acknowledges your expected potential for increasingly important service to our country in the years following graduation.

You will find your year at the College to be unique among your educational experiences. This distinctiveness flows from the curriculum and teaching methods of the College and the diverse backgrounds of the class participants. The curriculum has been designed to provide you with graduate-level education focused on vital national security issues. At the heart of the teaching method of the College is a program of guest lecturers whose diversity, expertise, and experience are unmatched in any college in the country. You will have an opportunity for stimulating interchanges with them. The challenges of seminar discussions, politico-military simulations, individual research, study and writing, and first-hand observation afforded by both foreign area studies and domestic field trips, will also be a part of your academic life here.

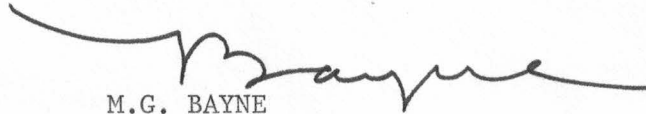
The ten-month course with its wide range of interests and activities, and the many associations you will develop with members of other Executive Branch departments and agencies, will make the coming year one of the most rewarding periods of your entire service. There is an active program here for your family in which they can expand their interests, and at times participate with you in the academic program at the College.

Within a short time the Secretary of the College will forward information to facilitate your planning and preparations for the coming year.

Welcome to the College.

With very best wishes.

Sincerely,

A handwritten signature in black ink, appearing to read "Bayne", with a long horizontal flourish extending to the left.

M.G. BAYNE  
Vice Admiral, U.S.Navy  
Commandant



# THE NATIONAL WAR COLLEGE

BIOGRAPHIES OF  
STAFF, FACULTY  
AND  
CLASS MEMBERS

1973-1974





*Jim*



*Nilva*

TULL, James L., FSO-3, Department of State, 483-26-4959

DATE AND PLACE OF BIRTH: 5 December 1930; Humeston, Iowa

WIFE: Nilva Jean

CHILDREN: Stephen, 18; Elizabeth, 15; Christopher, 8

PERMANENT ADDRESS: c/o Foreign Service Lounge, Department of State, Washington, D.C.

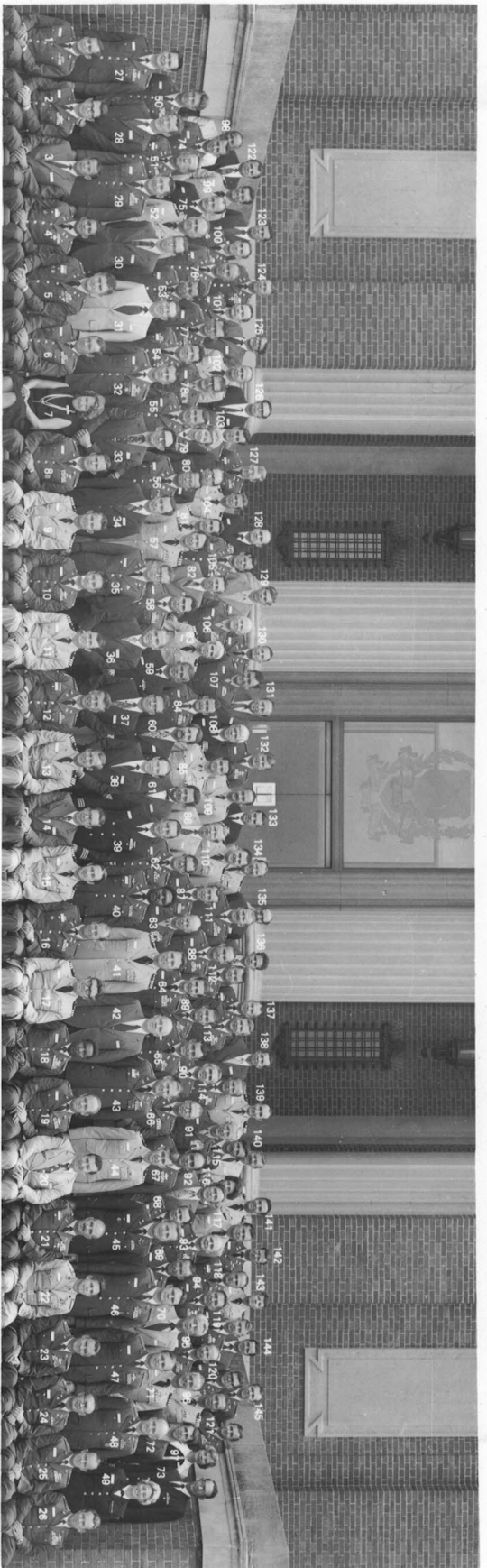
LOCAL ADDRESS AND PHONE NUMBER: 2000 Summit Terrace, Alexandria, Virginia; ~~768-4263~~

MAJOR ASSIGNMENTS: Staff Assist. to the Ambassador, U.S. Embassy, London, England, 1963-1965; Foreign Affairs Officer (arms control and disarmament matters), Office of U.N. Political Affairs, Bureau of International Organ., Department of State, 1965-1967; Special Assistant to the Assistant Secretary for Inter-Am. Affairs, Bureau of Inter-American Affairs, Department of State, 1967-1969; First Secretary and Chief of Political Sec, U.S. Embassy, Montevideo, Uruguay, 1969-1973

MILITARY SERVICE: Navy

SCHOOLS ATTENDED AND DEGREES: University of Colorado, 1955-1957, BA; 1957-1958, MS

OUTSTANDING ITEMS OF INTEREST: Inter-American Affairs; Military-Civilian Relationships



## CLASS OF THE NATIONAL WAR COLLEGE 1973-1974

1. LTC James E. Adams, Jr., USAF
2. LTC William R. Barrett, USAF
3. Mr. Ronald Bartel, AEC
4. LTC Robert T. Basala, USA
5. LTC Leon D. Bieri, USA
6. LTC John H. Billings, USAF
7. Miss Helen L. Brouder, CIA
8. COL Howard L. Budehammer, USAF
9. CAPT Thomas A. Boyer, USN
10. LTC Lawrence F. Brown, III, USN
11. COL Robert L. Burke, USA
12. COL Thomas F. Brown, III, USN
13. CDR Craig S. Brown, USN
14. Mr. Paul F. Canney, State
15. CAPT Francis L. Carelli, USN
16. LTC Thomas E. Carpenter, III, USA
17. CDR Ralph N. Chamwell, USN
18. COL Fred V. Cherry, USAF
19. COL Joseph E. Clarkson, USMC
20. Mr. Jean A. Cosimi, D/Commerce
21. LTC Craig G. Coverdale, USA
22. COL John V. Cox, USMC
23. COL James P. Coyne, USAF
24. LTC John A. Croft, USA
25. COL William J. Crooke, USAF
26. COL Frederick A. Crow, Jr., USAF
27. COL Roy I. Doherty, USAF (MCO)
28. Mr. James E. Doherty, State
29. LTC Win L. Doherty, USAF
30. Mr. William S. Dickson, USA
31. Mr. Jerome W. Donohue, NSA
32. COL Richard A. Durdon, USAF
33. Mr. Herman Dworkin, DIA
34. Mr. Don C. Elder, State
35. COL John P. Evershank, Jr., USA
36. Mr. Michael A. Farnigletti, D/Army (Decascd)
37. Mr. Robert P. Fanzel, Justice
38. Mr. Noel E. Firth, CIA
39. CDR Myke E. Frazier, USA
40. LTC Clinton A. Freeman, USA
41. CAPT John C. Fuenched, USMC
42. Mr. Norman J. Gutschert, D/AF Force
43. LTC Wendell H. Gilbert, USA
44. CDR James M. Glenn, USN
45. LTC Jack Goldstein, USA
46. COL Leroy V. Greene, Jr., USAF
47. COL Arthur J. Hawerson, USAF
48. LTC David B. Hartman, Jr., USA
49. CDR Pauline M. Hartington, USN
50. LTC Monroe W. Hatch, Jr., USAF
51. COL Henry G. Heilm, Jr., USA
52. CDR James F. High, Jr., USN
53. LTC Adolph A. High, USA
54. LTC Donald C. Hibbert, USA
55. COL Albert P. Hodges, USA
56. LTC Stanislaus J. Howey, USA
57. CDR Charles B. Howard, USN
58. LTC Harley A. Hughes, USAF
59. CDR William J. Hunter, USN
60. Mr. Jerry L. Inman, USA
61. Mr. George W. Jaeger, State
62. COL John Henry Johns, USA
63. COL Richard P. Johnson, USMC
64. COL Samuel R. Johnson, USAF
65. COL Homer Jostens, Jr., USA
66. COL Albert F. Jones, USAF
67. LTC Raymond A. Karan, USAF
68. LTC Jack L. Keaton, USA
69. LTC Fred E. Kelly, USAF
70. Mr. Lowell C. Kidley, State
71. CDR Robert L. Knuts, USN
72. Mr. Robert H. Kubal, OASD
73. CDR Stuart D. Landersman, USN
74. COL John R. Laster, USAF
75. CAPT William P. Lawrence, USN
76. LTC Augustine T. Ledwith, USA
77. LTC David B. Locke, USA
78. LTC Anthony Lukeman, USMC
79. COL Chris C. Lohn, USAF
80. Mr. Charles E. Matthews, State
81. CDR Edward H. Martin, USN
82. Mr. Lyne E. Matthews, D/NavY
83. CDR John S. McCain, III, USN
84. COL James P. McCarthy, USAF
85. COL Norman B. McCarthy, USMC
86. Mr. David A. McDonough, State
87. LTC Patrick T. McPeak, USAF
88. COL Richard E. Merckel, USAF
89. COL Robert T. Mierck, USAF
90. COL William T. Mierck, USAF
91. COL Marc A. Moore, USMC
92. Mr. Thomas A. Moser, AID
93. COL William A. Murphy, USAF
94. COL Allen G. Myers, III, USAF
95. LTC Edward E. Nelson, USAF
96. CAPT Frederick J. Orlik, Jr., USN
97. Miss Nancy Ostrander, State
98. Mr. Richard B. Owen, State
99. CDR Leslie N. Palmer, USN
100. COL Russell E. Parmenter, USA
101. LTC Russell L. Parsons, USA
102. CDR Matthew F. Paszlaniec, USN
103. COL William C. Poirer, Sr., USAF
104. CAPT Charles O. Prindle, USN
105. LTC Ronald J. Rubin, USA
106. LTC Clifford E. Reese, USMC
107. LTC Robert J. Reid, USMC
108. CDR Robert P. Rice, USN
109. CDR Robert C. Roberts, USN
110. CDR Harry C. Rodefeldt, Jr., USN
111. LTC Vincent P. Roy, USAF
112. COL Joseph F. Rutkowski, USA
113. COL Thomas W. Sawyer, USAF
114. COL Manfred A. Schalk, USAF
115. COL William S. Schreiber, USA
116. Miss Edith M. Scott, State
117. CDR Markley R. Seibert, USN
118. LTC Herman L. Sevton, USA
119. LTC John A. Shand, USAF
120. LTC F. Roy Shirley, Jr., USA
121. COL Frisco W. Short, USA
122. Mr. Walter J. Silva, State
123. Mr. John R. Simpson, Treasury
124. LTC Stanley T. Skaffe, USA
125. Dr. Kenneth N. Skoug, Jr., State
126. Mr. Warren E. Slater, State
127. LTC Ernest A. Smart, USA
128. CAPT Curtis A. Sorenson, USN
129. Mr. Peter M. Storm, OMB
130. LTC Harry E. B. Sullivan, USA
131. Mr. Martin E. Sullivan, DOD
132. COL Thomas S. Swain, USAF
133. CDR Eugene A. Tansy, USN
134. CDR Richard R. Tarback, USN
135. Mr. William W. Thomas, Jr., State
136. Mr. James P. Thibodeau, USA
137. COL Robert L. Tittel, USA
138. Mr. James L. Toll, State
139. CDR Richard C. Ustick, USN
140. Mr. John R. Vaughn, State
141. CAPT John W. Walden, USA
142. LTC Ted G. Westerman, USA
143. CDR Evelyn E. White, USA
144. Mr. Eugene F. Yates, NSA
145. LTC Alexander Zakrzewski, Jr., USAF
- \* LTC Samuel J. Greene, USAF

\* not present - on emergency leave



DEPARTMENT OF STATE  
FOREIGN SERVICE INSTITUTE  
TRAINING EVALUATION REPORT

STUDENT'S NAME James L. Tull		CLASS OR GRADE FSO-3
		AGENCY State
NAME AND LOCATION OF ACADEMIC INSTITUTION The National War College, Fort Lesley J. McNair, Washington, D.C. 20319		
INCLUSIVE DATES OF ATTENDANCE FROM Aug. 6, 1973 TO June 7, 1974		SPECIALIZATION None
FULL NAME AND TITLE OF EVALUATOR William H. Witt, Dep. Chmn, Dept. of International Relations and Area Studies, FSO-2		
DEPARTMENT AND COURSE NO. National War College Academic Year 1973-74		

**INSTRUCTIONS:** This report is required for all students assigned training for 12 weeks or longer, serving for language students as a covering report for Form DS-651.

The purpose of the training evaluation report is to measure the officer's performance against the objectives of the training program. Therefore;

- (1) Describe program or course of study and the objectives of the training assignment.
- (2) Rate performance in meeting the objectives. Comment, as appropriate, on the quality of the officer's produced work; on the officer's attitude toward the training assignment; whether the officer was sufficiently well prepared in advance for work in the particular field of study; whether the officer showed ability for critical analysis and insight into the work; whether the officer was an effective communicator, interacting well with fellow students and faculty. To the extent possible, the evaluation should be made in relation to other students of similar backgrounds or officers who have taken the same training, and it should relate to performance characteristics considered important to the officer's agency.
- (3) Where the officer is taking specialized training (this would not apply to those taking general career training, as for example, at the Senior Seminar or the Service Colleges), please describe the level of the officer's competence upon completion of study in the subject field, and whether further training would be desirable.

Mr. Tull was a member of the select group of 145 highly qualified officers and civilians chosen from each of the military services, the State Department, and other executive agencies of the US Government to pursue a graduate-level course of study in national security affairs at The National War College. He was selected for this distinction because of prior outstanding performance and demonstrated qualifications to assume positions of greater responsibility at the top levels of decisionmaking in the US Government.

Mr. Tull successfully completed this 10-month course of instruction which has been evaluated as the equivalent of a professional graduate degree, specifically in the fields of US foreign policy and national security affairs. He turned in an outstanding performance through the year and finished very strong indeed. The opinion of faculty members gave the picture of a youthful, vigorous professional who took full advantage of the training opportunity and possessed excellent talents in analysis of issues and in expressing himself before audiences.

Some comments: ". . . An intelligent and articulate, experienced student, he participated fully and added much to the group. " "Mr. Tull was the best performer in an excellent discussion group. His reasoned approaches to real problems or simulations, his ability to express thoughts clearly and concisely, and his intense interest - all put him in a class by himself. "

Mr. Tull chose the elective course route for required supplementary credits. He took five electives, "National Security and Problems of International Law, "

(CONTINUE ON REVERSE PAGE)

Mr. Tull's copy

"Problems of Developing Countries and U.S. Security," "U.S. Society and National Security," "Viet Nam: A Beginning Assessment" and "Africa Area Elective." All course directors rated him at the top end of the scale with very favorable narrative comments.

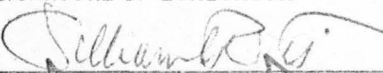
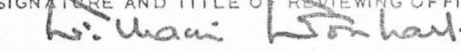
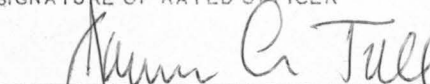
Mr. Tull made several presentations before the student body, all valuable contributions in view of their cogent, well-organized subject matter and effective delivery. Notable among them was his presentation of African policy issues and his appearance as a panelist with a guest speaker on urban guerrilla movements.

I had extensive contacts with Mr. Tull over the year and can attest to his energy and enthusiasm. In particular I had an opportunity to view his performance in the Africa Study Group both in preparation in the U.S. and overseas. Throughout he came across as a real professional, at all times making major contributions.

Unless required by the rating forms of the sending agency, The National War College as a matter of policy does not make recommendations regarding the promotion of its students, believing that many of the factors which rightfully enter into such recommendations are not subject to observation in this academic year. Nevertheless, on the basis of his performance here at the National War College, I would expect Mr. Tull to move steadily up the Foreign Service ladder to positions of major responsibility.

REVIEWING OFFICER'S STATEMENT

(Attached)

SIGNATURE OF EVALUATOR 	DATE 6/24/74
SIGNATURE AND TITLE OF REVIEWING OFFICER  William Leonhart(FSO-CM)Dep. Comdt for Internat'l Affairs	DATE 6/28/74
SIGNATURE OF RATED OFFICER 	DATE 7/15/74

(IT IS UNDERSTOOD THAT THE RATED OFFICER MAY SUBMIT A STATEMENT FOR THE RECORD IF SO DESIRED.)



Reviewing Officer's Statement

1. This fine report on an outstanding officer is a full, fair, and objective evaluation of Mr. Tull's performance as a member of The National War College Class of 1974. Relations between rated and rating officers were good throughout. My own frequent direct opportunities for observation of Mr. Tull in this College year support its judgments. I fully concur in it.

2. Mr. Tull's year on the course was marked by consistent excellence in all aspects of the work and life of this institution. He took full advantage of its opportunities and challenges; contributed greatly to his fellow students; and derived substantial benefit I believe from his ten months here. He has well-developed communications skills, both oral and written, and an easy and agreeable capacity for good personal relations. He seemed to me an officer of strong intellectual gifts, sound judgment, poise, coolness, unflinching courtesy, and cheerfulness. I would judge him fair-minded and straightforward. He was well liked by the faculty and students, both civil and military, and was an outstanding FSO representative.

3. In sum, Mr. Tull is a most superior officer who left an enviable record at the College. It was a pleasure to have him on the course. I fully subscribe to the faculty observations noted in the report and believe that Mr. Tull should advance to positions of the most senior responsibility in the Department or in the Service.



William Leonhart  
Deputy Commandant  
for International Affairs

(Exception to SF-50 approved by CSC and B. of B. July 1962)

NOTIFICATION OF PERSONNEL ACTION

SERVICE

FS

1. NAME (CAPS) LAST-FIRST-MIDDLE MR.-MISS-MRS. 2. EMPLOYEE NO. & SEX 3. BIRTH DATE (Mo. Da. Yr.) 4. SOCIAL SECURITY NO.

TULL JAMES L MR 604825 M 12-05-30 483-26-4959

5. VETERAN PREFERENCE 6. TENURE CODE 7. SERVICE COMP. DATE 8. PHYSICAL HANDICAP NO. 2 1 - NO 3 - 10 PT. DISAB. 5 - 10 PT. OTHER (1) 01 03-26-54 00 2 - 5 PT. 4 - 10 PT. COMP.

9. FEGLI 10. RETIREMENT 3 - FS 10A. MO. & YR. OF GRADE 11. (For CSC use) 1 1 - COVERED 2 - INELIGIBLE 3 - WAIVER 3 1 - CS 4 - NONE 05-71 2 - FICA 5 - OTHER

12. NATURE OF ACTION 13. EFFECTIVE DATE 14. CIVIL SERVICE OR OTHER LEGAL AUTHORITY 721 REASSIGNMENT 06-09-74 571 OF FOR. SER. ACT

15. FROM: POSITION TITLE AND NUMBER 16. PAY PLAN AND OCCUPATION CODE 17. GRADE 18. SALARY S-00000-00 TRAINING DE - FO-97076 03 PA\$28,380.00

19. NAME AND LOCATION OF EMPLOYING OFFICE DEPARTMENT OF STATE, WASHINGTON, D. C. 20520 WAR COLLEGE TRAINING FOREIGN SERVICE INSTITUTE 0113.0-1097-261200-000

20. TO: POSITION TITLE AND NUMBER 21. PAY PLAN AND OCCUPATION CODE 22. GRADE 23. SALARY WORK SCHED. S-41871-00 PERS OFF PLACEMENT DE - (FO-92215) 03 04 PA(\$28,380.00)F 004 NEXT PSI DUE

24. NAME AND LOCATION OF EMPLOYING OFFICE DEPARTMENT OF STATE, WASHINGTON, D.C. 20520 ARA ASSIGNMENTS BRANCH FS COUNSELING & ASSIGNMENT DIVISION DIRECTOR GENERAL OF THE FOREIGN SERVICE

25. DUTY STATION (City-County-State) 26. LOCATION CODE WASHINGTON DC 110010001

27. APPROPRIATION 28. POSITION OCCUPIED 29. APPORTIONED POSITION 0113.0-1097-214121-000 1 - COMPETITIVE 2 - EXCEPTED SERVICE FROM: TO: STATE 1 - PROVED - 1 2 - WAIVED - 2

30. REMARKS: A. SUBJECT TO COMPLETION OF 1 YEAR PROBATIONARY (OR TRIAL) PERIOD COMMENCING B. SERVICE COUNTING TOWARD CAREER (OR PERMANENT) TENURE FROM:

SEPARATIONS: SHOW REASON BELOW, AS REQUIRED. CHECK IF APPLICABLE: C. DURING PROBATION D. FROM APPOINTMENT OF 6 MONTHS OR LESS

This action is subject to all applicable laws, rules and regulations and may be subject to investigation and approval by the United States Civil Service Commission or the Department. This action may be corrected or canceled if not in accordance with all requirements. The grade of the position to which you are officially assigned may be reviewed and corrected by the Department or by the Civil Service Commission. FEGLI COVERAGE-REGULAR ONLY

31. DATE OF APPOINTMENT AFFIDAVIT (Accessions only) 34. SIGNATURE (Or other authentication) AND TITLE

32. OFFICE MAINTAINING PERSONNEL FOLDER (If different from employing office)

33. CODE EMPLOYING DEPARTMENT OR AGENCY 35. DATE DEPARTMENT OF STATE 06-28-74 DIRECTOR GENERAL

ST00 SUBMITTING OFFICE NO. 2951



U.S. DEPARTMENT OF STATE  
OFFICER EVALUATION REPORT

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

TYPE OF REPORT (check one)

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

NAME OF OFFICER BEING RATED (surname first)	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
TULL, James L.	FSO-3	483-26-4959	Chief, ARA Assignments Branch
POST OR ORGANIZATION		PERIOD COVERED	
STATE - PER/CA/FS/ARA		6/9/74 - 6/15/75	
DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES	

I. WORK REQUIREMENTS

A. OFFICER'S JOB — State briefly where the position fits in the staffing pattern and the number and type of personnel supervised by the officer.

Mr. Tull is Chief of the ARA Assignments Branch of CA/FS and is responsible for all Foreign Service assignments to the 47 ARA field posts, as well as to the ARA, M/DG, M/FSI, SCA, OES, PA and L domestic bureaus. He supervises six employees: two officers (O-4 and O-5), three FSRU personnel specialists, and one secretary. His Branch is the second largest in this Division, staffing some 1125 Foreign Service positions.

B. WORK REQUIREMENTS, GOALS AND PRIORITIES —Indicate the specific responsibilities and goals, in priority order, formulated by the supervisor and rated officer.

The Assignments Branch Chiefs are at the cutting edge of the assignments process. They man the thin line between the personnel counselors who propose individuals for positions and the needs of a world-wide Service on the one hand, and the demands of Ambassadors, Principal Officers, and the Bureaus they serve on the other. They are, therefore, often caught in a dichotomy, i.e., acting on behalf of those they serve, while at the same time preserving the integrity of the central personnel system. To successfully perform his principal function, to find the best possible combination of person and position, he must skillfully maintain a balance between these multi-directional forces. The Branch Chief must be an accomplished negotiator, be fast on his feet, have a retentive memory, establish a position of trust vis-a-vis the Bureaus, posts and counselors, and make quick decisions on his own.

The Foreign Service personnel system is subject to constant and sudden change, and his priorities often are set for him. He must, however, establish priorities within priorities. While the Branch Chief shares his assignments function with his officers, he assumes direct personnel assignment responsibility for his share of positions, and therefore is a doer as well as a manager, and sets the style and pace of the operation of his office.

We have agreed on the following goals: (1) Assignments are to be made on an equitable basis with favoritism and special efforts for those with friends on high kept to a minimum; (2) the office is to function in a manner which is responsive to the Bureaus' and posts' needs but at the same time in a way which gives the officer fair treatment (officers deserving of home leave are to get it; compassionate needs are to be given full weight); (3) the office will provide prompt, responsive replies to requests for assistance from all employees no matter what their grade; and (4) constant efforts are to be made to make the assignments process more rational and efficient.

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on 4/11/74 and is on file at the post or office. (date of original statement and of subsequent modification, if any)

RATING OFFICER (typed, surname first)	REVIEWING OFFICER (typed, surname first)
Tucker, Frank M., Jr.	Wortzel, Arthur I.
TITLE: Deputy Chief, CA/FS	TITLE: Chief, CA/FS
GRADE: FSO-2	GRADE: FSO-1



## C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

## II. STATEMENT BY RATED OFFICER

You should here give your views on your most significant achievement during the rating period, on any special problems encountered and any aspect of the work environment or work performance you care to discuss.

If corridor rumor is correct, the Secretary's Global Outlook Policy (GLOP), announced in April 1974, was in large measure aimed at over-specialization and excessive tours of duty in Latin America. Implementation of this policy created a number of difficult staffing problems in terms of selecting and training officers without prior Western Hemisphere experience, and getting them to their new posts with minimum delays and vacancies. I believe this Branch has succeeded in meeting the dislocations caused by the GLOP program.

Due to rapidly expanding consular workloads at nearly all of our Latin American posts, we have been confronted throughout the year with the need to reduce or eliminate the type of gap that normally occurs in the assignment process between an incumbent's departure and his replacement's arrival. Because of GLOP and the language needs of these positions, we have had to do some fairly long-term personnel resource planning to make certain our posts would not be caught short at the last moment. I am satisfied with our performance thus far. I hope shortly to be able to establish a small pipeline of officers in training without firm onward assignments so that we can respond more quickly to emergency needs and the filling of newly-established positions.

For binding—  
do not write in this space.

For binding—  
do not write in this space.

RATED OFFICER (Typed, surname first)

TULL, James L.

SOCIAL SECURITY NUMBER

483-26-4959

### III. EVALUATION OF PERFORMANCE

#### A. GENERAL APPRAISAL (check one)

- Performance did not meet standards for the job.
- Performance met requirements for the job.
- Performance was uniformly satisfactory.
- Performance was generally better than satisfactory, but uneven in one or more respects.
- Performance was very good.
- Performance was very good in all respects, but officer could do even better.
- Performance was excellent.
- Performance was superlative and almost unmatched in class.

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

Mr. Tull's performance was truly excellent during the rating period. He managed his branch with superb supervisory skill, deriving the most from a substantial staff in which he generated great enthusiasm and personal devotion. He sets an example of sheer hard work tempered by great good humor and efficiency which characterize the operation of his branch. He is the sort of supervisor that makes people want to work hard for and with him. He more than adequately met all the work requirements under I.B.

The technical considerations of the operations of an assignment branch are perhaps bureaucratic but highly important. Mistakes can be serious in themselves and can lead to significant inefficiencies. Like most CA/FS officers, Mr. Tull is essentially a substantive officer, but he was as quick to grasp the technical details of personnel operations as well as the overall essentials of the assignments process.

Mr. Tull brings to his work an excellent Foreign Service background and intimate knowledge of Latin America and ARA, and has quickly developed a similar knowledge of the other bureaus for which he is responsible. He knows the positions, has a fine sense of priorities and excellent judgement. This has enabled him to negotiate highly successfully with the bureaus and ambassadors to achieve the major objective of this division - to find the best available person for the job within the parameters of assignment priorities on a world-wide basis. This sense of global foreign policy priorities has enabled him to maintain the objectivity required to avoid the all too easy path toward becoming a slave of his clients.

I have frequently called upon Mr. Tull for special projects concerning the division as a whole as well as his own branch in connection with personnel policy development, e.g. GLOP, out-of-function assignments, budget preparations, organizational questions, etc. often on a very short notice. His work is always timely and very well done indeed.

He exercises excellent judgement and total integrity in making decisions and his proposals for exceptions required by personnel policies are always logical and well reasoned.

Mr. Tull is a compassionate empathetic officer, with a keen sense of importance of assignments to career development and although not a counselor provides information and guidance concerning the requirements and responsibilities of the positions for which he is responsible.



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

## 1. Effectiveness of Communication (written and oral expression, public speaking, foreign language facility, etc.)

In addition to the written material that passes through the front office I read Mr. Tull's correspondence and his branch's reading file each week. He is an excellent, smooth drafter and his cables as well as his other communications are concise, flow easily and clearly express the points to be made. At staff meetings and panel sessions, Mr. Tull expresses himself equally well, making his presentations with good humor and wit. Mr. Tull speaks fluent Spanish. While I have not heard Mr. Tull speak publicly, I am sure that he would manage extremely well before an audience.

## 2. Personal Relations (Include comment on effectiveness with both Americans and foreigners and on representational activities; also on fairness in relations with others and on any evidence of bias or discrimination.)

Because of his pleasant style, warm personality and total sense of fairness, Mr. Tull is one of the best liked officers in this division. He enjoys the confidence and respect of his staff, his colleagues and the personnel of the bureaus with which he deals - even though he occasionally is forced to make objective decisions which they consider unfavorable to their particular interests. In sum, personal relations are one of his important strengths.

## 3. Managerial Ability (Include comment on the officer's effectiveness in organizing and planning his or her own work, in supervising and training others, in developing and giving recognition to the talents of officers supervised, and overall leadership in policy direction or executive management; comment, where appropriate, on furtherance of equal employment opportunity.)

As noted under work performance above, Mr. Tull is an excellent manager. Those not familiar with CA/FS (including myself a year ago) probably have little understanding of the intense activity in the assignment cycle. Assignment decisions, often difficult, requiring extensive consultation with bureaus, and individuals, are followed by the complicated paper work task of seeing that orders are out quickly and correctly, a multitude of technical points must be checked, with re-processing kept to a minimum, with the final result a smooth, proper transfer based upon accurate and efficient processing. This process also must assure that the information processed into the computer is totally accurate in order to assure an accurate data base. Mr. Tull's supervision of those directly engaged in this process has been truly outstanding. His is a smooth, happy, and tight shop.

## 4. Effectiveness and Candor as a Rating Officer

I have only seen one of Mr. Tull's reports at this point. It was an excellent report with a high degree of perceptivity and candor. The officer he rated has performed with excellence during the past year, and I was able to agree fully with Mr. Tull's report. I believe, however, that he would bite the bullet and be equally frank if he had a poor performer on which to report.

## 5. Technical Ability (specialists' skills in machines, systems, procedures, secretarial work, etc.)

Additional to the knowledge of technical procedures implied by the foregoing, Mr. Tull has had to become intimately familiar with all personnel laws and regulations - not an easy task, but one that must be learned quickly in the personnel business. He quickly and thoroughly mastered all technical requirements of his position and learned how to apply them in a positive way in the best interest of the U.S. and the individual.



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RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

TULL, James L.

483-26-4959

D. The quality of the work performance was  was not  reviewed with the rated officer during the course of the rating period. Dates of significant discussions: VARIES DURING EXERCISE PERIOD. Describe briefly the tenor of these discussions and the rated officer's response.

Our first discussion of work performance took place shortly after I arrived on duty and concerned the way his branch functions and special problems related to its operations. Since then I have seen Mr. Tull virtually every day to discuss special projects on work problems involving his branch. I have never had occasion to be critical of any aspect of his work or that of those he supervises, and have had numerous occasions to praise his work.

#### IV. EVALUATION OF POTENTIAL

A. Check one:

- 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.

B. DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, and support with examples.)

Mr. Tull has a deep breadth of knowledge of all aspects of Foreign Service work and of the personnel aspects of the priorities of U.S. foreign policy. He brings to his work high integrity, a deep sense of purpose, maturity, solid dependability, and balance. He has sound judgement, and a strict sense of duty flavored with fine good humor that helps him to be a popular leader. His analytical mind and keen perception enable him quickly to differentiate the very important from the important. Unlike substantive work, it is difficult to cite specific examples in personnel work. Every day decisions are made that involve difficulties, either for the individual who has to transfer suddenly, the post or bureau that is or will be suffering a gap, the ambassador who doesn't want to release one of his favorite officers or who thinks his particular post is the navel of the world, and therefore must always be fully staffed (without overlaps) with the very best officers available. Mr. Tull has several such ambassadors and some of the bureau executive directors he must deal with are exceedingly tough minded and experienced. That they trust Mr. Tull to accomplish the best staffing possible in circumstances of conflicting priorities is a tribute to his ability and potential.

C. IF THE RATING OFFICER'S CHOICE IN IV-A indicates a capacity for growth and advancement, the following must be completed. Officers who are expected eventually to assume greater responsibilities should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the officer in his or her present position, specify at least two areas in which he or she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training, which is to be addressed in IV-D, below.)

With seventeen years of Foreign Service experience, Mr. Tull has acquired all the tools a fine Foreign Service officer needs to continue to advance in the Service. I have observed no weaknesses in his performance that would indicate a need to concentrate on improvement in any specific area. [He, like all of us, needs positions of added responsibilities in which we can grow and broaden our experience. In addition to an on-ward assignment to a more senior position, I suggest that Mr. Tull concentrate on acquiring a broader geographic experience. Except for a tour in London, where, as staff aide to the ambassador, he acquired a very broad knowledge of our relations with the U.K., he has spent most of his career working on Latin American affairs. I suggest that he be given the opportunity to involve himself in other areas in the Department and abroad. After War College and two years in Personnel, he should be returned to the "mainstream" where he can gain further experience and knowledge.]

D. (1) IF FORMAL TRAINING is considered likely to improve present performance or to develop capabilities, state the subjects or courses of study needed and the specific purposes of each. (2) SUGGEST POSITIONS to which you think the officer can realistically aspire within five years.

Having recently had senior training I do not recommend formal training, except eventually to the Senior Seminar. I believe Mr. Tull can realistically aspire to a Director or Deputy Director position if he remains in Washington, and to a DCM position if he goes abroad. Failing that, I suggest a principal officership or chief of political section job in a medium size post. In five years he should proceed to similar positions in even more important posts or in Washington.

DATE August 18, 1975

SIGNATURE OF RATING OFFICER

Frank M. Tucker, Jr.  
Frank M. Tucker, Jr.

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RATED OFFICER (Typed, surname first)

TULL, James L.

SOCIAL SECURITY NUMBER

483-26-4959

V. REVIEWING OFFICER'S STATEMENT

After (A) confirming the work requirements and priorities, (B) draw on your own observations to comment on the rated officer's performance and potential; in giving an independent view of how well he or she did the job, bring out illustrative examples not mentioned by the rating officer. Comment on (C) the fairness, completeness and general validity of the rater's evaluation and (D) relations between the rated and rating officer.

The requirements, goals and priorities of Mr. Tull's position are reasonably and accurately stated. He met them impressively and in all the respects described by Mr. Tucker.

Mr. Tull dealt with great sensitivity and skill with that complex problem facing a senior assignment officer responsible for staffing posts in a major region of the world. While he worked devotedly to serve the needs of those posts, he avoided the parochialism which has in the past afflicted--and which always threatens--a worldwide assignment system. He never forgot that PER serves all posts and offices and that priorities are relative. It is a testimonial to his capacity and personal skills that he maintained excellent relationships with the posts and offices he served, and whose outlook was not always as broad as his.

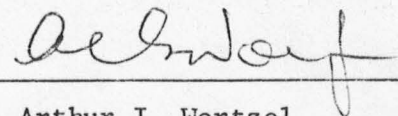
As a part of his responsibility, Mr. Tull dealt with staffing M/DG itself, a job which required the combined skills of a Solomon, a Talleyrand and a Houdini. He rose fully to the challenge.

Mr. Tull's outstanding talents in dealing with his subordinates are fully matched in his dealings with his front office. Mr. Tucker and I have always found him totally responsible and responsive and, particularly given his engaging manner, a pleasure to work with.

In all, Mr. Tull is clearly destined for the senior ranks of the Service, and has already demonstrated this.

DATE August 29, 1975

SIGNATURE OF REVIEWING OFFICER



Arthur I. Wortzel



VI. RATED OFFICER'S COMMENTS

You should here add any comments you may wish to make on the work program and your fulfillment of it in light of the rating and reviewing officers' statements; on the extent to which your supervisor helped develop your talents and gave recognition to them; on your own career aspirations; on additional training you would like to have; and/or future assignments you think appropriate for yourself.

As mentioned earlier by Mr. Tucker, we are in touch on a daily basis and I have never had any doubt about the requirements of this position. The supervision I receive from him is, in my view, ideal in every respect. The toughest and knottiest problems are the ones that go to the "front office". As someone new to the personnel game, it has been an enormous help to me to know that I could get rapid and helpful guidance at any time. Mr. Tucker's views in IV.D. on my next assignment coincide entirely with my own.

I acknowledge receipt of a copy of this report.

DATE 8/30/75

SIGNATURE OF RATED OFFICER

*James L. Tull*  
James L. Tull

VII. REVIEW PANEL STATEMENT

Panel chairman should insure that each panel member has read the instruction sheet. Continuation sheet may be used if necessary for panel comments.

DATE OF APPROVAL \_\_\_\_\_

SIGNATURE OF PANEL CHAIRMAN \_\_\_\_\_

(with typed name, rank and title)

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YOPE 7/15/76



U.S. DEPARTMENT OF STATE  
OFFICER EVALUATION REPORT

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

TYPE OF REPORT (check one)  
 Probationary  
 Regular  
 Interim, Change of Duties  
 Interim, Departure of Rated Officer  
 Interim, Departure of Rating Officer  
 Other

NAME OF OFFICER BEING RATED (surname first) TULL, James L.	CLASS FSO-3	SOCIAL SECURITY NO. 483-264959	FUNCTIONAL TITLE Chief, ARA Assignments Branch
POST OR ORGANIZATION STATE - PER/FCA/ARA	PERIOD COVERED 6/16/75 - 5/15/76		
DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES	

I. WORK REQUIREMENTS

A. OFFICER'S JOB - State briefly where the position fits in the staffing pattern and the number and type of personnel supervised by the officer.

Mr. Tull is Chief of the Latin American Assignments Branch of PER/FCA, which is responsible for all assignments to 53 Latin American overseas posts and the ARA, OES, SCA, PA, FSI, M/MED and L bureaus. He supervises two officers, three technicians and one support staff personnel. His Branch is responsible for staffing approximately 1,200 Foreign Service positions.

B. WORK REQUIREMENTS, GOALS AND PRIORITIES -Indicate the specific responsibilities and goals, in priority order, formulated by the supervisor and rated officer.

The Assignments Branch Chiefs are at the cutting edge of the assignments process. They man the thin line between the personnel counselors who propose individual for positions and the global needs of a world-wide Service on the one hand, and the demands of Ambassadors and bureaus on the other. They are, therefore, often caught in a dichotomy; i.e., attempting to meet the personnel needs of the bureaus and posts for which they are responsible, while at the same time preserving the integrity and central authority of the personnel system. This is especially important in the forthcoming year when the Secretary's decision "drastically" to limit the assignment authority of Ambassadors and bureaus will be carried out. The enforcement of that decision while at the same time maintaining cordial relations with the bureaus (on whom we must depend for position requirement details if we are to do our job) is a primary goal of all Assignments Branch Chiefs. These multi-directional forces bear on the Chiefs in the assignment panels as well. There they compete among themselves for the "best" people, but if they are not broad-gauged enough to place their own immediate responsibilities in the perspectives of the global responsibilities of the central personnel system and world-wide Service priorities, the panel system simply would not work. More specifically we have agreed on the following goals: assignments will be made as efficiently, equitably and as compassionately as possible within the limitations of overriding Service needs; the office will provide prompt, responsive replies to requests from employees regardless of grade; the office will seek constantly to improve its understanding of specific position content and priority requirements in its area of responsibility.

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on 8/11/75 and is on file at the post or office. (date of original statement and of subsequent modification, if any)

RATING OFFICER (typed, surname first) TUCKER, Frank M., Jr. TITLE: Chief, PER/FCA GRADE: FSO-2	REVIEWING OFFICER (typed, surname first) FOX, Richard K., Jr. TITLE: Director, PER/FCA GRADE: FSO-1
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## C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

None.

## II. STATEMENT BY RATED OFFICER

You should here give your views on your most significant achievement during the rating period, on any special problems encountered and any aspect of the work environment or work performance you care to discuss.

The past year has been one of considerable turmoil in the Bureau of Personnel. The Secretary's speech last June ordered a number of basic changes in the system and its procedures--the "Open Assignments" plan was instituted, the authority of the central Personnel Bureau over assignments was strengthened, and a radical shift in the assignments panel system was adapted. These, coupled with the decision to authorize immediately all new positions requested by our Bureaus and posts through FY 1977, created unanticipated problems for this and other Assignments Branches. Political and economic jobs were abolished; new consular positions were authorized; requirements for increased control by us over all assignments were levied in the face of suspicion and at times outright opposition by geographic and functional bureaus long accustomed to deciding their own staffing priorities.

Despite these many changes and the complications which they have caused within the assignments system, I believe that our Branch has kept pace with its responsibilities and has continued to provide our client bureaus and posts with the human resources needed to meet their problems.



RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

TULL, James L.

483-26-4959

## III. EVALUATION OF PERFORMANCE

## A. GENERAL APPRAISAL (check one)

- Performance did not meet standards for the job.
- Performance met requirements for the job.
- Performance was uniformly satisfactory.
- Performance was generally better than satisfactory, but uneven in one or more respects.
- Performance was very good.
- Performance was very good in all respects, but officer could do even better.
- Performance was excellent.
- Performance was superlative and almost unmatched in class.

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

Mr. Tull continued to turn in a top performance this year as well. With a year's experience in the assignment business behind him, he performed even more effectively and efficiently. This year was somewhat different, however, as a result of the open assignments policy, and the drastic limitation of the veto power of ambassadors and bureaus announced in the Secretary's June 1975 speech. The open assignments system slowed the assignment process somewhat this year due to the need for counselors to receive, sort out, and suggest revisions of individual preference lists. Even more important, the assignment branches had to deal more authoritatively with bureaus and posts while at the same time maintaining close and cordial consultative relations with them. Mr. Tull excelled in this, largely as the result of the fine relationship that he had developed during the previous year through diligence, fairness, integrity, total fairness, and plain hard work. Despite the delays occasioned by even more extensive counselor-counselee consultations, he did a masterful job of keeping his positions staffed.

If I were to characterize any of the five assignments branches as best meeting the goals outlined under A, and the policies set forth by the Secretary and the Director General, I would place Mr. Tull and his branch's operation at the top. This is despite the fact that he had responsibility for two bureaus, Personnel and OES, which are notably difficult to staff.

Mr. Tull's performance at the assignments panels was also outstanding. While energetically pursuing the responsibilities of his branch, I could always count upon him to be fair and honest in delineating needs and priorities, and to bring sound judgment to bear on assignment issues from the perspective of our world-wide staffing responsibilities. This sometimes caused him to join in supporting decisions that were contrary to his clients' interests, but he never flinched from that high responsibility. On matters of personnel policy, not necessarily directly affecting his immediate area of responsibility, such as borderline LWOP requests, GLOP criteria, etc., I could always count on Mr. Tull to make fair, balanced judgments taking account equally the needs and desires of the individual and the best interests of the Service.

Mr. Tull approaches his work like the thoroughgoing professional that he is. He knows position requirements, special post and bureau problems, and has a fine sense of priorities. He knows when to press hard on the counselors and the system to find the right person for the job, or when to relax and start work on an imaginative solution to such problems as shortages or surpluses of certain personnel categories.

In sum, Mr. Tull has turned in a first class performance which contributed significantly indeed to the effective operation of this Division.

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

## 1. Effectiveness of Communication (in written and oral expression, public speaking, foreign language facility, etc.)

Mr. Tull is an excellent, imaginative, facile drafter who writes clearly, concisely, and perceptively. His written work is well reasoned, to the point, and his recommendations fully explained. He speaks equally clearly. His thoughts are always well organized, orderly, and pleasantly expressed. I have not heard Mr. Tull speak publicly, but I expect that he would be an excellent public speaker.

## 2. Personal Relations (Include comment on effectiveness with both Americans and foreigners and on representational activities; also on fairness in relations with others and on any evidence of bias or discrimination.)

Mr. Tull excels in personal relations and is one of the best liked in this Division. Although he can be tough when need be, he prefers the friendly, open approach. As noted under B above, he enjoys excellent relations with those he deals outside of this Division as well. He is a totally fair person, who inspires confidence, trust, and respect among all who know him, of whatever rank.

## 3. Managerial Ability (Include comment on the officer's effectiveness in organizing and planning his or her own work, in supervising and training others, in developing and giving recognition to the talents of officers supervised, and overall leadership in policy direction or executive management; comment, where appropriate, on furtherance of equal employment opportunity.)

Mr. Tull is an excellent manager, who uses a smooth easy touch. As a result, his branch is one of the most efficient, effective, and happiest of the twelve in this Division. Well organized himself, his people are equally so, and I have never sought information or status reports that weren't answered immediately. The smoothness of his operation enabled him successfully to accommodate a serious personnel gap in his office, and his supervisory talents enabled him to induct new personnel with ease and effectiveness. Mr. Tull knows, supports, and pursues our EEO responsibilities.

## 4. Effectiveness and Candor as a Rating Officer

I have received one OER and one memorandum prepared by Mr. Tull. Both are extremely well prepared and forthright. He adhered to the letter as well as the spirit of Section IV. C., although he was rating an excellent officer who had performed superbly under his direction.

## 5. Technical Ability (specialists' skills in machines, systems, procedures, secretarial work, etc.)

Again, it is pertinent to note that Mr. Tull has mastered the considerable body of technical, regulatory, and procedural elements that are an integral and important part of personnel operations for which his branch is responsible.

RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

TULL, James L.

483-26-4959

D. The quality of the work performance was XXX was not reviewed with the rated officer during the course of the rating period. Dates of significant discussions: Aug. 11, 1975 & Mar. 4, 1976. Describe briefly the tenor of these discussions and the rated officer's response.

Mr. Tull and I see one another at least several times a week to discuss specific problems of concern to us both. On the more formal occasions, I have praised his work and that of his staff and encouraged him simply to keep up the good work. I find no reason to be critical in any respect, nor any reason to recommend measures for improvement. He obviously was pleased with my comments.

#### IV. EVALUATION OF POTENTIAL

A. Check one:

- 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.

B. DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, and support with examples.)

As I noted last year, it is difficult to cite individual, specific examples of work performance in personnel work. Rather, Mr. Tull's consistently high level of performance in staffing and problem solving over the entire year is the best example of his growth capacity and potential for future advancement. This would not have been possible if he did not have the full confidence of the bureaus for which he is responsible, and a thorough knowledge of position requirements and priorities in his area of responsibility.

In this regard, he was especially selected to visit one of his posts, together with a representative of M/MO, to work out plans for an experimental reorganization proposed by the post and which included a new organizational structure which involved, inter alia, a reporting section, headed by an FSO, and including all substantive officers, as well as other agency representatives who are normally close to autonomous in other embassies.

He was also selected to participate in a special in-house study group to look carefully at the structure of this Division and to determine whether an alternate Division of authority and responsibility would be more efficient and effective, particularly in light of the new personnel policies established at the beginning of the rating period. Mr. Tull contributed very importantly to the work of this group.

Recognition of excellence from others may be of even greater note. His selection by EUR, although he had no direct association with or responsibility for that bureau, to be its Deputy Executive Director is, I believe, indicative of the high regard with which he is held by others as well. I believe strongly that Mr. Tull has proven himself capable of performing at the O-2 level and that he should be promoted by this year's year



C. IF THE RATING OFFICER'S CHOICE IN IV-A indicates a capacity for growth and advancement, the following must be completed. Officers who are expected eventually to assume greater responsibilities should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the officer in his or her present position, specify at least two areas in which he or she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training, which is to be addressed in IV-D, below.)

Perhaps some of the many qualities I admire in Mr. Tull may also be faults. For example, he is a thoroughly nice man, in the best sense of the word. But nice guys don't always win, and recognition of the Machiavellian in others, and perhaps use of it on oneself from time to time, can be essential to effectiveness.

Along the same line, but in a different sense, Mr. Tull might concentrate on being somewhat less emotionally attached to his work. I am sure that he will experience frustration in his new position, although perhaps of a different nature than those we have had to face in personnel work. He might, therefore, take a more relaxed view toward unfortunate developments, or decisions, beyond his control, and try not to take them too much to heart, regardless of how unfortunate they may be.

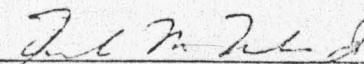
D. (1) IF FORMAL TRAINING is considered likely to improve present performance or to develop capabilities, state the subjects or courses of study needed and the specific purposes of each. (2) SUGGEST POSITIONS to which you think the officer can realistically aspire within five years.

I do not recommend formal training for Mr. Tull at this time, but I believe he would be an excellent candidate for the Senior Seminar in due course.

Mr. Tull is being reassigned to EUR/EX as Deputy Director for a two-year tour, after which an overseas tour as DCM in a sizeable mission would be the most appropriate given his qualifications and experience. Should that not be possible, a principal officership or section chief position in a large mission would be second best. In five years' time I would expect him to receive similar assignments, but to ever larger posts with additional responsibilities.

DATE June 17, 1976

SIGNATURE OF RATING OFFICER



Frank M. Tucker, Jr.

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RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

TULL, James L.

483-26-4959

## V. REVIEWING OFFICER'S STATEMENT

After (A) confirming the work requirements and priorities, (B) draw on your own observations to comment on the rated officer's performance and potential; in giving an independent view of how well he or she did the job, bring out illustrative examples not mentioned by the rating officer. Comment on (C) the fairness, completeness and general validity of the rater's evaluation and (D) relations between the rated and rating officer.

The statement of work requirements, goals, and priorities is accurate, and Frank Tucker has prepared what I consider to be a fair and complete evaluation report that clearly depicts Mr. Tull's accomplishments this year. It reflects also the good working relationship between the two officers.

My evaluation of Jim Tull's performance this year parallels in every respect the view of the rating officer. Mr. Tull began the rating period with the advantage of a year's experience under his belt, but that was not entirely a plus. In implementing the directives of the new centrally directed assignment process, he had to refashion his working arrangements with his bureaus and his ambassadors. The changeover didn't come easily, but there were fewer hitches and disputed assignments in ARA than in any other geographic bureau. I attribute this in part to the effort exerted by all concerned to insure that the new system worked. But it was more largely the result of Jim Tull's first-rate planning, his keen political instincts, and his skillful utilization of the consultation process.

Jim Tull's talents were also utilized within PER as Frank Tucker has noted in his report. He was an influential member of the assignments panel where his disposition toward problem solving and his sound judgment was counted on. This was invaluable when the panel found itself caught up in sticky assignments problems where the authority of the central system was being challenged. He was also a key member of the work group I organized last Fall to look at the structure of the Career Development and Assignments Branch and the role of the Career Counselors.

His perceptions of the complicated task of blending Service priorities with individual needs helped us to develop the panel structure that we have so successfully utilized this year.

His professional skills and management capability are clearly established and he moves on to a position which will make use of his many talents. He is ready for positions of significantly greater responsibility and for promotion to the senior ranks of the Service. I urge his promotion to Class Two.

DATE June 21, 1976

SIGNATURE OF REVIEWING OFFICER


  
Richard K. Fox, Jr.

VI. RATED OFFICER'S COMMENTS

You should here add any comments you may wish to make on the work program and your fulfillment of it in light of the rating and reviewing officers' statements; on the extent to which your supervisor helped develop your talents and gave recognition to them; on your own career aspirations; on additional training you would like to have; and/or future assignments you think appropriate for yourself.

I have reviewed this report and appreciate the comments and suggestions which Frank Tucker and Dick Fox have made.

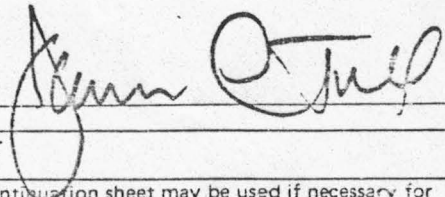
As I mentioned last year, the supervision I have received from them in managing the work of this Branch has been ideal in my view. While allowing me full authority with bureaus and posts for which we are responsible, they both have always been ready to offer guidance when it was needed and advice when it was sought. The personnel "game" is rarely an easy one--occasionally it is "hard ball" of a very tough variety. Without exception, I have always relied upon and received the support of these two thorough-going professionals.

Their comments with regard to my future assignments coincide entirely with my own preferences.

I acknowledge receipt of a copy of this report.

DATE 6/18/76

SIGNATURE OF RATED OFFICER



VII. REVIEW PANEL STATEMENT

Panel chairman should insure that each panel member has read the instruction sheet. Continuation sheet may be used if necessary for panel comments.

DATE OF APPROVAL \_\_\_\_\_

SIGNATURE OF PANEL CHAIRMAN \_\_\_\_\_

(with typed name, rank and title)

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(Exception to SF-50 approved by CSC and B. of B. July 1962)

**NOTIFICATION OF PERSONNEL ACTION**

SERVICE

**FS**

1. NAME (CAPS) LAST-FIRST-MIDDLE MR.-MISS-MRS. 2. EMPLOYEE NO. & SEX 3. BIRTH DATE (Mo. Da. Yr.) 4. SOCIAL SECURITY NO.

**TULL, JAMES L MR 604825 M 12-05-30 483-26-4959**

5. VETERAN PREFERENCE 1 - NO 2 - 5 PT. 3 - 10 PT. DISAB. 4 - 10 PT. COMP. 5 - 10 PT. OTHER  
 6. TENURE CODE 7. SERVICE COMP. DATE 8. PHYSICAL HANDICAP NO.  
**2 (1) 01 03-26-54 00**

9. FEGLI 1 - COVERED 2 - INELIGIBLE 3 - WAIVER 10. RETIREMENT 3 - FS 10A. MO. & YR. OF GRADE 11. (For CSC use)  
**4 3 1 - CS 4 - NONE 05-71**  
 2 - FICA 5 - OTHER

12. NATURE OF ACTION 13. EFFECTIVE DATE 14. CIVIL SERVICE OR OTHER LEGAL AUTHORITY  
**721 REASSIGNMENT 07-18-76 571 OF FOR. SER. ACT**

15. FROM: POSITION TITLE AND NUMBER 16. PAY PLAN AND OCCUPATION CODE 17. GRADE 18. SALARY  
**S-41871-00 PERS OFF PLACEMENT DE - FO-92215 03 PA\$34,300.00**

19. NAME AND LOCATION OF EMPLOYING OFFICE **DEPARTMENT OF STATE, WASHINGTON, D. C. 20520**  
**ARA ASSIGNMENTS BRANCH**  
**FS CAREER DEVELOPMENT AND ASSIGNMENTS DIVISION**  
**DIRECTOR GENERAL OF THE FOREIGN SERVICE**  
**0113.0-1097-214121**

20. TO: POSITION TITLE AND NUMBER 21. PAY PLAN AND OCCUPATION CODE 22. GRADE 23. SALARY WORK SCHED.  
**S-23962-00 ADMINISTRATIVE OFFICER DE - (FO-92021) 03 07 PA(\$34,300.00)F**  
 DPL. CODE DE -  
 NEXT PSI DUE CCC

24. NAME AND LOCATION OF EMPLOYING OFFICE **DEPARTMENT OF STATE, WASHINGTON, D.C. 20520**  
**EXECUTIVE DIRECTOR**  
**BUREAU OF EUROPEAN AFFAIRS**

25. DUTY STATION (City-County-State) 26. LOCATION CODE  
**WASHINGTON DC 110010001**

27. APPROPRIATION 28. POSITION OCCUPIED 29. APPORTIONED POSITION  
**0113.0-1097-120200-000 07-78**  
 1 - COMPETITIVE 2 - EXCEPTED SERVICE FROM: TO: STATE  
 1 - PROVED - 1 2 - WAIVED - 2

30. REMARKS: A. SUBJECT TO COMPLETION OF 1 YEAR PROBATIONARY (OR TRIAL) PERIOD COMMENCING  
 B. SERVICE COUNTING TOWARD CAREER (OR PERMANENT) TENURE FROM:

SEPARATIONS: SHOW REASON BELOW, AS REQUIRED. CHECK IF APPLICABLE:  C. DURING PROBATION  D. FROM APPOINTMENT OF 6 MONTHS OR LESS

This action is subject to all applicable laws, rules and regulations and may be subject to investigation and approval by the United States Civil Service Commission or the Department. This action may be corrected or canceled if not in accordance with all requirements.  
 The grade of the position to which you are officially assigned may be reviewed and corrected by the Department or by the Civil Service Commission.

**FEGLI COVERAGE-REGULAR AND OPTIONAL**

31. DATE OF APPOINTMENT AFFIDAVIT (Accessions only) 34. SIGNATURE (Or other authentication) AND TITLE

32. OFFICE MAINTAINING PERSONNEL FOLDER (If different from employing office)

33. CODE EMPLOYING DEPARTMENT OR AGENCY 35. DATE **DIRECTOR GENERAL**

**XXXX DEPARTMENT OF STATE 07-23-76 SUBMITTING OFFICE NO. 2951**

ST00

**1** EMPLOYEE COPY

Leslie N. Shaw, of California, vice Virginia Bauer Duncan, term expired.  
Paul M. Stevens, of Texas, vice Jack Wrather, term expired.

GERALD R. FORD.

To the Committee on Commerce.

THE WHITE HOUSE, January 10, 1977.

To the Senate of the United States:

I nominate—

The following-named Foreign Service officers for promotion in the Foreign Service to the classes indicated:

Foreign Service officers of class 1:

David Anderson, of New York.  
George R. Andrews, of Tennessee.  
Diego C. Asencio, of New Jersey.  
Helene A. Batjer, of Nevada.  
Harry E. Bergold, Jr., of Florida.  
Roger C. Brewin, of Ohio.  
Carroll Brown, of Alabama.  
Frederick Z. Brown, of Pennsylvania.  
Harry A. Cahill, of Virginia.  
Eugene E. Champagne, Jr., of Pennsylvania.  
George T. Churchill, of Virginia.  
Robert S. Dillon, of Virginia.  
L. Milner Dunn, of California.  
Hunter L. Estep, of Texas.  
Alan W. Ford, of California.  
David L. Gamon, of Florida.  
Paul F. Gardner, of Texas.  
John L. Gawf, of Colorado.  
Alan A. Gise, of California.  
Raymond E. González, of California.  
John V. Hedberg, of Maryland.  
Harold E. Horan, of Texas.  
Ernest B. Johnston, Jr., of Alabama.  
David Adolph Korn, of Maryland.  
Dennis H. Kux, of New York.  
Earl H. Lubensky, of California.  
Alan W. Lukens, of Pennsylvania.  
Francis J. McNeil III, of Florida.  
Hawthorne Q. Mills, of California.  
Robert C. Mudd, of Virginia.  
Charles Willis Naas, of Maryland.  
Harvey F. Nelson, Jr., of California.  
Daniel A. O'Donohue, of Maryland.  
Lawrence Pezzullo, of New York.  
Anthony C. E. Quainton, of Washington.  
Francis X. Ready, of New Hampshire.  
Robert G. Rich, Jr., of Florida.  
Stephen H. Rogers, of Virginia.  
Edward M. Rowell, of California.

*(see p. 79 for D-2)*

Joseph E. O'Mahony, of Maryland.  
J. Theodore Papendorp, of New Jersey.  
Edward L. Peck, of California.  
J. William Piez, of Colorado.  
Larry G. Piper, of Texas.  
Henry Precht, of Georgia.  
Lawrence R. Raicht, of New York.  
Gerald A. Rosen, of New York.  
James D. Rosenthal, of California.  
John Hall Rouse, Jr., of Maryland.  
Lawrence D. Russell, of Florida.  
Frederick H. Sacksteder, Jr., of New York.  
George B. Sherry, of the Virgin Islands.  
John W. Simms, of Pennsylvania.  
R. Peter Spicer, of Ohio.  
James Stromayer, of Illinois.  
Wayne A. Swedenburg, of Virginia.  
James L. Tull, of Iowa.

Marten H. A. van Heuven, of Connecticut.  
Richard Noyes Viets, of Texas.  
James R. Wachob, of Maryland.  
Lannon Walker, of Maryland.  
Frank E. Wallace, of Tennessee.  
Albert W. Whiting, of Texas.  
Albert N. Williams, of Michigan.  
Arthur H. Woodruff, of Florida.  
Warren Zimmermann, of Virginia.

Foreign Service officers of class 2 and consular officers of the United States of America:

Harry R. Melone, Jr., of New York.  
Richard B. Owen, of Michigan.  
Woodward Romine, of Indiana.

Foreign Service officers of class 3:

Francesco J. Alberti, Jr., of California.  
Dexter Anderson, of New Jersey.  
Richard C. Barkley, of Michigan.  
Frank C. Bennett, Jr., of California.  
Jack R. Binns, of Washington.  
Robert D. Blackwill, of Nevada.  
C. Thomas Bleha, of Michigan.  
Merwin Carl Blust, of the District of Columbia.  
Gordon S. Brown, of the District of Columbia.  
Kenneth L. Brown, of California.  
Richard C. Brown, of New Mexico.  
Thomas R. Buchanan, of Maryland.  
Pierce K. Bullen, of Florida.  
James R. Bullington, of Tennessee.  
Ann P. Campbell, of Connecticut.  
Martha C. Carbone, of Washington.  
Thomas J. Carolan, Jr., of Maryland.  
David J. Carpenter, of Maryland.

(for promotion from FSO3 to FSO2)



Senate

REPORTS OF A COMMITTEE

As in executive session, Mr. Sparkman, Committee on Foreign Relations, submitted the following favorable reports of nominations:

Evan S. Dobbelle for the rank of Ambassador during his tenure of service as Chief of Protocol for the White House;

Harry G. Barnes, Jr., and sundry other Foreign Service officers, for promotions to the Class of Career Minister; and

Mary Elizabeth King to be Deputy Director of the ACTION Agency.

Mr. Sparkman also reported favorably sundry nominations in the Foreign Service which had previously appeared in the Congressional Record and, at his request and by unanimous consent, it was ordered that they lie on the Secretary's desk for the information of Senators:

Foreign Service officers beginning David Anderson, to be a Foreign Service Officer of Class one, and ending Theodore R. Tench, to be a Foreign Service Officer of Class seven. (See Executive Journal proceedings of January 10, 1977, for complete list.)

Foreign Service officers beginning Jane Abell Coon, for reappointment as a Foreign Service Officer of Class three, a Consular Officer, and a Secretary in the Diplomatic Service of the United States of America, and ending Robert M. Feathers, to be a Consular Officer of the United States of America. (See Executive Journal proceedings of February 21, 1977, for complete list.)

WEDNESDAY, MARCH 2 (LEGISLATIVE DAY OF FEBRUARY 21), 1977

EXECUTIVE SESSION

On motion by Mr. Byrd of West Virginia and by unanimous consent, the Senate proceeded to the consideration of executive business (the Deputy President pro tempore presiding) to take up the following nominations on the Executive Calendar:

AMBASSADOR

Evan S. Dobbelle, of Massachusetts, for the rank of Ambassador during his tenure of service as Chief of Protocol for the White House.

Without objection, it was

*Resolved*, That the Senate advise and consent to the said nomination.

DEPARTMENT OF STATE

The following-named Foreign Service officers for promotion from class 1 to the class of career minister:

Harry G. Barnes, Jr., of Maryland.

Robert A. Hurwitch, of Illinois

Richard B. Parker, of Kansas

Thomas R. Pickering, of New Jersey

Harry W. Shlaudeman, of California

Ronald I. Spiers, of Vermont

Christopher Van Hollen, of Virginia

MARCH 2 (LEGISLATIVE DAY OF FEBRUARY 21), 1977 225

NOMINATIONS PLACED ON THE SECRETARY'S DESK IN THE FOREIGN SERVICE

Foreign Service officers beginning David Anderson, to be a Foreign Service Officer of Class one, and ending Theodore R. Tench, to be a Foreign Service Officer of Class seven. (See Executive Journal proceedings of January 10, 1977, for complete list.)

Foreign Service officers beginning Jane Abell Coon, for reappointment as a Foreign Service Officer of Class three, a Consular Officer, and a Secretary in the Diplomatic Service of the United States of America, and ending Robert M. Feathers, to be a Consular Officer of the United States of America. (See Executive Journal proceedings of February 21, 1977, for complete list.)

On motion by Mr. Byrd of West Virginia and by unanimous consent, the above nominations were considered en bloc and

Without objection, it was

Resolved, That the Senate advise and consent to the said nominations.

PRESIDENT NOTIFIED

On motion by Mr. Byrd of West Virginia and by unanimous consent, it was

Ordered, That the President be notified of the confirmation of the nominations.

LEGISLATIVE SESSION

On motion by Mr. Byrd of West Virginia and by unanimous consent, the Senate returned to legislative session.

THURSDAY, MARCH 3 (LEGISLATIVE DAY OF FEBRUARY 21), 1977

MESSAGES REFERRED

As in executive session,

The Acting President pro tempore laid before the Senate the following messages from the President of the United States, transmitting nominations, which were referred as indicated:

THE WHITE HOUSE, March 3, 1977.

To the Senate of the United States:

I nominate Robert L. Herbst, of Minnesota, to be Assistant Secretary for Fish and Wildlife, Department of the Interior, vice Nathaniel Pryor Reed, resigned.

JIMMY CARTER.

To the Committee on Environment and Public Works.

THE WHITE HOUSE, March 3, 1977.

To the Senate of the United States:

I nominate Guy Richard Martin, of Alaska, to be an Assistant Secretary of the Interior, vice Jack O. Horton, resigned.

JIMMY CARTER.

To the Committee on Energy and Natural Resources.





U.S. DEPARTMENT OF STATE

OFFICER EVALUATION REPORT

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

TYPE OF REPORT (check one)

- Probationary
Regular
Interim, Change of Duties
Interim, Departure of Rated Officer
[X] Interim, Departure of Rating Officer
Other

NAME OF OFFICER BEING RATED (surname first): TULL, James L.
CLASS: FSO-2
SOCIAL SECURITY NO.: 483-26-4959
FUNCTIONAL TITLE: Administrative Officer, Deputy Director, EUR/E
POST OR ORGANIZATION: EUR/EX
PERIOD COVERED: 7/6/76-4/4/77
DATE REPORT SUBMITTED TO PER/PCE/PE: JUL 8 1977
DATE REPORT RECEIVED IN PE:
DATE RELEASED TO FILES:

I. WORK REQUIREMENTS

A. OFFICER'S JOB - State briefly where the position fits in the staffing pattern and the number and type of personnel supervised by the officer.

The Deputy Executive Director in the Bureau of European Affairs directly supervises a secretary and has overall supervision of the Budget and Post Management Sections, the General Services Officer and the General Services Assistant--a total of 12 officers and 5 support staff personnel.

B. WORK REQUIREMENTS, GOALS AND PRIORITIES -Indicate the specific responsibilities and goals, in priority order, formulated by the supervisor and rated officer.

- 1. Coordination of budget and post management activities to obtain effective allocation of Bureau resources;
2. Provision of day-to-day guidance and direction to ensure Bureau responsiveness to the administrative needs of EUR posts;
3. Participation in Departmental meetings and committees dealing with budget, post management, and other administrative activities;
4. Keeping abreast of current economic and financial developments in European countries and Canada; and
5. Taking appropriate administrative action in the absence of the Director

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on 8/2/76 and is on file at the post or office. (date of original statement and of subsequent modification, if any)

RATING OFFICER (typed, surname first): CLARK, Joan M. GRADE: FSO-1
REVIEWING OFFICER (typed, surname first): HARTMAN, Arthur A. GRADE: FSO-CM
TITLE: Executive Director
TITLE: Assistant Secretary



Even though Mr. Tull came to EUR/EX from Central Personnel, he had not been involved in the total gamut of administrative management work. While his personnel experience was quite valuable to him as the Deputy Director, he did have to start from scratch on how you put a budget together and what makes a post run.

**II. STATEMENT BY RATED OFFICER**

You should here give your views on your most significant achievement during the rating period, on any special problems encountered and any aspect of the work environment or work performance you care to discuss.

For binding—  
do not write in this space.

RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

TULL, James

483-26-4959

### III. EVALUATION OF PERFORMANCE

#### A. GENERAL APPRAISAL (check one)

- Performance did not meet standards for the job.
- Performance met requirements for the job.
- Performance was uniformly satisfactory.
- Performance was generally better than satisfactory, but uneven in one or more respects.
- Performance was very good.
- Performance was very good in all respects, but officer could do even better.
- Performance was excellent.
- Performance was superlative and almost unmatched in class.

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

Mr. Tull took over as Deputy Director of EUR/EX without ever having been exposed to a real budget operation or how to run a post administratively. It was quite an eye-opener for him. There is a lot of detail to follow and a large number of procedures to be learned. To his credit, after shaking his head two or three times, and I am sure wondering what he was doing in that job, Jim Tull set out to learn all about the administrative operation of an overseas post.

For instance, he had to supervise the budget operation. As a Political Officer, he did not really know much about the mechanics of putting the budget together. In addition, he had a budget officer who, although he had been working in Central Budget, had never been exposed to an overseas budget operation. Consequently, neither one really knew how to relate concepts to the realities of an overseas operation. Fortunately for Mr. Tull, he had in EUR/EX the former budget officer, assigned as the Regional Budget and Management Supervisor. Between the two, one with the total overseas experience, and the other with the centralized experience, Mr. Tull made real progress in learning the subject. When I left EUR/EX he was well on his way.

One of the hardest things to learn in this Department is how to play the position game. If you play it well, the Bureau survives in times of cuts. If you don't play it too well, the Bureau is the loser. Again, Mr. Tull has made tremendous strides in sorting out the simple yet complex position structure in the Department of State. It was no mean feat, yet now that he has a much clearer picture of how to handle resources--financial and position--he has taken a major step towards becoming a good manager.

Finally, throughout the rating period, Mr. Tull has been Acting Executive Director a number of times. It was fairly apparent from the first time that he served to the last time, that he has made considerable progress. He became much more confident and at ease in making decisions on budget, post management and position resources. This past year, combined with the upcoming second year, should give Jim Tull the administrative and management experience that he needs to compete effectively at the higher levels.

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

## 1. Effectiveness of Communication (written and oral expression, public speaking, foreign language facility, etc.)

Mr. Tull is an excellent drafter. He knows how to pick out the main points of a problem, how to organize the approach and then get it down on paper. His written work is clear, concise and persuasive.

Mr. Tull is equally effective in his oral expression. He is a good speaker and holds the attention of his audience, as he does with his written material, presenting his point without belaboring it.

## 2. Personal Relations (Include comment on effectiveness with both Americans and foreigners and on representational activities; also on fairness in relations with others and on any evidence of bias or discrimination.)

Mr. Tull has a very easy-going, friendly approach to his peers, his superiors and his subordinates. He can pass down the line with a joke just as easily as he can pass down the line with a criticism. He is not happy-go-lucky to the point where people can walk all over him, but neither is he a martinet. He has by dint of hard work and effort proven to the EUR/EX staff and to his superiors that he is there to learn, not to ride their coattails. Consequently, he is well liked among the staff.

## 3. Managerial Ability (Include comment on the officer's effectiveness in organizing and planning his or her own work, in supervising and training others, in developing and giving recognition to the talents of officers supervised, and overall leadership in policy direction or executive management; comment, where appropriate, on furtherance of equal employment opportunity.)

At first it was extremely difficult for Mr. Tull to sort out priorities when he was not really sure what was going on. To his credit, within a very short period, he knew exactly what had to be done and set about doing it.

More importantly, Mr. Tull had two sections which were not really functioning effectively. He worked hard at getting the chiefs of both of these sections to delegate authority, to inform their staffs of what was going on and to try and develop their subordinates. He spent a lot of time on this and he has done an excellent job. Both of his units run much more

## 4. Effectiveness and Candor as a Rating Officer smoothly than they did when he came to EUR/EX and they continue to make progress.

I have seen a few of Mr. Tull's reports from subordinates and I consider them to be very fair, honest and complete reports.

## 5. Technical Ability (specialists' skills in machines, systems, procedures, secretarial work, etc.)

Not applicable.



RATED OFFICER (Typed, surname first)	SOCIAL SECURITY NUMBER
TULL, James L.	483-26-4959

D. The quality of the work performance was  was not \_\_\_\_\_ reviewed with the rated officer during the course of the rating period. Dates of significant discussions: \_\_\_\_\_ Describe briefly the tenor of these discussions and the rated officer's response.

Mr. Tull and I discussed problems on a daily basis and he was always aware what was expected of him.

#### IV. EVALUATION OF POTENTIAL

- A. Check one:
- 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.

B. DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, and support with examples.)

The past year has been somewhat difficult in EUR/EX in that there has been a financial and position crunch. The Department faced a sharp reduction in the number of positions available to our bureaus. Consequently, EUR has had to redouble its efforts to reprogram positions for higher priority projects and to justify the need for new positions to the Office of Management Operations. In the reprogramming exercises, Mr. Tull has needed to call upon all of his negotiating skills in dealing with the Ambassadors, DCMs and the Administrative Counselors at the posts involved. It is never easy to tell posts that their positions are a lower priority. Mr. Tull has done an excellent job in explaining Bureau policies and Bureau priorities to those posts where we have had to pull positions.

In addition to the negotiating skills required on positions, EUR has had a very difficult time in holding the line on such things as the purchase of furniture and equipment, official travel and the expenditure of special funds. I left this part of the operation entirely to Jim Tull and he has done an excellent job of distributing the limited funds available without undue irritation, either to the officers in Washington or overseas. It is not an easy task to explain to senior officials why they cannot travel, why they cannot have a piece of furniture or why they cannot have an increase in representation.

C. IF THE RATING OFFICER'S CHOICE IN IV-A indicates a capacity for growth and advancement, the following must be completed. Officers who are expected eventually to assume greater responsibilities should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the officer in his or her present position, specify at least two areas in which he or she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training, which is to be addressed in IV-D, below.)

Mr. Tull has not really been used to having a large staff responsible to him. He has worked hard to pull his two sections together and, as I have stated earlier, he has done a very good job. Nevertheless, if he is to rise to the top, he will have to better acquaint himself with all of the training programs available so that he can develop a formalized approach which will assure that all of his subordinates are given the opportunity to develop their talents.

Service in EUR/EX required having to juggle many projects at one time and I think that the administrative detail got to Mr. Tull. This is not a serious reflection on his talents, rather a wearing down of a novice. He has done a very good job of putting all of the work in perspective, but if he is to remain in the administrative field for any length of time, and again, if he is to rise to the top, he will have to learn to juggle a good many balls at the same time.

D. (1) IF FORMAL TRAINING is considered likely to improve present performance or to develop capabilities, state the subjects or courses of study needed and the specific purposes of each. (2) SUGGEST POSITIONS to which you think the officer can realistically aspire within five years.

Upon completion of his present assignment in EUR/EX, if Mr. Tull is not assigned overseas, he will be ready for the Senior Seminar.

If he does not go to the Senior Seminar, Mr. Tull should be assigned as Political Counselor at a Class 1 post or as DCM at a medium-sized post.

DATE June 30, 1977

SIGNATURE OF RATING OFFICER Joan M. Clark

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RATED OFFICER (Typed, surname first)

TULL, James L.

SOCIAL SECURITY NUMBER

483-26-4959

**V. REVIEWING OFFICER'S STATEMENT**

After (A) confirming the work requirements and priorities, (B) draw on your own observations to comment on the rated officer's performance and potential; in giving an independent view of how well he or she did the job, bring out illustrative examples not mentioned by the rating officer. Comment on (C) the fairness, completeness and general validity of the rater's evaluation and (D) relations between the rated and rating officer.

The work priorities and goals set forth in the report are correct. Mr. Tull and Miss Clark enjoyed a very harmonious relationship and I know Mr. Tull has learned a great deal from Miss Clark on the administrative management techniques in the Department.

I usually saw Mr. Tull on a weekly basis and, in the absence of Miss Clark on a daily basis. Consequently, I have had a good chance to observe his daily work habits. From the beginning of his tour to this point, it is obvious to me that Jim Tull has, indeed, learned a lot about budget and post management problems. Throughout the year I noticed that each time he attended a meeting on financial or position resources, or post management matters, he had gained confidence. He was increasingly more authoritative, he learned to hold his own with the Office Directors and the Deputy Assistant Secretaries in the Bureau.

Although I had a chance to see Jim Tull quite often during the year, when Joan Clark left EUR/EX to become the Director of M/MO, Jim Tull became the Acting Director. In this capacity, I saw him on a daily basis. Joan Clark was a hard act to follow and Jim Tull did his level best to hold the place together. Until a new Executive Director was named, his problems were complicated by the departure of both of his Personnel Liaison Officers and the Regional Budget and Management Officer. There were no hard feelings because he was not made Executive Director--he knew he didn't have the experience. To his credit he did not try to fake what he did not know. He went out and found someone who could answer his questions for him.

In addition to having to worry about short staffing in EUR/EX, I had been announced as Ambassador-designate to France and a new Assistant Secretary was coming in. Mr. Tull had to figure out how he was going to get the work of the office done, concentrate on ZBB and take care of the transition period of new Ambassadors and a new Assistant Secretary. I am somewhat surprised he retained his sanity, but he did and he did a fine job.

I concur with Miss Clark's recommendation that Mr. Tull be assigned to the Senior Seminar upon completion of his tour in EUR/EX. He clearly has the potential to become the Political Counselor at a medium-sized post or a Class 1 mission, or as DCM at a medium-sized post.

DATE

*July 1, 1977*

SIGNATURE OF REVIEWING OFFICER

*[Handwritten Signature]*



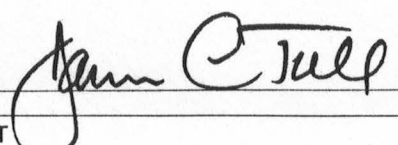
## VI. RATED OFFICER'S COMMENTS

You should here add any comments you may wish to make on the work program and your fulfillment of it in light of the rating and reviewing officers' statements; on the extent to which your supervisor helped develop your talents and gave recognition to them; on your own career aspirations; on additional training you would like to have; and/or future assignments you think appropriate for yourself.

I acknowledge receipt of a copy of this report.

DATE July 1, 1977

SIGNATURE OF RATED OFFICER



## VII. REVIEW PANEL STATEMENT

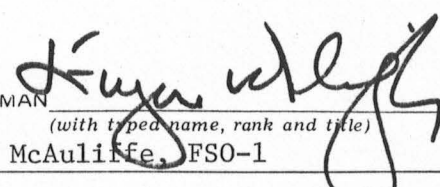
Panel chairman should insure that each panel member has read the instruction sheet. Continuation sheet may be used if necessary for panel comments.

The Bureau of European Affairs Review Panel has reviewed this report on James C. Tull.

The Panel certifies that the report complies with Departmental guidelines on the preparation of Officer Evaluation Reports.

DATE OF APPROVAL 7/8/77


SIGNATURE OF PANEL CHAIRMAN



(with typed name, rank and title)

Eugene V. McAuliffe, FSO-1

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 <p align="center">U.S. DEPARTMENT OF STATE <b>OFFICER EVALUATION REPORT</b></p> <p><b>FOREIGN SERVICE OFFICERS</b> <b>FOREIGN SERVICE RESERVE OFFICERS UNLIMITED</b> <b>FOREIGN SERVICE RESERVE OFFICERS</b> <b>FOREIGN SERVICE STAFF OFFICERS</b></p>		<p>TYPE OF REPORT (check one)</p> <p><input checked="" type="checkbox"/> Probationary  <input checked="" type="checkbox"/> Regular  <input type="checkbox"/> Interim, Change of Duties  <input type="checkbox"/> Interim, Departure of Rated Officer  <input type="checkbox"/> Interim, Departure of Rating Officer  <input type="checkbox"/> Other</p>	
NAME OF OFFICER BEING RATED (surname first)	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
TULL, James L.	FSO-2	483-26-4959	Deputy Executive Director Bureau of European Affairs
POST OR ORGANIZATION		PERIOD COVERED	
EUR/EX		5/23/77-4/15/78	
DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES	
MAY 25 1978			

### I. WORK REQUIREMENTS

A. OFFICER'S JOB — State briefly where the position fits in the staffing pattern and the number and type of personnel supervised by the officer.

Serves as Deputy Executive Director for the Bureau of European Affairs under the immediate supervision of the Executive Director. Supervises an office with 20 officers and nine support personnel in the fields of budget and fiscal management, post management, personnel, general services and communications. Supervises directly five unit heads.

B. WORK REQUIREMENTS, GOALS AND PRIORITIES —Indicate the specific responsibilities and goals, in priority order, formulated by the supervisor and rated officer.

1. Providing support and services to senior Bureau management and program officials by resolving at the EUR/EX level as many administrative issues and problems as possible, thus enabling the Assistant Secretary, the Deputies, our Office Directors and their staffs to devote maximum time and effort to foreign policy substantive matters.
2. Assisting senior Bureau management to create a climate and an environment of EUR as a highly desirable Bureau in which to work by providing maximum attention and support to the needs and interests of all Bureau personnel.
3. Determining budget resource needs, allocating given resources among posts, shifting resources as required, and preparing self and Assistant Secretary for the budget hearings.
4. Working closely and effectively with central Personnel and with EUR managers to assure the assignment of the best qualified personnel to fill EUR Bureau and post vacancies.
5. Providing positive, timely, responsive administrative support to field posts in matters of personnel, money, office space, staff housing, wage surveys, classification, supplies, equipment and furnishings.
6. Determining American and local employee position resource priorities in the Bureau and in the field and making recommendations for additions, cuts and reprogramming to senior EUR Bureau and Department management. This includes consideration of policy issues in the Zero Base Budgeting context.
7. Represents the Bureau at Departmental and interdepartmental meetings on budget, post management and other administrative activities and problems.
8. In the absence of the Executive Director, serves as Acting Director for EUR/EX.

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on 6/2/77 and is on file at the post or office. (date of original statement and of subsequent modification, if any)

RATING OFFICER (typed, surname first)	REVIEWING OFFICER (typed, surname first)
LEIDEL, Donald C.	VEST, George S., Assistant Secretary for
TITLE: Executive Director	TITLE: European Affairs
GRADE: FSO-1	GRADE: FSO-CM

C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

I made a basic change in Mr. Tull's range of responsibilities near the beginning of this rating period. My predecessor divided responsibilities along functional lines, supervising directly all activities related to personnel and giving to Mr. Tull primary responsibility for budget and post management activities.

It became quickly apparent to me that Mr. Tull had both experience and valuable sensitivities in personnel matters as well as strong managerial capacities. Thus I placed him directly in charge of all major functional programs of EUR/EX, broadened his supervisory responsibilities and used him across the board as my alter ego.

These increased program direction responsibilities, I felt, were commensurate with the Class 2 level of the position, as well as with Mr. Tull's abilities and growth potential as a senior manager.

In addition to added responsibilities and a new boss, Mr. Tull had to cope with a change of personnel in 14 EUR/EX positions, with the introduction of the Zero Base Budgeting process, and with a series of major position reduction levies.

II. STATEMENT BY RATED OFFICER

You should here give your views on your most significant achievement during the rating period, on any special problems encountered and any aspect of the work environment or work performance you care to discuss.

I was delighted when Mr. Leidel decided to expand my work requirements last summer and give me across-the-board duties as Deputy. This has certainly improved my management opportunities and, I believe, given me a much greater appreciation of the totality of EUR/EX's responsibilities to Assistant Secretary Vest, his Deputies and our Office Directors, as well as other Bureaus with which we must deal.

NAME OF RATED OFFICER MR. TULL		DATE OF RATING PERIOD 1-2-68	
NAME OF SUPERVISOR MR. LEIDEL		DATE OF SUPERVISOR'S RATING 1-2-68	
POSITION OF RATED OFFICER DEPUTY		POSITION OF SUPERVISOR SUPERVISOR	
ORGANIZATION EUR/EX		OFFICE EUR/EX	

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RATED OFFICER (Typed, surname first)

TULL, James L.

SOCIAL SECURITY NUMBER

483-26-4959

### III. EVALUATION OF PERFORMANCE

#### A. GENERAL APPRAISAL (check one)

- Performance did not meet standards for the job.
- Performance met requirements for the job.
- Performance was uniformly satisfactory.
- Performance was generally better than satisfactory, but uneven in one or more respects.
- Performance was very good.
- Performance was very good in all respects, but officer could do even better.
- Performance was excellent.
- Performance was superlative and almost unmatched in class.

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

Mr. Tull has been the ideal Deputy. As a supervisor, he enjoys the respect and cooperation of our staff. As a staff officer, he turns out superb work. He writes exceptionally well. He meets deadlines. He has a good sense of priorities. He relates well to people. He is tough-minded when he needs to be. He can cope with a variety of demands simultaneously. He works well under pressure. He manages to resolve most problems through his own initiative rather than bucking them up to me or to senior Bureau management. Yet, what we need to know we know about.

He provides sympathetic and effective support to those who merit it and doesn't waste time and effort on requests that are unreasonable or can't be met. His style and manner elicit respect throughout the Bureau and this makes my job easier.

Not a budget expert, he understands the major resource issues and asks the right questions. He guards the taxpayer's dollar and is not reluctant to turn down questionable requests for funding, including those by Ambassadors. Yet, he will seek ways to meet legitimate unanticipated demands by shifting resources from lower priority needs.

A major accomplishment was in the area of personnel selection. Although many in a Bureau play important roles in this process, the work done by Mr. Tull was pivotal. He worked closely with Bureau supervisors, key personnel in EUR Embassies, and PER in his efforts to secure the best for EUR. He was highly successful, I think, because he earned the respect of all parties concerned for his integrity, fairness and understanding of the other person's point of view. Despite the periodic predictable confrontations over personnel assignments our relationships with PER are quite good, while we have had good success in getting the right people into the right jobs. Mr. Tull deserves a major share of the credit for this.

His responsiveness to the needs of our 82 overseas posts is best demonstrated, I think, by the frequency in which his support and guidance is sought, by Ambassadors and DCMs as well as by Administrative Officers. The number of "I must talk to or see the Executive Director" requests I receive are minimal, because field officials know they can depend on Mr. Tull and others on our staff. He has a good knowledge of the relative importance of overseas programs and positions. His counsel has been invaluable in the position reduction exercises. Our Zero Base Budgeting package for FY 1979 was praised as one of the best submissions in the Department. Mr. Tull's judgments, persistence, and just plain hard work were a major factor.

The pressures on our office are constant and varied. They come from the field, from M, A, DG, and S/IG, and from senior EUR management. Keeping up with these demands, keeping the work moving, sorting out priorities, dealing with issues of significant substance as well as matters of pure junk is no small task. Mr. Tull has done this superbly.

**C. SKILLS (for further discussion where related to the officer's work)****1. Effectiveness of Communication (written and oral expression, public speaking, foreign language facility, etc.)**

Mr. Tull deserves high marks in both writing and speaking skills. He drafts quickly, concisely and persuasively. I rarely edit what he writes, and I use him as a sounding board at times before putting my own drafts into final copy. Worthy of special commendation were his analysis to M/MO on the resource needs for increased U.S. presence in northeastern Italy, an assessment of the reprogramming of commercial officer positions at EUR posts, and several appeal memoranda to PER regarding assignment actions. He is an articulate speaker who gets to the point quickly and uses his sense of humor to good advantage. He did a fine job addressing two FSI courses recently, a new Junior Officer class and a group of local employee trainees. He is fluent in Spanish and seems to use it whenever he has the opportunity. He can be tasked with any communicating skills requirement.

**2. Personal Relations (Include comment on effectiveness with both Americans and foreigners and on representational activities; also on fairness in relations with others and on any evidence of bias or discrimination.)**

Mr. Tull is a delightful person to have around. Because of his basic friendliness, sincerity, willingness to accommodate, sense of humor, and generally spirited approach to whatever he is asked to tackle, he is extremely well-liked by subordinates, peers and superiors. His good nature, however, does not get in the way of his being able to make hard, tough decisions or recommendations when he has to, nor does it permit adversaries to take advantage of us. He is always alert to EUR interests, and will defend them vigorously, but courteously, when challenged. But mainly, his "let's solve this problem together" approach has won friends for EUR/EX and for EUR, and our relations, especially with the M, A, and DG/PER areas of the Department, are enhanced by Mr. Tull's style and presence. He is eminently fair and shows no evidence of bias or discrimination.

**3. Managerial Ability (Include comment on the officer's effectiveness in organizing and planning his or her own work, in supervising and training others, in developing and giving recognition to the talents of officers supervised, and overall leadership in policy direction or executive management; comment, where appropriate, on furtherance of equal employment opportunity.)**

Mr. Tull acts as my alter ego directing an office of 30 employees, and supporting a workforce of 5,300 employees at 82 posts and in the Bureau, with a budget of over \$110 million. He already had a good grasp of the essential administrative rules and regulations when I arrived. He has a keen sense of knowing how to separate the important from the unimportant, and a sense of urgency to act on the important. He plays the often unenviable role of a Deputy with great skill, relieving me of major burdens, keeping me informed, delegating what can be delegated, but carrying his own full share of the workload, including the nitty-gritty along with the more exciting tasks. He is a strong leader who inspires others by his own example.

**4. Effectiveness and Candor as a Rating Officer**

I have commented on Mr. Tull's writing ability above. His handling of performance evaluation reports is no exception. His statements are well-drafted, thorough and fair. He provides examples to support his ratings. The level of performance comes across easily to the reader. It is worth noting that this year he completed six rating officer reports and 12 reviewing statements on time. His reports in general reflect his development and recognition of the talents of those he supervises, which is another reason he is able to gain their effective support. The reports he wrote which reflected the highest and lowest relative levels of performance were appropriately, exceedingly well-documented and supported, and therefore fully persuasive.

**5. Technical Ability (specialists' skills in machines, systems, procedures, secretarial work, etc.)**

Not applicable.

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RATED OFFICER (Typed, surname first)

TULL, James L.

SOCIAL SECURITY NUMBER

483-26-4959

D. The quality of the work performance was X was not \_\_\_\_\_ reviewed with the rated officer during the course of the rating period. Dates of significant discussions: throughout rating period. Describe briefly the tenor of these discussions and the rated officer's response.

Mr. Tull and I meet daily to keep one another informed of each other's activities. I believe I have kept him fully informed of my expectations in every aspect of EUR/EX activities. I have commented regularly on the quality of his work, which has been uniformly excellent. Where I made suggestions for doing something differently, he carried them out when he agreed, he gave his point of view when he disagreed and then deferred to my decision. I believe during the rating period he has persuaded me to his point of view as often as I have persuaded him to mine. We've had few disagreements. From my standpoint, it's been an excellent working relationship.

#### IV. EVALUATION OF POTENTIAL

A. Check one:

- 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.

B. DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, and support with examples.)

Mr. Tull's primary specialty in the Foreign Service is political work. His assignment as Deputy Director of EUR/EX was sought by him essentially to broaden his capacity to handle senior program direction assignments. This objective has been met, I believe to the fullest degree. What has been so satisfying, however, is that EUR has gained as much from Mr. Tull's contribution as Mr. Tull has gained from the experience.

As reflected throughout this report, Mr. Tull is serving with distinction in a demanding management position. His substantive political background has enabled him to relate the activities of this office, particularly setting resource priorities, to U.S. foreign policy goals. It also has enabled him to deal most effectively with EUR program officers which in turn has enabled EUR/EX to better support EUR program objectives.

Mr. Tull has demonstrated this past year that he can deal with a wide variety of demands and pressures without losing composure, perspective and his sense of direction. He can sort out priorities and manage his time accordingly. He motivates and gains effective support from his staff with a soft touch approach, yet he is firm when he needs to be. He delegates whenever he can, but he doesn't lose control. He encourages teamwork and serves as a participant on the team rather than removing himself from it. He is decisive. In summary, he has the qualities of leadership.

He has also gained the experience of dealing with a multitude of management problems, ranging from a crisis in message center staffing and morale which virtually paralyzed the movement of telegrams last summer, to impassioned pleas from overseas posts for additional resources where he had to explain and rationalize reductions, to short deadlines from the Deputy Under Secretary for Management's office requiring extensive and high quality staff work.

The accumulation of this experience has advanced considerably Mr. Tull's potential for top management positions.



C. IF THE RATING OFFICER'S CHOICE IN IV-A indicates a capacity for growth and advancement, the following must be completed. Officers who are expected eventually to assume greater responsibilities should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the officer in his or her present position, specify at least two areas in which he or she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training, which is to be addressed in IV-D, below.)

Mr. Tull has gained much from this assignment and he has contributed much to it. Yet, these gains have not been without a certain price. Although he is successful at masking his inner feelings, I know the pressures and anxieties of this job have weighed heavily upon him at times and he has had moments of great discouragement with the bureaucracy, the paperwork, some heavy requirements levied upon the Bureau with little apparent pay-off, the constant pressures from job seekers, and the never-ending struggle to balance the interests of EUR, PER, and the individual employee in the assignment process. Mr. Tull is more personally concerned than he ought to be over these normal courses of events and he has difficulty leaving these problems behind when he leaves the office. He has a good sense of humor which is a help. But as he advances to positions of even greater responsibility, he needs to find ways of reducing inner pressures and of putting distance and perspective between daily office routines and his other goals in life. Failure to do this will neither be in his interests nor the interests of the Service.

A relatively minor area in which Mr. Tull could concentrate efforts to improve stems from his desire to move paper quickly and to leave the office once in a while with a clean desk and an empty in-box. He never fails to give sufficient time and attention to major issues or problems. Sometimes he hurries over the minor ones and lacks a certain attention to detail on subjects which are either dull, pedestrian or of low priority. I do find it occasionally useful to check his proof-reading.

D. (1) IF FORMAL TRAINING is considered likely to improve present performance or to develop capabilities, state the subjects or courses of study needed and the specific purposes of each. (2) SUGGEST POSITIONS to which you think the officer can realistically aspire within five years.

(1) Mr. Tull needs no formal training at this time, other than a possible brush-up of his excellent Spanish, before moving on to his next assignment as Deputy Chief of Mission in the Dominican Republic. The only appropriate general training in the future would be the Foreign Service Institute's "Executive Seminar."

(2) Mr. Tull is scheduled to serve as DCM in Santo Domingo, a Class III Mission, on a three-year tour. I think that his next step would be a similar position at a larger Mission. I cannot comment authoritatively on Mr. Tull's abilities as a Political Officer, and thus do not feel fully competent to make a strong recommendation or prediction on his longer range chances for Chief of Mission. I have absolutely no doubt, however, that he possesses, in addition to proven managerial ability, the array of human qualities that qualifies him to be an Ambassador. I believe his next assignment will give him full opportunity to demonstrate the breadth and depth of his abilities and that he will continue to climb from there. He was promoted to FSO-2 last year. I fully expect him to reach FSO-1 in above average time.

DATE May 4, 1978

SIGNATURE OF RATING OFFICER

Donald C. Leidel

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RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

TULL, James

483-26-4959

### V. REVIEWING OFFICER'S STATEMENT

After (A) confirming the work requirements and priorities, (B) draw on your own observations to comment on the rated officer's performance and potential; in giving an independent view of how well he or she did the job, bring out illustrative examples not mentioned by the rating officer. Comment on (C) the fairness, completeness and general validity of the rater's evaluation and (D) relations between the rated and rating officer.

A. The work requirements and priorities are properly described.

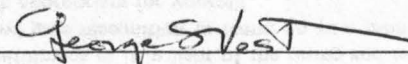
B. When I first took over as Assistant Secretary of State for European Affairs I was shocked to discover there was no Executive Director. In fact, Jim Tull had been filling the breach for some time and filling it remarkably well. It was the spring period with a heavy personnel turnover. Jim's background was primarily in the Latin American area so he lacked the years of personal contact in the European area which ideally he should have had. Nevertheless, he had done a first-rate job. His dealings with the Department and the management of the Bureau were impeccable. Drawing on his good sense and Lord knows what resources, he welcomed me to EUR with sound advice on personnel matters. I have had 25 years of experience with the European area so I know just how sound he was. Those early weeks were the testing time of our relationship. Even after the arrival of the Executive Director, who soon made him a full deputy, I continued to work often with Jim. He showed a gift for remaining remarkably calm and agreeable no matter what the pressure, and it was agreeability but not softness. Faced with difficult issues and hard personal judgments, he was coolly honest and straightforward. Everything he has done for me, whether personnel, budget, or management at large, all has had his hallmark: good judgment, orderliness, reliability, a cheerful can-do attitude, and a talent for quick drafting and quick correct decisions. This is an unusually able officer indeed and I am sorry to see him leave the European area, even though to a rewarding job in ARA. I would like to get him to Europe.

C. The rater's evaluation is fair and complete and I do not think he exaggerates Jim Tull's promise.

D. Relations between the rating and rated officers were top-notch. This Bureau was very fortunate to have such a team.

DATE May 18, 1978

SIGNATURE OF REVIEWING OFFICER



VI. RATED OFFICER'S COMMENTS

You should here add any comments you may wish to make on the work program and your fulfillment of it in light of the rating and reviewing officers' statements; on the extent to which your supervisor helped develop your talents and gave recognition to them; on your own career aspirations; on additional training you would like to have; and/or future assignments you think appropriate for yourself.

I very much appreciate the comments made on my work here by Mr. Leidel and Mr. Vest and am most grateful for the support and guidance which they have always offered to me. Their friendship and help have made this year the most personally and professionally rewarding of any that I have had in the Foreign Service.

I acknowledge receipt of a copy of this report.

DATE May 19, 1978

SIGNATURE OF RATED OFFICER

*James L. Tull*

VII. REVIEW PANEL STATEMENT

Panel chairman should insure that each panel member has read the instruction sheet. Continuation sheet may be used if necessary for panel comments.

The Bureau of European Affairs Review Panel has reviewed this report on James L. Tull.

The Panel believes that the report complies with Departmental guidelines for the preparation of Officer Evaluation Reports.

DATE OF APPROVAL

5/23/78

Richard D. Vine  
FSO-1

SIGNATURE OF PANEL CHAIRMAN

*Richard D. Vine*

(with typed name, rank and title)

Deputy Assistant Secretary, EUR

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APPROVED BY PER/FCA/ARA: P P LORD

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R 312041Z MAY 78  
FM SECSTATE WASHDC  
TO AMEMBASSY SANTO DOMINGO

UNCLAS STATE 137750

TM CHANNEL

E. O. 11652: N/A

TAGS: APER

SUBJECT: TMFOUR, PERSONNEL ACTION AND TRAVEL AUTH  
FOR TULL, JAMES L, 483-26-4959, FO-02

1. TRVL AUTH NO. 8-62827, T. A. DATE 05/23/78

2. OFF'L TRVL AUTH AS FOLLOWS: USTOPOS, FR ORG CODE 120200,  
WASHINGTON, DC (EUR/EX), TO SANTO DOMINGO,  
ETD 07/78, ETA 08/78, TOUR 3 YRS ( 2 R & R );  
CONSLT: DOM 00, OS 00; TRNG 000, TDY 000. UNLESS OTHERWISE  
STATED IN PARA 8, ALL TRVL EXPENSES AND MAX PER DIEM  
AUTHORIZED IAW 6 FAM F. S. TRVL REGS.

3. FISCAL DATA FOR TRVL  
AGENCY&FUNDS/ALLOT/OBLIG NO/ORG CODE/FUNCTION/OBJECT/AMOUNT  
1980113.0 2025 862827 311601 55-00 2099 08400  
THIS ACCTNG DATA REQ'D ON ALL DOCUMENTS (GTR'S, GB/L'S,  
VOUCHERS, ETC.) ISSUED UNDER THIS AUTH.

4. DEPUTY CHIEF OF MISSION, 00-080 (P)  
COUNSELOR OF EMBASSY

5. QUARTERS AVAIL: FURNISHED; HHE ALLOW: LIM 04550,  
TOT 12500; CONSM 00000. SHPMT HHE AND POV AUTH FM  
STATION OF ORIGIN TO STATION OF DEST UNLESS OTHERWISE STATED  
IN PARA 8. SHPMT FOREIGN-MADE, FOREIGN-PURCHASED P. O. V.  
AUTHORIZED UNLESS OTHERWISE STATED IN PARA 8.

6. PERSONNEL/PAYROLL USE ONLY  
AGENCY/ APPROP /ALLOT/FUNCTION/OBJT NOA NOA DATE  
1900 080113.0 2081 0000 1112 729 08/13/78

7. CUSTOMS STATEMENT: NOT APPLICABLE.

8. TRANSFER.  
STORAGE OF EFFECTS AUTHORIZED AT WASHINGTON, D. C. SUBJECT TO  
THE LIMITATIONS SPECIFIED IN 6 FAM 173. COMBINED NET WEIGHT  
OF EFFECTS SHIPPED AND STORED MUST NOT EXCEED TOTAL  
ALLOWANCE. AUTHORITY TO STORE EFFECTS UNDER THIS PARTICULAR  
T. A. WILL TERMINATE SEPTEMBER 30, 1978.  
TRAVEL W/NILVA, D/ELIZABETH (9/26/57), S/CHRISTOPHER  
(3/23/65) AUTHORIZED WASHINGTON, D. C. /SANTO DOMINGO

ATTACH COPY OF THIS T. A. TO TRVL REIMBURSEMENT VOUCHER.

AUTH OFFICER, HARRY G. BARNES JR., DIR GEN VANCE



DEPUTY CHIEFS OF MISSION SEMINAR

July 5-14, 1978

Seated Left to Right: Dr. Harry Wilkinson, Course Instructor, Robert Ryan, Paris-USOECD; George High, Brasilia; Thomas Briggs, Bogota; James Tull, Santo Domingo; Joseph O'Mahony, Port of Spain; John Ferch, Mexico City; Denis Lamb, Brussels-USEC; and Dr. James Burns, Course Instructor.

Standing Left to Right: Jerrold Dion, Asuncion; Charles Higginson, Luxembourg; Thomas Burke, Port Louis; Brian Kirkpatrick, Lome; Mark Garrison, Moscow; Charles Rushing, Dublin; Alan Thompson, Conakry; Frank Tucker, Managua; Charles Grover, Santiago; Arthur Shankle, Nassau; David Cox, Paramaribo; and Fernando Rondon, Tegucigalpa. Missing from the picture is Edward Rowell, Lisbon.

5700

7.13.78



DEPARTMENT OF STATE  
Foreign Service Institute  
**LANGUAGE TRAINING REPORT**

Name of Student <b>TULL, James L.</b>		Agency <b>State</b>	Grade <b>FSO-2</b>	Soc. Sec. No. <b>483-26-4959</b>	Aptitude Test Score <b>65</b>	Place of Training <b>FSI/W</b>	Student Status Code <b>EFW</b>
Language Code <b>QB</b>	Language <b>Spanish</b>	Beginning Date <b>7/17/78</b>	Termination Date <b>8/4/78</b>	Weeks of Training Scheduled <b>3</b>	Type of Training <b>Intensive</b>	Class Hours Attended	

**ACHIEVEMENT RATING\***

<b>FACTORS IN LANGUAGE LEARNING:</b>	Outstanding	Average	Weak
Memorization and Retention	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Aural Discrimination and Mimicry	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Control of Grammar and Syntax	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Study Habits and Approach to Language Learning	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OBSERVED LANGUAGE APTITUDE	A	B+	C	D	E	<b>OVERALL ACHIEVEMENT GRADE</b> <div style="border: 1px solid black; padding: 5px; text-align: center; font-weight: bold;">A</div>
APPLICATION TO LANGUAGE STUDY	A	B	C	D	E	
SUCCESS IN LANGUAGE USE	A	B	C	D	E	

**RECOMMENDATION FOR FUTURE TRAINING IN A CATEGORY B ("HARD") LANGUAGE**

Strong Candidate     
  Possible Candidate     
  Not Recommended

**REMARKS:**


Ability to read simple prose in a form equivalent to typewritten or printed on subjects within a familiar context. With extensive use of a dictionary can get the general sense of routine business letters, international news items, or articles in technical fields within the competence.

Rated by: <b>C. C. Harris</b>	Reviewed by: <b>Department Chairman</b> <b>Dean / Assistant Dean</b>	I have seen this report <b>Student's signature</b>
Date: <b>8/4/78</b>		

\* Note: Achievement (above) refers to the quality of the student's performance in the course of study at FSI. Absolute Proficiency (below) refers to competence in the language however acquired. See the back of this form for definition of factors.

<b>ABSOLUTE LANGUAGE PROFICIENCY*</b>	
At Beginning of Training <b>S - 2</b>   <b>R - 3</b>	<b>END OF TRAINING PROFICIENCY SCORE</b> <b>S - 3</b>   <b>R - 3+</b>
Last Previous Test in this Language <b>S - 3</b>   <b>R - 3+</b>	<input checked="" type="checkbox"/> Based on Test <input type="checkbox"/> Based on Observation Rated by Certified Examiner <b>S. Framinan</b> Date: <b>8/4/78</b>
Date of Test: <b>1/9/63</b>	Reviewed by FSI Testing Unit <b>M. L. Adams</b>



 <p style="text-align: center;">U.S. DEPARTMENT OF STATE <b>OFFICER EVALUATION REPORT</b></p> <p>FOREIGN SERVICE OFFICERS FOREIGN SERVICE RESERVE OFFICERS UNLIMITED FOREIGN SERVICE RESERVE OFFICERS FOREIGN SERVICE STAFF OFFICERS</p>		TYPE OF REPORT (check one)	
		<input type="checkbox"/> Probationary <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Interim, Change of Duties <input type="checkbox"/> Interim, Departure of Rated Officer <input type="checkbox"/> Interim, Departure of Rating Officer <input type="checkbox"/> Other	
NAME OF OFFICER BEING RATED (surname first)	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
TULL, JAMES L.	FSO-02	483-26-4959	DEPUTY CHIEF OF MISSION
POST OR ORGANIZATION		PERIOD COVERED	
SANTO DOMINGO, DOMINICAN REPUBLIC		08/10/78 - 04/15/79	
DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES	

### I. WORK REQUIREMENTS

A. OFFICER'S JOB — State briefly where the position fits in the staffing pattern and the number and type of personnel supervised by the officer.

The incumbent is the second-ranking U.S. official in the Dominican Republic. He is responsible to the Ambassador for supervising the day-to-day operations of the Mission, with a current total personnel complement (excluding Peace Corps Volunteers) of 92 Americans and 169 Foreign National employees. Under his immediate supervision are the Chiefs of the Political, Economic, Consular and Administrative Sections. He also oversees the activities of the heads of AID, ICA, MAAG, Peace Corps, FAS, IAGS, and our military attaches in this country.

B. WORK REQUIREMENTS, GOALS AND PRIORITIES — Indicate the specific responsibilities and goals, in priority order, formulated by the supervisor and rated officer.

1. Act as the Ambassador's alter ego and his principal adviser on all aspects of initiation and implementation of policies, programs and procedures in the furtherance of U.S. goals and objectives in the Dominican Republic.
2. Supervise the day-to-day operations of the Mission and ensure that the work of the Embassy sections and the seven other non-State elements of the Mission are coordinated and directed in the manner determined by the Ambassador.
3. Provide guidance to Mission elements to ensure interpretive day-to-day reporting coverage as well as implementation of the post's structured analytical reporting program.
4. Monitor all Mission activities and advise the Ambassador on significant developments and trends.
5. Chair interagency standing committees, such as those on Security, International Visitor Exchange, Mission Goals and Objectives (GORM) and Housing.
6. Make representations to and negotiate with officials of the Foreign Office, the Presidency and other agencies of the Dominican Government, in accordance with the Ambassador's instructions.
7. Maintain official and personal relationships with influential Dominicans and officials, ranking diplomats and local American residents in the carrying out of Mission Goals and Objectives.
8. Assume charge of the Mission in the Ambassador's absence.

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on 09/10/78 and is on file at the post or office. (date of original statement and of subsequent modification, if any)

RATING OFFICER (typed, surname first)	REVIEWING OFFICER (typed, surname first)
YOST, ROBERT L.	
TITLE: AMBASSADOR, CHIEF OF MISSION	TITLE:
GRADE: FA-01	GRADE:

## SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

None.

**II. STATEMENT BY RATED OFFICER**

You should here give your views on your most significant achievement during the rating period, on any special problems encountered and any aspect of the work environment or work performance you care to discuss.

These eight months of my first Deputy Chief of Mission assignment have been the most challenging, fascinating, and at times frustrating, of my 21 years in the Service.

U.S. political, economic, assistance and security interests in this country are high. Both President Carter and Secretary Vance have publicly stressed our nation's support for the maintenance of the democratic process and the protection of human rights in the Dominican Republic, in the context of our overall policies toward Latin America.

Thus, I have found that Embassy Santo Domingo is an unexpectedly busy post, in addition to being fairly large and geographically scattered. Coordination of the daily work of the Mission has been my principal task. I believe we have made real progress in blending the work of State and the other seven U.S. Government agencies represented here into a more cohesive Mission effort in support of U.S. objectives. In this regard, I think we are fortunate to have an unusually able and well-qualified staff, particularly at the Country Team level.

My "break in" period as DCM is now over. In the year ahead, I will have to apply the lessons I have learned since last August and seek to improve my ability to act as the Ambassador's deputy and as the central coordinating point for the Mission's day-to-day work. This is a substantial management task and I look forward to grappling with the problems I know it will present.

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RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

TULL, JAMES L.

483-26-4959

### III. EVALUATION OF PERFORMANCE

#### A. GENERAL APPRAISAL (check one)

- Performance did not meet standards for the job.
- Performance met requirements for the job.
- Performance was uniformly satisfactory.
- Performance was generally better than satisfactory, but uneven in one or more respects.
- Performance was very good.
- Performance was very good in all respects, but officer could do even better.
- Performance was excellent.
- Performance was superlative and almost unmatched in class.

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

Mr. Tull is the executive manager of the Mission, which embraces eight U.S. Government agencies in half a dozen different locations with total employment of 92 Americans (not counting an equal number of Peace Corps Volunteers) and 176 FSN's. I selected him for the DCMship because of his proven management ability and interest, built on a solid substantive background. The performance he has turned in during these first months of his tour has been impressive, showing excellent judgment and an unusual ability to coordinate a complex organization and direct it toward common goals.

I consult with Mr. Tull several times daily, bringing him into every phase of the Mission operation. I have found his advice mature and reflective of his long experience in human and bureaucratic relations. He coordinated and did much of the drafting on the Mission's Goals and Objectives and GORM submissions and closely supervised our ZBB exercise. He also brought together and hammered into final shape the Mission's analytical reporting program. He has done the actual pounding of heads required to ensure that political and intelligence reporting present a full and balanced picture of the situation as seen by the Mission as a whole. He chairs the IV Committee, the Security Watch Committee and a fledgling Housing Committee with finesse and success, and has kept a close eye on consular operations. The latter absorb much of the Mission's manpower (17 officer positions) and the visa referral system (the revision of which Mr. Tull supervised) is a delicate issue in this country where high-level visa brokering and visa fraud are widespread.

Mr. Tull speaks fluent Spanish, which has helped him to establish relations with a number of the key people in the Presidency, the Departments and elsewhere in the government and business. He has been careful to coordinate his contact work with that of the Sections and other Agencies. On the reporting side, Mr. Tull reviews all outgoing material, much of it in draft, making sure input is complete and a coordinated piece is ready for my final approval. He organizes his thoughts well, dictates complex material quickly and clearly and keeps his sights on the overall picture being presented to the Washington reader.

Mr. Tull has also taken the initiative to push a program of regular visits by consular officers to outlying parts of the country, both as a morale and a service and reporting feature. Taken altogether, he has shown the highest ability to recognize and formulate goals and to organize and encourage the human input necessary to an optimum Mission effort in support of those goals.

**SKILLS (for further discussion where related to the officer's work)****1. Effectiveness of Communication (written and oral expression, public speaking, foreign language facility, etc.)**

Mr. Tull communicates his ideas quickly and clearly, both orally and in writing. He collects his thoughts and puts them forward with skillful assessment of attitudes and reactions. He is at home in Spanish and has a good feel for the proper phrase to convey an English concept. He has not had occasion to speak in public but he should do well both in organizing and presentation.

**2. Personal Relations (Include comment on effectiveness with both Americans and foreigners and on representational activities; also on fairness in relations with others and on any evidence of bias or discrimination.)**

Mr. Tull's relations both with Mission staff and with contacts outside the Mission have been excellent. He is interested in other people and their problems and projects this along with openness and obvious sincerity. He seeks representational opportunities, which tend to be limited as between my own and those of the Section heads, and handles himself well in them. The American business community -- a skeptical group -- has found him congenial and he has established good relations in a number of contact circles. He is completely fair in all of his dealings.

**3. Managerial Ability (Include comment on the officer's effectiveness in organizing and planning his or her own work, in supervising and training others, in developing and giving recognition to the talents of officers supervised, and overall leadership in policy direction or executive management; comment, where appropriate, on furtherance of equal employment opportunity.)**

Mr. Tull's management philosophy, as shown in his actions here, is based on the strictest even-handedness, impartiality and fairness. He does not shy away from difficult confrontations, including those with heads of other Agencies represented here, but has carried these off with a minimum of personality involvement and with a combination of firmness with objectivity. This showed up particularly in the ZBB and other-agency budget-trimming exercises. He has encouraged rotation of young officers and cross-section cooperation and training and has worked to motivate junior officers in all parts of the Mission. He is one of the most perceptive managers of the Department's business that I have seen in many years in the Service, including four years as Deputy Inspector General.

**4. Effectiveness and Candor as a Rating Officer**

I have been reviewing officer for several reports Mr. Tull has prepared. They have been thoughtful and comprehensive both in cases where merit was obvious and in one particular case of considerable complexity. He takes his rating responsibilities seriously, has submitted his reports promptly and on time and has kept Embassy officers continuously aware of the need for timely preparation of their reports.

**5. Technical Ability (specialists' skills in machines, systems, procedures, secretarial work, etc.)**

N/A

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RATED OFFICER (Typed, surname first)

TULL, JAMES L.

SOCIAL SECURITY NUMBER

483-26-4959

D. The quality of the work performance was ~~was not~~ reviewed with the rated officer during the course of the rating period. Dates of significant discussions: January and April, 1979. Describe briefly the tenor of these discussions and the rated officer's response.

I have discussed the direction in which I wished to move the Mission, and Mr. Tull's role in it, with him several times over the past eight months. His contribution to these discussions has been highly positive and he has followed guidance with understanding and sensitivity. Our specific discussions of his performance and expectations were also fruitful -- Mr. Tull is highly motivated to do a good job and appreciates guidance toward this end.

#### IV. EVALUATION OF POTENTIAL

A. Check one:

- 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.

B. DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, and support with examples.)

Mr. Tull has turned in an excellent performance as Deputy Chief of Mission. I have no doubt of his ability to handle the post on his own and plan to give him every opportunity to do so over the coming year. This is his first DCMship and he has been in something of a learning and adaptation phase but he has taken hold in a way that has earned him the respect of the senior officers who report to and deal with him as well as of the more junior officers who know that their needs and interests are also a constant preoccupation of his. His management talents, together with a broad understanding of the areas of substantive work of the Mission, are badly needed in the Service and should furnish the basis for rapid movement into positions of increasing responsibility. He has ridden herd over a large and potentially unwieldy establishment, dealt with the Department effectively on a day-to-day basis, and taken initiatives to improve operations (e.g., organization of a revamped orientation program, strengthening of the IV Committee, establishing a broadening program for junior consular officers), in a way that augurs well for his continued growth and progress. This will be made easier by his ability to work effectively and with great concentration and to relax effectively when he can.



C. IF THE RATING OFFICER'S CHOICE IN IV-A indicates a capacity for growth and advancement, the following must be completed. Officers who are expected eventually to assume greater responsibilities should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the officer in his or her present position, specify at least two areas in which he or she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training, which is to be addressed in IV-D, below.)

The great temptation of a substantive officer become DCM is to keep his hand in in drafting and in revision of drafts submitted to him, instead of returning them with guidance. Mr. Tull has resisted this temptation to a laudable degree but it is an aspect of management that requires continuing attention.

This post has been fortunate to have a strong Economic Counselor and a strong and cooperative AID Mission Director. Mr. Tull's knowledge of and interest in economics has permitted him to work productively with these units. I believe, however, that further attention to the complex economic factors that influence foreign policy will pay off for Mr. Tull in management terms when the players change here as well as in his future executive assignments.

D. (1) IF FORMAL TRAINING is considered likely to improve present performance or to develop capabilities, state the subjects or courses of study needed and the specific purposes of each. (2) SUGGEST POSITIONS to which you think the officer can realistically aspire within five years.

Mr. Tull has completed the National War College and I see no need for further formal training at this time.

Mr. Tull is ready now to assume any Class II DCMship or an Office Directorship in the Department. With the experience of another year or two here he should be able to take over any DCMship or Principal Officership in the Service, appropriate to his experience, or a Class IV Mission of his own.

DATE April 17, 1979

SIGNATURE OF RATING OFFICER

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RATED OFFICER (*Typed, surname first*)

SOCIAL SECURITY NUMBER

TULL, JAMES L.

483-26-4959

**V. REVIEWING OFFICER'S STATEMENT**

After (A) confirming the work requirements and priorities, (B) draw on your own observations to comment on the rated officer's performance and potential; in giving an independent view of how well he or she did the job, bring out illustrative examples not mentioned by the rating officer. Comment on (C) the fairness, completeness and general validity of the rater's evaluation and (D) relations between the rated and rating officer.

NONE

DATE \_\_\_\_\_ SIGNATURE OF REVIEWING OFFICER \_\_\_\_\_

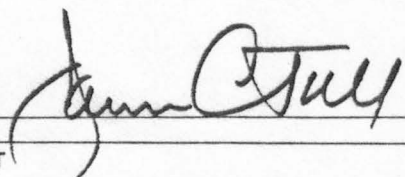
VI. RATED OFFICER'S COMMENTS

You should here add any comments you may wish to make on the work program and your fulfillment of it in light of the rating and reviewing officers' statements; on the extent to which your supervisor helped develop your talents and gave recognition to them; on your own career aspirations; on additional training you would like to have; and/or future assignments you think appropriate for yourself.

I am of course most grateful for Ambassador Yost's comments and the unwavering support, guidance and friendship he has given me throughout the rating period. Next year will be soon enough for me to comment on my next assignment -- I am enjoying my present one too much to start thinking about that now.

I acknowledge receipt of a copy of this report.

DATE May 10, 1979

SIGNATURE OF RATED OFFICER 

VII. REVIEW PANEL STATEMENT

Panel chairman should insure that each panel member has read the instruction sheet. Continuation sheet may be used if necessary for panel comments.


DATE OF APPROVAL \_\_\_\_\_

SIGNATURE OF PANEL CHAIRMAN \_\_\_\_\_  
*(with typed name, rank and title)*

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*Mr Tull*

 <p>U.S. DEPARTMENT OF STATE <b>OFFICER EVALUATION REPORT</b> FOREIGN SERVICE OFFICERS FOREIGN SERVICE RESERVE OFFICERS UNLIMITED FOREIGN SERVICE RESERVE OFFICERS FOREIGN SERVICE STAFF OFFICERS</p>		<p>TYPE OF REPORT (check one)</p> <p><input checked="" type="checkbox"/> Probationary  <input checked="" type="checkbox"/> Regular  <input type="checkbox"/> Interim, Change of Duties  <input type="checkbox"/> Interim, Departure of Rated Officer  <input type="checkbox"/> Interim, Departure of Rating Officer  <input type="checkbox"/> Other</p>	
NAME OF OFFICER BEING RATED (surname first)	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
TULL, JAMES L.	FSO-02	483-26-4959	DEPUTY CHIEF OF MISSION
POST OR ORGANIZATION		PERIOD COVERED	
SANTO DOMINGO, DOMINICAN REPUBLIC		04/16/79 - 04/15/80	
DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE		DATE RELEASED TO FILES
May 16, 1980			

**I. WORK REQUIREMENTS**

A. OFFICER'S JOB - State briefly where the position fits in the staffing pattern and the number and type of personnel supervised by the officer.

The incumbent is the second-ranking U.S. official in the Dominican Republic. He is responsible to the Ambassador for supervising the day-to-day operations of the Mission, with a current total personnel complement (excluding Peace Corps Volunteers) of 93 Americans and 169 Foreign National employees. Under his immediate supervision are the Chiefs of the Political, Economic, Consular and Administrative Sections. He also oversees the activities of the heads of AID, ICA, MAAG, Peace Corps, FAS, IAGS, and our military attaches in this country.

B. WORK REQUIREMENTS, GOALS AND PRIORITIES - Indicate the specific responsibilities and goals, in priority order, formulated by the supervisor and rated officer.

1. Act as the Ambassador's alter ego and his principal adviser in the initiation and implementation of policies, programs and procedures in the furtherance of U.S. goals and objectives in the Dominican Republic.
2. Supervise the day-to-day operations of the Mission and ensure that the work of the Embassy sections and the seven other non-State elements of the Mission are coordinated and directed in the manner determined by the Ambassador.
3. Provide guidance to Mission elements to ensure interpretive day-to-day reporting coverage as well as implementation of the post's structured analytical reporting program.
4. Monitor all Mission activities and advise the Ambassador on significant developments and trends.
5. Chair interagency standing committees, such as those on Security, International Visitor Exchange, Mission Goals and Objectives (GORM) and Housing.
6. Make representations to and negotiate with officials of the Foreign Office, the Presidency and other agencies of the Dominican Government, in accordance with the Ambassador's instructions.
7. Maintain official and personal relationships with influential Dominicans and officials, ranking diplomats and local American residents in the carrying out of Mission goals and objectives.
8. Assume charge of the Mission in the Ambassador's absence.

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on 07/01/79 and is on file at the post or office. (date of original statement and of subsequent modification, if any)

RATING OFFICER (typed, surname first)	REVIEWING OFFICER (typed, surname first)
YOST, ROBERT L., AMBASSADOR-CHIEF OF MISSION	NONE
TITLE:	TITLE:
GRADE: FA-01	GRADE:

**C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM**

There are several factors that add to the difficulty of the DCM job in Santo Domingo. It is a large Class III post (see the figures in Section I.A. above, to which must be added 85 to 100 Peace Corps Volunteers), with individual agencies and sections physically scattered around the city. It has an unusual flow of junior officers on their first tour since it has one of the heaviest consular workloads in the Service. It has traditionally been a post where personnel are highly self-sufficient in their personal living styles and a spirit of post cohesiveness has been difficult to maintain. Finally, the unexpected activity of all parts of the Mission in the aftermath of hurricanes David and Frederick required rapid and effective central coordination, much of which fell to the responsibility of the DCM to organize and implement.

**II. STATEMENT BY RATED OFFICER**

You should here give your views on your most significant achievement during the rating period, on any special problems encountered and any aspect of the work environment or work performance you care to discuss.

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RATED OFFICER (Typed, surname first)

TULL, JAMES L.

SOCIAL SECURITY NUMBER

483-26-4959

## III. EVALUATION OF PERFORMANCE

## A. GENERAL APPRAISAL (check one)

- Performance did not meet standards for the job.  
 Performance met requirements for the job.  
 Performance was uniformly satisfactory.  
 Performance was generally better than satisfactory, but uneven in one or more respects.  
 Performance was very good.  
 Performance was very good in all respects, but officer could do even better.  
 Performance was excellent.  
 Performance was superlative and almost unmatched in class.

Mr. Tull has done an extremely fine job again this year in the difficult job of DCM at a large and active "small" post. We have together taken very seriously his role as my alter ego, and he has been involved on a day-to-day and issue-to-issue basis

in all areas of the Mission's activities. I consult him in connection with every important decision on Mission operations and policy. I have come to value his judgment increasingly as he has continued to demonstrate his levelheadedness, his feel for human relationships, both in a U.S. and a foreign environment, and his willingness to stand up and be counted when he differs with me on how a particular problem should be handled. I suppose about the highest accolade a Chief of Mission can give his DCM is to say that the COM can walk away and leave the post at any time with the full assurance that any decision made in his absence will be well thought out in the development stage, that good judgment will be shown in making it, and that prompt action of a reasonable nature will follow. This has been consistently true in the case of Mr. Tull.

My absence on several occasions during the course of the year has made it possible for Mr. Tull to extend his contacts throughout many parts of the Government. He handled our initial approaches on the Olympic boycott question directly with the President and has been our primary source of contact with the Minister without Portfolio handling Palace/Congressional relations. He has also dealt with the Minister of Foreign Affairs in my absence and has regular contact with the Subsecretaries and other senior officials of the Ministry. Reactions to his handling of the job have been highly positive both from other members of the diplomatic corps and from these Dominican officials.

Mr. Tull has continued to be the executive manager of the Mission. He has been deeply interested in issues involving all elements of the Mission, ranging from AID staffing problems to problems of American citizen protection to MAAG efforts to develop priority assistance lists for the Dominican armed forces. He is respected by all members of the Mission for his quick intelligence, his obvious interest in working with all agencies and sections to solve their own problems in the interest of U.S. objectives in the country, and for the honesty and integrity of his judgments. His interest in junior officers is marked and he spends considerable time helping and counseling our large and constantly changing group. He has continued to be primary drafter on the Mission's Goals and Objectives and GORM statements, and has supervised what has developed into a well meshed program of consultation and cooperation among the intelligence gathering elements of the Mission. Under his chairmanship, the IV committee took early action to select candidates and alternates in a way to permit full use of available grants by excellent candidates. His housing committee has acted as a flywheel and housing questions caused us decreasing trouble during the course of the year.

Mr. Tull moved promptly after the hurricanes which struck the Dominican Republic in August 1979, into coordinating the relief and rehabilitation work of the Mission. The U.S. efforts at one time entailed the presence in the DR of over 300 U.S. military personnel and up to 18 helicopters of various U.S. Services. Much of the credit for handling this problem of course goes to the Chief MAAG, as does much of the credit for immediate handling and coordinating of relief supplies to the AID Mission Director. Others were also deeply involved in their own spheres, but I credit Mr. Tull with following these scattered efforts closely day to day and ensuring their coordination to meet U.S. objectives. The proven acceptance by others of his personal authority--aside from that which devolved from the COM--was again important to the successful carrying out of this complex and fast moving coordinating job. His knowledge of how the Department and other agencies work in Washington, and his feel for how one best moves the Dominican bureaucracy were also invaluable.



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

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

I have heard Mr. Tull at many group presentations. He gathers his thoughts and presents his ideas clearly and fluently. He has also done considerable drafting during the course of the year, primarily in such management areas as goals and objectives, notes to the Foreign Office and letters (many of them broadly substantive) to the Department and other addressees. His handling of ideas is cogent and flowing. Mr. Tull is at home with people. This, together with his analytic capabilities, contributes to the ease both of his oral and written communication. His fluency in Spanish has increased during the course of the year.

2. Personal Relations (Include comment on effectiveness with both Americans and foreigners and on representational activities; also on fairness in relations with others and on any evidence of bias or discrimination.)

I have commented on Mr. Tull's personal relations in Section III.B. above, since they are such an important element of his successful day to day management of this Mission. He is held in respect by the staff at all levels. This stems from an obvious personal interest in the people on the staff and in the success of all elements of the Mission. It also stems in good part from the confidence that the members of the staff have in his fairness and judgment. He makes and carries out distasteful decisions without hesitation after due deliberation. He commands the trust that has made it possible to do so without significant staff friction. This has been shown during the year in his dealing with touchy personnel cases involving other agency as well as State personnel. He has developed a reputation also among his foreign contacts for being a "quick study" and a reliable interlocutor. His combination of tact and frankness have repeatedly stood him in good stead in carrying out Washington instructions or in fending off unwelcome demands from local officials.

3. Managerial Ability (Include comment on the officer's effectiveness in organizing and planning his or her own work, in supervising and training others, in developing and giving recognition to the talents of officers supervised, and overall leadership in policy direction or executive management; comment, where appropriate, on furtherance of equal employment opportunity.)

I perceive Mr. Tull as the executive manager of this Mission. The fact that he has performed this task reliably, consistently and skillfully throughout the year, including several weeks as Chargé--while helping to maintain and polish the good reputation of the post as reflected in the Inspection Report just published--is convincing evidence of his management capabilities. He is a confident leader who has dealt with most of the managerial problems of the post with policy reference to me as required. He continues to be highly sensitive to the post's responsibility for incorporating into the Service and training our new officers, being particularly jealous of the fulfillment of promises made to these officers and of the need for productive rotation in the face of the usual constant personnel shortages. He is budget conscious in pushing for the resources necessary to the operation of the Mission. I continue to consider him among the top managers whom I have known.

4. Effectiveness and Candor as a Rating Officer

Mr. Tull has continued to take his responsibilities as a rating officer seriously. His reports were prepared on time, based on dialog with the rated officer during the course of the year, and written with much thought about the officer's strengths and weaknesses and for the longer term needs of the Service. He has prepared rating reports on my behalf for the heads of virtually all of the agencies at post, as well as for the chiefs of section. These have been thoughtful, included specifics wherever possible and, in my judgment, proven perceptive in bringing out a full picture of the officer concerned.

5. Technical Ability (specialists' skills in machines, systems, procedures, secretarial work, etc.)

N/A

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RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

TULL, JAMES L.

483-26-4959

D. The quality of the work performance was X ~~XXXXXX~~ reviewed with the rated officer during the course of the rating period. Dates of significant discussions: Nov. 1979 and Feb. 1980. Describe briefly the tenor of these discussions and the rated officer's response.

In fact, the discussions between Mr. Tull and myself about the management and specific actions at this Mission have continued to take place daily. We have also talked a number of times about his own thoughts and my reactions to the way in which he has carried out his responsibilities. We have had differences of individual approaches to problems; in fact, these are one of the primary sources of his strength and of my willingness to rely on his counsel. His reaction to guidance has been open, frank and positive.

#### IV. EVALUATION OF POTENTIAL

A. Check one:

- 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.

B. DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, and support with examples.)

Mr. Tull was in charge of this post for a considerably longer total period during the year than was possible in 1978-79. He was Chargé and acting for a total of about seven weeks. His performance, and especially his judgment in handling difficult personnel and policy problems, met my expectations and those of the Department in all regards. He took prompt and effective action on policy issues at whatever level was required. As I have noted, he presented the U.S. case on the Olympics boycott directly and appropriately to the President of the DR, and has dealt continuously and effectively at ministerial levels. His obvious sincerity and brightness, together with the substantive knowledge he has projected, have made him accepted and welcome as an interlocutor throughout the Dominican and U.S. communities and the diplomatic corps. I add this perspective to the performance evaluation laid out in previous sections, in order to demonstrate the level at which Mr. Tull has been operating easily and successfully. He has at the same time run this substantial Mission as DCM and Chargé, with and without my guidance, over nearly a two-year period. He has reached out for work and responsibility and has continued to build a reputation for himself as a skilled and understanding manager and supervisor. He has thus thoroughly demonstrated the basic good judgment and action orientation essential to assuming increasingly responsible management positions.

C. IF THE RATING OFFICER'S CHOICE IN IV-A indicates a capacity for growth and advancement, the following must be completed. Officers who are expected eventually to assume greater responsibilities should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the officer in his or her present position, specify at least two areas in which he or she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training, which is to be addressed in IV-D, below.)

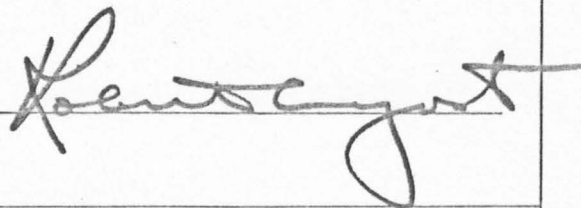
Recognizing that it is particularly difficult for a DCM to know where to draw the line between taking action himself and ensuring action by subordinates, I believe Mr. Tull needs to continue his efforts to shuck off some of the minutiae of the operation. He has moved in this regard during the past year, and the drafting question I raised in the last OER is no longer a problem. Also, once again acknowledging the anomolous position of the DCM, I believe Mr. Tull should more actively seek representational opportunities within the total pattern of Mission representation needs. This and similar increased involvement in community affairs will be useful to the Mission as well as to him as increased responsibilities in these fields approach.

D. (1) IF FORMAL TRAINING is considered likely to improve present performance or to develop capabilities, state the subjects or courses of study needed and the specific purposes of each. (2) SUGGEST POSITIONS to which you think the officer can realistically aspire within five years.

Mr. Tull has the experience and ability to handle a Class IV Mission upon termination of this assignment and I would recommend that his name go onto COM candidate lists. I could also see his movement, after this, into a Class I DCMship, followed by his strong candidacy for a COM position in this geographic area looking three or four years down the road. If the timing were right, an assignment to the Senior Seminar would add further breadth to his proven managerial and substantive capabilities.

DATE May 7, 1980

SIGNATURE OF RATING OFFICER



For binding—  
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For binding—  
do not write in this space.

RATED OFFICER (*Typed, surname first*)

SOCIAL SECURITY NUMBER

TULL, JAMES L.

483-26-4959

**V. REVIEWING OFFICER'S STATEMENT**

After (A) confirming the work requirements and priorities, (B) draw on your own observations to comment on the rated officer's performance and potential; in giving an independent view of how well he or she did the job, bring out illustrative examples not mentioned by the rating officer. Comment on (C) the fairness, completeness and general validity of the rater's evaluation and (D) relations between the rated and rating officer.

NONE

DATE \_\_\_\_\_ SIGNATURE OF REVIEWING OFFICER \_\_\_\_\_

VI. RATED OFFICER'S COMMENTS

You should here add any comments you may wish to make on the work program and your fulfillment of it in light of the rating and reviewing officers' statements; on the extent to which your supervisor helped develop your talents and gave recognition to them; on your own career aspirations; on additional training you would like to have; and/or future assignments you think appropriate for yourself.

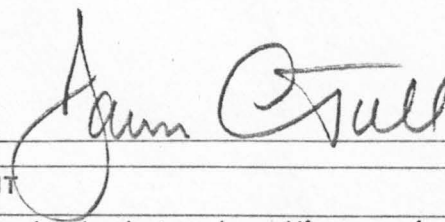
It is difficult for me to imagine a more open, frank and professionally (and personally) rewarding relationship than that which I have enjoyed with Ambassador Yost during the past year. As my own appreciation of his objectives and desires about the operations of this Mission have grown, I believe I have been better able to anticipate his wishes and fulfill that alter ego role to which we both assign such importance in this DCM position. At the same time, his support for me has been ideal in every respect -- he has taken me fully into his confidence on the planning and execution of our policy goals here, his guidance is clear and unequivocal, and he has encouraged me to take initiatives wherever possible. When mistakes occur -- and I have made my share -- he and I go over them with care and candor; when on occasion we have differed about the handling of a problem, I can always count on an objective and careful weighing of the pros and cons of one approach as compared to another. In sum, no DCM could have received better direction than I have during the rating period.

As for onward assignment in mid-1981, I agree with the Ambassador that a DCMship at a larger post overseas would best meet my personal<sup>and</sup>/professional objectives.

I acknowledge receipt of a copy of this report.

DATE May 13, 1980

SIGNATURE OF RATED OFFICER



VII. REVIEW PANEL STATEMENT

Panel chairman should insure that each panel member has read the instruction sheet. Continuation sheet may be used if necessary for panel comments.

This report was not submitted to the Embassy Review Panel.

DATE OF APPROVAL \_\_\_\_\_

SIGNATURE OF PANEL CHAIRMAN \_\_\_\_\_

(with typed name, rank and title)

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UNCLASSIFIED

UNCLASSIFIED

HIGH, GEORGE BORMAN  
HOLMES, JOHN W.  
JONES, BETTY-JANE  
JUNIOR, LEWIS D.  
KAISER, HERBERT  
KENNEY, GEORGE R.  
-KILDAY, LOWELL C.  
KRIEBEL, P. WESLEY  
-KRYSS, SHELDON JACK  
LANE, GEORGE M.  
LEVIN, BURTON  
LYNE, STEPHEN R.  
MELONE, HARRY R.  
NELSON, JAMES C.  
PAGANELLI, ROBERT P.  
PECK, EDWARD L.  
PERKINS, RAYMOND L., JR.  
PIEZ, J. WILLIAM  
PIPER, LARRY G.  
PLACKE, JAMES A.  
PLATT, NICHOLAS  
PRECHT, HENRY  
-ROSEN, GERALD A.  
ROSENTHAL, JAMES D.  
SADLER, PAUL  
-SCHAFER, HOWARD B.  
-SKOLG, KENNETH N., JR.  
SMITH, RICHARD J.  
SMITH, WALTER BURGESS, II  
-TUCKER, FRANK M., JR.  
TULL, JAMES L.  
VAN HEUVEN, MARTEN H. A.

WENDT, E. ALLAN  
FROM FSO-3 TO FSO-2  
ANDERSON, DONALD M.  
ARP, MERLE E.  
BARKLEY, RICHARD C.  
BARTH, NORMAN E.  
BASORA, ADRIAN ANTHONY  
BINNS, JACK R.  
BLACKWILL, ROBERT D.  
BLOCH, FELIX S.  
BODDE, WILLIAM, JR.  
BOUCHARD, DONALD J.  
-BOWERS, CHARLES R.  
BRAMANTE, A. DONALD  
BROOKS, THOMAS STANLEY  
BULLEN, PIERCE K.  
BULLINGTON, JAMES R.  
-CANNEY, PAUL F.  
CAROLAN, THOMAS J., JR.  
CLEVELAND, PAUL M.  
COBURN, HARRY L.  
COLLINS, ROBERT D.  
CONSTABLE, ELINOR G.  
CLUNIFF, CARL C.  
DION, JERROLD MARK  
DUNFORD, DAVID J.  
EZELLE, ROBERT E.  
FERGUSON, DONALD C.  
FLATEN, ROBERT A.  
FLATIN, BRUCE A.

UNCLASSIFIED



THE WHITE HOUSE, September 12, 1980.

To the Senate of the United States:

I nominate Dennis D. Clark, of Maryland, to be a member of the Federal Mine Safety and Health Review Commission for the term of 6 years expiring August 30, 1986, vice Jerome R. Waldie.

JIMMY CARTER.

To the Committee on Labor and Human Resources.

THE WHITE HOUSE, September 12, 1980.

To the Senate of the United States:

I nominate—

The following-named Foreign Service officers for promotion in the Foreign Service to the classes indicated:

Foreign Service officers of class 1:

(see p. 584 for Dtd)

Melville E. Blake, Jr., of California.  
John P. Blane, of Alabama.  
J. Donald Blevins, of Florida.  
Michael P. Boerner, of New Jersey.  
John Condayan, of Virginia.  
Goodwin Cooke, of New York.  
Allen C. Davis, of Tennessee.  
Robert W. Drexler, of Wisconsin.  
Raymond C. Ewing, of California.  
James P. Farber, of Florida.  
James Ferrer, Jr., of California.  
Robert K. German, of Texas.  
Kenneth O. Harris, of West Virginia.  
Roy T. Haverkamp, of Missouri.  
Lucian Heichler, of Virginia.  
George Borman High, of Illinois.  
John W. Holmes, of Massachusetts.  
Betty-Jane Jones, of Wisconsin.  
Lewis D. Junior, of Maryland.  
Herbert Kaiser, of Maryland.  
George R. Kenney, of Illinois.  
Lowell C. Kilday, of Virginia.  
P. Wesley Kriebel, of Maryland.  
Sheldon Jack Krysz, of Maryland.  
George M. Lane, of Massachusetts.  
Burton Levin, of New York.  
Stephen R. Lyne, of the District of Columbia.  
Harry R. Melone, of New York.  
James C. Nelson, of Illinois.  
Robert P. Paganelli, of New York.  
Edward L. Peck, of California.  
Raymond L. Perkins, Jr., of Colorado.  
J. William Piez, of Colorado.  
Larry G. Piper, of Texas.  
James A. Placke, of Nebraska.  
Nicholas Platt, of the District of Columbia.

Senate

Sept. 15, 1980

Henry Precht, of Georgia.  
 Gerald A. Rosen, of New York.  
 James D. Rosenthal, of California.  
 Paul Sadler, of Tennessee.  
 Howard B. Schaffer, of New York.  
 Kenneth N. Skoug, Jr., of Virginia.  
 Richard J. Smith, of Connecticut.  
 Walter Burges Smith II, of Rhode Island.  
 Frank M. Tucker, Jr., of Pennsylvania.  
 James L. Tull, of Iowa.  
 Marten H. A. van Heuven, of Connecticut.  
 E. Allan Wendt, of California.

(promotion from F502 to F501)

*Foreign Service officers of class 2:*

Donald M. Anderson, of the District of Columbia.  
 Merle E. Arp, of Iowa.  
 Richard C. Barkley, of Michigan.  
 Norman E. Barth, of Florida.  
 Adrian Anthony Basora, of Puerto Rico.  
 Jack R. Binns, of Washington.  
 Robert D. Blackwill, of Nevada.  
 Felix S. Bloch, of North Carolina.  
 William Bodde, Jr., of Maryland.  
 Donald J. Bouchard, of Maine.  
 Charles R. Bowers, of California.  
 A. Donald Bramante, of New York.  
 Thomas Stanley Brooks, of Wyoming.  
 Pierce K. Bullen, of Florida.  
 James R. Bullington, of Tennessee.  
 Paul F. Canney, of Massachusetts.  
 Thomas J. Carolan, Jr., of Maryland.  
 Paul M. Cleveland, of Massachusetts.  
 Harry L. Coburn, of New York.  
 Robert D. Collins, of Virginia.  
 Elinor G. Constable, of New York.  
 Carl C. Cundiff, of Nevada.  
 Jerrold Mark Dion, of Washington.  
 David J. Dunford, of Virginia.  
 Robert E. Ezelle, of California.  
 Donald C. Ferguson, of California.  
 Robert A. Flaten, of Minnesota.  
 Bruce A. Flatin, of Minnesota.  
 Ludlow Flower III, of the District of Columbia.  
 Francis Anthony Forgione, of Massachusetts.  
 Jay P. Freres, of Florida.  
 Herbert Donald Gelber, of New Jersey.  
 Stephen R. Gibson, of California.  
 Myles L. Greene, of Florida.  
 Herbert G. Hagerty, of New Jersey.  
 Paul J. Hare, of the District of Columbia.  
 Donald F. Hart, of Maryland.  
 John H. Hawes, of New Jersey.



Sept. 25, 1980

## GENERAL ASSEMBLY OF THE UNITED NATIONS

The following-named persons to be representatives of the United States of America to the 35th Session of the General Assembly of the United Nations:

Jacob K. Javits, U.S. Senator from the State of New York.

Paul E. Tsongas, U.S. Senator from the State of Massachusetts.

The following-named person to be an alternate representative of the United States of America to the 35th Session of the General Assembly of the United Nations:

Joan Edelman Spero, of New York.

## DEPARTMENT OF STATE

Foreign Service nominations beginning Alfred V. Boerner, Jr., to be a Foreign Service Information officer of class 2, a consular officer, and a secretary in the Diplomatic Service of the United States of America, and ending Arthur N. Buck, to be a Foreign Service Information officer of class 7, a consular officer, and a secretary in the Diplomatic Service of the United States of America. (See Executive Journal proceedings of July 2, 1980, for complete list.)

Foreign Service nominations beginning Melville E. Blake, Jr., to be a Foreign Service Officer of class 1, and ending Henry C. Zimerowski, to be a Foreign Service officer of class 5. (See Executive Journal proceedings of September 15, 1980, for complete list.)

Diplomatic and Foreign Service nominations beginning Anthony William Sariti, to be a Foreign Service information officer of class 4, a consular officer, and a secretary in the Diplomatic Service of the United States of America, and ending Louis A. McCall, to be a Foreign Service officer of class 5. (See Executive Journal proceedings of September 15, 1980, for complete list.)

On motion by Mr. Byrd of West Virginia and by unanimous consent, the above nominations were considered en bloc, and

Without objection, it was

*Resolved*, That the Senate advise and consent to the said nominations.

On motion by Mr. Byrd of West Virginia to reconsider the vote by which the nominations were agreed to en bloc,

On motion by Mr. Baker, the motion to reconsider was laid on the table.

## PRESIDENT NOTIFIED

On motion by Mr. Byrd of West Virginia and by unanimous consent, it was

*Ordered*, That the President be immediately notified of the confirmation of the nominations.

## LEGISLATIVE SESSION

On motion by Mr. Byrd of West Virginia and by unanimous consent, the Senate returned to legislative session.

FRIDAY, SEPTEMBER 26 (LEGISLATIVE DAY OF JUNE 12), 1980

## REPORTS OF COMMITTEES

As in executive session,  
The following favorable reports of nominations were submitted:



**U.S. FOREIGN SERVICE  
EMPLOYEE EVALUATION REPORT**

NAME OF EMPLOYEE BEING RATED  
(surname first)

TULL, JAMES L.

TYPE OF REPORT

Regular  Other (Specify; e.g., change of duties, rater)

GRADE FSO-01

SOCIAL SECURITY NO. 483-26-4959

FUNCTIONAL TITLE  
DEPUTY CHIEF OF MISSION

POST OR ORGANIZATION

SANTO DOMINGO, DOMINICAN REPUBLIC

PERIOD COVERED

From 4/16/80 To 4/15/81

RATER (type name) YOST, ROBERT L., AMBASSADOR

REVIEWER (type name)

TITLE: CHIEF OF MISSION GRADE: FA-01

TITLE: GRADE:

**I. EMPLOYEE'S JOB**

State briefly where the position fits in the staffing pattern and the number and type of employees supervised. The incumbent is the second-ranking U.S. official in the Dominican Republic. He is responsible to the Ambassador for supervising the day-to-day operations of the Mission, with a current total personnel complement (excluding Peace Corps Volunteers) of 96 Americans and 168 Foreign National employees. Under his supervision are the Chiefs of the Political, Economic, Consular and Administrative Sections. He also oversees the activities of the heads of AID, ICA, MAAG, Peace Corps, FAS, IAGS, and our military attaches in this country.

**II. WORK REQUIREMENTS (Established by Rater, Reviewer, and Employee)**

A. Indicate responsibilities and goals in priority order. Include specific requirements relating to the needs of other agencies. Unless inappropriate, divide work requirements into two categories, continuing responsibilities and specific objectives.

1. Act as the Ambassador's alter ego and his principal adviser in the initiation and implementation of policies, programs and procedures in the furtherance of U.S. goals and objectives in the Dominican Republic.
2. Supervise the day-to-day operations of the Mission and ensure that the work of the Embassy sections and the seven other non-State elements of the Mission are coordinated and directed in the manner determined by the Ambassador.
3. Provide guidance to Mission elements to ensure interpretive day-to-day reporting coverage as well as implementation of the post's structured analytical reporting program.
4. Monitor all Mission activities and advise the Ambassador on significant developments and trends.
5. Chair interagency standing committees, such as those on Security, International Visitor Exchange, Mission Goals and Objectives (GORM) and Housing.
6. Make representations to and negotiate with officials of the Foreign Office, the Presidency and other agencies of the Dominican Government, in accordance with the Ambassador's instructions.
7. Maintain official and personal relationships with influential Dominicans and officials, ranking diplomats and local American residents in the carrying out of Mission goals and objectives.
8. Assume charge of the Mission in the Ambassador's absence.

B. Describe any special circumstances influencing the work program.

There has been no change in the circumstances influencing the DCM's work here. It is still a large Class III post, physically scattered, with a large number of first-tour officers serving in one of the largest consular operations in the Service.

September 3, 1980

C. These performance requirements were established by the rater, reviewer, and employee on: \_\_\_\_\_



### III. EVALUATION OF PERFORMANCE (Completed by Rater)

#### A. Evaluation of Accomplishments and Overall Performance

##### 1. General Appraisal (Check one that best describes overall performance.)

- did not meet standards for this job  
 satisfactory  
 very good  
 excellent  
 superlative and exceptional; almost unmatched in rater's experience

##### 2. Discussion: Support your choice with specific examples of performance this period. If employee was a supervisor, refer to instructions for performance requirements that must be discussed. (These include equal employment opportunity effectiveness, performance appraisal and overall development of subordinates.)

Mr. Tull once again turned in a top-notch job as executive manager of this large and complex Mission (see I(A) above). I have continued to move everything out of my office through him and to seek his advice on every issue of any significance which has arisen during the year. His steady judgment has given me greater leeway in considering perhaps risky solutions to some of our problems. I have always found his judgments to be honest, based on broad experience and long dealings with issues involving complex relationships and with deep concern for the good of U.S. policy, of the Mission, and of the human beings involved. Mr. Tull is thoroughly aware at this point of my own way of doing business, and has continued to be the pointman in bringing the sections and agencies of this Mission together and making it act as a single whole under the Ambassador's general guidance. Largely as a result of his efforts, Santo Domingo has, I believe, achieved the reputation of being both an effective and happy operation for all its components. Three of our key elements turned over the counselorships during the course of the year (POL, ECON and USICA). Mr. Tull spent a good deal of time with the new officers, briefing them on style and substance and helped to integrate them in a highly effective way into Mission operations. He has an extremely good touch on personnel issues, being willing to be frank and firm where necessary, but always willing to spend any necessary amount of time to improve a young officer's performance or to point our more senior officers in more effective directions. Especially in his personnel work, but also in his daily substantive dealings with the Department, he has shown an extraordinary ability to know which buttons to push both here and in Washington. As an example of this, as well as of Mr. Tull's morality and courage, he took all of the action necessary to prevent the foisting off on the Mission of a professionally unacceptable section chief, even though the latter was a personal friend. He has brought his conscientious approach to the careful briefing and counseling of junior officer staff, again contributing strongly to the U.S.' posture at this post, much of whose face to the public is provided by 14 first-tour consular officers. Mr. Tull conceives of his role as a cushion and interpreter between the Ambassador and the operating elements of the Mission. He has carried out his job superbly, quietly coordinating and oiling the machinery. Beyond this, however, Mr. Tull showed his ability to assume full responsibility during several periods as Charge. Again, I had complete confidence in his judgment and felt that I could leave the post in his hands at anytime without concern. He is highly regarded by counselors and agency heads, and exercised his authority in such a way that his instructions were not only complied with but cooperated with.

#### B. Evaluation of Areas of Competency: On page 3 after each of the five areas, note extent to which this job requires the listed competencies, then comment on the employee's performance, using specific examples of typical performance this rating period. You may also include, under the competency area you feel is appropriate, discussion of competencies or attributes not listed but which were demonstrated by the employee's performance. Discussion should take into account the decision criteria of the latest Selection Board precepts (attached to the back of the instructions).



**1. Substantive Knowledge** (*degree and level of functional and/or area skills and knowledge, including, where appropriate, technical career skills*)

I was delighted to be able to opt for Mr. Tull as DCM when I came here in 1978. His substantive experience in political reporting, plus his assignments in management areas in Washington, were just what I was looking for in order to help manage the post. He has all of the substantive and management tools of the trade and has used them to full effect. The skill of greatest importance to a DCM is judgment and almost always the judgment has to do with how to bring people to take action in line with what you believe is required. Mr. Tull's knowledge and feel of how to do this are absolutely first-class. His knowledge of the area and the language are excellent and his ability to make interpersonal relations serve the needs of intergovernmental relations has produced an extraordinary skillful performance.

**2. Leadership** (*presence, effectiveness in oral communication, foresight, positiveness, and negotiating skill*)

Mr. Tull leads through example and guidance rather than through compulsion. He knows what is going on in each of the sections and sees to it that the work gets done on time with advance planning and a minimum of friction. Examples abound, including delicate interagency negotiations for the 1981 GORM, the bringing together of economic and political viewpoints in connection with 1982 military assistance budgeting and policy, and his continuing procedural guidance to the AID Mission. Mr. Tull thinks on his feet, expresses himself clearly and fluently, looks carefully to the potential effects of his actions, and enjoys the confidence of all elements of the Mission staff.

**3. Managerial Skills** (*interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness*)

I strongly admire Mr. Tull's managerial skills. He shows strong concern for morality and humanity, and within this framework has moved positively to keep this Mission operating with maximum smoothness. He has done so with constant concern for the overall U.S. interest. This bureaucratic objectivity, together with his reputation for complete impartiality and his interest in doing the "right" thing has made it possible for him to operate with maximum efficiency and effectiveness. He wants to get things done; he knows how to use the bureaucratic tools and he moves ahead to get them done. He showed this during the rating period, not only in his role in guiding Mission operations and in monitoring personnel flow to the Mission, but also in using informal as well as formal circuits to keep the Department and the Mission substantively in close step.

**4. Intellectual Skills** (*conceptual ability, logical thinking, judgment, skill in written communication, language skills, and cultural sensitivity*)

Mr. Tull's strengths lie in analyzing an action situation and weighing alternative courses. He writes quickly and fluently and has excellent judgment not only in what to include in his own written material, but in how Mission materials will affect the end user and others influenced by its tone and content. He has been correctly described as being a "quick study". He moves a vast amount of material quickly and with the comprehension necessary to spot the issues on which he and the Mission need to focus. He feels completely secure in dealing with administrative, consular and political aspects of the Mission's work, and I believe underrates his own capabilities in the field of economic knowledge. His spoken Spanish is excellent and he has shown great skill and sensitivity in anticipating local reactions.

**5. Interpersonal Skills** (*EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill*)

Mr. Tull's ability to relate to people, discern their problems and foibles, and gain their confidence and cooperation, has been an important factor in his career and was key again to his success in the DCMship here this year. Perhaps partly because his PER experience is well-known, but mainly because of his own reputation for personal interest and fairness, he does far more counseling in terms of career development and assignments than anyone else at post. He finds any hint of discrimination almost physically distasteful and has helped to set the tone for the post in this regard.

IV. EVALUATION OF POTENTIAL (Completed by Rater)

A. General Appraisal (Check one that best describes overall potential.)

- lacks potential to perform effectively at higher level
- may have potential but needs more training or experience to perform effectively at higher level
- has potential to perform effectively at higher level
- has demonstrated ability to perform effectively at higher level and should advance rapidly in the Service
- has demonstrated ability and potential to assume much greater responsibilities now; expected to advance rapidly to top of career track

B. Discussion (Support your choice with specific examples of performance this period.)

Mr. Tull again showed his strength in performing as Executive Manager of this Class III Mission. Because of our relationship, he has devoted much of his effort to supervising and coordinating the workings of the internal Mission machinery. When I raised a problem or he perceived one approaching, we normally discussed it together and I then turned it over to him for handling. An example of this was a recent disagreement between AID and the Economic Section over the desirability of requesting ESF funds for the Dominican Republic. His firm insistence on the two sides' working it out led to a clarification of the problem and an agreement on policy which fully met the Mission's needs. His forte is moving promptly and perceptively to air the issues and bring about sensible action on the part of those concerned. He is motivated in this, I believe, not only by an abstract fascination with the techniques of management and his excellent knowledge and feel for <sup>how</sup> the game is played, but also by his personal interest in doing the right and humane thing by the individuals involved. Mr. Tull also showed again a thorough understanding of the peculiarly delicate role which the U.S. is called upon to play in this country. He continued to handle a broad range of substantive matters, and maintained the contacts necessary for this purpose, particularly in the Presidential Palace and in the Foreign Office.

Jim Tull would make an excellent DCM in any Class I ARA mission. His experience is broad enough to be applicable in many other missions as well. He has thoroughly proven himself as a DCM, <sup>however,</sup> and I would like to see him move out at this time to a Class IV post of his own. I think this would stretch him and solidify his capabilities and experience in a way that would be useful to the Service as well as to himself. His preference at the moment is a more demanding DCMship, and I would, of course, agree if that is the way it works out. I would strongly recommend, however, that his name continue to be considered for Chief of Mission vacancies.

C. Areas for Improvement: If the rating officer's choice in IV-A indicates a capacity for growth and advancement, the following must be completed. Employees who are expected eventually to assume greater responsibilities should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his or her present position, specify the area in which he or she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

In looking over my comments of last year, I would only note that Mr. Tull has fully reached the point where he can dedicate his talents to management coordination and supervision without succumbing to the temptation of getting too closely involved in operations himself. He continues to be a superb manager and highly competent in analyzing, making contacts and carrying out actions necessary in the substantive relationship with the Dominican Republic. I believe that he will need to continue to try to expand his outside interests and horizons as he moves into positions of broader job exposure and responsibility.

D. Dates on which employee's work requirements and performance were discussed. I have discussed Mr. Tull's performance with him numerous times throughout the year.

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

E. Date Section III and IV completed May 13, 1981

(Rater's Signature)

**V. REVIEW STATEMENT (Completed by Reviewer)**

**A. Discussion:** Give your judgment of the employee's performance and potential. If possible, support your evaluation by providing additional examples of performance you observed this rating period. Note your differences with the rater's appraisal or recommendations. Comment on relations between the rater and employee.

NOT SUBMITTED TO REVIEW PANEL

**B. Date Section V Completed** \_\_\_\_\_  
(Reviewer's Signature)

**VI. STATEMENT BY RATED EMPLOYEE**

**A. Self-Assessment (Optional):** Describe your most significant achievements this rating period. Add any other comments about your performance which you feel should be highlighted or may not have been addressed as you wished by the rater or reviewer. *(Attach additional sheets if necessary.)*

NONE



**B. Career Goals (Mandatory statement):** Comment on your career aspirations, on additional training you would like to have, and on future assignments you think appropriate for yourself.

I feel that by now I have realized most of the career goals I had upon entering the Service some 23 years ago. Certainly the last three years as Ambassador Yost's deputy here has been the most educational and enjoyable period I have yet experienced. I think we have made a good team and am most grateful for his unfailing support and friendship during this time.

At this point, I do not believe additional training is called for and having recently come off a five-year stint in Washington, I do not wish to return there now. I believe my service here has qualified me for a larger DCMship and this is wholly in accord with the Ambassador's recommendations and my own career aspirations.

**C.** I acknowledge receipt of a copy of this report. Date Section VI completed

May 14, 1981

*James O'Neil*  
(Employee's Signature)

**VII. REVIEW PANEL STATEMENT (Completed by Review Panel)**

- A. Examples of Performance: Specific examples have been provided to support the ratings given the employee.  Yes (If not, return to rater for rewrite.)
- B. Certification: This report has been prepared according to the regulations and contains no inadmissible material.

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Panel Signature)

**C. Comments (If submitted late, indicate who is responsible for delay.)**

**VIII. SUBMISSION CONTROL**

DATE RECEIVED IN POST/BUREAU	CONTROL OFFICE	DATE RECEIVED IN PER/PE	DATE RELEASED TO DEPARTMENT FILES
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NOTE: THIS FORM SHOULD BE COMPLETED ONLY IF YOU HAVE SELECTED  
OPTION ONE ON SFS CONVERSION ELECTION FORM, AND RETURNED  
WITH TWO COPIES OF THAT FORM TO FCA/SO/SFS, ROOM 2809,  
DEPARTMENT OF STATE.

MEMORANDUM

TO: FCA/SO/SFS  
FROM: James L. Tull  
SUBJECT: Appointment in the Senior Foreign Service

\*I will accept appointment as a Member of the Senior Foreign  
Service, Class of Minister - Counselor  
(My current pay plan and class is FSO/R/RU - FSO .)

Legal Residence Eldora Iowa  
(For official appointment) (city) (state)

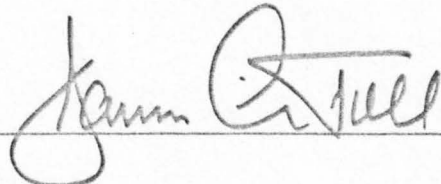
If appointed I would like my name to appear on my commission or  
appointment document as follows:

James Lewis Tull

(Please print or type)

\*Conversions to the Senior Foreign Service will be made to the class  
most closely corresponding to the officer's class as of the date of  
appointment, i.e., former class two to Counselor, former class one  
to Minister-Counselor, and current Career Minister to new Career  
Minister. (See FAMC No. 8, paragraph 4.b.) Current FSO's and FSRU's  
will receive career SFS appointments, while current FSR's will  
receive limited SFS appointments.

Signature




Date April 21, 1981

SENIOR FOREIGN SERVICE CONVERSION ELECTION FORM

I have been notified by the Department's letter of March 23, 1981 of the alternatives available to me with respect to the Senior Foreign Service. My choice is as indicated:

1. (  ) I request immediate appointment to the Senior Foreign Service. (This option is available only to officers who opt prior to June 14, 1981.)
2. (  ) I defer requesting appointment to the Senior Foreign Service at this time. In doing so, I understand that if I request SFS appointment after June 14, 1981 but prior to February 14, 1984, conversion will be contingent upon the recommendations of an appropriate SFS Review Board.
3. (  ) I elect to remain in my current status. I understand that this will mean that I must leave the Foreign Service no later than February 14, 1984. (See Paragraph 5 of FAMC No. 8 of March 6, 1981 for information on the status of those who elect this option.)

  
Signature

James L. Tull  
Name Typed or Printed

American Embassy Santo Domingo, D.R.  
Post or Organization

April 21, 1981  
Date

Please return two signed copies of this form to PER/FCA/SO/SFS, Room 2809, Department of State, Washington, D.C. 20520. Cabled responses, followed by submission of the signed forms by mail or by pouch, are encouraged where mail delays are lengthy.

If, after submission, an officer wishes to change options, and the cut-off date has not yet been reached for the desired option, notify PER/FCA/SO/SFS promptly.



UNCLASSIFIED  
Department of State

OUTGOING  
TELEGRAM

PAGE 01 STATE 226811  
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INFO OCT-00 ADS-00 COMP-01 FOE-00 OC-01 STPD-01 /012 R

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SUBJ TMONE - PERSONNEL ASSIGNMENT (TULL, JAMES L.,  
SSN 483-26-4959, FQ-1, P)

1. DEPARTMENT ANNOUNCES THE ASSIGNMENT OF MR. TULL TO NICOSIA AS DEPUTY CHIEF OF MISSION VICE EAVES. ETD/A 9/81. TOD 2 YEARS (1 R&R).
2. WIFE/NILVA; SON/CHRISTOPHER (3/23/65).
3. PLEASE ADVISE STATUS OF QUARTERS BY PRIORITY CABLE. T.A. CANNOT BE ISSUED WITHOUT THIS INFORMATION. HAIG

UNCLASSIFIED

*Senate*THE WHITE HOUSE, *September 14, 1981.**To the Senate of the United States:*

I nominate—

Frederic V. Malek, of Virginia, to a Governor of the U.S. Postal Service for the term expiring December 8, 1989, vice Wallace Nathaniel Hyde.

RONALD REAGAN.

To the Committee on Governmental Affairs.

THE WHITE HOUSE, *September 14, 1981.**To the Senate of the United States:*

I nominate—

Tom C. Korologos, of Virginia, to be a member of the U.S. Advisory Commission on Public Diplomacy for a term expiring July 1, 1984, vice John Hope Franklin, term expired.

RONALD REAGAN.

To the Committee on Foreign Relations.

THE WHITE HOUSE, *September 14, 1981.* ✓*To the Senate of the United States:*

I nominate—

The following-named persons in the Departments of State, Agriculture, and Commerce, Agency for International Development, and International Communication Agency, for appointment as career members of the Senior Foreign Service as indicated, in accordance with sections 2103 and 2105 of Public Law 96-465, approved October 17, 1980:

DEPARTMENT OF STATE*(see p. 679 for Dad)*

For appointment as career members of the Senior Foreign Service of the United States of America, class of career minister:

Morton I. Abramowitz, of Massachusetts.  
 O. Rudolph Aggrey, of the District of Columbia.  
 Alfred Leroy Atherton, Jr., of Florida.  
 Harry George Barnes, Jr., of Maryland.  
 William Tapley Bennett, Jr., of Georgia.  
 Richard Joseph Bloomfield, of Maine.  
 Walter Leon Cutler, of Maryland.  
 Nathaniel Davis, of New Jersey.  
 John Gunther Dean, of New York.  
 Lawrence S. Eagleburger, of Florida.  
 Thomas O. Enders, of Connecticut.  
 Arthur Adair Hartman, of New Jersey.  
 Deane R. Hinton, of Illinois.  
 Athur W. Hummel, Jr., of Maryland.  
 Roger Kirk, of the District of Columbia.  
 Stephen Low, of Colorado.  
 William Henry Luers, of Illinois.  
 Edward E. Masters, of Ohio.  
 Robert J. McCloskey, of Maryland.  
 Richard W. Murphy, of Maryland.  
 Robert Bigger Oakley, of Louisiana.

James A. Placke, of Nebraska.  
Nicholas Platt, of the District of Columbia.  
Sol Polansky, of California.  
Richard Saint Francis Post, of Connecticut.  
Henry Precht, of Maryland.  
Ernest Henry Preeg, of Virginia.  
Anthony C. E. Quainton, of Washington.  
Nancy Vivian Rawls, of Florida.  
Francis X. Ready, of Virginia.  
Robert G. Rich, Jr., of Florida.  
Rozanne L. Ridgway, of the District of Columbia.  
Lloyd M. Rives, of Rhode Island.  
George B. Roberts, of Pennsylvania.  
Stephen Hitchcock Rogers, of Virginia.  
Gerald A. Rosen, of New York.  
James D. Rosenthal, of California.  
John Hall Rouse, of Virginia.  
Edward Morgan Rowell, of California.  
Claus W. Ruser, of Maryland.  
Robert J. Ryan, Jr., of Maryland.  
Paul Sadler, of Tennessee.  
Richard T. Salazar, of Virginia.  
William Cooper Salmon, of Virginia.  
John Douglas Scanlan, of Hawaii.  
Howard Bruner Schaffer, of New York.  
Carl W. Schmidt, of New Jersey.  
David Taylor Schneider, of Florida.  
Peter Sebastian, of Maryland.  
Albert L. Seligmann, of Virginia.  
William Courtney Sherman, of Virginia.  
Thomas P. Shoesmith, of Pennsylvania.  
David E. Simcox, of Kentucky.  
Kenneth N. Skoug, Jr., of Virginia.  
Frederick Smith, Jr., of Virginia.  
Walter Burges Smith II, of Rhode Island.  
Michael Brackett Smith, of Maryland.  
Richard J. Smith, of Virginia.  
Thomas W. M. Smith, of Maine.  
Rober A. Sorenson, of Utah.  
Christopher A. Squire, of Maryland.  
Monteagle Stearns, of California.  
Andrew L. Steigman, of Maryland.  
Michael Edmund Sterner, of New York.  
Edward J. Streator, of New York.  
Jack A. Sulser, of Virginia.  
Peter Tarnoff, of New York.  
Harry E. T. Thayer, of the District of Columbia.  
Herbert B. Thompson, of California.  
Arthur T. Tienkin, of Virginia.  
Donald R. Toussaint, of California.  
Frank M. Tucker, Jr., of Maryland.  
— James Lewis Tull, of Iowa. —  
Joseph Wright Twinam, of Virginia.

(for promotion from F501 to Minister-Counselor)



The following-named officers of the Marine Corps Reserve for permanent appointment to the grade of major general under the provisions of title 10, United States Code, section 5902:

Kenneth W. Weir

John B. Hirt

The following-named officers of the Marine Corps Reserve for permanent appointment to the grade of brigadier general under the provisions of title 10, United States Code, section 5902:

John J. Krasovich

Constantine Sangalis

Ronald K. Nelson

William H. Gossell

John J. Salesses

DEPARTMENT OF STATE

Senior Foreign Service nominations beginning Morton I. Abramowitz, to be a career member of the U.S. Senior Foreign Service, class of career minister, and ending Albert Roland, to be a career member of the Senior Foreign Service, class of counselor, a consular officer, and a secretary in the diplomatic service of the United States of America. (See Executive Journal proceedings of September 14, 1981, for complete list.)



U.S. NAVY

Navy nominations beginning Charles Stevenson Abbot, to be commander, and ending Dan R. White, to be commander. (See Executive Journal proceedings of September 11, 1981, for complete list.)

Navy nominations beginning Franklin H. Morgan, to be chief warrant officer, and ending Robert W. Henderson, to be ensign. (See Executive Journal proceedings of September 16, 1981, for complete list.)

The above nominations having been considered en bloc, Without objection, it was

Resolved, That the Senate advise and consent to the said nominations.



On motion by Mr. Baker to reconsider the vote by which the nominations were agreed to en bloc,

On motion by Mr. Byrd of West Virginia, the motion to reconsider was laid on the table.

PRESIDENT NOTIFIED

On request by Mr. Baker and by unanimous consent, it was Ordered, That the President be immediately notified of the confirmation of the nominations.

LEGISLATIVE SESSION

On request by Mr. Baker and by unanimous consent, the Senate returned to legislative session.

MONDAY, SEPTEMBER 28 (LEGISLATIVE DAY OF SEPTEMBER 9), 1981

MESSAGES REFERRED

As in executive session, The Presiding Officer laid before the Senate the following messages from the President of the United States, transmitting nominations, which were referred as indicated: