



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

NAME OF EMPLOYEE BEING RATED
(surname first)

TULL, James L.

TYPE OF REPORT <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Other (Specify: e.g., change of duties, rater)	GRADE FE-MC	SOCIAL SECURITY NO. 483-26-4959
	FUNCTIONAL TITLE Deputy Chief of Mission	
POST OR ORGANIZATION American Embassy Nicosia	PERIOD COVERED From 9-10-81 To 4-15-82	
RATER (type name) Raymond C. Ewing	REVIEWER (type name) None	
TITLE: Ambassador GRADE: FA-MC	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 Cyprus supervising a Mission personnel complement of 40 Americans and 72 FSNs. The Chiefs of the Political, Economic/Commercial, Consular and Administrative sections report directly to him. He also oversees the activities of the Defense Attache Office, International Communication Agency and Foreign Broadcasting Information Service.

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.

Act as the Ambassador's alter ego and principal adviser in the initiation and implementation of all policies, programs and procedures in carrying out U.S. goals and objectives in Cyprus;

Supervise the day-to-day operations of the Mission and ensure that the work of the Embassy sections and the three other non-State elements of the Mission are coordinated and directed in the manner determined by the Ambassador;

Act as "action officer" on matters involving U.S. interests whose sensitivity mandates their being handled directly by the Executive Section;

Provide guidance to Mission elements to ensure interpretive day-to-day reporting coverage, as well as implementation of the Embassy's structured reporting programs;

Monitor all Mission activities and advise the Ambassador on significant developments and trends;

Chair inter-agency standing committees, such as those on security and the International Visitor Exchange Program;

Make representations to and negotiate with officials of the Foreign Ministry, the Presidency, other agencies of the Government of Cyprus and local offices of international organizations, in accordance with the Ambassador's instructions;

Similarly, make representations to and maintain personal contacts with leaders in the Turkish Cypriot community, its Foreign Affairs Office and others residing there, in the furtherance of U.S. interests in Cyprus;

Maintain official and personal relationships with influential Cypriots and official, ranking diplomats and other local residents in carrying out Mission goals and objectives; Assume charge of the Mission in the Ambassador's absence.

B. Describe any special circumstances influencing the work program.

Cyprus is a very complex environment in which to serve the United States Government. One needs to work effectively with the non-aligned Government of Cyprus to which the Embassy is accredited and which is internationally recognized, but also we need to be in equal and productive contact with the Turkish Cypriot community. Cyprus is sensitive in U.S. domestic political terms and the Reagan Administration has given priority to achievement of a lasting political settlement.

C. These performance requirements were established by the rater, reviewer, and employee on: October 13, 1981

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 has ably and fully performed the duties of DCM during the rating period. In terms of internal Mission management, he is in control of all sections and offices. He is respected and looked to for leadership which he so effectively gives. I have total confidence in Mr. Tull.

Mr. Tull has mastered the nuances and intricacies of the Cyprus intercommunal problem. He is the Embassy's action officer with respect to the sensitive negotiations being conducted under United Nations auspices with the encouragement and support of the U.S. He has an effective working relationship and rapport with the key UN officials and those involved with the negotiations on both sides. In addition, he has particularly established close and effective relationships with the Turkish Cypriot foreign affairs spokesman, a key official in the Presidential Palace, and with his counterparts at the Greek and Turkish Embassies.

Within the Embassy, Mr. Tull has opened doors and removed barriers between the Front Office and all Mission elements. This in turn has resulted not only in a "happy post" but also one that can point to substantive accomplishment and a wide network of contacts. Mr. Tull is perceived as genuinely interested in people and their problems. He is also clear and firm in projecting himself as a leader when that is necessary. He has an "open door" approach which encourages his subordinates and other agency representatives to share with him their accomplishments and, when necessary, their problems. As a result, he and I are well informed about every aspect of U.S. Government activity and interest in Cyprus. Mr. Tull does not hesitate to take charge and make decisions when necessary but he keeps me fully informed and knows when something should be referred to me for consideration. In short, Mr. Tull has excellent judgment. He also is a superb supervisor and has a knack for bringing out the best from his subordinates. He gives them the feeling that he is acutely interested in every aspect of their work but expects them to perform and to call on him when necessary. I have only been away from post for two weeks or so during the rating period but Mr. Tull has most effectively served as Charge during those absences. When I returned, he briefed me quickly and effectively and there was no delay while he shifted roles.

In short, I am extremely pleased with my choice of a DCM. I am particularly delighted with what I perceive to be the good morale in Nicosia and feel that we are doing what we should be in terms of substantive work. I give Mr. Tull full credit for these accomplishments. His judgment, his personality, and

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).

his leadership skills have assured this result.

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

Mr. Tull, who had no previous exposure to this part of the world, has come a very long way in six months in understanding the nuances and factors involved in Cyprus and the wider region. He asks excellent questions and knows how to expand his knowledge through his many contacts. He has been appropriately cautious and prudent in reaching conclusions about developments in Cyprus. In terms of understanding every aspect of Mission sections and offices, he has a widely accepted competence and comprehension. Since most sections have only one or at most two American officers, all of those he supervises find it necessary to come to the DCM for support which he is willing and able to provide.

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

Mr. Tull is always thinking ahead and anticipates problems before they present themselves. He offers his ideas and concerns effectively both orally and particularly in writing. He projects himself in a positive leadership role both within the Mission and throughout Cyprus. Those who come into contact with him know he can be counted on both to clearly and effectively present U.S. views but also to communicate their positions and concerns.

3. Managerial Skills (*interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness*)

Mr. Tull is a most effective manager both of people and resources. He sets clearly defined goals and keeps these consistently in mind in his relationships with others, but he does so in a manner which is informal, friendly and relaxed. He projects himself as open to eliciting views of others, but also is firm when the situation requires a contrary course.

4. Intellectual Skills (*conceptual ability, logical thinking, judgment, skill in written communication, language skills, and cultural sensitivity*)

Mr. Tull thinks logically and clearly. He has shown admirable ability to keep his balance and sense of proportion when one side or other of the Cyprus dispute has sought to enlist our support for their viewpoint. He writes clearly and with a fluid style. Knowledge of the local languages is not necessary in Cyprus, but Mr. Tull has shown real eagerness in learning of the history and culture of Cyprus. He also fully understands the geo-political and military factors that bear on Cyprus and special roles on the island of our NATO allies Greece, Turkey and the United Kingdom. He has also begun to comprehend more fully the Middle-Eastern problems that often have an impact on this neighboring island. Mr. Tull is a quick study, sharp and incisive in

5. Interpersonal Skills (*EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill*) getting at the heart of an issue.

Mr. Tull has superb interpersonal skills. He projects an image of empathy and openness and is widely liked as a person as well as being respected. He leads by example but does not hesitate to make specific suggestions or give counsel. He is very effective with our newer employees who have relatively limited experience abroad. Mr. Tull seems to enjoy excellent personal relationships with a wide range of Cypriots, including our Foreign Service National staff members. He is exceedingly fair and is without any prejudice or bias. He treats people with respect--and a smile--and it shows in how the staff performs at his direction.

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 has the personal manner, the intellectual incisiveness, the understanding of complex political, economic, consular, and administrative matters and the ability to juggle many unrelated balls to be an excellent DCM at a much larger post than Nicosia. He would also in my judgment make a fine Principal Officer of a Consulate General or an Ambassador to a smaller country. Poised but relaxed and informal in style, he has the gift for bringing out the best in others. It is a daily pleasure to work with him. When I am absent from Nicosia, I know that I will return to the Embassy to find everything under control and in good hands. Mr. Tull is an outstanding leader who manages people extremely well. He could do their job himself, but he insists that they do it and then assures that they are effectively commended and supported.

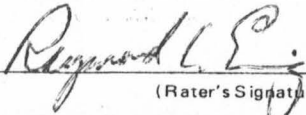
C. Areas for Improvement: If the rating officer's choice in IV-A indicates a capacity for growth and advancement, the following must be completed. Employees who are expected eventually to assume greater responsibilities should be made aware of areas where they should concentrate their efforts to improve. 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 his first six months in Cyprus, Mr. Tull has appropriately concentrated his energies in two areas: a) internal direction and management of the Embassy and b) reporting and support of the intercommunal negotiations. In the period ahead, I would like to see Mr. Tull not neglect either of these vital tasks but to refocus his energies somewhat to broaden his (and the Embassy's) contacts at a high level in both Cypriot communities and to take an interest in some problems/developments of less immediate concern than the intercommunal relationship. In other words, I would like to see a little more "outside" activity while continuing to assure that the "inside" functions well and that we continue to support achievement of a Cyprus political settlement.

D. Dates on which employee's work requirements and performance were discussed.

1. November 2, 1981 2. April 9, 1982 3. _____

E. Date Section III and IV completed May 4, 1982


(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.

NO APPROPRIATE REVIEWING OFFICER.

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 now anticipate a one-year extension in Nicosia which will extend my tour of duty here until mid-1984. At this point, I am not seeking any additional training with the exception of a new language which might be needed in connection with my onward assignment. I definitely do not desire a Washington position but hope to continue working in the management field by an assignment as DCM at a Class I or II Mission. Area is not important to me, but by virtue of my background, a return to Latin America would probably make the most sense and I would welcome a posting there.

C. I acknowledge receipt of a copy of this report. Date Section VI completed _____

May 11, 1982

[Handwritten Signature]

(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





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 MC-16

SOCIAL SECURITY NO. 483-26-4959

FUNCTIONAL TITLE

Deputy Chief of Mission

POST OR ORGANIZATION

Nicosia, Cyprus

PERIOD COVERED

From 04/16/82 To 04/15/83

RATER (type name) EWING, Raymond C.

REVIEWER (type name)

TITLE: Ambassador GRADE: FA-MC

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 Cyprus supervising a Mission personnel complement of 40 Americans and 72 FSNs. The Chiefs of the Political, Economic/Commercial, Consular and Administrative sections report directly to him. He also oversees the activities of the Defense Attache Office, U.S. Information Service, Foreign Broadcasting Information Service, and Drug Enforcement Administration.

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.

Act as the Ambassador's alter ego and principal adviser in the initiation and implementation of all policies, programs and procedures in carrying out U.S. goals and objectives in Cyprus;

Supervise the day-to-day operations of the Mission and ensure that the work of the Embassy sections and the four other non-State elements of the Mission are coordinated and directed in the manner determined by the Ambassador;

Act as "action officer" on matters involving U.S. interests whose sensitivity mandates their being handled directly by the Executive Section;

Provide guidance to Mission elements to ensure interpretive day-to-day reporting coverage, as well as implementation of the Embassy's structured reporting programs;

Monitor all Mission activities and advise the Ambassador on significant developments and trends;

Chair inter-agency standing committees, such as those on security and the International Visitor Exchange Program;

Make representations to and negotiate with officials of the Foreign Ministry, the Presidency, other agencies of the Government of Cyprus and local offices of international organizations, in accordance with the Ambassador's instructions;

Similarly, make representations to and maintain personal contacts with leaders in the Turkish Cypriot community, including its Foreign Affairs Office in the furtherance of U.S. interests in Cyprus;

Maintain official and personal relationships with influential Cypriots, including officials; ranking diplomats; and other local residents in carrying out Mission goals and objectives;

Assume charge of Mission in the Ambassador's absence.

B. Describe any special circumstances influencing the work program.

Intense United States interest in Cyprus has manifested itself in frequent Congressional and Administration visitors and high-level Washington attention to the Embassy's reporting. Dealing with two constituent groups--the Government of Cyprus and the Turkish Cypriot administration--complicates even simple, straightforward propositions. The troubles in Lebanon and the establishment of a regional Drug Enforcement Administration office and a Community Liaison Office within the Embassy meant the DCM had additional burdens to carry.

C. These performance requirements were established by the rater, reviewer, and employee on: June 2, 1982

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 has been an outstanding DCM during the rating period. I have total confidence in him and he has never disappointed me. His judgment on what to handle himself and what to discuss with me is impeccable. He serves as a full alter-ego. When I am away from the office, I never doubt that all will be under control when I return. He has the confidence of each of the section chiefs and other agency office heads and they know he will be fair and above aboard with them. While a relatively small post, Nicosia involves complexities and sensitivities more challenging than in many much larger Embassies.

Mr. Tull is an excellent supervisor. He lets his subordinates take initiatives and brings out their best while keeping in daily contact to assure that what they are doing is consistent with overall Mission objectives. He is an excellent drafter himself and a quick but thorough editor thus assuring that our finished production meets a high standard.

The rated employee has earned the confidence of a number of Government of Cyprus, Turkish Cypriot, and United Nations officials. They perceive him as a balanced, well-informed, insightful colleague who is discreet and responsive. He is always mindful of advancing United States interests and his judgment is excellent.

During the rating period, Mr. Tull had particular opportunities to demonstrate his skill at managing and coordinating complex endeavors. As post narcotics coordinator, he guided establishment of a regional DEA office; the special agent in charge who had only limited previous experience abroad looked to Mr. Tull for close guidance and supervision. The evacuation to Cyprus from Beirut of over 600 Americans and other nationalities; the visits to Cyprus of over 30 senators and congressmen as well as senior Executive Branch officials; and the use by the U.S. military of a Cyprus airport to support U.S. contingents in Beirut and ships at sea all required close and sensitive supervision by Mr. Tull.

In sum, Mr. Tull's performance as Deputy Chief of Mission during the rating period can only be described as superlative. He has fully met and exceeded the requirements of the position in every respect.

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)

Mr. Tull thoroughly understands all aspects of Foreign Service work. He is particularly accomplished in the economic, consular, and administrative areas and his political background and experience has enabled him to master the sometimes arcane and intricate nuances of the Cyprus problem. He has also assumed specific responsibilities in the security, narcotics, and political military areas and is extremely competent in these as well. He conducts most of the day-to-day diplomacy in support of U.S. policy to encourage a negotiated Cyprus settlement; this requires frequent contacts with all parties directly concerned, considerable drafting, and scope for imaginative and innovative ideas.

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

Mr. Tull is a real leader who provides an example, prods when necessary through quiet exhortation, but is willing and able to act with conviction and firmness when necessary. He is a most able negotiator, always well prepared to articulate his position but a willing listener as well. He handles all of the U.S. Government's contacts with the "Foreign Minister" of the Turkish Cypriot administration and is the key point of contact with the Presidency, the Director General of the Foreign Ministry, and with key U.N. officials. In all of these contacts, the rated employee projects a positive, caring image. He anticipates problems before they become crises.

3. Managerial Skills (interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness)

What I believe to be generally a smoothly functioning, well-coordinated, goal-oriented Mission is due in very large measure to Mr. Tull's grasp of control, his understanding of substance, and particularly his talent as a manager. He is constantly looking for ways to do something more efficiently. He identifies those subordinates who need little supervision and gives them lighter treatment while reserving his particular attention for those functions where more intense, closer scrutiny is required. He uses his time well and always keeps before him and others what we are trying to achieve. His constant question to himself is how to do the job better.

4. Intellectual Skills (conceptual ability, logical thinking, judgment, skill in written communication, language skills, and cultural sensitivity)

After over 18 months in Cyprus, Mr. Tull is without question attuned to the sensitivities involved in operating in essentially a bi-cultural environment. He has close contacts and is respected in both the Greek and Turkish Cypriot communities. His background in Latin America and skill in Spanish is put to use in building rapport with several important U.N. personages in Cyprus. Mr. Tull is a very smooth, quick drafter. I review most of his considerable written work and it requires little or no further editing. He has a clear conceptual picture of what we are trying to do in Cyprus and draws the appropriate conclusions in terms of day-to-day issues as they arise.

5. Interpersonal Skills (EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill)

Outgoing in manner, the rated employee has a wide circle of professional contacts and friends which he draws on effectively to advance U.S. interests. In equal employment opportunity terms, he is fair and balanced without the slightest sign of bias or favoritism. He is an excellent teacher, patient but serious in providing guidance and direction. He took particular interest in launching a Community Liaison Office in Nicosia but even before the appointment of a CLO, he assured that barriers did not arise between various sections and groups within the Embassy.

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.)

Seen from a global perspective, Embassy Nicosia and Cyprus seem small and of little complexity or significance. But our interests in the Eastern Mediterranean and the delicate aspects of the Cyprus problem and U.S. interests on the island make the position of DCM here much more demanding and responsible than what one might expect in a country the size of Connecticut with a population comparable to Fairfax County, Virginia. As indicated above, in my estimation Mr. Tull has demonstrated exceptionally able performance during the rating period. I am confident that he could take on a much larger Embassy as its Deputy Chief of Mission after he completes his tour in Nicosia. And I have no doubt that he could also ably serve as Principal Officer or Chief of Mission if given that opportunity.

During the Beirut crisis; in articulating U.S. interest in and support for the Cyprus intercommunal negotiations under United Nations auspices; in anticipating political-military, narcotics, consular, and administration problems before they arose, Mr. Tull has shown once again his command of all aspects of the U.S. presence in Cyprus and his gift of coordination, balance, and skill in handling subordinates. He is a team player but he is clearly the leader who others gladly follow. He has the potential to perform in a similarly strong manner in an even more demanding and challenging post. He is particularly skilled abroad but I am confident he could also run a substantial program in the Department if given that opportunity.

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.)

The rated employee conducts considerable diplomatic business with Government of Cyprus, Turkish Cypriot, and United Nations officials. But to a considerable extent his primary role is to coordinate within the Embassy while I spend much of my time seeing ministers, etc. This arrangement has been devised to meet our overall requirements and to make the best use of our respective time. As noted above, Mr. Tull does have an extensive circle of contacts he can draw on fully when needed. And I expect that in the period ahead he will spend somewhat more time developing new contacts and re-enforcing the various dealings outside the Embassy. Thus, I would anticipate spending more time "inside" with Mr. Tull devoting somewhat more effort "outside."

D. Dates on which employee's work requirements and performance were discussed.

1. June 2, 1982 2. January 10, 1983 3. And throughout the rating period

E. Date Section III and IV completed May 5, 1983


(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.

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.

With just over one year remaining on my tour of duty in Cyprus, I strongly desire another field assignment in 1984 as DCM at a larger Mission. I have no particular area preference but would welcome a return posting in Latin America if a suitable job were available. I am not seeking further training at this time.

C. I acknowledge receipt of a copy of this report. Date Section VI completed

May 11, 1983

[Handwritten Signature]
(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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JAMES L. TULL

October 5, 1982

The Honorable
Raymond C. Ewing
American Ambassador
Nicosia, Cyprus

Dear Ray:

The sentiment and gratitude all of us feel here in Washington who were involved with the evacuation of U.S. citizens from Beirut can only be expressed in token form. In some small way the enclosed Certificate is meant to convey our deep thanks and continuing admiration for the splendid job successfully conducted by you, Jim Tull, and the many others in Embassy Cyprus.

Warmest personal regards,

Sincerely,

Nicholas A. Veliotis

Enclosure:

Meritorious Honor
Award Certificate

PER PERMANENT RECORD COPY

Logged
Reviewed
To PER File

1 PL

**STATE - AID - USIA
NOMINATION FOR INCENTIVE AWARD**
Submit in an original and five (5) copies

DO NOT USE THIS SPACE

STATE	AID	USIA
HONOR NO.		CASH NO.
DATE REC'D. BY AWARDS COMMITTEE		

PART I - NOMINATION

1. NAME OF NOMINEE (Last, First, Middle Initial) American Embassy, Nicosia, Cyprus		2. ORG. SYMBOL OR POST	
3. PRESENT POSITION TITLE AND GRADE		4. POSITION HELD DURING PERIOD COVERED BY NOMINATION, IF DIFFERENT THAN PRESENT	
5. TYPE OF AWARD RECOMMENDED			
<input type="checkbox"/> A. Secretary's Award	<input type="checkbox"/> C. Distinguished Honor Award	<input checked="" type="checkbox"/> XXX	<input type="checkbox"/> E. Meritorious Honor Award
<input type="checkbox"/> B. Award for Heroism	<input type="checkbox"/> D. Superior Honor Award	<input type="checkbox"/>	<input type="checkbox"/>
6. BASIS FOR AWARD		7. ESTIMATED 1ST YEAR TANGIBLE BENEFITS	8. INTANGIBLE BENEFITS
<input type="checkbox"/> A. Special Act			
<input checked="" type="checkbox"/> XXX B. Superior Performance			
9. RECOMMENDED AWARD			

10. JUSTIFICATION FOR NOMINATION (Include a concise 3 or 4 line statement pinpointing the achievement that could be used on the honor award certificate)

CITATION

In recognition of the excellent performance by the U.S. Embassy in Nicosia, Cyprus, in assisting approximately five hundred American citizens, residents and other nationalities and their dependents who were evacuated from Lebanon to Cyprus on June 25, 1982. The staff of the Embassy in Cyprus was called upon on the shortest possible notice to make arrangements to receive the evacuees, to see to their comfort while in Cyprus, to tend to their needs during that period, and to arrange for their onward transportation. The Staff, without exception, performed with exemplary efficiency, with a keen understanding of the needs of those being evacuated and with a warmth and completely human touch throughout.

On June 25, 1982, Embassy personnel, Staff and Dependents of the American Embassy in Nicosia organized and implemented carefully prepared plans for the off-loading and assistance to approximately 500 U.S. citizens, dependents and others who had been evacuated the previous day from Lebanon aboard the U.S. Navy vessels NASHVILLE and HERMITAGE. Prior to the arrival of these vessels, the Embassy had established accelerated processing procedures with Cypriot Customs, Immigration and Port Authorities. Upon the debarkation of the evacuees, the Embassy team assisted them in their onward travel to a variety of destinations. Although there were numerous acts of individual performance which merit recognition, the Department of State wishes to commend this exemplary display of cooperation and humanitarian assistance by the entire official community in Nicosia in protecting the welfare of overseas U.S. citizens and residents, as well as numerous citizens of other friendly nations.

(Continue below, if necessary)

10. JUSTIFICATION FOR NOMINATION (Continued)

LIST OF RECIPIENTS

Raymond C. Ewing FA-MC
 James L. Tull FE-MC
 William M. Campbell FO-02
 Charles R. Schwarck FO-03
 Steve M. Brattain FO-03
 Henry N. Jones FP-03
 Herbert L. Chaleff FP-04
 Amy Y. Monk FP-04
 William J. Rickard III FP-06
 Gene R. Gravelle FP-08
 Patricia F. May FP-08
 Mark F. Tessier FP-08
 Andreas M. Foukaris FSN
 Paul Bartela FSN
 Sophocles Anastassiades FSN
 Andreas Kyriacou FSN
 Lloyd L. Dis FSN
 Barbara Ioannidou FSN
 Nicos Hadjigeorghiou FSN
 Neophytos Theophani FSN
 Lina Aristotelous FSN
 Arestis Ioannou FSN
 Pantelis Ioannou FSN
 Gregoris Pardalis FSN

ICA: David Monk

U.S. Marine Corps: GY SGT Allan Johnson
 CPL Russell E. Wrede
 CPL John Stewart

U.S. Mission Dependents

Edward Thomas Ewing
 Gregory Ewing
 Christopher Tull
 Andreina Smith
 Jerelyn P. Ewing
 Edith-Brigitte Tessier
 Nilva J. Tull
 Marsha Johnson
 Rebecca McCullough
 Doris A. Werrell

(If necessary, use additional sheets and staple them to this form)

11. NOMINATING AND CLEARANCE OFFICIALS

A. Typed Name	B. Title	C. Location	D. Signature	E. Date
1. Sheldon J. Krys	Executive Director, NEA	Rm. 4249A	<i>Sheldon J. Krys</i>	8/12/82
2. David T. Schneider	Deputy Assistant Secretary, NEA	Rm. 6242	<i>David T. Schneider</i>	8/12/82
3. Nicholas A. Veliotis	Assistant Secretary, NEA	Rm. 6242	<i>Nicholas A. Veliotis</i>	8/12/82

PART II - ACTION TAKEN BY JOINT COUNTRY AWARDS COMMITTEE

1. THIS COMMITTEE RECOMMENDS THAT THE NOMINATION BE:		Approved for the following award(s)		2. AMT. RECOMMENDED
		Disapproved		
A. Secretary's Award	C. Distinguished Honor Award	E. Meritorious Honor Award		\$
B. Award for Heroism	D. Superior Honor Award			

3. REMARKS

4. TYPED NAME OF COMMITTEE CHAIRMAN	5. SIGNATURE OF COMMITTEE CHAIRMAN	6. DATE
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PART III - ACTION TAKEN BY CHIEF OF MISSION

1. I RECOMMEND THAT THE NOMINATION BE:	Approved	2. REMARKS
	Disapproved	

3. TYPED NAME OF CHIEF OF MISSION	4. SIGNATURE OF CHIEF OF MISSION	5. DATE
-----------------------------------	----------------------------------	---------

PART IV - ACTION TAKEN BY AREA AWARDS COMMITTEE

1. THIS COMMITTEE RECOMMENDS THAT THE NOMINATION BE:		XXX Approved for the following award(s)		2. AMT. RECOMMENDED
		Disapproved		
A. Secretary's Award	C. Distinguished Honor Award	XXX	E. Meritorious Honor Award	\$
B. Award for Heroism	D. Superior Honor Award			

3. REMARKS

4. TYPED NAME OF COMMITTEE CHAIRMAN Sheldon J. Kryz, Exec.Dir.NEA	5. SIGNATURE OF COMMITTEE CHAIRMAN signed	6. DATE 10/82
--	--	------------------

DEPARTMENT OF STATE TELEGRAM

5565

INDICATE
 COLLECT
 CHARGE TO

FROM AMEMBASSY NICOSIA	CLASSIFICATION UNCLASSIFIED
---------------------------	--------------------------------

E.O. 11652:
TAGS:
SUBJECT:

ACTION:

E. O. 12356: N/A
AMGT
OFFICIAL-INFORMAL

AMEMBASSY QUITO

UNCLASSIFIED NICOSIA _____

FOR AMBASSADOR HART FROM TULL

1. I SPOKE WITH DON BOUCHARD A COUPLE OF TIMES LAST WEEK AND TOLD HIM WE WOULD BE DELIGHTED WITH THE GUAYAQUIL ASSIGNMENT. DON INDICATED THAT THE BUREAU IS NOW IN THE PROCESS OF DECIDING ITS OWN PREFERENCES AS TO WHO SHOULD GO WHERE, AND WOULD BE BACK IN TOUCH WITH ME SHORTLY. I GATHER SOME DECISIONS WERE EXPECTED FROM THE CARIBBEAN/CENTRAL AMERICAN COM CONFERENCE IN MIAMI LATE LAST WEEK.

~~I THINK IT BEST IF I HOLD OFF SPEAKING WITH PER/BO UNTIL [REDACTED].~~

2. IN ANY EVENT, I WANT YOU TO KNOW HOW APPRECIATIVE NILVA AND I ARE FOR YOUR INTEREST AND THAT WE WOULD WELCOME THE OPPORTUNITY TO JOIN YOU IN ECUADOR. WITH BEST PERSONAL REGARDS, JIM.

EWING *RE/JS*

6 DEC 83 15 12Z

AMB
DCM
CHRON

DRAFTED BY: DCM:JLTull:lb	DRAFTING DATE 12/6/83	TEL. EXT.	CONTENTS AND CLASSIFICATION APPROVED BY: DCM:JLTull <i>[Signature]</i>
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CLEARANCES:

UNCLASSIFIED

CLASSIFICATION

OPTIONAL FORM 153
(Formerly FS-413)
January 1975
Dept. of State



EMBASSY OF THE
UNITED STATES OF AMERICA
Bogotá, Colombia

January 23, 1984

James L. Tull, Esquire
Deputy Chief of Mission
American Embassy
APO New York 09530

Dear Jim:

Congratulations on your assignment as Deputy Chief of Mission in Bogotá. It is an excellent job and you will hold it at a fascinating time in U.S.-Colombian relations. It may interest you to know that your candidacy received strong support from Lowell Kilday, Don Bouchard and myself; Ambassador Tambs did not hesitate in expressing his preference for you.

I am sure you will have a great many questions I may be able to answer. It is essential, for several reasons, that we chat before you settle in here. A few hours together, perhaps in Washington, would be preferable to an overlap here with all its distractions. As I have been assigned to the Executive Seminar which begins in very early September, I plan to leave here in mid-July taking home leave in Washington and New England. Perhaps our paths can cross in Washington either in July as I am traveling from Bogotá to Boston or in late August as we start to settle into our house in Bethesda.

Please let me know whether we can work something out along those lines and, of course, in the interim don't hesitate to convey your questions to me in writing.

Warmest regards,

Sincerely,

A handwritten signature in blue ink, appearing to read "Alex".

Alexander F. Watson
Deputy Chief of Mission

P.S. By coincidence I bid on the Nicosia DCMship.



EMBASSY OF THE
UNITED STATES OF AMERICA
Nicosia, Cyprus

Personal

January 31, 1984

Honorable Lewis A. Tambs
American Ambassador
Bogota, Colombia

Dear Ambassador Tambs:

I have just been informed of my assignment to Bogota to replace Alex Watson and wanted to tell you how delighted my wife and I are with the prospect of joining your staff. I have enjoyed the last three "out of area" years here, but look forward to returning to Inter-American Affairs, particularly to Colombia which was our first overseas posting.

Our travel schedule is a little vague at this point, depending on Alex's departure plans and the arrival of my successor. However, I hope to leave here in July for consultations and a brief home leave, arriving in Bogota in August for a few days overlap with Alex if this is agreeable to you.

In the meantime, I will write directly to Mr. Coughlin regarding the administrative details on our transfer.

Sincerely yours,

James L. Tull
Deputy Chief of Mission



EMBASSY OF THE
UNITED STATES OF AMERICA
Nicosia, Cyprus

personal

January 31, 1984

Honorable Samuel F. Hart
American Ambassador
Quito, Ecuador

Dear Sam:

This is quite a different letter than the one I thought I would be writing to you about this time. But as I'm certain you know, I've now been assigned to Bogota to replace Alex Johnson.

I had several conversations with Don Bouchard on my transfer and stressed to him my interest in Guayaquil. Don, however, pointed out that I had also listed Bogota as a high choice and it was the Bureau's view that they wanted me there. This being the case, I didn't feel I could decline the assignment.

I regret this didn't work out. I was looking forward to the opportunity to supervise that important part of your Mission, as well personally to continued living in a tropic climate which we have come to enjoy so much.

I am really grateful for your interest and offer. Nilva joins me in sending best personal regards.

As ever,

James L. Tull
Deputy Chief of Mission



EMBASSY OF THE
UNITED STATES OF AMERICA
Nicosia, Cyprus

personal

February 9, 1984

Alexander F. Watson, Esquire
Deputy Chief of Mission
American Embassy
Bogota, Colombia

Dear Alec,

Many thanks for your letter of January 23 which arrived just after I had sent a letter to Ambassador Tambs. Based on advice from Don Bouchard, I suggested that you and I might overlap briefly in Bogota in August. But if you are leaving in mid-July, I think we could do so in Washington. My own travel plans are still up in the air, but I hope to be able to start consultations there about July 10-15.

In any event, let's stay in touch on timing and I'm certain we can work things out. For admin purposes, you might want to let the Personnel Officer know that Nilva and I will be traveling alone - our youngest, Christopher, is now in the Marines.

I'll have a lot of questions for you, but we are "up to here" in Beirut now and totally distracted. We are really looking forward to returning to Colombia.

With best personal regards,

Sincerely,

James L. Tull
Deputy Chief of Mission



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

NAME OF EMPLOYEE BEING RATED
(surname first)

TULL, James L.

TYPE OF REPORT

REGULAR CAREER CANDIDATE VOLUNTARY
INTERIM: Change of rater duties assignment

GRADE FE-MC

SSN 483-26-4959

POSITION TITLE

Deputy Chief of Mission

POST OR ORGANIZATION

Nicosia, Cyprus

PERIOD COVERED

From 4/16/83 To 4/15/84

RATER (type name) Raymond C. EWING

TITLE: Ambassador

GRADE: FE-MC

REVIEWER (type name) NO REVIEWING OFFICER

TITLE:

GRADE:

I. EMPLOYEE'S JOB AND WORK REQUIREMENTS (Established by Rater, Reviewer, and Employee)

A. Describe the position and where it fits in the staffing pattern; indicate the number and kind of employees supervised.

The incumbent is the second ranking U.S. official in Cyprus. He is responsible to the Ambassador for the supervision of the day-to-day operations of the Mission, with a current total personnel complement of 40 Americans and 59 Foreign National employees. Under his supervision are the Chiefs of the Political, Economic/Commercial, Consular, and Administrative Sections. He also oversees the activities of the heads of the Defense Attache Office, United States Information Service, Foreign Broadcast Information Service and Drug Enforcement Administration.

B. Divide work requirements into two categories, continuing responsibilities and specific objectives (including, as appropriate, professional development activities); delineate in descending priority order. Include specific requirements relating to needs of other agencies.

1. Act as the Ambassador's alter ego and principal advisor in the initiation and implementation of all policies, programs, and procedures in carrying out U.S. goals and objectives in Cyprus;
2. Supervise the day-to-day operations of the Mission and ensure that the work of the Embassy sections and the four other non-State elements of the Mission is coordinated and executed in a manner determined by the Ambassador;
3. Act as "action officer" on matters involving U.S. interests whose sensitivity mandates their being handled directly by the Executive Section;
4. Make representations to and negotiate with officials of the Foreign Ministry, the Presidency, other agencies of the Government of Cyprus, and local offices of international organizations, in accordance with the Ambassador's instructions;
5. Similarly, make representations to and maintain personal contacts with leaders in the Turkish Cypriot community, including its Foreign Affairs Office, in the furtherance of U.S. interests in Cyprus;
6. Provide guidance to Mission elements to ensure interpretive day-to-day reporting coverage, as well as implementation of the Embassy's structured reporting programs;
7. Monitor all Mission activities and advise the Ambassador on significant developments and trends;
8. Chair inter-agency standing committees, such as those on security and the International Visitor Exchange Program; act as post's Coordinator for Anti-Terrorism and Narcotics programs.
9. Maintain official and personal relationships with influential Cypriots, including officials, ranking diplomats, and other local residents in carrying out Mission goals and objectives;
10. Assume charge of Mission in the Ambassador's absence.

C. Describe any special circumstances influencing the work program.

Mr. Tull was Charge d'Affaires for seven weeks in the summer of 1983. Throughout the rating period, the Cyprus problem was on slow, sometimes rapid, boil. Embassy Nicosia was pressed hard to stay involved with and on top of diplomatic efforts to make progress toward a Cyprus settlement. We had countless Congressional and Department visitors and handled a Beirut evacuation while continuing to provide that Embassy with full backing and support.

II. EVALUATION OF PERFORMANCE (Completed by Rater)

Evaluation of Accomplishments and Overall Performance:

A. General Appraisal: (Check block that best describes overall performance.)

- unsatisfactory
 satisfactory
 very good
 excellent
 outstanding
 superlative and exceptional

B. Discussion: Support your choice with specific examples of performance this period. (If employee was a supervisor, discussion must include effectiveness in supervision (e.g., employee development, work planning, feedback), quality and timeliness of performance appraisal and demonstrated support for equal employment opportunity.) See instructions for full guidance.

Mr. Tull has continued in his third year in Nicosia to be an exceptional DCM. In many ways, this year has been far more demanding and testing than in the past. The DCM carries much of the high level contact responsibilities with the United Nations officials who provide their good offices to promote dialogue between the two Cypriot communities. He has had to write countless telegrams as well as make demarches and offer suggestions. In every sense, his reporting is clear, insightful, concise, and prompt. Mr. Tull has also done much of our contact work with senior members of the Turkish Cypriot community. He commands their respect and their attention. Likewise, he has wide contacts with Ministers and Director Generals and other officials of the Government of Cyprus. On several occasions, Jim Tull has taken diverse points of view and pieces of information to meld together a comprehensive report for Washington. Two examples were reports on a) the Cyprus military balance and b) the implications for the U.S. presence in Cyprus stemming from the claim by the Turkish Cypriots of "independence" in November, 1983.

Mr. Tull is an excellent supervisor. He respects the knowledge and responsibilities of each of his subordinates but is absolutely committed to a team concept and makes sure that all elements are working together for the same goals. He is respected and listened to and others willingly bring their problems and concerns to him. He knows just how to handle each of those he supervises--sometimes pressing them for improvement, in other cases easing back on the throttle, and in every case getting plenty of feedback.

Whenever I am absent from post, I can be confident that Mr. Tull will not only have everything ready to turn back to me but that he will have left no unresolved matters to linger and fester. In July and August 1983, when he was Charge, the Turkish Cypriots seemed to be preparing a new move in the sensitive city of Famagusta. Mr. Tull coordinated closely with U.N. officials and the Department and made effective representations which essentially resolved the matter, at least for the time being. A few weeks later the U.N. Secretary General unexpectedly took an initiative which Mr. Tull reported fully and recommended the U.S. stand fully behind. He also handled a large Congressional delegation and assured they had a diverse, useful program. For the second time in two years, the DCM organized and managed every phase of a complicated evacuation of personnel from Beirut to Cyprus.

As an action officer, a supervisor, and my right hand, Jim Tull most effectively and in a superb manner discharged his duties as Deputy Chief of Mission in Nicosia during the rating period.

III. EVALUATION OF COMPETENCY (Completed by Rater)

A. **Specific competencies** considered important for superior Foreign Service performance are arranged in the five groups below and listed in parentheses. Comment on specific competencies among those listed which were most central to performance and/or where particular strengths or needs for improvement were revealed. Note extent to which competency discussed was required on the job and support assessment with examples of what and how work was performed. One or more competencies must be discussed in at least three different groups. (See instructions for competency definitions.)

1. **Substantive Knowledge** (*degree and level of functional and/or area skills and knowledge, including, where appropriate, technical career skills*)
2. **Leadership** (*presence, effectiveness in oral communication, foresight, positiveness, and negotiating skill*)
3. **Managerial Skills** (*interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness*)
4. **Intellectual Skills** (*conceptual ability, logical thinking, understanding of authority relationships, skill in written communication, language skills, and cultural sensitivity*)
5. **Interpersonal Skills** (*EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill*)

3. Discussion:

1. Substantive Knowledge: Mr. Tull has acquired indepth knowledge and understanding of the Cyprus problem which he puts to effective use with both Greek and Turkish Cypriots as well as U.N. and diplomatic personnel. He also fully comprehends the implications for U.S. interests and objectives of developments on this island. As narcotics coordinator, he has most satisfactorily watched over a relatively new D.E.A. office. I am especially confident about our administrative and consular functions because I know Mr. Tull's good sense and judgment are reflected in his oversight of these sections.

2. Leadership: Mr. Tull brings out the best in those he supervises. He gives them considerable leeway but expects to be told about problems before they become mini-crises. For that reason, the latter rarely happen. He makes also a good impression on those outside the Mission. He is articulate and forceful in presenting our position but knows how to listen as well. He is an adept negotiator. He has a good sense as to when to handle something himself while keeping me informed and when it is better that I get involved directly. He has an excellent sense of Washington priorities, requirements and sensitivities and plays the key role in our day-to-day coordination with the Department.

3. Managerial Skills: Mr. Tull is well organized and orderly. He effectively delegates authority and responsibility and knows clearly what to expect of others. He is always responsive to suggestions for improved methods and systems and gives his subordinates full backing and encouragement. He keeps goals and objectives always clearly in mind and is not distracted by the trivial and marginal. Even in times of stress, he is cool and under control.

4. Intellectual Skills: Jim Tull is an accomplished drafter. He not only does most of our reporting on contacts with the Secretary General's Special Representative in Cyprus but often is called on to weld into a finished product inputs from several sections. His Spanish ability is on occasion put to good use. He is sensitive to the positions and nuances afflicting both the Greek and Turkish Cypriots. He keeps under firm control the difference between our dealings with the Government of Cyprus, to which we are accredited, and the "Turkish Republic of Northern Cyprus," whose creation we condemned and deplored but with whose people--the Turkish Cypriots--we want to work effectively and take seriously.

5. Interpersonal Skills. Mr. Tull is an excellent supervisor and treats all fairly without favoritism or bias. He helps each section head to see his/her work in a broad, mission-wide perspective and thus widens their horizons and outlook. He is a good, attentive listener and I find that potential problems are quickly nipped in the bud and resolved. He is sensitive to each Mission employee, American, Cypriot, or third-country national, and assures they are treated equitably and that their contribution is appreciated.

IV. EVALUATION OF POTENTIAL (Completed by Rater)

A. General Appraisal: (Check block that best describes overall potential.)

1. For Career Candidates only: Assessment of career potential:

- Unable to assess potential from observations to date
- Candidate is unlikely to serve effectively in career field even with additional experience.
- Candidate appears unlikely to serve effectively in career field but additional evaluated experience is warranted.
- Candidate is likely to serve effectively in career field but additional evaluated experience is needed.
- Candidate is recommended for tenure in career field now, or as soon as eligible. Can be expected to serve successfully across normal career span.

2. For other Foreign Service employees:

- Lacks potential to perform effectively at higher level
- May have potential but needs more training or experience to perform effectively at higher level
- Has demonstrated the potential to perform effectively at next higher level
- Has demonstrated potential to perform effectively at higher levels
- Has demonstrated exceptional potential for much greater responsibilities now

B. Discussion: (Support your choice with specific examples of performance this period. For career candidates, discuss potential for successful service in career field; for Senior Foreign Service, discuss potential for highest and broadest responsibilities; for all others, discuss potential for advancement.)

This is Mr. Tull's second DCM assignment and he is scheduled to transfer to a third such position in July. In Nicosia during the rating period he has amply demonstrated his proficiency in carrying out the deputy role. I feel Mr. Tull should be given an opportunity to run his own post, either as Chief of Mission of a small or moderate-size Embassy or as Principal Officer of an important consular post.

During the rating period, Mr. Tull has performed with distinction: a) as a crisis manager--in handling the Turkish Cypriot "independence" move and its implications and the Beirut evacuation; b) as a negotiator and contact man--with the United Nations representatives and with key personnel in both Cypriot communities; c) as an analyst/synthesizer/draftsman; d) as an effective day-to-day monitor/supervisor/coordinator of every phase of our operations; and e) as "acting" Ambassador for a very delicate, most demanding seven-week period. In all these functions/roles, Mr. Tull demonstrated to my full satisfaction his ability and potential to serve as DCM at a much larger Embassy or indeed to serve as Ambassador or Consul General. He has the full capacity to take on the highest and broadest responsibilities in the Senior Foreign Service.

C. Areas for Improvement: The following must be completed for all employees. Employees should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his/her present position, specify at least one area in which he/she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

Based on Mr. Tull's performance in Nicosia, I find it hard to suggest an area of improvement for his next post. There are occasions when out of a desire to let those he supervises find their own way and feel a full sense of responsibility, he holds back from making suggestions or offering criticism until asked for help and guidance. Perhaps he could be a bit more aggressive in anticipating and correcting those situations where there is a future risk of matters going slightly off the track.

V. RATING OFFICER'S COMPLIANCE STATEMENT

Work requirements were established by rater, reviewer, and employee on June 29, 1983

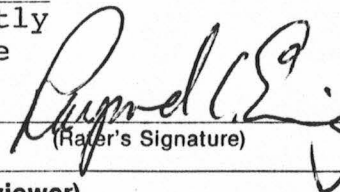
(If applicable, requirements were revised on _____.)

Employee's performance was discussed (candidate was counseled) on the following dates: Various

1. _____ 2. _____ 3. _____ 4. _____

Mr. Tull and I confer on a daily basis and frequently discuss day-to-day operations and management of the Mission.

Date Rating Completed April 26, 1984


(Rater's Signature)

VI. REVIEW STATEMENT (Completed by Reviewer)

A. Discussion: Give your assessment of the employee's performance and potential (if a career candidate, overall potential to serve effectively at all levels within career field, including FS-1 if an FSO candidate). If possible support your evaluation by providing additional examples of performance observed this rating period. Note differences with the rater's appraisal or recommendations. Comment on relations between rater and employee.

Not reviewed

B. Reviewing Officer's Compliance Statement:

After reviewing this report carefully, I consider it to be complete, in conformance with the instructions, and adequately documented by specific examples of performance.

Date Section VI Completed _____

(Reviewer's Signature)

VII. STATEMENT BY RATED EMPLOYEE

A. Discussion: This section is intended to provide the rated employee's views on the period of performance appraised and on career goals and objectives. You must comment on your most significant achievements during the period. You also may wish to address activities or problems which may not have been adequately covered in the report, or aspects of the appraisal which may need clarification or correction. You are encouraged to state your current career goals including training and assignments desired over the next 5 years. (Continuation sheets may be used.)

I am most appreciative of Ambassador Ewing's evaluation of my work here during the past year. I agree with the points he judged to be significant and they are fully covered in this report. His views on my possible future assignments coincide entirely with my own and I am grateful for his recommendations.

I will shortly complete my tour of duty here and be transferred elsewhere. The professional and personal relationship I have enjoyed with Ambassador Ewing could not in my view have been better. At no time did I ever feel I had less than his full, unwavering and patient support and encouragement.

B. I acknowledge receipt of a copy of this report.

Date Section VII Completed May 8, 1984

[Signature]
(Employee's Signature)

VIII. REVIEW PANEL STATEMENT (Completed by Review Panel)

A. Examples of Performance: Specific examples have been provided to support the ratings given the employee. Yes Yes (If not, return to rater for rewrite.)

B. Certification: This report has been prepared according to the regulations and contains no inadmissible material.

May 22, 1984
(Date)

Richard W. Hoover
(Panel Signature)

C. Comments: (If submitted late, indicate who is responsible for delay.)

IX. SUBMISSION CONTROL

DATE RECEIVED IN POST/BUREAU	DATE RECEIVED IN PER/PE	DATE RELEASED TO DEPARTMENT FILES
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COPY suggested to EUR

James L. Tull

August 8, 1984

to EUR

MEMORANDUM

TO: EUR - Richard R. Burt
FROM: NEA - Richard W. Murphy
SUBJECT: ~~Group Superior Honor Award - American Embassy Nicosia~~

The Country Awards Committee in Beirut nominated Embassy Nicosia employees for a Superior Honor Award in recognition and appreciation for the outstanding support Beirut employees receive from Nicosia during the many crises and evacuations experienced over the past several years. It gives me great pleasure to forward this award for appropriate presentation to the American Embassy Nicosia. Please also express my personal thanks and gratitude to the staff for the valuable support, in the truest tradition of service, they have provided Embassy Beirut.

Attachment:

Nomination for Superior Honor Award
and Framed Certificate

PER PERMANENT RECORD COPY

Logged _____
Reviewed _____
To PER File

207

STATE - AID - USIA
NOMINATION FOR INCENTIVE AWARD
 Submit in an original and five (5) copies

DO NOT USE THIS SPACE		
STATE	AID	USIA
HONOR NO.	CASH NO.	
DATE REC'D. BY AWARDS COMMITTEE		

PART I - NOMINATION

NAME OF NOMINEE (Last, First, Middle Initial) AMERICAN EMBASSY NICOSIA - GROUP AWARD <u>Tull, James L.</u>	2. ORG. SYMBOL OR POST <u>483-26-4959</u>
PRESENT POSITION TITLE AND GRADE	4. POSITION HELD DURING PERIOD COVERED BY NOMINATION, IF DIFFERENT THAN PRESENT

TYPE OF AWARD RECOMMENDED				
A. Secretary's Award		C. Distinguished Honor Award		E. Meritorious Honor Award
B. Award for Heroism	XX	D. Superior Honor Award		
BASIS FOR AWARD		7. ESTIMATED 1ST YEAR TANGIBLE BENEFITS	8. INTANGIBLE BENEFITS	9. RECOMMENDED AWARD
<input checked="" type="checkbox"/> A. Special Act <input checked="" type="checkbox"/> B. Superior Performance				

JUSTIFICATION FOR NOMINATION (Include a concise 3 or 4 line statement pinpointing the achievement that could be used on the honor award certificate)

The Beirut Country Awards Committee was in the process of nominating Embassy Nicosia for a Superior Honor Award the week before the situation in Beirut deteriorated. Because of that situation, and the subsequent exceptional support provided by Embassy Nicosia for the evacuation of American citizens February 7-10, 1984, we now have further justification to support this nomination.

It is never an easy task for any post to order the withdrawal of employees, family members or American citizens. However, once that decision is made, the post must turn to a neighboring post for ultimate assistance. We in Beirut are extremely fortunate to have had the continuing support of our colleagues at Embassy Nicosia.

ENTERED

3/3/89

In recent times Embassy Beirut required the support of Embassy Nicosia. Most recently, in April 1983, the chancery was totally destroyed by a vehicle bomb which took the lives of many employees and injured others. Both the shelling of Beirut in August-September 1983 and in February 1984 resulted in drawdowns of personnel and, in the latter instance, the evacuation of American citizens. In each instance we sought the support and understanding of Embassy Nicosia, and in each instance, we received its fullest cooperation not only in terms of human resources and equipment needs, but more importantly in kindness, generosity and complete understanding. No need went unfulfilled whether in the movement of pouches, vehicles, and people, or in the assistance needed for hotels, apartments, onward travel and office space. The attitude which prevailed seemed to say "we know you are faced with difficulties; tell us how we can help." That attitude was evinced in every section and agency of Embassy Nicosia by Americans and Foreign Service nationals alike.

Those of us who have chosen to serve in Beirut will be forever grateful for all the support given to us by our colleagues in Nicosia. They are truly the backbone of the Foreign Service and should take great pride in the knowledge that they have served their colleagues well.

FEB 27 1989 PER PERMANENT RECORD COPY

(Continue below, if necessary)

10. JUSTIFICATION FOR NOMINATION (Continued)

CITATION

Given in recognition to the entire staff of Embassy Nicosia for its continuing support to its colleagues at Embassy Beirut who needed assistance and understanding during times of adversity in Lebanon April 1983, August-September 1983 and February 1984.

(Nomination contained in Beirut 01828 dated 2/17/84)

(If necessary, use additional sheets and staple them to this form)

11. NOMINATING AND CLEARANCE OFFICIALS

A. Typed Name	B. Title	C. Location	D. Signature	E. Date
1. Reginald Bartholomew	American Ambassador,	Beirut		2/14/84
2.				

PART II - ACTION TAKEN BY JOINT COUNTRY AWARDS COMMITTEE

1. THIS COMMITTEE RECOMMENDS THAT THE NOMINATION BE:		Approved for the following award(s)		2. AMT. RECOMMENDED
		Disapproved		
A. Secretary's Award		C. Distinguished Honor Award	E. Meritorious Honor Award	\$
B. Award for Heroism		D. Superior Honor Award		

3. REMARKS

4. TYPED NAME OF COMMITTEE CHAIRMAN	5. SIGNATURE OF COMMITTEE CHAIRMAN	6. DATE
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PART III - ACTION TAKEN BY CHIEF OF MISSION

1. I RECOMMEND THAT THE NOMINATION BE:	Approved	2. REMARKS
	Disapproved	

3. TYPED NAME OF CHIEF OF MISSION	4. SIGNATURE OF CHIEF OF MISSION	5. DATE
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PART IV - ACTION TAKEN BY AREA AWARDS COMMITTEE

1. THIS COMMITTEE RECOMMENDS THAT THE NOMINATION BE:		XXX Approved for the following award(s)		2. AMT. RECOMMENDED
		Disapproved		
A. Secretary's Award		C. Distinguished Honor Award	E. Meritorious Honor Award	\$
B. Award for Heroism	XXX	D. Superior Honor Award		

3. REMARKS
Nomination was unanimously approved by the NEA Awards Committee.

4. TYPED NAME OF COMMITTEE CHAIRMAN	5. SIGNATURE OF COMMITTEE CHAIRMAN	6. DATE
-------------------------------------	------------------------------------	---------

3-1-84

LIST OF RECIPIENTS
GROUP SUPERIOR HONOR AWARD
EMBASSY NICOSIA
March 1, 1984

<u>Name</u>	<u>Social Security No.</u>
Brattain, Steven M.	275-44-0660
Butkus, Lois A.	542-40-3386
Ewing, Raymond C.	571-46-0308
Hacker, Paul	577-62-9980
Hoover, Richard W.	227-56-5195
Jones, Henry N.	206-38-9166
King, Robert R.	209-24-1822
Matthews, Carl S.	216-40-0767
McNamara, Brian Michael P.	042-44-1988
Nix, John U.	419-50-5327
Parent, Kenneth W.	323-38-5263
Pletcher, Marilyn J.	089-22-4725
Smith, Carole S.	142-32-5666
Stanback, Barbara	177-32-4761
Tull, James L.	483-26-4959
Watkins, Joseph S.	181-56-7011
Yarvin, Herbert	079-34-4073



EMBASSY OF THE
UNITED STATES OF AMERICA

Bogota, Colombia

February 14, 1984

Mr. James L. Tull
Deputy Chief of Mission
American Embassy
Nicosia, Cyprus

Dear Jim:

I am very pleased at the news of your recent assignment to Bogota as Deputy Chief of Mission. Your excellent reputation precedes you and it was a pleasure for me to concur in your assignment here. Our relations with Colombia are at a fascinating and complex point and I know you will be both challenged and excited by the professional possibilities here.

Certainly your arrival in August is fine with me. I do hope that you and Alec will be able to spend some meaningful time together.

Phyllis and I extend to you and your wife our congratulations on your new assignment and we are both looking forward to meeting you here in Bogota.

Sincerely,

A handwritten signature in black ink, appearing to read "Lewis A. Tambs", written in a cursive style with a large flourish at the end.

Lewis A. Tambs
Ambassador



United States Department of State

Washington, D.C. 20520

December 31, 1984

Mr. James L. Tull
American Embassy
Bogota

Dear Mr. Tull:

The preparation of perceptive and objective evaluation reports is an important element in judging managerial and supervisory effectiveness. The Selection Boards are, therefore, directed to identify those officers who merit commendation for the high quality of reports prepared on subordinates.

I am pleased to inform you that the 1984 Selection Boards identified for special commendation the review you prepared on Carl S. Matthews for the most recent rating period. A list of officers commended by the 1984 Selection Boards will be published in State magazine.

In accordance with 3 FAM 522.1, a copy of this letter is being placed in your performance file.

Please accept my heartiest congratulations.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve", written over a horizontal line.

Stephen M. Block
Director, Office of
Performance Evaluation



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

NAME OF EMPLOYEE BEING RATED
(surname first)

TULL, James L.

TYPE OF REPORT REGULAR <input checked="" type="checkbox"/> CAREER CANDIDATE <input type="checkbox"/> VOLUNTARY <input type="checkbox"/> INTERIM: Change of rater <input type="checkbox"/> duties <input type="checkbox"/> assignment <input type="checkbox"/>		GRADE FE-MC	SSN 483-26-4959
POST OR ORGANIZATION Bogota, Colombia		POSITION TITLE Deputy Chief of Mission	
RATER (type name) Lewis A. Tambs TITLE: Chief of Mission GRADE: FA-NC		PERIOD COVERED From 08/18/84 To 12/26/84	
		REVIEWER (type name) None TITLE: GRADE:	

I. EMPLOYEE'S JOB AND WORK REQUIREMENTS (Established by Rater, Reviewer, and Employee)

A. Describe the position and where it fits in the staffing pattern; indicate the number and kind of employees supervised.

Deputy Chief of Mission supervised over one hundred U.S. employees some two hundred FSN's plus contract security forces and numbering almost three hundred.

B. Divide work requirements into two categories, continuing responsibilities and specific objectives (including, as appropriate, professional development activities); delineate in descending priority order. Include specific requirements relating to needs of other agencies.

Ensure the Ambassador's instructions are carried out and provide staff support for the fulfillment of the Ambassador's analytical policy formulation, negotiating, program direction, administrative management, and representational responsibilities;

Provide close liaison among all U.S. Government agencies at post to ensure their activities are suitably coordinated in support of the pursuit of overall U.S. goals and objectives;

Be familiar with the activities of all mission components and policy issues to enable him to substitute effectively for the Ambassador in the latter's absence or at his direction;

Maintain contact with appropriate Colombian Government officials, Colombian and American business groups, political and labor leaders, and other local and American institutions;

Oversee the training and career development of Mission personnel, especially junior foreign service officers;

Serve as coordinator of all narcotics programs in the Mission; provide supervision and guidance to constituent post; chair the Mission's Emergency Action Committee; assume charge of the Mission in the Ambassador's absence.

Specific Objectives:

Continue to improve Mission emergency and security procedures in accordance with new departmental guidelines and the new hardware installed in connection with the post's security enhancement program;

Design future narcotics assistance programs in light of the direction of Colombian anti-narcotics efforts.

C. Describe any special circumstances influencing the work program.

Bogota became a danger pay post in 1985 in the face of extremely hazardous security conditions, which forced the evacuation of official children. Personnel were uncertain whether narcotics trafficker death threats against official Americans would be enforced or not.

II. EVALUATION OF PERFORMANCE (Completed by Rater)

Evaluation of Accomplishments and Overall Performance:

A. General Appraisal: (Check block that best describes overall performance.)

unsatisfactory
 satisfactory
 very good
 excellent
 outstanding
 superlative and exceptional

B. Discussion: Support your choice with specific examples of performance this period. (If employee was a supervisor, discussion must include effectiveness in supervision (e.g., employee development, work planning, feedback), quality and timeliness of performance appraisal and demonstrated support for equal employment opportunity.) See instructions for full guidance.

Mr. Tull has performed brilliantly as DCM in Bogota under very trying, life-threatening conditions. He arrived at a time when the success of the Mission's anti-narcotics campaign was accelerating and the violent reactions of the narco-terrorists were increasing. Mr. Tull with his Uruguayan background during Tupamaro times was able to immediately grasp and master the situation which included reducing the number and evacuating exposed personnel, tightening security, introducing flex time, importing armored vehicles and small arms, screening and training new protective personnel and informing and calming both Mission officers and dependents as well as alerting U.S. citizens.

Mr. Tull, moreover, directed other Mission officers in expanding Embassy contacts with Colombian security and intelligence officials in order to ensure the maximum possible protection for Embassy employees and the American community at large. He also successfully supervised the evacuation of Mission personnel and dependents during these trying times. These measures were undertaken while continuing to supervise and manage the normal operations of the Mission. Mr. Tull deserves the highest praise and commendation for his exceptional handling of a hazardous and difficult situation.

Mr. Tull's ability to accurately interpret orders and effectively implement them into action is one of his most salient qualities. This does not signify blind or unquestioning obedience. He exhibited the strength of character to politely disagree when a decision seemed unwise to him. Nevertheless, when, after discussion, if the original decision stood, he displayed the intellectual courage and willingness to take command as required and to loyally carry out orders.

Mr. Tull's communications skills are remarkable for their clarity, conciseness and composition. This includes reports and analyses as well as internal memoranda. These skills and talent combine to make Mr. Tull a superlative and exceptional officer.

Mr. Tull's intimate knowledge of Colombia and the Colombians along with his mastery of the Spanish language, aided him in becoming immediately effective as DCM. He was, thus, able to quickly engage the Colombian government and Colombian society on substantial issues. This aspect of his leadership in dealing with the host government carried over to the Mission where his dynamic direction of the Embassy staff stimulated a marked increase in efficiency of operations. This was particularly evident in his chairmanship of the Emergency Action Committee which responded to his drive and incentive in confronting a perilous situation.

Mr. Tull's clear thinking and his sensitivity to personal relations were evident in his running the Embassy, in confronting crisis and in dealing diplomatically with Colombian and other foreign officials. These skills combined with his sense of fairness and equity have made him one of the most effective and outstanding officers I have ever had the pleasure of working with.

III. EVALUATION OF COMPETENCY (Completed by Rater)

A. **Specific competencies** considered important for superior Foreign Service performance are arranged in the five groups below and listed in parentheses. Comment on specific competencies among those listed which were most central to performance and/or where particular strengths or needs for improvement were revealed. Note extent to which competency discussed was required on the job and support assessment with examples of what and how work was performed. One or more competencies must be discussed in at least three different groups. (See instructions for competency definitions.)

1. **Substantive Knowledge** (degree and level of functional and/or area skills and knowledge, including, where appropriate, technical career skills)
2. **Leadership** (presence, effectiveness in oral communication, foresight, positiveness, and negotiating skill)
3. **Managerial Skills** (interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness)
4. **Intellectual Skills** (conceptual ability, logical thinking, understanding of authority relationships, skill in written communication, language skills, and cultural sensitivity)
5. **Interpersonal Skills** (EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill)

B. Discussion:

1. Substantive Knowledge. In addition to his encyclopedic knowledge of Colombia, Mr. Tull is well versed on subjects of major foreign policy interest, such as narcotics, debt and the search for peace in Central America. Even more important to me, was his knowledge of the workings of the Department of State and how to get things done in a bureaucracy. His expertise contributed enormously to the outstanding official visit to the US of Colombian President Betancur.

2. Leadership. Mr. Tull has been serving as Charge for the past months, a period during which he made decisions affecting lives of our American employees and their children. He demonstrated the cool and the courage to do what was required. Mr. Tull's skills as a negotiator and communicator were evident in his forceful and vigorous representation of the US position in the United Nations to Colombian authorities. His persuasive, yet courteous, style affected Colombia's UN votes. He also got in the middle of business disputes involving the pharmaceutical industry and General Motors. They have told me that Tull's advice contributed significantly to the easing of their investment in Colombia.

3. Managerial Skills. These were most prominently displayed during the evacuation of American personnel from Colombia, accompanied by stringent security measures affecting the movements and way of life of our Mission in Colombia. Tull was personally and deeply involved in the nitty gritty aspects of security, both supervising and motivating our professional security staff as well as those who contributed to improving intelligence on the activities of terrorists. When many of our officers were demanding "voluntary" departure because of danger to their lives, Tull was a steadying influence. He weathered pressure quietly, maintaining Embassy functions at an incredible 90 percent of what had been normal before the outbreak of the crisis. This was a virtuoso management performance.

4. Intellectual Skills. Mr. Tull writes extremely clear, simple English. He chooses words carefully, adding flavor where needed but never exaggerating. One can count on what Tull says. He speaks excellent Spanish and enjoys the friendship and respect of Colombians.

5. Interpersonal Skills. Mr. Tull's pleasing personality and splendid sense of humor make him a welcome figure wherever he goes. He gets the best out of those around him, be it at a country team meeting or at the "Businessmen's Liaison Committee." I have seen him work patiently and productively with junior officers, imparting his knowledge in a way which assures the growth of his subordinates. He is sensitive to EEO considerations.

IV. EVALUATION OF POTENTIAL (Completed by Rater)**A. General Appraisal:** (Check block that best describes overall potential.)**1. For Career Candidates only:** Assessment of career potential:

- Unable to assess potential from observations to date
- Candidate is unlikely to serve effectively in career field even with additional experience.
- Candidate appears unlikely to serve effectively in career field but additional evaluated experience is warranted.
- Candidate is likely to serve effectively in career field but additional evaluated experience is needed.
- Candidate is recommended for tenure in career field now, or as soon as eligible. Can be expected to serve successfully across normal career span.

2. For other Foreign Service employees:

- Lacks potential to perform effectively at higher level
- May have potential but needs more training or experience to perform effectively at higher level
- Has demonstrated the potential to perform effectively at next higher level
- Has demonstrated potential to perform effectively at higher levels
- Has demonstrated exceptional potential for much greater responsibilities now

B. Discussion: (Support your choice with specific examples of performance this period. For career candidates, discuss potential for successful service in career field; for Senior Foreign Service, discuss potential for highest and broadest responsibilities; for all others, discuss potential for advancement.)

Mr. Tull has all the qualities which are necessary for the position of Ambassador. His intelligence, knowledge, dedication, sensitivity, managerial ability and language skills combine to make him a person who should be given more responsibility and recognition. He should be considered for an Ambassador-ship at the earliest opportunity.

C. Areas for Improvement: The following must be completed for all employees. Employees should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his/her present position, specify at least one area in which he/she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

Mr. Tull has no vices. Perhaps in his own modesty, and his desire to get the job done rather than seek reward and recognition have not allowed him to receive the attention and position which he justly deserves.

V. RATING OFFICER'S COMPLIANCE STATEMENT

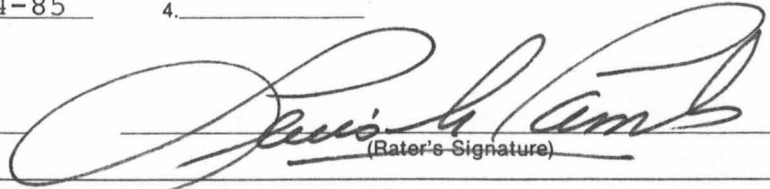
Work requirements were established by rater, reviewer, and employee on 8-15-84

(If applicable, requirements were revised on _____.)

Employee's performance was discussed (candidate was counseled) on the following dates:

1. 9-15-84 2. 11-16-84 3. 2-14-85 4. _____

Date Rating Completed 5-9-85



(Rater's Signature)

VI. REVIEW STATEMENT (Completed by Reviewer)

A. Discussion: Give your assessment of the employee's performance and potential (if a career candidate, overall potential to serve effectively at all levels within career field, including FS-1 if an FSO candidate). If possible support your evaluation by providing additional examples of performance observed this rating period. Note differences with the rater's appraisal or recommendations. Comment on relations between rater and employee.

No appropriate reviewing officer.

B. Reviewing Officer's Compliance Statement:

After reviewing this report carefully, I consider it to be complete, in conformance with the instructions, and adequately documented by specific examples of performance.

Date Section VI Completed _____

(Reviewer's Signature)

VII. STATEMENT BY RATED EMPLOYEE

A. Discussion: This section is intended to provide the rated employee's views on the period of performance appraised and on career goals and objectives. You must comment on your most significant achievements during the period. You also may wish to address activities or problems which may not have been adequately covered in the report, or aspects of the appraisal which may need clarification or correction. You are encouraged to state your current career goals including training and assignments desired over the next 5 years. (Continuation sheets may be used.)

I am of course most grateful for this evaluation by Ambassador Tambs of my performance during the busy time we spent together here. His dynamic and highly professional leadership established an ideal work environment for any Deputy; our personal and professional relationships were for me among the most enjoyable and pleasant I have ever had in the Service. I think the thing that pleases me most in looking back over the past eight months is that the Mission was able to meet the very serious challenges we faced in the security field, while continuing to carry out all our other programs in support of U.S. goals and objectives in Colombia. This I feel is a real tribute to a highly-motivated, hardworking, and dedicated staff, especially at the section/ agency head level.

The Ambassador has invited me to accompany him to Costa Rica as his number two and I have accepted with great pleasure. Therefore, my course for three of the next five years is already set. Following this, I feel that with ten years in the field and after four DCM-ships, it probably will be time to seek a senior officer position in Washington, preferably in a geographic bureau. But this is far off and I am much more interested now in the challenges and opportunities which I am certain I'll find in San Jose.

B. I acknowledge receipt of a copy of this report.

Date Section VII Completed May 31, 1985

[Signature]
(Employee's Signature)

VIII. 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.)

IX. SUBMISSION CONTROL

DATE RECEIVED IN POST/BUREAU

JUN 11 1985

DATE RECEIVED IN PER/PE

DATE RELEASED TO DEPARTMENT FILES



United States Department of State

Washington, D.C. 20520

17 March 1985

MEMORANDUM

TO: DCM James Tull
FROM: Kenneth W. Parent
SUBJECT: Results of EEO Inquiry

A handwritten signature in dark ink, appearing to be 'K. Parent', written over the 'FROM' line of the memorandum.

M/EEO recently made a ruling in the 1984 EEO complaint of Mrs. Johnson pertaining to the selection of a Community Liaison Officer for Nicosia. I thought, given your involvement, you might be interested in the results and have enclosed a copy of M/EEO's proposed disposition.

I hope all is well with you and Nilva; keep your heads down!

Enclosure: a/s



United States Department of State

Washington, D.C. 20520

March 11, 1985

Mr. Kenneth Parent
A/FBO/OPS/NEA
Room 319
SA-6
Department of State
Washington, D.C. 20520

Dear Mr. Parent:

This letter is in reference to the EEO complaint of Ms. Delores Johnson (case #83-5) in which you were named an alleged discriminating official.

In accordance with regulations, FPM Letter 713-42, "Participation in the Discrimination Complaint Process of Persons Names as Alleged Discriminating Officials" you are being provided with a copy of the proposed disposition of Ms. Johnson's complaint.

Pursuant to regulations, Ms. Johnson has 15 days from the date of her receipt of the proposed disposition (PD) to advise of her acceptance or rejection of the PD.

If you have any questions please contact me at 632-5657.

Sincerely,

A handwritten signature in cursive script, appearing to read "Donald C. Lyles".

Donald C. Lyles
EEO Specialist

Enclosure:

As stated

MAR 6 1985

PROPOSED DISPOSITION
OF THE EEO COMPLAINT OF
MS. DELORES JOHNSON
CASE NO. 83-3

BACKGROUND

The Complainant, Ms. Delores Johnson, at the time of filing her complaint (5/31/83), alleged discrimination based on her race (black). She was a dependent spouse of a United States citizen employed at the United States Embassy in Nicosia, Cyprus (Exh. A).

Ms. Johnson was one of three dependent spouses who filed applications to fill a vacancy as Community Liaison Officer (CLO) at the Embassy, which vacancy was announced in a signed, written memorandum from the Administrative Officer, Mr. Kenneth W. Parent dated March 10, 1983. The memorandum was sent to all U.S. citizen dependents at the post.

The announcement set forth that the term of employment was for one year. It stated among the qualifications the following: "Applicants must be a U.S. citizen 18 years of age or older, and a dependent of a United States Government employee holding a top secret security clearance; they must have been at post at least six months and have a year remaining with no extended leave time anticipated..." The cut off date for applications was given in the announcement as close of business April 7, 1983.

As of April 7, 1983, three applications for the position had been filed. One of these three was filed by an applicant who had not been on post for the announced six-month residency requirement. That applicant confirmed the Complainant's allegation that the Administrative Officer, Mr. Parent had urged her to apply despite her failure to meet the residency requirement, which he did on his own before the question of waiving that requirement ever was submitted to and favorably acted upon by the CLO Advisory Committee.

After the Advisory Committee met on April 12, 1983, the question of waiving the six-month residency requirement was raised by Mr. Parent, supported by him, and adopted by consensus despite objections by the then current CLO Director. At the same meeting, it was agreed to notify another dependent spouse who had been on post only 4 weeks that she also could file an application for the CLO vacancy even though the closing date of April 7 had passed. The Advisory Committee then decided against repeating the vacancy announcement to notify all dependents on post of the waiver of the residency requirement and of the extension of the closing date for filing applications.

On April 15, the Advisory Committee met again and considered the applications of the then four applicants, interviewed them, and by a majority vote decided to recommend the applicant who had submitted her application after the closing date had expired and who had been on post only 4 weeks, and who in her own application had pointed out that her spouse did not have top secret security clearance (as required). She did say that such clearance was pending. (Exh. F-2)

The Complainant alleges that the requirements were lowered by Mr. Parent and the Advisory Committee in order to obtain additional applications to avoid giving the job to her on account of her race (black).

THE ISSUE

The issue herein is whether the Complainant, Ms. Johnson, was discriminated against because of her race (black) in the filing of the CLO vacancy at the Nicosia, Cyprus Embassy in 1983.

FINDINGS AND ANALYSIS

After careful consideration of the Investigative File, the following findings and analysis are made, based upon the most credible, persuasive and pertinent evidence and the reasonable inferences drawn therefrom.

I. IT IS FOUND THAT THE COMPLAINANT HAD MADE A PRIMA FACIE CASE OF DISCRIMINATION BASED ON HER RACE (BLACK).

The evidence and allegations show:

- a. That the Complainant is a member of a minority group (black) protected under the provisions of Title VII. (Exh. 6)
- b. That she applied for and met the announced qualifications for the CLO vacancy in the Embassy at Nicosia, Cyprus, and that she had submitted her application before the announced closing date of April 7, 1983. (Exhs. H and J)
- c. That despite her qualifications, she was not selected for the position, and that the residency requirement was waived and the closing date ignored. (Exhs. H, J, P, U, V, and W)
- d. That recruitment for the position continued after the closing date and a member of a majority group, who did not meet the announced residency requirement or the top secret clearance of her spouse, and who applied (April 14, 1983) after the closing date (April 7, 1983), was selected for the position. (Exhs. H, J, F-2 and G)

II. IT IS FOUND THAT THE AGENCY HAS ARTICULATED, WITH SOME SPECIFICITY AND PARTICULARITY, LEGITIMATE AND NON-DISCRIMINATORY REASONS FOR ITS ACTION.

- a. A majority of the members of the CLO Advisory Committee, and the Administrative Officer, Mr. Parent, allege that the waiver of the six-month residency requirement was considered because so few applications had been submitted by the closing date; that the residency requirement was found to be a preferred qualification but not mandatory, and its waiver was approved by consensus of the Advisory Committee though opposed by some members during discussion; that readvertising of the position was not thought necessary by a majority of the Advisory Committee because the two applicants whose applications were submitted and accepted showing less than six months residence were the total population of spouses adversely affected by the residence provision and readvertising would only delay the selection process.

b. The members of the Advisory Committee and Mr. Parent allege that the qualifications of each of the four applicants were considered and discussed, each applicant was interviewed and questioned by the Advisory Committee and by Mr. Parent, and their overall suitability for the position was compared in Committee session before voting for the one believed to be best qualified. The vote was 6 out of a possible nine for the Selectee, who was then recommended to the Ambassador.

c. Members of the Advisory Committee and Mr. Parent allege that at no time was the racial identity of the Complainant considered, nor did it influence or affect the selection made.

III. IT IS FOUND, IN REBUTTAL OF THE AGENCY'S ARTICULATION OF NON-DISCRIMINATORY REASONS FOR ITS ACTIONS, THAT THE TESTIMONY OF MR. PARTENT AND OF MR. TULL, THE EXECUTIVE OFFICER AND DEPUTY CHIEF OF MISSION, HAS A NUMBER OF CONTRADICTIONS LEAVING A CREDIBILITY GAP. THE SAID ARTICULATION OF THE REASONS FOR THE AGENCY'S ACTIONS IS NOT PERSUASIVE THAT SAID ACTIONS WERE LEGITIMATE AND NON-DISCRIMINATORY, BUT INSTEAD WERE PRETEXTUAL.

a. The actions of the Advisory Committee in waiving the "preferred" residency requirement for the position of CLO were suggested, urged and supported by Mr. Parent, the Administrative Officer of the post and chairman of the Committee.

None of the Committee members, except Ms. Amshey, the CLO Director, knew that Mr. Parent had urged Mrs. Pensak to submit her application for the CLO position before the deadline of April 7, 1983 expired and before the Committee held its first meeting on April 12, 1983, knowing when he did so that she did not meet the announced six-month residence requirement.

b. Mr. Parent stated in his affidavit (Exh. J) that "shortly after the job vacancy letter was issued, I did on one occasion say to Mrs. Cathy Pensak, a relatively recent arrival at post, that I hoped she would submit an application. My motivation was not favoritism of Mrs. Pensak, but a management desire to have as broad as possible a field of applicants from which to choose".

However, Mr. Parent opposed readvertising the vacancy to give other dependents an opportunity to apply on the grounds that only Mrs. Pensak and Mrs. Hamid would have been discouraged from applying by the six-month residency requirement. He made no mention, however of the fact that Mrs. DeMasi, a Committee member had suggested in the meeting of April 12, the name of a dependent spouse, Mrs. Irene Stoufis, as a potential beneficiary of reposting the announcement because she had been on R&R when the vacancy announcement was distributed. (Exh. P) A new deadline date possibly would have given Mrs. Stoufis such an opportunity to increase the number of applicants.

Ignoring these facts lessens the credibility of the assertion that the waiver of the residence requirement was solely to carry out a management desire to have as broad as possible a field of applicants.

d. Mr. Parent stated that he did on one occasion say to Mrs. Pensak that he hoped she would submit an application. This implied that this was his only, casual mention of the matter. Mrs. Pensak, however, in her affidavit (Exh. L) says in addition to urging her to apply, Mr. Parent also asked her husband to make sure she made out an application. His playing down the zeal with which he sought the application of Mrs. Pensak damages again his credibility.

e. At the time Mr. Parent urged Mrs. Pensak to apply, he had admitted he had heard that Ms. Johnson, the Complainant, and one other dependent spouse would be submitting applications. (Exh. J)

f. Committee member, Mr. Gerard Joria, states in his affidavit (Exh. S) that he ran into Mr. Parent in the hallway once and they discussed the candidates slightly. He says he told Mr. Parent that he was inclined to go along with Mrs. Johnson, the Complainant. Mr. Parent gave him the impression that he may have favored Mrs. Pensak.

g. According to Ms. Amshey, CLO Director and a member of the Committee, Mr. Parent went to the Committee meeting on April 12, 1983, prepared to counter everything she might say or have said in support of the need for keeping the six-month

residence requirement. (Exh. O) He knew she was opposed to waiver of the requirement. At the meeting he took the offensive by immediately bringing to attention of the Committee members that Mrs. Pensak had not met that residence requirement. He made the announcement while passing out copies of the SF 171s of the three applicants then on file. He then informed the Committee that the residence requirement contained in the announcement was only a preferred requirement, not a mandatory one. He sought the waiver only on behalf of Mrs. Pensak. Mrs. Amshey then proposed that Mrs. Hamid be permitted to file an application also, though she did not meet the six-month residence provision. (Exh. O)

h. Mr. Parent changed his apparent sponsorship of the application of Mrs. Pensak to support for Mrs. Hamid when waiver of the six-month residence requirement led to acceptance of her application even though the deadline date had expired.

Whereas in his affidavit (Exh. J), Mr. Parent states that all Committee members, including himself, spoke in turn of his or her impressions of each applicant, he says he does not recall in what order individuals spoke. A significant and believable description of what took place, however, may be inferred from the affidavit of Col. Richard McCall, a member of the Committee, who states that he was impressed with Mrs. Johnson, the Complainant, and felt that her composure and the way she handled herself was very good. But after the interviews and during the discussion period, Mr. Parent gave his opinion that the best qualified were Mrs. Hamid and Mrs. Pensak. After giving his personal opinion before the voting took place, he then went around the table asking each of the members what they thought.

i. Mr. Parent's endorsement of one or more of the candidates before the Committee voted was contrary to the admonition in the regulations, 3 FAM 122.7-5a(4), concerning Temporary Resident Staff Appointments (Exh. C) to the effect that senior officials "will refrain from any actions which can be construed as recommending particular candidates". That the two he endorsed and recommended both were given advantage of a belated waiver of an announced qualification, and that the Selectee failed to meet one of the mandatory requirements of a spouse with a top secret security clearance make his violation of the regulation all the more significant.

j. In his affidavit, Mr. Parent alleges he read to the Committee members each required qualification. One of the required qualifications, however, was that the spouse of the applicant must be a U.S. government employee with a top secret security clearance. There is no record of Mr. Parent having read this requirement to the Committee members; and no mention in any affidavit of the Committee members of having considered whether this requirement had been met. There is, however, record of the Selectee, Mrs. Hamid, having admitted in her application that her spouse did not yet have such clearance. (Exh. F-2)

k. Mr. Parent reported to the Ambassador in a memorandum dated April 15, 1983, concerning the Committee's selection of a new CLO that Ms. Johnson was the candidate with the least experience, who received significant support on the basis of "still waters run deep", but was faulted for also being very timid and unfocused on exactly what she would do as CLO. This latter observation reported to the Ambassador is reported by Mr. Parent, in his own affidavit, as being the Committee's observation concerning the applicant, Mrs. Smith, not about Mrs. Johnson, the Complainant.

l. The testimony of Mr. James L. Tull, Executive Officer and Deputy Chief of Mission, on behalf of the agency (Exh. K), alleges that following posting of the vacancy announcement concerning the CLO position he asked Mr. Parent how the applications were going, and that Mr. Parent had said very few had been received. Mr. Tull says it was at that time the six-month residency requirement came up. It was also at this time, he said, that two new families had arrived -- Staff Sergeant Pensak and his wife, and Sergeant Hamid and his wife. (Mrs. Pensak indicates, however, that she was at post as much as two months before Mrs. Hamid, who arrived on March 13, 1983). Mr. Tull also alleges that he and Mr. Parent talked about the six-month residency requirement and they agreed this was a suggestion from the Family Liaison Office rather than a required condition of employment. Their goal, he said, was to make certain they had done everything possible to encourage the largest number of interested persons at post to apply for the CLO position.

In conflict with Mr. Tull's version, Mr. Parent expressed only to Mrs. Pensak his hope that she would apply for the CLO position, whereas he discouraged the filing of an application by Mrs. Hamid by telling her she did not meet the six-month residency requirement. This is not in tune with the assertion that Mr. Tull and Mr. Parent met and arrived at an early, joint decision that the six-month requirement be dropped to encourage the largest number of interested persons at post to apply.

Thus, the asserted reason for the waiver being to encourage the largest number of persons to apply, appears, under the circumstances, to be pretextual and lacking in credibility.

CONCLUSION

Based upon careful consideration of the entire record and upon the findings and analysis thereof, it is concluded that the Complainant, Ms. Johnson, was discriminated against because of her race (black) when applications were accepted from persons who failed to meet the announced qualifications for the position of CLO at the Embassy in Nicosia, and the selectee was recruited after the announced deadline for submitting applications had passed, and she was selected even though she failed to meet all the announced qualifications; and the applicant, though qualified, was not selected to fill the vacancy.

The reasons given for said actions were not persuasive as being legitimate and non-discriminatory, but were more believably pretextual.

The discriminating official was the Administrative Officer, Mr. Kenneth W. Parent. Although the entire Selection Committee voted to waive the residency requirement and a majority voted to recommend Mrs. Hamid as the selectee, they are not named as discriminating officials because they are entitled to benefit of doubt as to whether they would have voted the same way on the waiver question had they been informed by Mr. Parent, or otherwise, that he had urged Mrs. Pensak to file before the deadline and before the waiver was presented to and adopted by the Committee. Only Mrs. Amshey, the outgoing CLO, had such knowledge, and she had opposed the waiver until she felt she was outnumbered. Likewise, it is questionable whether the

majority of the Committee would have voted for Mrs. Hamid as the selectee had it been brought to their attention that Mrs. Hamid's spouse did not have the mandatory and required current top secret security clearance.

RELIEF

The term of the appointment to CLO in Nicosia being for one year, and the tour of duty of the Complainant's spouse likely to be over before she could now serve a term, it is recommended in lieu of being appointed to the position she was denied because of prohibited discrimination, that she be granted back pay for the amount she would have received for the year Ms. Lydia Hamid began serving in June, 1983, as part-time CLO in Nicosia, Cyprus.



United States Department of State

Washington, D.C. 20520

MEMORANDUM

TO: M/DGP - Herman J. Cohen, Acting
FROM: ARA - Ambassador Lewis A. Tambs
SUBJECT: DCM Candidates for San Jose

Many thanks for the excellent list of candidates which you submitted in your memo of April 19, 1985.

My first and only choice, Mr. Cohen, is Mr. James L. Tull (SS 483-26-4959) who is currently serving as charge' in Bogota, Colombia. He is outstanding and I know he will continue to serve with distinction in San Jose as he has done in the past in Bogota.

4/23/85
doc. 2475C

James L. Tull
FYI

UNCLASSIFIED
PROG 05/15/85
ADMIN:MECOUGHLIN
PER:VJMAFFETT:MCR
NONE
CHARGE ADMIN CHRON, GSO B&F PER-2

AMEMBASSY BOGOTA
SECSTATE WASHDC, IMMEDIATE
INFO AMEMBASSY SAN JOSE

TM CHANNEL

E.O. 12356: N/A
TAGS: APER
SUBJECT: TMTWO, PROPOSED ITINERARY (TULL, JAMES L.,
SSAN 483-26-4959, FE-MC)

1. STATE, FE-MC, DIRTRAN, FM BOGOTA TO SAN JOSE, ETD
07/05/85. ETADC 07/05/85. ETA 07/13/85. LVENROUTE
NONE. LVINUS: NONE. AIR.

2. HLADD: N.A.

3. ITINERARY: LV BOGOTA ARR WASHDC 07/05/85. LV
WASHDC ARR SAN JOSE 07/13/85.

4. PLEASE NOTE THAT SON CHRISTOPHER IS NO LONGER
DEPENDANT.

5. PER PLS PASS TO ARA AMBASSADORS TAMBS AND
GILLESPIE. TULL##

UNCLASSIFIED

UNCLAS

VZCZCETA658ESC985
PP RUESBG
DE RUEHC #9036 1352024
ZNR UUUUU ZZH
P 152024Z MAY 85
FM SECSTATE WASHDC
TO RUESBG/AMEMBASSY BOGOTA PRIORITY 0571
RUEHSJ/AMEMBASSY SAN JOSE 4605
BT
UNCLAS STATE 149036

PER-2
CHGE
ADM
BVF
GSO
ADM
CHRON
8/24

TM CHANNEL

E.O. 12065: N/A

TAGS: APER

SUBJECT: THONE - PERSONNEL ASSIGNMENT (TULL, JAMES L,
483-26-4959, FE-MC)

1. DEPARTMENT ANNOUNCES THE ASSIGNMENT OF MR. TULL TO SAN JOSE, PDS. NO 00001 AS DEPUTY CHIEF OF MISSION VICE JONES VIA DIRECT TRANSFER. ETD 07/85, ETA 07/85. TOD 1 YR/HLRT/2 YRS. TOUR CURTAILED BY 28 MONTHS AT BOGOTA TO 07/85.
2. DEPENDENTS: SON/CHRISTOPHE J(03/23/65); WIFE/NILVA J.
3. FURNISHED QUARTERS PROVIDED.
4. THE LOSING POST AND EMPLOYEE ARE REMINDED OF EMPLOYEE'S RESPONSIBILITY TO OBTAIN ALL MEDICAL CLEARANCES AS SET FORTH IN 3 FAM 684 2(B).
5. PLEASE SUBMIT TMTWO SOONEST.
6. EMPLOYEE SHOULD CHECK IN WITH THE PERSONNEL TECHNICIAN IN ROOM 2336 N.S. IMMEDIATELY UPON ARRIVAL IN WASHINGTON.
7. THE EMPLOYEE SHOULD NOTE CAREFULLY THE TOUR OF DUTY

ESTABLISHED FOR THIS ONWARD ASSIGNMENT. THE DEPARTMENT WILL ONLY AUTHORIZE EXTENSIONS OR CURTAILMENTS THAT ARE CONSISTENT WITH ITS TOD GUIDELINES. IF THE EMPLOYEE IS PART OF A TANDEM COUPLE, THE EMPLOYEE'S TOD AND THAT OF HIS/HER SPOUSE MAY BE DIFFERENT. UNDER THE GUIDELINES AND POLICY OUTLINED ABOVE, IT IS POSSIBLE THAT ONE OF THE SPOUSES MAY HAVE TO SEEK A SEPARATE ONWARD ASSIGNMENT OR ASK TO REMAIN AT POST ON LWOP SHOULD ONE OF THE ASSIGNMENTS BE EXTENDED BEYOND THE MAXIMUM TOD ALLOWED FOR THE OTHER SPOUSE. DAM

BT

#9036

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Department of State

APER

OUTGOING TELEGRAM

PAGE 01 STATE 203446 6082 ARA0219
ORIGIN ARA-00

ORIGIN OFFICE CO-02
INFO FILE-01 ARA-03 DAND-02 EX-01 /009 A3 RD

INFO LOG-00 ADS-00 AID-00 SS-00 SSO-00 PER-03 /003 R

DRAFTED BY: ARA/AND: LMPETERS
APPROVED BY: THE SECRETARY
ARA: LAMOTLEY ARA: LKILDAY
ARA/EX: LSCHWARTZ ARA/AND: JPMC CLEAN
S: JSBENTON S/S: BMCKINLEY
-----354345 031454Z /38

P 031446Z JUL 85
FM SECSTATE WASHDC
TO AMEMBASSY BOGOTA PRIORITY
AMCONSUL BARRANQUILLA PRIORITY

UNCLAS STATE 203446

FOR CHARGE AND PRINCIPAL OFFICER FROM THE SECRETARY

E. O. 12356: NA
TAGS: APER, OGEN, CO
SUBJECT: CONGRATULATORY MESSAGE FOR MISSION PERSONNEL

AS YOU AND YOUR COLLEAGUES CELEBRATE OUR INDEPENDENCE DAY, WE HERE ARE MINDFUL OF THE HARD WORK, DANGER AND PERSONAL SACRIFICE THAT ALL OF YOU HAVE BORNE IN COLOMBIA ON BEHALF OF THE UNITED STATES DURING THE PAST SEVERAL MONTHS. IN THE FACE OF SERIOUS DANGER TO YOURSELVES AND YOUR FAMILIES, YOU HAVE STUCK TO YOUR POSTS IN THE HIGHEST TRADITION OF PROFESSIONALISM THAT MARKS ALL AMERICANS IN GOVERNMENT SERVICE ABROAD.

I AM PARTICULARLY AWARE OF THE SACRIFICE THAT THIS HAS MEANT TO THE FAMILIES OF THE U. S. MISSION. THE SEPARATION OF FAMILIES, THE SUDDEN UPROOTING OF HOMES, AND THE INTERRUPTION OF SCHOOLING, INCLUDING FOR STUDENTS AT THE VERY END OF HIGH SCHOOL, HAVE BEEN PAINFUL TO MANY OF YOU. THE PRESIDENT AND I APPRECIATE THAT THIS HAS BEEN BORNE WITHOUT COMPLAINT AND WITH FULL UNDERSTANDING THAT IT IS PART OF THE PRICE OF CARRYING OUT OUR

OBJECTIVES IN COLOMBIA. THE CREDIT WHICH THE MISSION SO RIGHTLY DESERVES IS SHARED EQUALLY BY MEMBERS OF THE FOREIGN SERVICE, USIA, DEA, COMMERCE, AGRICULTURE, AID, AND REPRESENTATIVES OF THE U. S. MILITARY SERVICES.

THE PROGRESS IN U. S. -COLOMBIAN RELATIONS SINCE THE THREATS AGAINST AMERICAN PERSONNEL BEGAN LAST YEAR HAS BEEN IMPRESSIVE. I HAD THE OPPORTUNITY TO SEE IT AT FIRST HAND DURING MY MEETINGS WITH PRESIDENT BETANCUR AND HIS ADVISERS IN APRIL. AMERICAN INTERESTS HAVE BEEN WELL SERVED BY ALL OF YOU. PLEASE ACCEPT MY THANKS AND THE THANKS OF ALL YOUR COLLEAGUES IN WASHINGTON. OUR BEST WISHES ARE WITH YOU IN YOUR REMAINING TIME IN COLOMBIA AND AS YOU REJOIN YOUR FAMILIES AND MOVE ON TO OTHER ASSIGNMENTS. SHULTZ

UNCLASSIFIED



December 30, 1985

MEMORANDUM

TO: The Performance File of Mr. James L. Tull

FROM: PER/PE - Betty-Jane Jones *BJS*

SUBJECT: Commendation for Preparation of EER

The preparation of perceptive and objective evaluation reports is an important element in judging managerial and supervisory effectiveness. The Selection Boards are, therefore, directed to identify those officers who merit commendation for the high quality of reports prepared on subordinates.

The 1985 Selection Boards identified for special commendation the report(s) for the most recent rating period prepared by the above-named individual on the employee(s) listed below. A list of officers commended by the 1985 Selection Boards will be published in State magazine.

In accordance with 3 FAM 522.1, a copy of this memorandum is being placed in the file of the commended employee.

Plamondon, Richard R.
Hittle, L. Bradley



THE VICE PRESIDENT
WASHINGTON

May 9, 1986

Mr. James L. Tull
Deputy Chief of Mission
U. S. Embassy San Jose
APO Miami, FL. 34020

Dear Mr. Tull:

Many thanks for your special contributions before and during my visit to Costa Rica that helped significantly to assure its success. Your marshalling of all the Mission's resources, substantive and administrative, in support of our goals made their accomplishment possible.

Please express my deep gratitude to the many members of the Embassy staff, American and Costa Rican, who worked with my staff in preparation for my visit. I enjoyed meeting many of them at the American community reception, and am sure there were others whose visit support duties prevented them from attending.

I appreciate the fine job you are doing in fostering our foreign policy goals in Costa Rica.

Sincerely,



George Bush

May be reproduced. Two-sided copies must be head-to-foot as original form.

U.S. FOREIGN SERVICE EMPLOYEE EVALUATION REPORT		NAME OF EMPLOYEE BEING RATED <i>(surname first)</i>	
		TULL, James L.	
TYPE OF REPORT REGULAR <input checked="" type="checkbox"/> CAREER CANDIDATE <input type="checkbox"/> VOLUNTARY <input type="checkbox"/> INTERIM: Change of rater <input type="checkbox"/> duties <input type="checkbox"/> assignment <input type="checkbox"/>		GRADE FE-MC	SSN 483-26-4959
POST OR ORGANIZATION American Embassy, San José		POSITION TITLE Deputy Chief of Mission	
RATER <i>(type name)</i> TAMBS, Lewis A. TITLE: Ambassador GRADE: FA-NC		REVIEWER <i>(type name)</i> TITLE: GRADE:	

I. EMPLOYEE'S JOB AND WORK REQUIREMENTS (Established by Rater, Reviewer, and Employee)

A. Describe the position and where it fits in the staffing pattern; indicate the number and kind of employees supervised.

The incumbent is the second-ranking U.S. official in Costa Rica. He is responsible to the Ambassador for supervision of the day-to-day operations of the Mission, with a current total personnel complement of 159 direct hire and contract Americans and 548 direct hire and contract foreign national employees. Under his direct supervision are the Chiefs of the Political, Economic, Consular and Administrative Sections. He also oversees the activities of the Agency for International Development, U.S. Information Service, Defense Attaché and Defense Cooperation Offices, plus offices of six other U.S. agencies.

B. Divide work requirements into two categories, continuing responsibilities and specific objectives (including, as appropriate, professional development activities); delineate in descending priority order. Include specific requirements relating to needs of other agencies.

CONTINUING RESPONSIBILITIES: (1) Act as Ambassador's alter ego and principal advisor in the formulation and implementation of all programs and activities related to U.S. goals and objectives in Costa Rica; (2) Supervise the day-to-day operations of the Mission to ensure that the work of the Embassy Sections and the 10 other non-State elements of the Mission is coordinated and carried out in a manner determined by the Ambassador; (3) Make representations to and negotiate with officials of the Government of Costa Rica, particularly the Foreign Ministry, in accordance with the Ambassador's instruction; (4) Provide guidance to all Mission elements to ensure interpretative day-to-day reporting coverage, as well as implementation of the Embassy's analytical reporting plans; (5) Oversee the training and career development of Mission personnel, especially junior officers; (6) Chair various inter-agency standing bodies, such as the Emergency Action Committee, Disaster Relief Committee, International Exchange Visitors Committee, Anti-Terrorism Programs Committee, etc.; (7) Assume charge of the Mission in the Ambassador's absence.

SPECIFIC OBJECTIVES: (1) Work to improve Mission security and anti-terrorist programs; (2) Work to improve Embassy staffing and management services; (3) Coordinate Mission programs and reporting to assure the maintenance of absolute neutrality during the closing months of the Monge Administration and the 1985-86 national election campaign; (4) Establish effective working relations with the Government-elect; (5) Assure that appropriate management/internal control systems are functioning effectively to prevent the loss, waste or misuse of USG resources.

C. Describe any special circumstances influencing the work program.

II. EVALUATION OF OVERALL PERFORMANCE AND ACCOMPLISHMENT (Completed by Rater)

A. General Appraisal:

SFS Member, Adjustment of Salary Level—Performance was excellent or better

Yes No

All classes—Performance was satisfactory or better (If no, see instructions for documenting unsatisfactory performance.)

Yes No

B. Discussion: Performance—strengths and weaknesses—is evaluated in terms of the five competency groups listed below. (See instructions for definitions.) All groups must be discussed with at least one competency from each group. Support assessment with examples of what and how work was done.

1. Substantive Knowledge (degree and level of functional and/or area skills and knowledge, including where appropriate, technical career skills)
2. Leadership (presence, effectiveness in oral communication, foresight, positiveness, and negotiating skill)
3. Managerial Skills (interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness)
4. Intellectual Skills (conceptual ability, logical thinking, understanding of authority relationships, skill in written communication, language skills, and cultural sensitivity)
5. Interpersonal Skills (EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill)

Mr. Tull is the most outstanding DCM that I have had the pleasure to work with. This is the fourth time that he has served in that capacity. Prior to coming to San Jose, he and I worked together in Bogota and I was so impressed with his remarkable managerial skills and sound character that I requested him to join us here in Costa Rica. He was kind enough to agree and once again here in San Jose he has proved his marvelous ability to direct the day to day operations of the post. He has the keen ability to get things done with a minimum of friction and has brought, through his internal management, this post to a high level of efficiency. His expertise has made this mission better coordinated, better focused on my priorities, and has brought about better understanding and cooperation between the diverse sections and multiple agencies in order to accomplish the overall objectives of U.S. foreign policy in Costa Rica and to fit them into a specific scheme. Visitors tell us that our overall security upgrade is the best in the region. More importantly, he has energized our people to understand security consciousness. On the substantive side, I know Mr. Tull has a firm grasp on our overall goals and objectives and he has been most honest and frank in giving me advice and counsel. Our personal relationship is such that I depend on his honesty and experience. Thus, he has made a conspicuous contribution to our close and harmonious relationship with the previous administration of President Monge and the new government of President Arias. During my absence, he has represented me in a sound and effective fashion and I feel most comfortable in leaving the direction of this post in his hands.

Mr. Tull's managerial skills are striking. He is fair and objective and displays a flair getting across bad news as well as the good without arousing animosity. He has devoted a great deal of his time to improving our internal management systems, both administrative and substantive. His dexterity in bringing our diverse agencies and sections together has made this mission effective as a single unit. To my knowledge no agency or individual feels left out or ignored as to their programs or interest. Effective mission control is based upon effective self-control. Mr. Tull consistently evidences self-discipline, dedication to duty with an appropriate light touch which enables him to convey difficult decisions.

The intellectual skills of Mr. Tull are unquestioned. He has the gift of logical and conceptual thinking and planning. He displays the capability of moving from A to Z easily and effectively. His written work is logically arranged and presentable. He and I work together harmoniously, effectively, and successfully, for we both have the same objectives in view --that of carrying out U.S. foreign policy and making this mission the best possible. He exercises delegation of authority with prudence and competence, and I have the fullest confidence in his loyalty and leadership.

Mr. Tull genuinely likes to deal with people. He serves both as a counsellor to subordinates and as a friend of peers and superiors. He has never exhibited any personal prejudices and makes every effort to deal with people in a friendly, open manner and in such a fashion as to successfully overcome the eternal DCM problem of trying to convince people where their own best interests are. Thus, he displays the dexterity of a diplomat and the discretion of a model DCM.

III. EVALUATION OF POTENTIAL (Completed by Rater)

A. General Appraisal: (Check block that best describes overall potential)

1. For Career Candidates only: Assessment of career potential as a Foreign Service Officer or Foreign Service Specialist:

- Unable to assess potential from observations to date
- Candidate is unlikely to serve effectively even with additional experience
- Candidate is likely to serve effectively but judgment is contingent on additional evaluated experience
- Candidate is recommended for tenure and can be expected to serve successfully across a normal career span

2. For other Foreign Service employees:

- Shows minimal potential to assume greater responsibilities
- Has performed strongly at current level but is not ready for positions of significantly greater responsibility at this time
- Has demonstrated the potential to perform effectively at next higher level
- Has demonstrated potential to perform effectively at higher levels
- Has demonstrated exceptional potential for much greater responsibilities now

B. Discussion

- Potential is evaluated in terms of the competency groups listed in Section II. Cite examples illustrating strengths and weaknesses in competencies most important to your judgment.
- For career candidates, discuss potential for successful service across a normal career span; for Senior Foreign Service, discuss potential for highest and broadest responsibilities; for all others, discuss potential for advancement.

I believe Mr. Tull should be appointed an Ambassador. His experience and success as a DCM have demonstrated to me that he possesses all the positive qualities necessary to serve as a Chief of Mission.

I have had the pleasure of observing Mr. Tull under extremely trying conditions in Bogota and to note his successful confrontations of new challenges here in San Jose. Here in San Jose he has performed remarkably well in pulling this mission together and I am confident that as an Ambassador he would prove to be a credit to the Foreign Service in that capacity. One of his splendid successes was his preparing for and handling the inaugural visit of Vice President Bush on the 8th of May 1986. The Vice President's visit was an outstanding example of coordination. One of the Vice President's advance men who had served on 19 other Vice Presidential visits, confided to us that this mission was the most cooperative, amiable, and effective that he had encountered. Since Mr. Tull was the prime mover in this endeavor, he deserves full credit.

Mr. Tull is also outstanding in dealing with the members of the host government through his personality and charm, not only opening up many avenues of access but also enabling us to influence this government and society, thus furthering U.S. foreign policy objectives.

C. Areas for Improvement: The following must be completed for all employees. Employees should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his/her present position, specify at least one area in which he/she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

Mr. Tull has remarkably sharpened his resolution since we first worked together. Though he still retains his courtesy and tact, nevertheless he exhibits more drive, decision, and determination. I believe his term as Charge in Bogota has served as a positive educational experience and that he clearly demonstrates the executive ability to qualify him as career ambassador.

IV. RATING OFFICER'S COMPLIANCE STATEMENT

Work requirements were established by rater, reviewer, and employee on October 4, 1985.

(If applicable, requirements were revised on _____.)

Employee's performance was discussed (candidate was counseled) on the following dates:

- 1. August 15, 1985
- 2. October 4, 1985
- 3. February 2, 1986
- 4. _____

In the case of an unsatisfactory performance rating, this is also to certify that the requirements of 3 FAM 521.2e (tenured employee), 3 FAM 557.5b(2) (employees subject to administrative promotion), 3 FAM 577 (FO Career Candidates) or 3 FAM 567 (Socialist Career Candidates) have been met.

Date Rating Completed 6/10/86 

V. REVIEW STATEMENT (Completed by Reviewer)

A. Discussion: Give your assessment of the employee's performance and potential (if a career candidate, overall potential to serve effectively at all levels across a normal career span, including FS-1 if an FSO candidate). If possible support your evaluation by providing additional examples of performance observed this rating period. Note differences with the rater's appraisal or recommendations. Comment on relations between rater and employee.

No appropriate Reviewing Officer

B. Reviewing Officer's Compliance Statement:

After reviewing this report carefully, I consider it to be complete, in conformance with the instructions, and adequately documented by specific examples of performance.

Date Section V Completed _____

(Reviewer's Signature)

VI. STATEMENT BY RATED EMPLOYEE

A. Discussion: This section is intended to provide the rated employee's views on the period of performance appraised and on career goals and objectives. You must comment on your most significant achievements during the period. You also may wish to address activities or problems which may not have been adequately covered in the report, or aspects of the appraisal which may need clarification or correction. You are encouraged to state your current career goals including training and assignments desired over the next 5 years. (Continuation sheets may be used.)

This period covers my second year and second post with Ambassador Tams. As I noted last year, our relationship continues to be the most enjoyable and rewarding I have had during the past nearly three decades. His concept and use of his DCM are, in my experience, ideal. He is a firm supporter of the Foreign Service, while insistent upon the highest standards of professionalism from it, a view I entirely share.

I have two more years remaining in San José. Following that I will probably seek a senior position in the Department.

Over the past year, I believe the overall management and coordination of this busy Mission's many programs have been refined and improved. Certainly in the security area, a substantial upgrade has occurred. We are off to a good start with the new President of Costa Rica and his government. If budget cuts do not drastically reduce our assistance activities, I anticipate the coming year will be a time of solid achievement and even more productive relations between our two countries.

B. I acknowledge receipt of a copy of this report.

Date Section VI Completed

May 22, 1984

[Handwritten Signature] (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

DATE RECEIVED IN PER/PE

DATE RELEASED TO DEPARTMENT FILES

ACTION DCM-2 INFO AMB/3

VZCZCSJ0679

RR RUEHSJ

DE RUEHC #5262/01 1811625

ZNY CCCCC ZZH

R 301622Z JUN 86

FM SECSTATE WASHDC

TO AMEMBASSY SAN JOSE 1301

BT

LIMITED OFFICIAL USE STATE 205262

30-JUN-86

TOR: 17:17

CN: 36064

CHRG: SAS

DIST: DCM

STADIS

OFFICIAL-INFORMAL FOR DCM TULL FROM ARA/AND

E.O. 12356: N/A

TAGS: APER

SUBJECT: MEMORANDUM OF PERFORMANCE 12/84 TO 7/85

REF: PETERS-TULL TELCON 6/27/86

1. FOLLOWING IS MEMORANDUM OF PERFORMANCE COVERING YOUR CHARGESHIP IN BOGOTA FROM DECEMBER 26, 1984 THROUGH JULY 3, 1985, SIGNED BY AMBASSADOR (THEN-ARA/AND OFFICE DIRECTOR) RONDON. WOULD APPRECIATE RECEIVING YOUR RATED OFFICER STATEMENT AND ACKNOWLEDGEMENT OF RECEIPT WHICH WE CAN ATTACH WHEN WE SUBMIT IT TO PER. PLEASE RESPOND VIA OFFICIAL-INFORMAL FOR AND AND EX (NOT/NOT PER CHANNEL); THIS WILL ENSURE RECEIPT IN APPROPRIATE ACTION OFFICE.

2. BEGIN TEXT

-- MEMORANDUM OF PERFORMANCE

-- JAMES L. TULL

"- FE-~~MC~~, SSN 483-26-4959

-- CHARGE D'AFFAIRES, AMEMBASSY BOGOTA
-- DECEMBER 26, 1984-JULY 3, 1985

DUE TO SENIOR PERSONNEL CHANGES IN MID-1985, JIM TULL'S LONG CHARGESHIP IN BOGOTA BETWEEN DECEMBER 1984 AND JULY 1985 DID NOT RECEIVE THE EVALUATION WHICH IT SO JUSTLY DESERVED. THE THEN-ASSISTANT SECRETARY AND DEPUTY ASSISTANT SECRETARY FOR INTER-AMERICAN AFFAIRS ARE NO LONGER AVAILABLE; THE FORMER HAS LEFT GOVERNMENT SERVICE. AS DIRECTOR OF THE OFFICE OF ANDEAN AFFAIRS AT THE TIME, AND HAVING SERVED BOTH BEFORE AND SINCE AS CHIEF OF MISSION, I FEEL THAT I AM IN THE BEST POSITION TO PROVIDE A KNOWLEDGEABLE AND PROPERLY COMMENDATORY REVIEW OF A SUPERB PERFORMANCE UNDER SOME OF THE MOST DIFFICULT CIRCUMSTANCES IMAGINABLE.

JIM ASSUMED CHARGE IN BOGOTA THE DAY AFTER CHRISTMAS, WHEN THREATS AGAINST THE AMBASSADOR AND HIS FAMILY FROM COLOMBIAN DRUG TRAFFICKERS OBLIGED THEIR DEPARTURE ON A

FEW HOURS' NOTICE. THIS WAS THE BEGINNING OF A SECURITY CRISIS WHICH HAS CONTINUED TO THE PRESENT DAY AND WHICH FORCED A TOTAL RESTRUCTURING OF THE U.S. MISSION IN COLOMBIA. JIM REMAINED CONTINUOUSLY IN CHARGE UNTIL HIS REPLACEMENT ARRIVED IN MID-SUMMER. THE AMBASSADOR RETURNED FOR LESS THAN A WEEK IN FEBRUARY, UNDER TIGHT SECURITY ORDERED BY THE SECRETARY AND DIRECTLY OVERSEEN BY JIM, TO PAY FAREWELL CALLS.

WE WOULD PRAISE ANY OFFICER WHO HELD TOGETHER A MISSION THAT UNDERWENT THE BOGOTA EXPERIENCE IN EARLY 1985: EXTRADITION OF INTERNATIONAL NARCOTICS TRAFFICKERS; WITHDRAWAL OF DEPENDENTS; TURNING THE CHANCERY AND OFFICIAL RESIDENCES INTO VIRTUAL FORTRESSES; THE REASSIGNMENT AND DEPARTURE OF ALMOST 100 OF THE OFFICER COMPLEMENT; AND A VISIT TO WASHINGTON BY THE CHIEF OF STATE. JIM DID FAR, FAR MORE THAN THAT. UNDER HIS DIRECTION THE U.S. MISSION TURNED IN A CHAMPION PERFORMANCE AND EARNED THE SECRETARY'S PERSONAL PRAISE AS "IMPRESSIVE" AND IN THE "HIGHEST TRADITION OF PROFESSIONALISM."

JIM OVERSAW EVERY ASPECT OF THE MISSION'S ACTIVITIES DURING THIS PERIOD. SEVEN COLOMBIAN TRAFFICKERS WERE EXTRADITED WITH MILITARY PRECISION, DESPITE THREATS FROM THE DRUG MAFIA TO PREVENT THEIR DEPARTURE AND RETALIATE AGAINST AMERICAN OFFICIALS. IN RESPONSE TO THESE THREATS, JIM HAD TO MAKE SOME OF THE TOUGHEST DECISIONS IMAGINABLE. SCHOOL-AGE DEPENDENTS AND MOTHERS HAD TO BE EVACUATED, SEPARATING MANY FAMILIES AT SHORT NOTICE.

THIS WAS DONE QUICKLY AND WITHOUT PUBLICITY; THE ASSISTANT SECRETARY PRAISED THE OPERATION AS "EXCEPTIONALLY ORDERLY" AND DEMONSTRATING SENSITIVITY BOTH TO THE SAFETY OF FAMILIES AND THE SENTIMENTS OF THE HOST GOVERNMENT. WHEN MISSION ELEMENTS WERE PULLED INTO THE CHANCERY, FORCING OFFICERS TO WORK IN IMPOSSIBLY CRAMPED QUARTERS, JIM HANDLED THE INEVITABLE FRICTIONS WITH JUST THE RIGHT MIXTURE OF SYMPATHY AND FIRMNESS.

UNDER JIM'S SUPERVISION, VARIOUS MISSION ELEMENTS COLLABORATED IN DEVELOPING AND PRESENTING TO THE HOST GOVERNMENT A MAJOR COUNTER-TERRORISM ASSISTANCE PROGRAM. THE COLOMBIA PROGRAM HAS BECOME A MODEL FOR SIMILAR EFFORTS ELSEWHERE IN THE REGION. GROUNDWORK LAID BY THE MISSION UNDER JIM'S DIRECTION ALLOWED A WASHINGTON TEAM TO BRIEF THE GOC AND SECURE ITS CONCURRENCE TO THE PROGRAM IN TWO DAYS' TIME.

THE MISSION'S REGULAR WORK DIDN'T MISS A BEAT. REPORTING REMAINED AT THE SAME HIGH LEVEL OF QUANTITY AND QUALITY THAT WE HAD SEEN IN MONTHS BEFORE. ECONOMIC REPORTING IN

PARTICULAR REMAINED AMONG THE BEST IN SOUTH AMERICA. INPUT FOR BRIEFING PAPERS FOR PRESIDENT BETANCUR'S OFFICIAL WORKING VISIT IN APRIL WAS ON TIME AND RIGHT ON THE MARK. OUR HARRIED DESK OFFICERS WERE IMMENSELY GRATEFUL.

JIM'S WAS A VIRTUOUS PERFORMANCE, REFLECTING THE QUALITIES THAT WE OFTEN SEEK BUT SELDOM FIND IN ONE PERSON. HE HAS A REMARKABLE ABILITY TO PRIORITIZE, PARTICULARLY UNDER PRESSURE. HE IS ABSOLUTELY UNFLAPPABLE. THE WORSE THINGS ARE, THE CALMER HE GETS--WITH AN IMMEDIATE CALMING EFFECT ON EVERYONE AROUND HIM. HE ALSO DEMONSTRATED THE COURAGE TO SAY "NO" IN AN INTER-AGENCY ENVIRONMENT VIRTUALLY READY TO CLOSE OUT OUR OPERATIONS IN BOGOTA. HE EXPERIENCED PERSONALLY WHAT IT IS TO BE ALONE AT THE TOP WITH THE OBLIGATION TO MAKE DECISIONS THAT COULD HAVE LED EASILY TO THE LOSS OF LIFE.

JIM IS EXCEPTIONALLY GOOD WITH PEOPLE. HE UNDERSTANDS THE HUMAN CONSEQUENCES OF PROBLEMS AND ATTEMPTS TO MINIMIZE THEIR PAINFUL EFFECTS. THIS WAS MOST APPARENT AS FAMILIES WERE SEPARATED AND OFFICERS REQUESTED CURTAILMENT OF TOURS. BUT HE IS TOUGH AS NAILS--MAKE NO MISTAKE. HE DOES NOT FLINCH FROM HARD DECISIONS, HE SORTS OUT PROBLEMS VERY QUICKLY AND DOESN'T AGONIZE, AND HE DOES NOT TOLERATE WHINING. IT WAS A QUALITY ACT, AND I WOULD BE PLEASED TO HAVE HIM WITH ME ANYTIME.

-- FERNANDO E. RONDON

-- AMBASSADOR OF THE UNITED STATES

-- QUITO, ECUADOR

-- (DIRECTOR, OFFICE OF ANDEAN AFFAIRS 1983-85)

WHITEHEAD

BT

#5262

NNNN

VZCZCSJI *
 RR RUEHC
 DE RUEHSJ #6349 182 **
 ZNY CCCCC ZZH
 R 012231Z JUL 86
 FM AMEMBASSY SAN JOSE
 TO SECSTATE WASHDC 8711
 BT

CLASS: LIMITED OFFICIAL USE

CHRG: PROG 07/01/86
 APPRV: DCM:JLTULL
 DRFTD: DCM:JLTULL:JR
 CLEAR: NONE
 DISTR: DCM

LIMITED OFFICIAL USE SAN JOSE 06349

FOR ARA/EX SCASSA AND ARA/AND MCLEAN

E.O. 12356: N/A
 TAGS: AMGT
 SUBJECT: OFFICIAL-INFORMAL

REF: STATE 205262

1. I WANT TO THANK YOU BOTH FOR REFTEL AND ESPECIALLY FRED RONDON FOR HIS SUPER-GENEROUS WORDS. IF HE HAS GONE BACK TO QUITO NOW, PLEASE LET ME KNOW AND I'LL SEND A MESSAGE TO HIM THERE. THE ONLY CORRECTION IN THE MEMORANDUM YOU MAY WISH TO MAKE IS TO SHOW MY GRADE AS MC RATHER THAN OC. FOLLOWING IS MY OWN STATEMENT:

2. BEGIN TEXT

- MEMORANDUM OF PERFORMANCE

- RATED OFFICER'S STATEMENT - I AM DEEPLY GRATEFUL TO AMBASSADOR RONDON FOR HIS COMMENTS ON MY PERFORMANCE AS CHARGE D'AFFAIRES IN BOGOTA DURING THE PERIOD UNDER REVIEW. AS THE THEN-DIRECTOR OF THE OFFICE OF ANDEAN AFFAIRS, I FEEL THAT HE MORE THAN ANYONE ELSE I KNOW OF IS UNIQUELY QUALIFIED TO MAKE THIS REVIEW.

- WHAT GAVE ME THE MOST SATISFACTION FROM THAT DIFFICULT TIME WAS THE FACT THAT, DESPITE THE SEVERITY OF OUR SECURITY PROBLEMS, THE MISSION WAS NONETHELESS ABLE TO CARRY FORWARD ALL OF OUR MAJOR PROGRAM ACTIVITIES. THIS I THINK WAS DUE TO THREE FACTORS: FIRST, THE VERY CLEARLY DELINEATED AND CLEARLY UNDERSTOOD POLICY GUIDELINES LAID DOWN BY AMBASSADOR TAMBS PRIOR TO HIS DEPARTURE; SECOND, THE ABSOLUTELY SUPERB AND UNWAVERING INTEREST AND SUPPORT WE RECEIVED FROM THE ARA BUREAU AND MANY OTHER DEPARTMENT OFFICES INCLUDING THE SECRETARY HIMSELF; AND THIRD, THE PROFESSIONALISM AND COURAGE OF THE SENIOR MISSION STAFF OF ALL AGENCIES WHO WERE ABSOLUTELY COMMITTED TO EXCELLENCE IN PERFORMANCE REGARDLESS OF THE CIRCUMSTANCES.

- I NOW HAVE TWO MORE YEARS REMAINING ON MY PRESENT ASSIGNMENT IN SAN JOSE. AS I HAVE COMMENTED ON OTHER RATING STATEMENTS, I WILL HAVE BY THEN

SERVED IN THE FIELD FOR TEN YEARS AND NOW INTEND
TO SEEK A SENIOR POSITION IN WASHINGTON, HOPEFULLY
IN THE MANAGEMENT FIELD.

- - - - JAMES L. TULL
- - - - DEPUTY CHIEF OF MISSION
- - - - SAN JOSE, COSTA RICA

END TEXT.
TAMBS
BT
#6349

NNNN

FOR ASSISTANT SECRETARY ABRAMS FROM CHARGE

E.O. 12356: DECL: OADR

TAGS: PREL, CS

SUBJECT: TURNOVER OF THE EMBASSY

REF: YOUR TELCON OF FEBRUARY 12

- 1.
 2. FOLLOWING REFTELCON, RICK AND I SPOKE LAST WEDNESDAY EVENING ABOUT THE TIMING OF MY TURNOVER OF THE EMBASSY TO HIM NEXT MONTH. THERE IS ONE THING I HOPE WE CAN AVOID AS WE GO FORWARD WITH THIS: GIVING PRESIDENT ARIAS ANOTHER SIGNAL WHICH HE MAY WELL CHOOSE TO MISINTERPRET AGAIN REGARDING USG RELATIONSHIPS WITH HIS GOVERNMENT.
 3. ARIAS REMAINS, I BELIEVE, UNCERTAIN AND AT TIMES SUSPICIOUS ABOUT OUR MOTIVES AND INTENTIONS. TIME AND TIME AGAIN, WHETHER IT BE AID CONDITIONS AND DISBURSEMENTS, OUR ABILITY TO INFLUENCE THE IMF AND THE PRIVATE BANKS, OR THE SUDDENNESS OF AMBASSADOR TAMBS' DEPARTURE, HE HAS ALMOST MORBIDLY LOOKED FOR THE DARK SIDE OF EITHER OUR ACTIONS OR INACTIONS. HIS CURRENT OBSESSION IS THE DELAY IN THE ANNOUNCEMENT OF A NEW AMBASSADOR FOR THIS MISSION. AS I MENTIONED TO RICK LAST WEEK, I THINK HE IS ALREADY BEGINNING TO INTERPRET THIS AS A SIGN OF OUR DISPLEASURE OVER HIS PEACE PLAN PROPOSAL AND OUR PROBLEMS WITH IT, WHICH HE KNOWS ONLY TOO WELL.
 4. IF OUR TURNOVER APPEARS HURRIED OR RUSHED, I FEAR HE WILL AGAIN MISREAD THIS AS IMPENDING SOME POLICY CHANGE OR AN INTENTION BY US TO "PRESSURE" HIM IN SOME SINISTER FASHION.
 5. I HAVE ALREADY MADE WIDELY KNOWN HERE MY INTENTION TO RETIRE THIS SUMMER. I HAVE ALSO PRIVATELY TOLD FOREIGN MINISTER MADRIGAL THAT RICK WILL BE TAKING OVER SOON, SO THAT I CAN RETURN TO WASHINGTON AND WIND UP MATTERS THERE BEFORE LEAVING THE SERVICE.
 6. MY SUGGESTION THEREFORE THAT WE MAKE THIS SWITCH TOWARD THE END OF THE MONTH, SAY, MARCH 25 WITH RICK ARRIVING THE PRECEDING SUNDAY. THIS WILL GIVE ME AMPLE TIME TO LET THE WORD OUT AND MAKE THIS TURNOVER A NATURAL COURSE OF EVENTS, RATHER THAN FOR ARIAS AND THOSE AROUND HIM A SUDDEN MOVE WHICH HAS SOME KIND OF PORTENT FOR THEM.
 7. HAVING SAID THE ABOVE, I AM IN ANY CASE READY TO LEAVE WHENEVER YOU WISH. IF YOU WILL LET ME KNOW AS SOON AS POSSIBLE, I SHALL REQUEST ORDERS ACCORDINGLY AND BEGIN OUR PACK OUT.
- TULL

FOR CHARGE FROM ASSISTANT SECRETARY ABRAMS

E.O. 12356: DECL:OADR
TAGS: PREL, AMGT, CS
SUBJECT: TURNOVER OF THE EMBASSY

REF: (A) MY TELECON OF 2/12/87; (B) SAN JOSE 01990

1.

2. I SHARE THE CONCERNS YOU RAISE ABOUT THE POSSIBLE MISREADING BY ARIAS OF THE TIMING OF THE YOUR TURNOVER OF THE EMBASSY. WITH DUE CARE HERE AND IN SAN JOSE, I BELIEVE WE CAN MANAGE THINGS SATISFACTORILY. ARIAS, MADRICAL, AND OTHERS SHOULD BE TOLD THAT THE SECRETARY HAS DECIDED TO MOVE NOW IN ORDER TO ENSURE A DEGREE OF CONTINUITY IN THE MANAGEMENT OF THE MISSION DURING THE TRANSITION TO A NEW AMBASSADOR. IT IS PRECISELY TO AVOID ANY IMPLICATION THAT OUR DELAY IN NAMING A NEW AMBASSADOR HAS ANY POLITICAL INTENT THAT WE HAVE TAKEN THE DECISION TO SEND OUR OFFICE DIRECTOR FOR CENTRAL AMERICA TO MANAGE THE TRANSITION. THE SECRETARY HAS REAFFIRMED TO ME THE NEED TO MOVE FORWARD RAPIDLY ON THIS. WITHOUT WISHING TO COMPLICATE YOUR PLANS, BUT WITH THE SECRETARY'S INSTRUCTIONS IN MIND, I HAVE ASKED RICK TO PLAN TO ARRIVE IN SAN JOSE ON MARCH 9 AND REQUEST THAT YOU INFORM THE COSTA RICAN AUTHORITIES ACCORDINGLY. WE WILL PROVIDE THE TEXT OF A SUGGESTED NOTE TO THE FOREIGN MINISTRY SEPARATELY AND WILL COORDINATE FULLY ON ANY PRESS STATEMENTS ON THE TURNOVER. SHULTZ

DIRGEN CHANNEL

FOR DIRECTOR GENERAL VEST FROM CHARGE

E.O. 12356: N/A

TAGS: APER

SUBJ: TURNOVER OF THE EMBASSY

1. YOU MAY RECALL THAT WHEN WE MET IN JANUARY, I TOLD YOU THAT AT SOME POINT ASSISTANT SECRETARY ABRAMS MIGHT DECIDE TO REPLACE ME HERE, PARTICULARLY IF THE NAMING OF A NEW AMBASSADOR APPEARED TO BE DELAYED. YOU KINDLY OFFERED IN THAT EVENT TO TRANSFER ME BACK TO WASHINGTON FOR THE FEW MONTHS I HAVE BEFORE RETIRING THIS SUMMER OR EARLY FALL.

2. MR. ABRAMS HAS JUST NOTIFIED ME OF HIS DESIRE TO MAKE THIS SWITCH NOW. HE INTENDS TO SEND ARA/CEN OFFICE DIRECTOR MELTON TO SAN JOSE ON MARCH 9 AND I WILL DEPART ON MARCH 11.

3. IF YOUR OFFER IS STILL OPEN, I WOULD LIKE TO TAKE ADVANTAGE OF IT. SPECIFICALLY, I WILL NEED ORDERS IN THE NEXT FEW DAYS IN ORDER TO PACK OUT NEXT WEEK AND DEPART TWO WEEKS FROM TODAY.

4. FOR REASONS I MENTIONED TO YOU IN JANUARY, I STRONGLY DESIRE NOT TO BE ASSIGNED TO ARA OVER-COMPLEMENT. IT WOULD EASE MY PERSONAL SITUATION IF YOU COULD HAVE ORDERS SENT TO ME NOW FOR DG/PER OVER-COMPLEMENT. I THINK YOU CAN UNDERSTAND HOW DEEPLY I FEEL ABOUT THIS POINT.

5. ALL OF THIS HAS COME VERY QUICKLY AND I REGRET HAVING TO BURDEN YOU WITH STILL ANOTHER PROBLEM.

6. WITH KINDEST PERSONAL REGARDS, TULL
BT

FOR ASSISTANT SECRETARY ABRAMS FROM CHARGE

E.O. 12356: DECL:OADR
TAGS: PREL, AMGT, CS
SUBJ: TURNOVER OF THE EMBASSY

REF: STATE 053728

1.

2. I MET WITH FOREIGN MINISTER MADRIGAL THIS MORNING PRIOR TO HIS DEPARTURE TO MEXICO CITY, AND TOLD HIM PER REFTEL THAT RICK WOULD ARRIVE HERE ON MARCH 9 AND THAT I WOULD TURNOVER THE EMBASSY TO HIM UPON MY DEPARTURE MORNING OF MARCH 11. I ALSO ASKED HIM TO INFORM PRESIDENT ARIAS. I SUGGESTED, AND FORMIN AGREED, THAT I SEEK APPOINTMENTS ON MARCH 10 FOR BOTH OF US WITH HIM AND THE PRESIDENT.

3. I HAVE ALSO INFORMED DIRECTOR GENERAL VEST OF THIS CHANGEOVER AND ASKED HIM TO SEND ME DG/PER OVER-COMPLEMENT ORDERS ASAP.
TULL

UNCLASSIFIED
Department of State

OUTGOING
TELEGRAM

PAGE 01 STATE 058101
ORIGIN PER-06

6950

INFO LOG-00 ADS-00 COMP-01 ARA-00 FOE-00 STPD-02 /009 R

DRAFTED BY: PER/FCA/ARA: K. WARPULA
APPROVED BY: PER/FCA/ARA: K. MULLEN

-----057733 280252Z /38

O 280249Z FEB 87
FM SECSTATE WASHDC
TO AMEMBASSY SAN JOSE IMMEDIATE

UNCLAS STATE 058101

TM CHANNEL

E.O. 12356: N/A
TAGS: APER
SUBJECT: TMFOUR, PERSONNEL ACTION AND TRAVEL AUTH
FOR TULL, JAMES L, 483-26-4959, FE-MC

1. TRVL AUTH NO. 7-61438, T.A. DATE 02/27/87

2. OFF'L TRVL AUTH AS FOLLOWS: DIRTRAN, FR ORG CODE
311201, SAN JOSE, TO WASHINGTON, DC (DG/PER), ETD 03/87, ETA
03/87, TOUR INDEFINITE; CONSULT: 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
1970113 2025 761438 219900 8153-00 2099 12560
THIS ACCTNG DATA REQ'D ON ALL DOCUMENTS (GTR'S, GB/L'S,
VOUCHERS, ETC.) ISSUED UNDER THIS AUTH.

4. REASSIGNMENT, S-88881-00

5. QUARTERS AVAIL: UNFURNISHED; HHE ALLOW: LIM 07200, TOT
18000; 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. NOT REPEAT
NOT AUTHORIZED.

6. PERSONNEL/PAYROLL USE ONLY
AGENCY/ APPROP /ALLOT/FUNCTION/OBJT NOA NOA DATE
1900 070113.0 1097 0000 1111 721 03/01/87

7. DUTY FREE ENTRY OF THE PERSONAL AND HOUSEHOLD EFFECTS
OF THE EMPLOYEE AND MEMBERS OF THE EMPLOYEE'S FAMILY IS
REQUESTED UNDER ITEM NO. 817.00 OF THE TARIFF SCHEDULE OF
THE UNITED STATES. ENTRY IS IN CONNECTION WITH
TERMINATION OF THE EMPLOYEE'S DUTY ASSIGNMENT IN EXCESS OF
140 DAYS OUTSIDE THE CUSTOMS TERRITORY OF THE UNITED
STATES.

8. TRANSFER.
ALLOWANCE FOR SHIPMENT OF EFFECTS FROM ORIGIN POST
(INCLUDING ELECTIVE POINTS OF ORIGIN ABROAD IN ACCORDANCE
WITH 6 FAM 163) IS RESTRICTED TO AUTHORIZED LIMITED
SHIPMENT ALLOWANCE AS EMPLOYEE OCCUPIED QUARTERS WHICH
CONTAINED GOVERNMENT-OWNED FURNISHINGS.
AUTHORITY FOR STORAGE OF EFFECTS AT GOVERNMENT EXPENSE
ISSUED PRIOR TO THE DATE OF THIS AUTHORIZATION WILL
TERMINATE THREE MONTHS AFTER YOUR ARRIVAL AT STATION OF
DESTINATION.
TRAVEL W/NILVA JEAN AUTHORIZED SAN JOSE/WASHINGTON, D.C.

EMPLOYEE SHOULD NOTE THAT ALL EMPLOYEES ARRIVING IN
WASHINGTON, REGARDLESS OF ONWARD ASSIGNMENT, SHOULD REPORT
TO THE FOREIGN-SERVICE LOUNGE TO REGISTER, UPDATE LOCATOR

CARDS, OBTAIN CHECK-IN SHEET AND, IF NEWLY ASSIGNED
STATESIDE, REPORT TO THE LEAVE SECTION IN THE LOUNGE WITH A
COPY OF THEIR ORDERS. IT IS EXTREMELY IMPORTANT THAT ALL
EMPLOYEES ASSIGNED TO WASHINGTON OR ANYWHERE STATESIDE FROM
TOURS ABROAD REPORT PROMPTLY TO THE LEAVE SECTION IN THE
LOUNGE (EMPLOYEE SERVICE CENTER) TO ACCOUNT FOR THEIR LEAVE
AND TRANSIT TIME.

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

AUTH OFFICER, GEORGE S. VEST, DIRECTOR GENERAL
ARMACOST

UNCLASSIFIED

UNCLASSIFIED
Department of State

OUTGOING
TELEGRAM

PAGE 01 STATE 056613
ORIGIN PER-06

0426

INFO LOG-00 ADS-00 ARA-00 /006 R

DRAFTED BY: PER/FCA/SO : RSBARRETT
APPROVED BY: PER/FCA/SO : RSBARRETT
DESIRED DISTRIBUTION
M/EX, PER/FCA/ARA, ARA/EX, PER/ER/RET

-----370256 270201Z /38

O 270159Z FEB 87
FM SECSTATE WASHDC
TO AMEMBASSY SAN JOSE IMMEDIATE

UNCLAS STATE 056613

TM CHANNEL

E. O. 12356: N/A

TAGS: APER

SUBJECT: TMONE - PERSONNEL ASSIGNMENT (TULL, JAMES L,
483-26-4959, FE-MC, POL)

1. DEPARTMENT ANNOUNCES THE ASSIGNMENT OF MR. TULL TO WASHINGTON, DC (DG/PER), IN VACANT POS. NO S8888100 VIA DIRECT TRANSFER. ETD 03/87, ETA 03/87. TOD INDEFINITE. TOUR CURTAILED BY 17 MONTHS AT SAN JOSE TO 03/87.

2. DEPENDENTS: WIFE/NILVA J.

3. THE LOSING POST AND EMPLOYEE ARE REMINDED OF EMPLOYEE'S RESPONSIBILITY TO OBTAIN ALL MEDICAL CLEARANCES AS SET FORTH IN 3 FAM 684 2 (B). FAILURE BY EMPLOYEES AND DEPENDENTS TO OBTAIN MEDICAL CLEARANCE OR WAIVER MAY RESULT IN FORFEITURE OF MEDICAL BENEFITS UNDER THE MEDICAL AND HEALTH PROGRAM (3 FAM 684.7-4).

4. EMPLOYEE IS REQUESTED TO SUBMIT TMTWO SOONEST.

5. EMPLOYEE SHOULD CHECK IN WITH THE PERSONNEL TECHNICIAN IN ROOM 2336 N. S. IMMEDIATELY UPON ARRIVAL IN WASHINGTON.

6. TOD IN SAN JOSE: 19 MOS.

7. DGP/NOC TOD: INDEFINITE, PENDING RETIREMENT. WHITEHEAD

KM

UNCLASSIFIED

ACTION PERS-2 INFO CHARGE ADM GSO(2) B&F CLO/9

VZCZCSJ0491

27-FEB-87 TOR: 15:11

OO RUEHSJ

CN: 11171

DE RUEHC #6613 0580159

CHRG: SAS

ZNR UUUUU ZZH

DIST: TM

O 270159Z FEB 87

ADD:

FM SECSTATE WASHDC

TO AMEMBASSY SAN JOSE IMMEDIATE 5091

BT

UNCLAS STATE 056613

TM CHANNEL

E.O. 12356: N/A

TAGS: APER

SUBJECT: TMONE - PERSONNEL ASSIGNMENT (TULL, JAMES L,
483-26-4959, FE-MC, POL)

1. DEPARTMENT ANNOUNCES THE ASSIGNMENT OF MR. TULL TO WASHINGTON, DC (DG/PER), IN VACANT POS. NO S8888100 VIA DIRECT TRANSFER. ETD 03/87, ETA 03/87. TOD INDEFINITE. TOUR CURTAILED BY 17 MONTHS AT SAN JOSE TO 03/87.
2. DEPENDENTS: WIFE/NILVA J.
3. THE LOSING POST AND EMPLOYEE ARE REMINDED OF EMPLOYEE'S RESPONSIBILITY TO OBTAIN ALL MEDICAL CLEARANCES AS SET FORTH IN 3 FAM 684 2(B). FAILURE BY EMPLOYEES AND DEPENDENTS TO OBTAIN MEDICAL CLEARANCE OR WAIVER MAY RESULT IN FORFEITURE OF MEDICAL BENEFITS UNDER THE MEDICAL AND HEALTH PROGRAM (3 FAM 684.7-4).
4. EMPLOYEE IS REQUESTED TO SUBMIT TMTWO SOONEST.
5. EMPLOYEE SHOULD CHECK IN WITH THE PERSONNEL TECHNICIAN IN ROOM 2336 N.S. IMMEDIATELY UPON ARRIVAL IN WASHINGTON.
6. TOD IN SAN JOSE: 19 MOS.
7. DGP/NOG TOD: INDEFINITE, PENDING RETIREMENT. WHITEHEAD

BT

#6613

NNNN

VZCZCSJI *
RR RUEHDS
DE RUEHSJ #2274 061 **
ZNR UUUUU ZZH
R 021826Z MAR 87
FM AMEMBASSY SAN JOSE
TO AMEMBASSY ADDIS ABABA 0022
BT
UNCLAS SAN JOSE 02274

CLASS: UNCLASSIFIED
CHRG: PROG 03/02/87
APPRV: CHARGE: JLTULL
DRFTD: CHARGE: JLTULL:BS
CLEAR: NONE
DISTR:
CHARGE

FOR CHARGE CHEEK FROM TULL

E.O. 12356: N/A
TAGS: AMGT
SUBJ: OFFICIAL-INFORMAL

1. DEAR JIMMY - PLEASE LET CHRIS KNOW THAT ELLIOTT HAS DECIDED TO MAKE A CHANGE HERE AND THAT WE'LL BE LEAVING FOR WASHINGTON NEXT WEDNESDAY, MARCH 11. TELL HIM WE'LL BE STAYING WITH STEVE FOR A WEEK TO TEN DAYS BEFORE MOVING INTO TEMPORARY QUARTERS UNTIL OUR RETIREMENT AT THE END OF JUNE OR SO. WE'VE SENT A LETTER OFF TO HIM.

2. AS YOU CAN SEE, THEY ARE STILL PLAYING HARD BALL IN ARA! ALL THE BEST TO YOU AND CAROL FROM US BOTH.

TULL
BT
#2274

NNNN

VZCZCSJI *
PP RUEHC
DE RUEHSJ #2374 062 **
ZNR UUUUU ZZH
P 032146Z MAR 87
FM AMEMBASSY SAN JOSE
TO SECSTATE WASHDC PRIORITY 2882
BT
UNCLAS SAN JOSE 02374

CLASS: UNCLASSIFIED
CHRG: SAS 03/02/87
APPRV: DCM:JLTULL
DRFTD: PER:SMHERRERA:CU
CLEAR: 1.PER:PABORDER
2.ADM:REBURGESS
DISTR:
~~PER CHARGE~~ ADM
B&F

TM CHANNEL

E.O. 12356:N/A
TAGS: APER
SUBJ: TMTWO, PROPOSED ITINERARY (TULL, JAMES L., SSN:
483-26-4959, FE-MC)

1. STATE, FE-MC, DIRTRANS, FM SAN JOSE, TO WASHDC
(DG/PER/OC), ETD 03-11-87, ETADC 03-30-87, LVENROUTE
NONE, LVINUS 12 DAYS AL, AIR.

2. ALADD:
C/O STEPHEN L. TULL
8150 LAKE CREST DR., APT. 409
GREENBELT, MD. 20770
PHONE: 301-345-1799

3. PROPOSED ITINERARY:
03-11-87 - LV SAN JOSE, ARR WASHDC
03-12-87 - 03-27-87 - ANNUAL LEAVE
03-30-87 - REPORT FOR DUTY

4. MEDICALS WILL BE TAKEN IN WASHDC LATER.

TULL
BT
#2374

NNNN

ACTION DCM-2

VZCZCSJ0978
RR RUEHSJ
DE RUEHDS #0889 0641321
ZNR UUUUU ZZH
R 051321Z MAR 87
FM AMEMBASSY ADDIS ABABA
TO AMEMBASSY SAN JOSE 0029
BT
UNCLAS ADDIS ABABA 00889

05-MAR-87 TOR: 15:33
CN: 12649
CHRG: PROG
DIST: DCM
ADD: C

FOR CHARGE TULL FROM CHEEK

E.O. 12356: DECL: OADR
TAGS: AMGT
SUBJECT: OFFICIAL-INFORMAL

REF: SAN JOSE 2274

1. I PASSED YOUR MESSAGE TO CHRIS. HE IS IN GOOD HEALTH AND SPIRITS AND PERFORMING ON THE JOB AS A SUPERB MARINE. YOU CAN BE PROUD OF HIM.
2. SORRY TO LEARN THAT YOU ARE RETIRING FROM THE SERVICE, BUT IT IS SOMETHING WE ALL HAVE EVENTUALLY TO DO. WE WISH YOU AND NILVA ALL THE BEST IN YOUR NEW LIFE.
3. WE ARE ASSIGNED HERE UNTIL SUMMER OF 1988 BY WHICH TIME WE SHOULD HAVE A BETTER FIX ON THE OUTCOME OF OUR PRESIDENTIAL ELECTIONS, WHICH WILL PRETTY WELL DETERMINE OUR FUTURE. BEING "BLACKLISTED" AND FORBIDDEN TO SERVE IN ARA HAS BEEN THE BEST THING THAT EVER HAPPENED TO US. INSTEAD OF BEING MIRED IN THE ARA CESSPIT AND INVOLVED WITH ACTIONS AND POLICIES THAT WE WOULD NOT CARE TO BE ASSOCIATED WITH, WE HAVE HAD WONDERFUL TOURS IN BOSTON AT HARVARD AND THE FLETCHER SCHOOL, IN NEPAL AND NOW IN ETHIOPIA. THE PAST TWENTY MONTHS HERE HAVE BEEN THE MOST EXCITING AND REWARDING OF OUR TWENTY-SIX YEARS IN THE SERVICE. WORKING TO SAVE NINE MILLION LIVES, AND SUCCEEDING, IS REALLY DOING "THE LORD'S WORK."
4. I AM SCHEDULED TO BE IN WASHINGTON MAY 18-24 FOR AN AF CHIEFS OF MISSION CONFERENCE AND TO RETURN THERE IN LATE JULY WITH CAROL AND SURYA ON OUR R&R TRIP. HOPE TO SEE YOU ALL THEN. ABRAZOS. CHEEK

BT
#0889

NNNN

ACTION AMB

VZCZCSJ0445
PP RUEHSJ
DE RUEHC #7310 0660732
ZNR UUUUU ZZH
P 070731Z MAR 87
FM SECSTATE WASHDC
TO AMEMBASSY SAN JOSE PRIORITY 5317
BT
UNCLAS STATE 067310

07-MAR-87 TOR: 12:54
CN: 13116
CHRG: SAS
DIST: DIRG
ADD:

DIRGEN CHANNEL
FOR CHARGE FROM THE DIRECTOR GENERAL

E.O. 12356: N/A
TAGS: APER
SUBJECT: TURNOVER OF THE EMBASSY

REF: SAN JOSE 02106

CONCUR IN YOUR DEPARTURE PLANS AS SET FORTH IN REFTL.
AS REQUESTED YOU ARE BEING ASSIGNED TO DGP/NOC. TM1 SENT
OUT FEBRUARY 26. WHITEHEAD
BT
#7310

NNNN

UNCLASSIFIED
Department of State

OUTGOING
TELEGRAM

PAGE 01 STATE 194054
ORIGIN PER-06

2025

INFO LOG-00 ADS-00 COMP-01 ARA-00 FOE-00 STPD-02 /009 R

DRAFTED BY: PER/FCA/ARA: K. WARPULA
APPROVED BY: PER/FCA/ARA: K. MULLEN

-----040100 240629Z /38

R 240502Z JUN 87
FM SECSTATE WASHDC
TO AMEMBASSY SAN JOSE

UNCLAS STATE 194054

TM CHANNEL

E. O. 12356: N/A

TAGS: APER

SUBJECT: TMFOUR AMEND, PERSONNEL ACTION AND TRAVEL AUTH
FOR TULL, JAMES L, 483-26-4959, FE-MC

1. TRVL AUTH NO. 7-61438B, T. A. DATE 06/23/87
 2. OFF'L TRVL AUTH AS FOLLOWS: DIRTRAN, FR ORG CODE 311201, SAN JOSE, TO WASHINGTON, DC (DG/PER), ETD 03/87, ETA 03/87, TOUR INDEFINITE; CONSULT: 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
1970113 2025 761438 219900 8153-00 2099 00000
THIS ACCTNG DATA REQ'D ON ALL DOCUMENTS (GTR'S, GB/L'S, VOUCHERS, ETC.) ISSUED UNDER THIS AUTH.
 4. REASSIGNMENT, S-88881-00
 5. QUARTERS AVAIL: UNFURNISHED; HHE ALLOW: LIM 07200, TOT 18000; 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. NOT REPEAT NOT AUTHORIZED.
 6. PERSONNEL/PAYROLL USE ONLY
AGENCY/ APPROP /ALLOT/FUNCTION/OBJT NOA NOA DATE
1900 070113.0 1097 0000 1111 002 03/01/87
 7. DUTY FREE ENTRY OF THE PERSONAL AND HOUSEHOLD EFFECTS OF THE EMPLOYEE AND MEMBERS OF THE EMPLOYEE'S FAMILY IS REQUESTED UNDER ITEM NO. 817.00 OF THE TARIFF SCHEDULE OF THE UNITED STATES. ENTRY IS IN CONNECTION WITH TERMINATION OF THE EMPLOYEE'S DUTY ASSIGNMENT IN EXCESS OF 140 DAYS OUTSIDE THE CUSTOMS TERRITORY OF THE UNITED STATES.
 8. AMENDED TO:
REMOVA- OF EFFECTS FROM STORAGE AT WASHINGTON, D. C. STORED UNDER TA 7-08030 AUTHORIZED.
- ATTACH COPY OF THIS T. A. TO TRVL REIMBURSEMENT VOUCHER.
- AUTH OFFICER, GEORGE S. VEST, DIRECTOR GENERAL
ARMACOST

UNCLASSIFIED



United States Department of State

*Director General of the Foreign Service
and Director of Personnel*

Washington, D.C. 20520

March 27, 1987

Honorable James L. Tull
c/o Senior Officer Division
Department of State
Washington, D. C.

Dear Jim:

I am pleased to inform you that, in accordance with the recommendation of the 1986 Foreign Service Selection Board which reviewed your performance record, you have been granted a limited career extension under the authority of Section 607B of the Foreign Service Act of 1980 and the provisions of 3 FAM 732.2d. This supersedes my telegram to you of last September on the same subject.

Your limited career extension will be for a period of three years, and your new time-in class date will be June 15, 1990.

Welcome!

Sincerely,


George S. Vest



United States Department of State

Washington, D.C. 20520

March 31, 1987

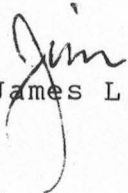
Ambassador George S. Vest
Director General of the Foreign Service
Department of State (M/DGP)
Washington, D.C. 20520

Dear George:

Thank you for your letter of March 27, regarding a limited career extension.

I accept this extension for a period of three years, ending June 15, 1990.

Respectfully yours,


James L. Tull

NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle) TULL, JAMES L				2. SSN 483-26-4959		3. Position Sensitivity (Opt)		4. Date of Birth 12-05-30		
5. Veteran Preference 2 1—None 3—10 Pt. Disab. 5—10 Pt. Other 2—5 Pt. 4—10 Pt. Comp. 6—10 Pt./30% Comp.				6. Serv. Comp. Date (Leave) 03-26-54		7. Tenure 1 (011)		8. Retirement 3		
9. FEGLI H IXPA ST DP				10. FLSA E E—Exempt N—Nonexempt		11. Sex M		12. Citizenship I 1—US 8—Other		
14. Effective Date 06-07-87				15. Annuitant Indicator 9 1—Reempl Ann-CS 3—RETM 5—RETM & CS 2—RETO 4—RETO & CS 9—Not Applicable		16. Work Schedule F F—Full-time P—Part-time I—Intermittent G—FT Seasonal Q—PT Seasonal J—INT Seasonal H—FT On Call R—PT On Call		17. (Reserved for OPM Use)		
18-A. NOAC 721		18-B. Nature of Action REASSIGNMENT				19-A. NOAC		19-B. Nature of Action		
18-C. Auth Code 24		18-D. Authority SEC 502 FS ACT 1980				19-C. Auth Code		19-D. Authority		
18-E. Auth Code		18-F. Authority				19-E. Auth Code		19-F. Authority		
20. FROM: Position Title and Number S-88881-00 REASSIGNMENT DE (-)					27. TO: Position Title and Number S-53382-00 DEPUTY DIRECTOR DE (-)					
21. Name and Location of Employing Office 219900 MISCELLANEOUS (NOC) DIR GEN OF FOR SER & DIR OF PERSONNEL					28. Name and Location of Employing Office 214000 OFF FS CAREER DEVELOPMENT & ASSIGNMENT DIR GEN OF FOR SER & DIR OF PERSONNEL					
22. Pay Plan & Occupational Code FE-97072		23. Grade or Level MC		24. Step or Rate 05		25. Salary \$75,500.00		26. Pay Basis PA		
29. Pay Plan & Occupational Code FE-90802		30. Grade or Level MC		31. Step or Rate 05		32. Salary \$75,500.00		33. Pay Basis PA		
34. Duty Station WASHINGTON DC					35. Position Occupied 2 1—Competitive 3—SES General 2—Excepted 4—SES Career Reserved		36. Appropriation Code (Optional) 0113.0-1097			
37. Remarks TRANSFER ELIGIBILITY DATE = 06-89 TOUR OF DUTY WILL BE TWO YEARS										
38. Approval A. Title of Approving Official DIRECTOR OF PERSONNEL					39. FPMIS Data A. Supv. or Non-supv. Ind. B. VEV IND C. PRD D. Barg. Unit Status E. Functional Class 1 N 0 8888					
B. Date 06-11-87					F. Educational Level 17		G. Year Degree Attained 57		H. Academic Discipline 81	
C. Signature/Authentication of Approving Official GEORGE S. VEST					I. Agency Code 1900		J. Location Code 110010001		K. SON 2951	
40. Employing Department or Agency ST00					N. WGI DUE		O. CCC		P. 10-80	
					Q. 0020					

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U.S. FOREIGN SERVICE EMPLOYEE EVALUATION REPORT		NAME OF EMPLOYEE BEING RATED <i>(surname first)</i> TULL, James L.	
TYPE OF REPORT REGULAR <input checked="" type="checkbox"/> CAREER CANDIDATE <input type="checkbox"/> VOLUNTARY <input type="checkbox"/> INTERIM: Change of rater <input checked="" type="checkbox"/> duties <input type="checkbox"/> assignment <input type="checkbox"/>		GRADE FE-MC	SSN 483-26-4959
POST OR ORGANIZATION American Embassy, San Jose		POSITION TITLE Deputy Chief of Mission	
RATER <i>(type name)</i> TAMBS, Lewis A. TITLE: Ambassador GRADE: FA-NC		PERIOD COVERED From 4/16/86 To 1/15/87	
		REVIEWER <i>(type name)</i> None Appropriate TITLE: GRADE:	
I. EMPLOYEE'S JOB AND WORK REQUIREMENTS (Established by Rater, Reviewer, and Employee)			
<p>A. Describe the position and where it fits in the staffing pattern; indicate the number and kind of employees supervised. The incumbent is the second-ranking U.S. official in Costa Rica. He is responsible to the Ambassador for supervision of the day-to-day operations of the Mission, with a current total personnel complement of 159 direct hire and contract Americans and 548 direct hire and contract foreign national employees. Under his direct supervision are the Chiefs of the Political, Economic, Consular and Administrative Sections. He also oversees the activities of the Agency for International Development, U.S. Information Service, Defense Attache and Defense Cooperation Offices, plus offices of six other U.S. agencies.</p>			
<p>B. Divide work requirements into two categories, continuing responsibilities and specific objectives (including, as appropriate, professional development activities); delineate in descending priority order. Include specific requirements relating to needs of other agencies.</p> <p>CONTINUING RESPONSIBILITIES: (1) Act as Ambassador's alter ego and principal advisor in the formulation and implementation of all programs and activities related to U.S. goals and objectives in Costa Rica; (2) Supervise the day-to-day operations of the Mission to ensure that the work of the Embassy Sections and the 10 other non-State elements of the Mission is coordinated and carried out in a manner determined by the Ambassador; (3) Make representations to and negotiate with officials of the Government of Costa Rica, particularly the Foreign Ministry, in accordance with the Ambassador's instruction; (4) Provide guidance to all Mission elements to ensure interpretative day-to-day reporting coverage, as well as implementation of the Embassy's analytical reporting plans; (5) Oversee the training and career development of Mission personnel, especially junior officers; (6) Chair various inter-agency standing bodies, such as the Emergency Action Committee, Disaster Relief Committee, International Exchange Visitors Committee, Anti-Terrorism Programs Committee, etc.; (7) Assume charge of the Mission in the Ambassador's absence.</p> <p>SPECIFIC OBJECTIVES: (1) Coordinate Mission programs to assure the rapid establishment of close and effective relations with the new Government-elect; (2) Oversee analytical and spot reporting on the new Government's attitudes toward key U.S. policy objectives in Costa Rica and Central America; (3) Establish close working relationships with the new Government at the sub-ministerial and, as directed by the Ambassador, at the ministerial and presidential levels; (4) Work to improve Embassy staffing and management services; (5) Work to improve Mission security and anti-terrorist programs; (6) Assure that appropriate management/internal control systems are functioning effectively to prevent the loss, waste or misuse of USG resources.</p>			
<p>C. Describe any special circumstances influencing the work program.</p>			

II. EVALUATION OF OVERALL PERFORMANCE AND ACCOMPLISHMENT (Completed by Rater)

A. General Appraisal:

SFS Member, Adjustment of Salary Level—Performance was excellent or better

Yes No

All classes—Performance was satisfactory or better (If no, see instructions for documenting unsatisfactory performance.)

Yes No

B. Discussion: Performance—strengths and weaknesses—is evaluated in terms of the five competency groups listed below. (See instructions for definitions.) All groups must be discussed with at least one competency from each group. Support assessment with examples of what and how work was done.

1. Substantive Knowledge (degree and level of functional and/or area skills and knowledge, including where appropriate, technical career skills)
2. Leadership (presence, effectiveness in oral communication, foresight, positiveness, and negotiating skill)
3. Managerial Skills (interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness)
4. Intellectual Skills (conceptual ability, logical thinking, understanding of authority relationships, skill in written communication, language skills, and cultural sensitivity)
5. Interpersonal Skills (EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill)

As I mentioned in my evaluation of him a year ago, Mr. Tull is clearly the best Deputy with whom I have had the good fortune to serve. This is the fourth time and eighth year he has served in this position. In Bogota, I was so impressed with his splendid managerial skills and sound character that I asked him to join me in Costa Rica. He agreed and once again has proven his well-recognized ability to direct the day-to-day operations of a busy post. Mr. Tull has the gift of getting things done with maximum effectiveness and minimum friction. Through his management abilities, he has focused this Mission's work on the goals and objectives which Washington and I have agreed upon. His skills have made the Mission better coordinated and more focused on my own priorities. He has brought about better understanding and cooperation between the diverse and multiple agencies of the U.S. Government represented here in order to accomplish the aims of our foreign policy in Costa Rica and to fit them into a rational and specific scheme. This is founded on a sound grasp of the substance and nuances of our mission. Our personal relationship is such that I depend absolutely on his honesty and experience; he is open, honest and frank in giving me advice and counsel. Thus, he has made a conspicuous contribution to our close and harmonious relationships with both the previous administration of President Monge and the new government of President Arias. During my absence, he represented me in a sound and effective fashion and I was most confident to leave the direction of the post in his hands.

Mr. Tull's skills as a manager continue to be remarkable. He is fair and objective. As in Bogota, he has devoted a great deal of his time to reorganizing the post's internal management systems, both administrative and substantive. His mastery in harmonizing the work of different agencies and sections has made Embassy San Jose highly effective as was recognized by the Inspectors in their visit here last fall. No agency or individual has felt isolated or ignored. Effective managerial control is based upon effective self-control. Mr. Tull has consistently demonstrated those qualities of self-discipline and dedication to duty (with an appropriate light touch) which enables him to convey difficult decisions without arousing rancor of jealousies.

The intellectual skills of Mr. Tull are excellent. He has the gift of logical and conceptual thinking and planning which enable him to move problems from start to effective conclusion with great efficiency. His written work is logically arranged and presentable. He and I have worked together harmoniously, effectively, and I think successfully, because we both have the same objectives in view--that of carrying out U.S. foreign policy and of making the Mission in San Jose the best possible. Jim delegates authority with prudence and competence. I have the complete confidence in his loyalty and leadership.

Mr. Tull is deeply "people oriented." He clearly enjoys his roles as a counsellor to subordinates and a friend to peers and superiors. He has never exhibited any personal prejudices and makes every effort to deal with people in an amiable, open manner and in such a fashion as to successfully overcome the eternal problem of any Deputy: trying to convince people where their own best interests are.

III. EVALUATION OF POTENTIAL (Completed by Rater)

A. General Appraisal: (Check block that best describes overall potential)

1. For Career Candidates only: Assessment of career potential as a Foreign Service Officer or Foreign Service Specialist:

- Unable to assess potential from observations to date
- Candidate is unlikely to serve effectively even with additional experience
- Candidate is likely to serve effectively but judgment is contingent on additional evaluated experience
- Candidate is recommended for tenure and can be expected to serve successfully across a normal career span

2. For other Foreign Service employees:

- Shows minimal potential to assume greater responsibilities
- Has performed strongly at current level but is not ready for positions of significantly greater responsibility at this time
- Has demonstrated the potential to perform effectively at next higher level
- Has demonstrated potential to perform effectively at higher levels
- Has demonstrated exceptional potential for much greater responsibilities now

B. Discussion

1. Potential is evaluated in terms of the competency groups listed in Section II. Cite examples illustrating strengths and weaknesses in competencies most important to your judgment.
2. For career candidates, discuss potential for successful service across a normal career span; for Senior Foreign Service, discuss potential for highest and broadest responsibilities; for all others, discuss potential for advancement.

Mr. Tull's competence, success and skill as a DCM have convinced me that he has all the necessary qualities to serve as a Chief of Mission.

I have had the pleasure of serving with Mr. Tull under extremely trying conditions at two major Missions. In San Jose, he has performed splendidly in pulling the Embassy together into a single, cohesive arm of U.S. foreign policy. I am certain that as an Ambassador he would prove to be a credit to the Foreign Service. Mr. Tull is also remarkably successful in dealing with the host government through his personality, wit, and courtesy. He explores many avenues to access enabling us to influence this government and society, thus furthering U.S. foreign policy objectives. During recent trying and troubled times he was well-balanced, loyal and effective. Moreover, he retains his composure and balance, along with a ready smile and a willingness to get along with the job at hand.

C. Areas for Improvement: The following must be completed for all employees. Employees should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his/her present position, specify at least one area in which he/she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

Mr. Tull has grown remarkably since we first began to work together three years ago. Though he retains both his courtesy and tact, nevertheless he has drive, decision, and determination. I believe his terms as Charge in Bogota and San Jose served as a positive educational experience and that he clearly demonstrates the executive ability to qualify him as an Ambassador. His independence of mind and personal integrity, as well as his courage in forth-rightly making his position and opinions known to me, mark him not only as an effective, yet loyal subordinate, but more importantly as a forceful leader in his own right.

IV. RATING OFFICER'S COMPLIANCE STATEMENT

Work requirements were established by rater, reviewer, and employee on 5/3/86.

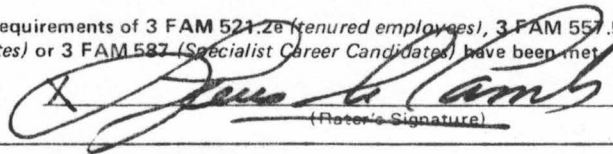
(If applicable, requirements were revised on _____.)

Employee's performance was discussed (candidate was counseled) on the following dates:

1. 9/27/86 2. 12/1/86 3. _____ 4. _____

In the case of an unsatisfactory performance rating, this is also to certify that the requirements of 3 FAM 521.2e (tenured employees), 3 FAM 557.5b(2) (employees subject to administrative promotion), 3 FAM 577 (FO Career Candidates) or 3 FAM 587 (Specialist Career Candidates) have been met.

Date Rating Completed July 31, 1987


(Rater's Signature)

V. REVIEW STATEMENT (Completed by Reviewer)

A. Discussion: Give your assessment of the employee's performance and potential (if a career candidate, overall potential to serve effectively at all levels across a normal career span, including FS-1 if an FSO candidate). If possible support your evaluation by providing additional examples of performance observed this rating period. Note differences with the rater's appraisal or recommendations. Comment on relations between rater and employee.

No appropriate reviewing officer available.

B. Reviewing Officer's Compliance Statement:

After reviewing this report carefully, I consider it to be complete, in conformance with the instructions, and adequately documented by specific examples of performance.

Date Section V Completed _____

(Reviewer's Signature)

VI. STATEMENT BY RATED EMPLOYEE

A. Discussion: This section is intended to provide the rated employee's views on the period of performance appraised and on career goals and objectives. You must comment on your most significant achievements during the period. You also may wish to address activities or problems which may not have been adequately covered in the report, or aspects of the appraisal which may need clarification or correction. You are encouraged to state your current career goals including training and assignments desired over the next 5 years. (Continuation sheets may be used.)

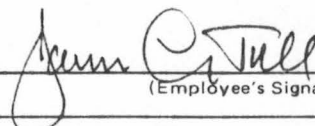
I think that the "specific objectives" listed in Part I.B. of this report and Ambassador Tambs' review of them as they applied to my performance, fully reflect my own views of my work during the time under review. Working with an extremely talented group of Section and Agency Chiefs, I think we made a good start with the new Costa Rican Administration, whose views both on Central America and the need for structural change and improvement within Costa Rica will be more difficult for us than its predecessor. Staff and resources shortages during this period made our own internal Mission management among the most difficult problems which I have faced. The laudatory words of the Inspectors on this point reflect highly on a very dedicated, thinly-stretched administrative staff.

I was transferred to Washington in March 1987, two months after the final departure of Ambassador Tambs. No one who has read my comments on his last three EER's on me can doubt my deep professional respect for him. I have now begun a two-year tour as Deputy Director for Foreign Service Career Development and Assignments. At this point, all of my career goals have essentially been met and I prefer to be more fully into my current assignment before commenting on any future postings.

B. I acknowledge receipt of a copy of this report.

Date Section VI Completed

August 7, 1987



(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

DATE RECEIVED IN PER/PE

DATE RELEASED TO DEPARTMENT FILES

NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle) TULL, JAMES L			2. SSN 483-26-4959		3. Position Sensitivity (Opt)		4. Date of Birth 12-05-30				
5. Veteran Preference 2 1—None 3—10 Pt. Disab. 5—10 Pt. Other 2—5 Pt. 4—10 Pt. Comp. 6—10 Pt./30% Comp.			6. Serv. Comp. Date (Leave) 03-26-54		7. Tenure 1 (01)		8. Retirement P FSPS & FICA				
9. FEGLI H			10. FLSA E E—Exempt N—Nonexempt		11. Sex M		12. Citizenship 1 1—US 8—Other				
14. Effective Date 01-03-88			15. Annuitant Indicator 9 1—Reempl Ann-CS 3—RETM 5—RETM & CS 2—RETO 4—RETO & CS 9—Not Applicable		16. Work Schedule F I—Intermittent F—Full-time G—FT Seasonal J—INT Seasonal P—Part-time Q—PT Seasonal H—FT On Call R—PT ON Call		17. (Reserved for OPM Use)				
18-A. NOAC 803		18-B. Nature of Action CHG IN RETIREMENT PLAN			19-A. NOAC		19-B. Nature of Action				
18-C. Auth Code ZSM		18-D. Authority SEC 301, Pa.L. 99-335			19-C. Auth Code		19-D. Authority				
18-E. Auth Code		18-F. Authority			19-E. Auth Code		19-F. Authority				
20. FROM: Position Title and Number S-53382-00 DEPUTY DIRECTOR DE (-) (-)					27. TO: Position Title and Number S-53382-00 DEPUTY DIRECTOR DE (-) (-)						
21. Name and Location of Employing Office 214000 OFF FS CAREER DEVELOPMENT & ASSIGNMENT DIR GEN OF FOR SER & DIR OF PERSONNEL					28. Name and Location of Employing Office 214000 OFF FS CAREER DEVELOPMENT & ASSIGNMENT DIR GEN OF FOR SER & DIR OF PERSONNEL						
22. Pay Plan & Occupational Code FE-90802		23. Grade or Level MC	24. Step or Rate 05	25. Salary \$75,500.00	26. Pay Basis PA	29. Pay Plan & Occupational Code FE-90802		30. Grade or Level MC	31. Step or Rate 05	32. Salary \$75,500.00	33. Pay Basis PA
34. Duty Station WASHINGTON DC					35. Position Occupied 2 1—Competitive 3—SES General 2—Excepted 4—SES Career Reserved		36. Appropriation Code (Optional) 0113.0-1097				

37. Remarks

TRANSFER ELIGIBILITY DATE = 06-89

EMPLOYEE ELECTED COVERAGE UNDER FSPS

FROZEN SICK LEAVE AT CONVERSION: 3047.00 HOURS.

38. Approval					39. FPMIS Data					
A. Title of Approving Official DIRECTOR OF PERSONNEL		B. Date 01-13-88			A. Supv. or Non-supv. Ind. 1	B. VEV IND N	C. PRD 0	D. Barg. Unit Status 8888	E. Functional Class	
C. Signature/Authentication of Approving Official GEORGE S. VEST					F. Educational Level 17	G. Year Degree Attained 57	H. Academic Discipline 81	I. Agency Code 1900		
40. Employing Department or Agency ST00					J. Location Code 110010001		K. SON 2951		L. Skill 0020	
					M. WGT DUE CCC	N. O.	P. DOG	Q. 10-80		

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U.S. FOREIGN SERVICE EMPLOYEE EVALUATION REPORT		NAME OF EMPLOYEE BEING RATED <i>(surname first)</i> TULL, James L.	
TYPE OF REPORT REGULAR <input checked="" type="checkbox"/> CAREER CANDIDATE <input type="checkbox"/> VOLUNTARY <input type="checkbox"/> INTERIM: Change of rater _____ duties _____ assignment _____		GRADE FE-MC	SSN 483-26-4959
POST OR ORGANIZATION PER/FCA		POSITION TITLE Deputy Director	
RATER <i>(type name)</i> Raymond C. Ewing TITLE: Director, PER/FCA GRADE: FE-MC		PERIOD COVERED From 06/01/87 To 04/15/88	
		REVIEWER <i>(type name)</i> William L. Swing TITLE: Deputy Assistant Secretary GRADE: FE-CM	

I. EMPLOYEE'S JOB AND WORK REQUIREMENTS (Established by Rater, Reviewer, and Employee)

A. Describe the position and where it fits in the staffing pattern; indicate the number and kind of employees supervised.

Deputy Director of the Bureau of Personnel's Office of Foreign Service Career Development and Assignments (PER/FCA). Shares with Office Director responsibilities for the supervision of the work of 14 Foreign Service Counseling and assignments branches within FCA, staffed by a total of 78 officers, technical staff and secretaries. Reports to the Director of FCA and through him, to the Bureau's senior Deputy Assistant Secretary for Personnel.

B. Divide work requirements into two categories, continuing responsibilities and specific objectives (including, as appropriate, professional development activities); delineate in descending priority order. Include specific requirements relating to needs of other agencies.

Continuing Responsibilities

1. Coordinates and directs the day-to-day work of FCA's counseling and assignments branches and its Title and Rank unit;
2. Assists the Director of FCA, the Deputy Assistant Secretary, and the Director General in developing new policies and programs to meet the Department's personnel goals;
3. Chairs the weekly assignment panels for political, economic, administrative, consular and secretarial employees which annually assign approximately 2,000 Foreign Service personnel;
4. Also chairs specialized FCA committees dealing with senior training selection, skill code changes, and five and eight year rule waivers to domestic service;
5. Promotes equal employment opportunity objectives and recruitment;
6. Maintains internal management controls to assure that FCA's work is cost efficient.

Specific Responsibilities

1. Acquire a deep understanding of the work of each of FCA's 14 divisions in order to harmonize their interaction in improving both the quality and timeliness of the assignment panels' and FCA's overall work;
2. Assure the promotion of such specific management objectives as (a) improved EEO performance, (b) special attention to staffing in the Soviet Union and Eastern Europe, (c) higher professionalism in career development, (d) greater cost effectiveness in PER resource use, (e) FCA's involvement in enhanced security operations world-wide, and (f) similar goals adopted by the Department's senior managers;
3. Improve specialized programs, such as those directed toward "hard-to-fill" positions, "fair share" bidding on differential posts, limiting "stretch" assignments above and below an employee's grade wherever possible, and protecting and promoting professional training as an integral part of the assignment system;
4. Reorganize internal responsibilities as necessary.

C. Describe any special circumstances influencing the work program.

REPRODUCED AT GOVERNMENT EXPENSE

II. EVALUATION OF OVERALL PERFORMANCE AND ACCOMPLISHMENT (Completed by Rater)

A. General Appraisal:

- SFS Member, Adjustment of Salary Level—Performance was excellent or better Yes No
- All classes—Performance was satisfactory or better (If no, see instructions for documenting unsatisfactory performance.) Yes No

B. Discussion: Performance—strengths and weaknesses—is evaluated in terms of the five competency groups listed below. (See instructions for definitions.) All groups must be discussed with at least one competency from each group. Support assessment with examples of what and how work was done.

1. Substantive Knowledge (degree and level of functional and/or area skills and knowledge, including where appropriate, technical career skills)
2. Leadership (presence, effectiveness in oral communication, foresight, positiveness, and negotiating skill)
3. Managerial Skills (interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness)
4. Intellectual Skills (conceptual ability, logical thinking, understanding of authority relationships, skill in written communication, language skills, and cultural sensitivity)
5. Interpersonal Skills (EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill)

Jim Tull has performed in an exceptional fashion during the last year. He has an exceedingly heavy workload—directly supervising 10 out of 14 divisions in FCA; chairing weekly assignment panels; chairing the important senior training and skill code change panels; and a myriad of other activities. Throughout the year, Jim deftly balanced the aim of giving counseling and assignment division chiefs considerable freedom to discharge their responsibilities with the concomitant goal of keeping the entire office well-integrated and striving toward the same objectives.

Jim is especially adept at assuring that the views of the Director General and his deputies are made known and that concerns within FCA are reflected upward. This "bridging" task has been most effectively discharged. Jim really knows and understands every aspect of the Foreign Service career development and assignment picture and keeps the mechanism oiled and smoothly operating. He enjoys the respect of all as someone who listens well and offers sound feedback and counsel. He has negotiated and worked out countless potential problems each of which had the potential for acrimony and misunderstanding.

Jim is well-organized, keeps dozens of balls juggling at any one time, and is seen as someone who will help solve problems rather than create new ones. He took a vague concept that we needed to do better earlier in the assignment cycle to implement a new affirmative action program for minority Foreign Service members and with a small group worked out concrete steps and a timetable to assure that the program would be broadened and would be a success. He also played a key role in improving our record in handling training and other professional development assignment opportunities; in absorbing an increased cadre of security specialists into the Foreign Service; and in responding to a deficit situation for secretaries while their role is clearly undergoing change. In each of these areas and others, he offered practical suggestions and always kept the ultimate goals in mind.

Jim prepared briefing notes and memoranda on several occasions which showed comprehensive command of the total assignment process; he has taken the lead on several knotty title and rank issues. In each of these areas which could not be delegated, he drafted thoughtful, clear, concise memoranda using just the right tone.

Jim has superb inter-personal skills. He is a real role model. He cares deeply for individuals but also for the overall good of the Service. He approaches all he does with a deep sense of fairness and objectivity and is devoid of any hint of bias or favoritism.

Jim's performance during the rating period has truly been superb. In a very demanding and difficult job, he has excelled and set a high standard for the future.

ST. GOVERNMENT EXPENSE REPORT REQUIRED

III. EVALUATION OF POTENTIAL (Completed by Rater)

A. General Appraisal: (Check block that best describes overall potential)

1. For Career Candidates only: Assessment of career potential as a Foreign Service Officer or Foreign Service Specialist:

- Unable to assess potential from observations to date
- Candidate is unlikely to serve effectively even with additional experience
- Candidate is likely to serve effectively but judgment is contingent on additional evaluated experience
- Candidate is recommended for tenure and can be expected to serve successfully across a normal career span

2. For other Foreign Service employees:

- Shows minimal potential to assume greater responsibilities
- Has performed strongly at current level but is not ready for positions of significantly greater responsibility at this time
- Has demonstrated the potential to perform effectively at next higher level
- Has demonstrated potential to perform effectively at higher levels
- Has demonstrated exceptional potential for much greater responsibilities now

B. Discussion

1. Potential is evaluated in terms of the competency groups listed in Section II. Cite examples illustrating strengths and weaknesses in competencies most important to your judgment.
2. For career candidates, discuss potential for successful service across a normal career span; for Senior Foreign Service, discuss potential for highest and broadest responsibilities; for all others, discuss potential for advancement.

I am delighted that Jim Tull has extended in FCA until 1990, a three-year tour of duty. This will allow PER and the Service to take full advantage of Jim's keen organizational and personal skills for the next two years. He chairs panels and leads other groups with a deft hand which gives all a sense of participation and shared responsibility but never over-manages or gets absorbed in detail. He has cemented working relationships with bureaus and given them a sense that we sincerely want to know and understand their views. He has established the framework for cooperation with other offices which have a legitimate interest in the assignment process--e.g. M/COMP, MED, FSI. Most of all, Jim contributes a thorough knowledge of FCA's place in the Department; every aspect of its work; a sense of the commonality of problems and concerns that face all 14 FCA divisions but also the unique challenges that each confront; and a determination that the entire process be as well integrated as possible and that problems which arise be confronted and resolved rather than be allowed to fester and worsen. Jim is a superb leader, an effective communicator, and a manager who brings out the best in others.

Jim has served on several occasions as DCM and in deputy positions in Washington. I would like to see Jim Tull head an office in the Department or be a Principal Officer abroad. He has the conceptual, leadership talents to do so effectively which would be to the advantage of the Department and Foreign Service.

- C. Areas for Improvement: The following must be completed for all employees. Employees should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his/her present position, specify at least one area in which he/she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

There are times when I would like Jim to come to me, or the Director General, or Deputy Assistant Secretary for Personnel, and say he needs help and a more equitable sharing of burdens, responsibility, and problems. Jim is always willing and able to shoulder another task and does so in a positive fashion, but I think there are times when he might say to me that this is one burden too many and it should be given to someone else.

IV. RATING OFFICER'S COMPLIANCE STATEMENT

Work requirements were established by rater, reviewer, and employee on 8/18/87.

(If applicable, requirements were revised on _____.)

Employee's performance was discussed (candidate was counseled) on the following dates:
 1. 1/27/88 and daily throughout the rating period
 2. _____ 3. _____ 4. _____

In the case of an unsatisfactory performance rating, this is also to certify that the requirements of 3 FAM 521.2e (tenured employees), 3 FAM 557.5b(2) (employees subject to administrative promotion), 3 FAM 577 (FO Career Candidates) or 3 FAM 567 (Specialist Career Candidates) have been met.

Date Rating Completed 6/3/88 _____
 (Rater's Signature)

V. REVIEW STATEMENT (Completed by Reviewer)

REPRODUCED AT GOVERNMENT EXPENSE

Discussion: Give your assessment of the employee's performance and potential (if a career candidate, overall potential to serve effectively at all levels across a normal career span, including FS-1 if an FSO candidate). If possible support your evaluation by providing additional examples of performance observed this rating period. Note differences with the rater's appraisal or recommendations. Comment on relations between rater and employee.

I enthusiastically concur in this very positive appraisal. Jim Tull has performed superbly. A former Deputy Executive Director of our largest regional bureau - EUR; Deputy Chief of Mission 4 times at significant Embassies on 2 continents; and presently Deputy in Personnel's largest office, Jim personifies support and service. I now understand -- and deeply appreciate -- why Ambassadors and other top officials constantly turn to him. He has a rare mix of skills -- at once extremely well organized; superb at follow-up; next to the Director General (DG) and Ambassador Ewing, the most able writer in this 300-member bureau; treats his staff well; and gets the job done without a lot of fuss. It's reassuring to have Jim Tull in FCA. I give him highest marks. Jim made seminal contributions to Affirmative Action. In the forefront of implementing the Deputy Secretary's initiative to assign more minorities to high-profile, "role model" positions -- he orchestrated a plan to institutionalize EEO action goals in assignments procedures.

Jim Tull was enormously helpful to the DG and me in administering the arcane but important rank and title function, helping maintain proportionality. I am particularly impressed with the harmonious, productive working relationship he developed with the Department's rank and title expert -- a 40-year veteran. The combined wealth of her knowledge and his drafting skills and perspective significantly improved response time and quality.

Jim Tull enjoys respect building-wide for his knowledge of the assignment process, helpful attitude, and responsiveness. He helped brief the Under Secretary's large staff meeting on the current assignments cycle. He maintains a free and regular dialogue with the Bureaus -- taking the lead, e.g., in responding to Bureaus' desire to have greater information electronically.

Jim has set unusually high standards of professionalism. I agree with Ambassador Ewing, Jim should have his own shop, in the field or Washington, in order for the Service to take maximum advantage of this exceptional officer's gifts.

B. Reviewing Officer's Compliance Statement:

After reviewing this report carefully, I consider it to be complete, in conformance with the instructions, and adequately documented by specific examples of performance.

Date Section V Completed June 7, 1988

_____ (Reviewer's Signature)

VI. STATEMENT BY RATED EMPLOYEE

A. Discussion: This section is intended to provide the rated employee's views on the period of performance appraised and on career goals and objectives. You must comment on your most significant achievements during the period. You also may wish to address activities or problems which may not have been adequately covered in the report, or aspects of the appraisal which may need clarification or correction. You are encouraged to state your current career goals including training and assignments desired over the next 5 years. (Continuation sheets may be used.)

I have enjoyed serving with Ambassadors Ewing and Swing during the past year and appreciate their comments on my performance. My most significant achievements during this rating period were in coming to grips with the wide variety of assignments and counseling problems handled by this large office, as well as the implementation of such specific program objectives as improved minority placement under the "Whitehead-plus" initiative and new skill code change procedures. The activities addressed in this report are accurate and comprehensive. With two years remaining on my tour of duty, I want to defer at this time any comment on possible future assignments.

B. I acknowledge receipt of a copy of this report.

Date Section VI Completed June 9, 1988

James O. Jell
(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 Yes (If not, return to rater for rewrite.)

B. Certification: This report has been prepared according to the regulations and contains no inadmissible material.

June 16, 1988
(Date)

David Clark Norton
(Panel Signature)

C. Comments: (If submitted late, indicate who is responsible for delay.)

VIII. SUBMISSION CONTROL

DATE RECEIVED IN POST/BUREAU	DATE RECEIVED IN PER/PE	DATE RELEASED TO DEPARTMENT FILES
------------------------------	-------------------------	-----------------------------------

May 3, 1989

MEMORANDUM

TO: PER/PE - Mr. Williamson
FROM: PER/FCA - James L. Tull, FE-MC, 483-26-4959
SUBJECT: Withdrawal from Consideration for a Limited
Career Extension
REF: Department Notice dated 4/26/89

I plan to retire from the Service in June 1990 and, therefore, request that my name be removed from consideration for a further limited career extension by the 1989 Board.

cc: PER/FCA - Mr. Ewing



Department Notice

ALL FOREIGN SERVICE PERSONNEL

April 26, 1989

PER

CONSIDERATION FOR LIMITED CAREER EXTENSION

ADMINISTRATIVE OFFICERS ABROAD AND EXECUTIVE OFFICERS
IN THE DEPARTMENT ARE RESPONSIBLE FOR ASSURING THAT THIS
NOTICE IS BROUGHT TO THE ATTENTION OF ALL CONCERNED
MEMBERS OF THE SENIOR FOREIGN SERVICE

Career members of the Senior Foreign Service who are in their last year of time-in-class may elect not to be considered for a limited career extension (LCE). Consideration for an LCE in 1989 is automatic if the time-in-class of a member of the SFS will expire before the convening of the 1990 Selection Boards. However, if a member is eligible for LCE review and plans to retire before July 1, 1990 the member may decline review for an LCE by the 1989 board. An election not to be reviewed for an LCE will not remove the member's name from consideration for promotion in 1989. Should a member wish to decline to compete for an LCE this year, the member must do so by memorandum or telegram addressed to PER/PE by June 15, 1989, as outlined below.

FINAL

WITHDRAWAL FROM CONSIDERATION FOR A LIMITED CAREER EXTENSION

Name:
Primary Skill Code:
Bureau/Post of Assignment:

Grade:
SSN:

I plan to retire from the Service in June 1990 and therefore

~~As a career member of the Senior Foreign Service whose time-in-class will expire before the convening of the 1990 Selection Boards, I request that my name be removed from consideration for a limited career extension by the 1989 Board. I understand that removal of my name from LCE consideration will not affect my promotion prospects this year, i.e., I will be considered for promotion to the next higher grade within the Senior Foreign Service by the 1989 Board.~~

cc. PER/FCA - RCEwing

Signature

Date

SUBMIT APPLICATION BEFORE JUNE 15, 1989 TO THE OFFICE OF PERFORMANCE EVALUATION (PER/PE), ROOM 2803, DEPARTMENT OF STATE, WASHINGTON, D.C., 20520.

to: PER/PE - Mr. Williamson
From: PER/FCA - James C. Teel, FE-MC, 483-26-4884
SUBJECT:

SEYFARTH, SHAW, FAIRWEATHER & GERALDSON

815 CONNECTICUT AVENUE, N.W.

WASHINGTON, D.C. 20006-4004

AREA CODE 202 463-2400

TELEX 440604-SSFG

FACSIMILE 202 828-5393

LOS ANGELES OFFICE

ONE CENTURY PLAZA · SUITE 3300

2029 CENTURY PARK EAST

LOS ANGELES, CALIFORNIA 90067-3019

AREA CODE 213 277-7200

FACSIMILE 213 201-5219

SAN FRANCISCO OFFICE

ONE POST STREET

SUITE 2450

SAN FRANCISCO, CALIFORNIA 94104-5228

AREA CODE 415 397-2823

FACSIMILE 415 397-8549

CHICAGO OFFICE

55 EAST MONROE STREET

CHICAGO, ILLINOIS 60603-5803

AREA CODE 312 346-8000

CABLE ADDRESS INTERLEX

FACSIMILE 312 269-8869

NEW YORK OFFICE

757 THIRD AVENUE

NEW YORK, NEW YORK 10017-2013

AREA CODE 212 715-9000

TELEX NO 422867

FACSIMILE 212 752-3116

WRITER'S DIRECT DIAL (202) 828-5375

SCIF-- 861-0805

June 5, 1989

Dennis Foreman, Esq.
c/o L/EX
Office of the Legal Advisor
Room 6423
U.S. Department of State
Washington, D.C. 20520

Re: United States v. Fernandez;
Criminal No. 89-150-A

Dear Mr. Foreman:

This past Friday, June 2, 1989, Linda Jacobson of your office advised us that you would accept service of the attached subpoena for James Tull. Mr. Tull was deposed by the Senate Select Committee on Secret Military Assistance to Iran and the Nicaraguan Opposition on May 6, 1987. Mr. Tull's testimony in the captioned case is expected to cover the same areas as his Select Committee deposition.

We have attached two originals of the subpoena. We would appreciate receiving one back from you with the return of service portion completed so we may file it at the U.S. District Court Clerk's office before the start of trial.

If you have any questions regarding this matter, do not hesitate to call. Thank you for your assistance.

Sincerely,

SEYFARTH, SHAW, FAIRWEATHER
& GERALDSON

By



Thomas E. Wilson

cc: Mr. James Tull ✓

United States District Court

EASTERN

DISTRICT OF

VIRGINIA

UNITED STATES OF AMERICA

v.

SUBPOENA

JOSEPH F. FERNANDEZ

CASE NUMBER: CR89-00150-A

TYPE OF CASE <input type="checkbox"/> CIVIL <input checked="" type="checkbox"/> CRIMINAL	SUBPOENA FOR <input checked="" type="checkbox"/> PERSON <input type="checkbox"/> DOCUMENT(S) or OBJECT(S)
---	--

TO:

Mr. James Tull
 c/o Dennis Foreman, Esq.
 Office of The Legal Advisor
 Room 6423
 U.S. Department of State
 Washington, D.C. 20520

YOU ARE HEREBY COMMANDED to appear in the United States District Court at the place, date, and time specified below to testify in the above case.

PLACE United States District Court 200 S. Washington Street Alexandria, Virginia	COURTROOM To be assigned
DATE AND TIME 7/24/89 @ 10:00 a.m.	

YOU ARE ALSO COMMANDED to bring with you the following document(s) or object(s): *

See additional information on reverse

This subpoena shall remain in effect until you are granted leave to depart by the court or by an officer acting on behalf of the court.

U.S. MAGISTRATE OR CLERK OF COURT Doris R. Casey	DATE May 31, 1989
(BY) DEPUTY CLERK 	

This subpoena is issued upon application of the:

Plaintiff Defendant U.S. Attorney

QUESTIONS MAY BE ADDRESSED TO:
 Thomas E. Wilson, Esq.
 815 Connecticut Avenue, N.W.
 Washington, D.C. 20006-4004
 (202) 463-2400

ATTORNEY'S NAME, ADDRESS AND PHONE NUMBER

*If not applicable, enter "none".



United States Department of State

Washington, D.C. 20520

January 5, 1989

The Honorable
James A. Baker III
Secretary of State

Dear Mr. Secretary:

I wish to request voluntary retirement from the Foreign Service, effective June 30, 1990.

Sincerely,

A handwritten signature in cursive script that reads "James L. Tull".

James L. Tull
Deputy Director
Office of Foreign Service Career
Development and Assignments

See Instructions Before Completing
(September 1985)

May be reproduced. Two-sided copies must be head-to-foot as original form.

U.S. FOREIGN SERVICE EMPLOYEE EVALUATION REPORT		NAME OF EMPLOYEE BEING RATED <i>(surname first)</i> TULL, James L.	
TYPE OF REPORT REGULAR <input checked="" type="checkbox"/> CAREER CANDIDATE <input type="checkbox"/> VOLUNTARY <input type="checkbox"/> INTERIM: Change of rater <input type="checkbox"/> duties <input type="checkbox"/> assignment <input type="checkbox"/>		GRADE FE-MC	SSN 483-26-4959
POST OR ORGANIZATION PER/FCA		POSITION TITLE Deputy Director	
RATER <i>(type name)</i> Raymond C. Ewing TITLE: Director, PER/FCA GRADE: FE-MC		REVIEWER <i>(type name)</i> William L. Swing TITLE: Deputy Assistant Secretary GRADE: FE-CM	
I. EMPLOYEE'S JOB AND WORK REQUIREMENTS (Established by Rater, Reviewer, and Employee)			
<p>A. Describe the position and where it fits in the staffing pattern; indicate the number and kind of employees supervised.</p> <p>Deputy Director of the Bureau of Personnel's Office of Foreign Service Career Development and Assignments (PER/FCA). Shares with Office Director responsibilities for the supervision of the work of 15 Foreign Service Counseling and Assignments Divisions within FCA, staffed by a total of 86 officers, technical staff and secretaries. Reports to the Director of FCA and through him, to the Bureau's senior Deputy Assistant Secretary for Personnel.</p> <p>B. Divide work requirements into two categories, continuing responsibilities and specific objectives (including, as appropriate, professional development activities); delineate in descending priority order. Include specific requirements relating to needs of other agencies.</p> <p><u>Continuing Responsibilities:</u></p> <ol style="list-style-type: none"> 1. Coordinates and directs the day-to-day work of FCA's counseling and assignments divisions and its Title and Rank unit; 2. Assists the Director of FCA, the Deputy Assistant Secretary, and the Director General in developing new policies and programs to meet the Department's personnel goals; 3. Chairs the weekly assignment panels (9-12 FCA personnel each) for political, economic, administrative, consular and secretarial employees which annually assign approximately 2,500 Foreign Service personnel; 4. Also chairs such specialized FCA committees dealing with senior training selection, skill code changes, and five and eight year rule waivers to domestic service; 5. Promotes equal employment opportunity objectives and recruitment; 6. Maintains internal management controls to assure that FCA's work is both cost efficient and effective. <p><u>Specific Responsibilities:</u></p> <ol style="list-style-type: none"> 1. Apply a thorough understanding of the work of each of FCA's 15 divisions in order to improve both the quality and timeliness of the assignment panels' and FCA's overall work; 2. Assure that both these FCA divisions and the assignments panels on which they are represented promote such specific management objectives as (a) improved EEO performance, (b) special attention to staffing in the Soviet Union and Eastern Europe, (c) higher professionalism in career development for Foreign Service personnel, and (d) greater cost effectiveness in PER resource use as it applies to FCA. 3. Improve FCA's efficiency in carrying out specialized programs during the assignment process, such as those directed toward "hard-to-fill" positions, "fair share" bidding on differential posts, and limiting "stretch" assignments; 4. Reorganize as necessary internal responsibilities within and among FCA. <p>C. Describe any special circumstances influencing the work program.</p>			

II. EVALUATION OF OVERALL PERFORMANCE AND ACCOMPLISHMENT (Completed by Rater)

A. General Appraisal:

SFS Member, Adjustment of Salary Level—Performance was excellent or better Yes No

All classes—Performance was satisfactory or better (If no, see instructions for documenting unsatisfactory performance.) Yes No

B. Discussion: Performance—strengths and weaknesses—is evaluated in terms of the five competency groups listed below. (See instructions for definitions.) All groups must be discussed with at least one competency from each group. Support assessment with examples of what and how work was done.

1. Substantive Knowledge (degree and level of functional and/or area skills and knowledge, including where appropriate, technical career skills)
2. Leadership (presence, effectiveness in oral communication, foresight, positiveness, and negotiating skill)
3. Managerial Skills (interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness)
4. Intellectual Skills (conceptual ability, logical thinking, understanding of authority relationships, skill in written communication, language skills, and cultural sensitivity)
5. Interpersonal Skills (EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill)

Substantive Knowledge: Jim Tull knows every facet of the responsibilities of the Office of Foreign Service Career Development and Assignments and its 17 divisions. During the rating period, nine of the Foreign Service division chiefs were replaced, two new Civil Service chiefs arrived, and another staff moved into PER/FCA from another area of the Bureau of Personnel. Jim's mentoring and leadership skills go far to explain how quickly newcomers were integrated.

Leadership: Whether chairing an assignments panel, the senior training selection committee, or a meeting on a special problem, Jim Tull moves a meeting toward a resolution while assuring a fair and open airing and an atmosphere which reflects wit and humor but is always result-oriented. Jim is clearly seen as a role model by others who continually seek his wisdom and help, both of which he is able to share freely and in full measure. Jim speaks well and is much in demand for classes at the Foreign Service Institute ranging from those for Junior Officers to Deputy Chiefs of Mission. He never tries to dodge or ignore a problem, and when others are stymied they know that Jim will have a suggestion of a new path to explore.

Managerial Skills: Jim Tull is a superior manager who brings foresight and a positive outlook to all issues. He in effect serves as a "traffic cop", pushing issues to the extent possible back to our divisions and the assignments panels, while assuring that our many divisions are working well together, following consistent patterns, and are responsive. Jim has personally made important contributions while serving as a member of a special committee on the role of the secretary; filling the breach left by the terminal illness, death, and selection of a new officer to handle all diplomatic rank and title matters; chairing each week the secretarial and administrative panels; and filling in for me when I was absent. He persistently helped address a lingering issue of Civil Service grade levels -- the outcome of its final resolution was suggested by Jim to the Director General. In short, Jim has been my alter ego and valued deputy, knowledgeable of every aspect of the work of one of the largest offices in the Department.

Intellectual Skills: Jim Tull is a superb drafter who always captures just the right nuance and flavor. He is a fine editor but he also realizes that every piece of written work crossing his desk cannot and should not be recrafted. He always keeps his priorities in order so that primary objectives are never sacrificed when a brush fire of lesser matters erupts.

Interpersonal Skills: Firmly committed to assuring equal opportunity for all Foreign Service members, Jim took the lead in enhancing -- and more effectively implementing -- an affirmative action assignment program for minority employees. He established excellent relations with a new Personnel unit responsible for funding and managing post transfer travel. Bureaus as well as FCA staff members know Jim will always give them a fair and open hearing and will address their problems in a consistent manner. Jim Tull has finely-honed interpersonal skills -- he is open and friendly in manner; people genuinely enjoy attending meetings he chairs and working with him.

III. EVALUATION OF POTENTIAL (Completed by Rater)

A. General Appraisal: (Check block that best describes overall potential)

1. For Career Candidates only: Assessment of career potential as a Foreign Service Officer or Foreign Service Specialist:

- Unable to assess potential from observations to date
- Candidate is unlikely to serve effectively even with additional experience
- Candidate is likely to serve effectively but judgment is contingent on additional evaluated experience
- Candidate is recommended for tenure and can be expected to serve successfully across a normal career span

2. For other Foreign Service employees:

- Shows minimal potential to assume greater responsibilities
- Has performed strongly at current level but is not ready for positions of significantly greater responsibility at this time
- Has demonstrated the potential to perform effectively at next higher level
- Has demonstrated potential to perform effectively at higher levels
- Has demonstrated exceptional potential for much greater responsibilities now

B. Discussion

1. Potential is evaluated in terms of the competency groups listed in Section II. Cite examples illustrating strengths and weaknesses in competencies most important to your judgment.
2. For career candidates, discuss potential for successful service across a normal career span; for Senior Foreign Service, discuss potential for highest and broadest responsibilities; for all others, discuss potential for advancement.

This is the fifth EER I've prepared on Jim Tull in the last nine years. He has made a tremendous contribution to me in two assignments abroad and in Washington but, more importantly, to the Foreign Service as an institution. He cares deeply about the goal of having a properly trained, well qualified person in a job at the right time. He is a highly competent manager always bringing out the best in others, giving them every opportunity to develop and shine, and being always mindful of the strategic goal and not just the tactical issue of the day. He refrains from second-guessing and micro-managing but is a true leader who brings out the best in his subordinates and colleagues. In my opinion, Jim Tull has the background, experience, managerial ability, and knack for pulling together disparate threads to serve with distinction as a Chief of Mission. I would be delighted if he were nominated and given such an opportunity after he completes his tour in PER/FCA in mid-1990.

- C. Areas for Improvement: The following must be completed for all employees. Employees should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his/her present position, specify at least one area in which he/she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

I would encourage Jim to be patient over the next months as a new Under Secretary for Management, new Director General, new Deputy Assistant Secretaries, and a new Director of PER/FCA ask old questions and prepare old (or new) ideas for consideration and implementation. Jim will have heavy responsibilities thrust on his shoulders: he will need to share these burdens with others, and others should not expect him to be the defender of every old way of doing things.

IV. RATING OFFICER'S COMPLIANCE STATEMENT

Work requirements were established by rater, reviewer, and employee on 5/25/88.

(If applicable, requirements were revised on _____.)

Employee's performance was discussed (candidate was counseled) on the following dates: daily throughout the rating period.

1. 1/27/89 2. _____ 3. _____ 4. _____

In the case of an unsatisfactory performance rating, this is also to certify that the requirements of 3 FAM 521.2e (tenured employees), 3 FAM 557.5b(2) (employees subject to administrative promotion), 3 FAM 577 (FO Career Candidates) or 3 FAM 587 (Specialist Career Candidates) have been met.

Date Rating Completed June 19, 1989

(Rater's Signature)

V. REVIEW STATEMENT (Completed by Reviewer)

- A. Discussion: Give your assessment of the employee's performance and potential (if a career candidate, overall potential to serve effectively at all levels across a normal career span, including FS-1 if an FSO candidate). If possible support your evaluation by providing additional examples of performance observed this rating period. Note differences with the rater's appraisal or recommendations. Comment on relations between rater and employee.

Jim Tull is the most effective deputy FCA has had. He operates with consummate skill and professionalism one of State's largest offices (86 staff) and a sweeping range of activities. Jim Tull and I work hand-in-glove on myriad assignments and meetings -- in constant touch by electronic mail. Highly talented and disciplined, Jim is the guarantor of the open assignments system's integrity -- recognized "guru" of byzantine but vital panel rules -- who ensures equity, fair play, due process and rational personnel management. The death of the USG's undisputed expert on diplomatic title and rank issues, a 40-year veteran, placed this complex responsibility on Jim's shoulders. He moved smartly to hire the Secretary's public and congressional correspondence officer as a replacement -- a real recruitment coup. He skillfully implemented new legislation requiring "Minister-Counselor" titles for Senior Foreign Commercial Service officers at eight major posts. He did a study for the Under Secretary for Management on the possible use of personal rank at post instead of traditional diplomatic titles, concluding this would disadvantage the Service. Jim's EEO efforts were exemplary. He increased ethnic and gender mix within his own office. He orchestrated our building-wide strategy which got minorities and women top jobs.

Jim Tull is a superb manager. Extremely well organized with a clear sense of priorities, he is absolutely dependable. He constantly reviews and fine tunes his organization. He conducted a "post-mortem" of the summer cycle, focusing on the effectiveness of management tools designed to insure everyone shares the tough posts and EEO efforts. The senior training selection committee he chaired this year was the best yet.

This has been another banner year for Jim Tull, topping even his outstanding work the year before. He made invaluable contributions, particularly his enlightened management of this very large office. He would be a superb Ambassador.

- B. Reviewing Officer's Compliance Statement:

After reviewing this report carefully, I consider it to be complete, in conformance with the instructions, and adequately documented by specific examples of performance.

Date Section V Completed June 26, 1989.

(Reviewer's Signature)

VI. STATEMENT BY RATED EMPLOYEE

A. Discussion: This section is intended to provide the rated employee's views on the period of performance appraised and on career goals and objectives. You must comment on your most significant achievements during the period. You also may wish to address activities or problems which may not have been adequately covered in the report, or aspects of the appraisal which may need clarification or correction. You are encouraged to state your current career goals including training and assignments desired over the next 5 years. (Continuation sheets may be used.)

I very much appreciate the comments of the Rating and Reviewing Officers, both fine professionals whose guidance to me during the past year has been always helpful and valuable. This is my second tour in FCA, and I believe the assignments cycle just passed has been the most successful I have seen. My contribution to this has been my most significant achievement during the rating period.

B. I acknowledge receipt of a copy of this report.

Date Section VI Completed

June 26, 1989

James Atwell
(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

DATE RECEIVED IN PER/PE

DATE RELEASED TO DEPARTMENT FILES

PAR NO. 215		ORGAN/POST: PER/FCA		FOREIGN SERVICE PERSONNEL AUDIT REPORT				PREPARED ON: 12/05/89		
1. NAME TULL, JAMES L		2. SOC-SEC-NO 483-26-4959	3. BIRTH-DT 12-05-30	4. SEX M	5. MEDICAL STATUS-SELF STATUS: 3 DATE: 06-16-86		6. MARIT ST. MR M	7. TENURE 01	8. EXP. OF LIMITED APPT.	
9. DIPLOMATIC TITLE -		10. TYPE OF TOUR 3 YRS/TRANSFER		11. LEGAL RESIDENCE: IOWA HOME LEAVE : IOWA BIRTH PLACE : IOWA			12. VETERAN PREFERENCE POINTS 5 PT VETERAN			
13. SERVICE COMP DATE 03-26-54		14. EOD-DEPT 03-58	15. EOD-FS 03-58	16. ARR POST 03-23-87	17. HOME LV ELIG.	18. TRANS ELIG. 06-90	19. SALARY/STEP 78600 05		21. FEGLI H	
22. PERSONAL SKILLS		CODE	23. EDUCATION DATA		LEVEL: 17					
1ST EXECUTIVE (CAREER)		0020	1. U OF COLORADO		BOULDER COLO	MS	58	PUBLIC ADMIN		
2ND POLITICAL AFFAIRS		5505	2. U OF COLORADO		BOULDER COLO	AB	57	POLITICAL SCIENCE		
3RD ADMINISTRATIVE MANAGEMENT		2010	3.							
			4.							
			5.							
24. CURRENT POSITION DATA ORGANIZATION NUMBER: 214000 POSITION NUMBER: S5338200					25. IN-SERVICE TRAINING					
26. CURRENT AND PAST ASSIGNMENTS					COURSE TITLE DATE					
DATE ORG/POST POSITION SKILL POSITION-TITLE S/M					1. SECURITY OS SEMINAR 07-84					
1. 06-87 PER/FCA PERSONNEL MANAGEMENT DEPUTY DIRECTOR 1					2. INTERNATIONAL LAW 05-68					
2. 03-87 DG/PER REASSIGNMENT DEPUTY DIRECTOR 1					3. REG RESOURCE OFF TNG 05-67					
3. 07-85 SAN JOSE DEPUTY CHIEF OF MISSION					4. FOR AFF INTERDEP SEM 02-67					
4. 08-84 BOGOTA DEPUTY CHIEF OF MISSION					5. BASIC OFFICERS CRSE 06-58					
5. 09-81 NICOSIA DEPUTY CHIEF OF MISSION					6.					
6. 08-78 SANTO DOM. DEPUTY CHIEF OF MISSION					7.					
7. 07-76 EUR/EX DEPUTY EXECUTIVE DIRECTOR					8.					
8. 06-74 CDA/FS/ARA PERS OFF PLACEMENT					9.					
9. 08-73 FSI/NDU TRAINING					10.					
10. 02-69 MONTEVIDEO POLITICAL OFFICER					27. PAY PLAN HIST.			28. AWARDS		
11. 04-68 ARA SPECIAL ASSISTANT					GRADE DATE			YR AWARD		
12. 09-67 ARA INTL REL OFF GENERAL					1. FE-MC 09-81			1. 84 GROUP-MERITORIOUS		
13. 08-65 UNP INTL REL OFF GENERAL					2. FQ-01 02-81			2. 84 GROUP - SUPERIOR		
14. 02-63 LONDON STAFF ASSISTANT					3. FO-01 10-80			3. 82 GROUP - MERITORIO		
15. 07-60 CALI VICE CONSUL					4. FO-02 03-77			4. 71 MSI/QSI		
					5. FO-03 05-71			5. 70 GROUP - DISTINGUI		
					6. FO-04 04-67			6.		
					7. FO-05 05-65					
					8. FO-06 03-63					
					9. FO-07 02-61					
29. AUTHORIZED DEPENDENTS TOTAL DEPENDENTS: 01					30. LANGUAGE DATA MLAT: 65					
DEPENDENT RELATION BIRTH DATE SSN MED-STATUS DATE					TESTED HIGH-TEST					
1. NILVA J TULL W 02-15-32 1 06-25-86					S R DATE S R DATE					
2.					1. SPANISH 3 3+ 08-78 3 3+ 01-63					
3.					2.					
4.					3.					
5.					4.					
6.					5.					
7.										
8.										
9.										
10.										

WARNING

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U.S. FOREIGN SERVICE EMPLOYEE EVALUATION REPORT		NAME OF EMPLOYEE BEING RATED <i>(surname first)</i> TULL, James L.	
TYPE OF REPORT REGULAR <input checked="" type="checkbox"/> CAREER CANDIDATE <input type="checkbox"/> VOLUNTARY <input type="checkbox"/> INTERIM: Change of rater <input type="checkbox"/> duties <input type="checkbox"/> assignment <input type="checkbox"/>		GRADE FE-MC	SSN 483-26-4959
POST OR ORGANIZATION PER/FCA		POSITION TITLE Deputy Director	
RATER <i>(type name)</i> Clyde D. Taylor TITLE: Director, PER/FCA GRADE: FE-MC		PERIOD COVERED From 7/06/89 To 4/15/90	
REVIEWER <i>(type name)</i> Larry C. Williamson TITLE: Deputy Assistant Secretary GRADE: FE-MC			

I. EMPLOYEE'S JOB AND WORK REQUIREMENTS (Established by Rater, Reviewer, and Employee)

- A. Describe the position and where it fits in the staffing pattern; indicate the number and kind of employees supervised.**
 Deputy Director of the Bureau of Personnel's Office of Foreign Service Career Development and Assignments (PER/FCA). Shares with Office Director responsibilities for the supervision of the work of 17 Foreign Service Counseling and Assignments Divisions within FCA, staffed by a total of 86 officers, technical staff and secretaries. Reports to the Director of FCA and through him to the Bureau's senior Deputy Assistant Secretary for Personnel.
- B. Divide work requirements into two categories, continuing responsibilities and specific objectives (including, as appropriate, professional development activities); delineate in descending priority order. Include specific requirements relating to needs of other agencies.**
- CONTINUING RESPONSIBILITIES:**
1. Coordinate and direct the day-to-day work of FCA's Counseling and Assignments divisions and its Title and Rank and Career Mobility units.
 2. Assist the Director of FCA, the senior Deputy Assistant Secretary, and the Director General in developing new policies and programs to meet the Department's personnel goals;
 3. Chair the weekly assignment panels (9-12 FCA personnel each) for political, economic, administrative, consular and secretarial employees which annually assign approximately 2,500 Foreign Service personnel;
 4. Also chair such specialized FCA committees dealing with senior training selection, skill code changes, and five and eight year rule waivers to domestic service;
 5. Promote equal employment opportunity objectives and recruitment;
 6. Maintain internal management controls to assure that FCA's work is both cost efficient and effective.
 7. Apply a thorough understanding of the work of each of FCA's 17 divisions in order to improve both the quality and timeliness of the assignment panels' and FCA's overall work.
- SPECIFIC OBJECTIVES:**
1. Assure that both these FCA divisions and the assignments panels on which they are represented promote such specific management objectives as (a) improved EEO performance, (b) special attention to the development of new personnel policies and procedures as a consequence of the Bremer and Thomas reports' recommendations, and (c) greater attention to the relationship of priority personnel needs to assignments in light of foreseeable static or shrinking resources.
 2. Improve FCA's efficiency in carrying out specialized programs during the assignment process, such as those directed toward "hard-to-fill" positions, "fair share" bidding on differential posts, and limiting "stretch" assignments;
 3. Monitor FCA compliance with court-ordered actions from the Women's Class Action suit.
- C. Describe any special circumstances influencing the work program.**

II. EVALUATION OF OVERALL PERFORMANCE AND ACCOMPLISHMENT (Completed by Rater)

A. General Appraisal:

SFS Member, Adjustment of Salary Level—Performance was excellent or better

Yes No

All classes—Performance was satisfactory or better (If no, see instructions for documenting unsatisfactory performance.)

Yes No

B. Discussion: Performance—strengths and weaknesses—is evaluated in terms of the five competency groups listed below. (See instructions for definitions.) All groups must be discussed with at least one competency from each group. Support assessment with examples of what and how work was done.

1. Substantive Knowledge (degree and level of functional and/or area skills and knowledge, including where appropriate, technical career skills)
2. Leadership (presence, effectiveness in oral communication, foresight, positiveness, and negotiating skill)
3. Managerial Skills (interest in improving systems, concern for influence, objectivity of purpose, self-control, achievement orientation, and operational effectiveness)
4. Intellectual Skills (conceptual ability, logical thinking, understanding of authority relationships, skill in written communication, language skills, and cultural sensitivity)
5. Interpersonal Skills (EEO leadership and sensitivity, social sensitivity, teaching skill, counseling skill)

Substantive Knowledge: Key to Mr. Tull's high credibility in and beyond this Office is his encyclopedic knowledge of FS personnel history, laws, regulations, practices and, importantly, the areas as yet open to definition. His highly regarded mentoring of our staff and explanations to our front office and other bureaus on how we do business relies upon his well-articulated, practical grasp of our "business."

Leadership: Mr. Tull is the design engineer, track switchman and signaller for the year-long assignments cycle. Every employee here is paced by his Assignments Time Table and counts on him to monitor preparation for each step, for clearances, printing, and distributions to bureaus and clients before panels begin assignments. He got it right again this year, and did so in the face of unparalleled extra work stemming from Management's program to enhance the Service. Mr. Tull was determined and confident as he moved our team toward goals. If he's not the first to anticipate a problem, he'll guide toward a solution. He is a day-long negotiator—over drafts, disputes with bureaus and conflicting priorities, all with tact and good judgment.

Managerial Skills: Mr. Tull is "Chairman of Small Groups"—Skill Code Changes, Senior Training Selection, Women's Class Action Suit, ETD/ETA Impasse and five conal assignments panels. To each he brought thorough preparation, incisive chairing and a contagious sense of the significance of the work. He is a molder of our highly decentralized staff into a well-calibrated interdependent team, arbitrating, mentoring and mostly helping our talented colleagues pursue their best judgment. Proud of his profession and determined to preserve the best while embracing needed change, Mr. Tull deserves credit for the respect and harmonious relationships we enjoy throughout State.

Intellectual Skills: Mr. Tull's clearance means careful scrutiny to ensure consistency with collateral issues, exploration of all options, responsiveness to the challenge and clarity in expression. The very few "redos" out of the 200 to 300 responses for the DG a month validates his skills. His own product, such as FCA's Goals and Objectives, a seminal piece for our newly arrived DAS on FCA's issues and functions or crafting much of the presentation for a "summit" by the DG with FSI, reflected consistently superior conceptualizing, research, coordination and cogent presentations.

Interpersonal Skills: Who counsels the counselors? Mr. Tull. Our staff does not come to him only of necessity. He is highly respected for his experience, listening skills, ability to draw out the best in anyone and yet uncompromising in demanding integrity, accountability and a best effort in exchange for his loyalty. His "weakness" is the strength we need—a search for a way to help the one hurt, left out and in need of a second chance. Affirmative action never had a better advocate, as his strategy of quiet extra support serves Service goals.

III. EVALUATION OF POTENTIAL (Completed by Rater)

A. General Appraisal: (Check block that best describes overall potential)

1. For Career Candidates only: Assessment of career potential as a Foreign Service Officer or Foreign Service Specialist:
 - Unable to assess potential from observations to date
 - Candidate is unlikely to serve effectively even with additional experience
 - Candidate is likely to serve effectively but judgment is contingent on additional evaluated experience
 - Candidate is recommended for tenure and can be expected to serve successfully across a normal career span
2. For other Foreign Service employees:
 - Shows minimal potential to assume greater responsibilities
 - Has performed strongly at current level but is not ready for positions of significantly greater responsibility at this time
 - Has demonstrated the potential to perform effectively at next higher level
 - Has demonstrated potential to perform effectively at higher levels
 - Has demonstrated exceptional potential for much greater responsibilities now

B. Discussion

1. Potential is evaluated in terms of the competency groups listed in Section II. Cite examples illustrating strengths and weaknesses in competencies most important to your judgment.
2. For career candidates, discuss potential for successful service across a normal career span; for Senior Foreign Service, discuss potential for highest and broadest responsibilities; for all others, discuss potential for advancement.

Mr. Tull is concluding his third and final year in FCA as its Deputy. His performance and contribution have been phenomenal, achieving a unique influence and lasting positive benefits for the Service. I was superbly served by his dependable assistance and on-to-mark guidance--a most competent, compatible colleague.

Acting as quality control officer on the flow of analyses and recommendations for the Management's program to enhance the effectiveness of the Service, Mr. Tull often modified, and basically made doable some otherwise difficult proposals. An experienced bureaucrat, his operational effectiveness reflected his knowing when and who to convene or consult in order to move ideas and solutions.

The collegial spirit and high morale in this Office, whose diet is heavy with contentious issues, is a credit much to Mr. Tull's genuine interest in all our employees, their careers, personal problems and frustrations. His EERs (15 ratings and 11 reviews) are masterful, earning annual kudos from the panels. They, like his counseling, reflect his exceptional understanding of the excitement and hard knocks of the Service, how to motivate and an unfailing optimism. Whether through his years' of service on the so-called Leidel Secretarial Committee, on hiring plans or finetuning our counselling and assignments, Mr. Tull gave his all, convinced that the investment in our future is critical.

This broadly experienced, policy smart officer is ready for complex and challenging DAS or COM positions, especially in ARA.

- #### C. Areas for Improvement: The following must be completed for all employees. Employees should be made aware of areas where they should concentrate their efforts to improve. Based on your observation of the employee in his/her present position, specify at least one area in which he/she might best direct such efforts. Justify your choice. (The response is not to be directed to need for formal training.)

Mr. Tull admits to being an aggressive and unapologetic defender of FCA and especially our people. This good management principle needs application especially in our business. But, as we have discussed, he needs to restrain his loyalty, if only to let the critic be placated by blowing off steam. And, we admit, once in a while we're wrong.

IV. RATING OFFICER'S COMPLIANCE STATEMENT

Work requirements were established by rater, reviewer, and employee on September 20, 1989.

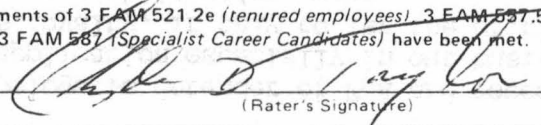
(If applicable, requirements were revised on _____.)

Employee's performance was discussed (candidate was counseled) on the following dates:

1. 9/20/89 2. 2/12/90 3. 4/3/90 4. _____

In the case of an unsatisfactory performance rating, this is also to certify that the requirements of 3 FAM 521.2e (tenured employees), 3 FAM 537.5b(2) (employees subject to administrative promotion), 3 FAM 577 (FO Career Candidates) or 3 FAM 587 (Specialist Career Candidates) have been met.

Date Rating Completed May 4, 1990


(Rater's Signature)

V. REVIEW STATEMENT (Completed by Reviewer)

A. Discussion: Give your assessment of the employee's performance and potential (if a career candidate, overall potential to serve effectively at all levels across a normal career span, including FS-1 if an FSO candidate). If possible support your evaluation by providing additional examples of performance observed this rating period. Note differences with the rater's appraisal or recommendations. Comment on relations between rater and employee.

I am sure that Jim is fed up with hearing himself described as an "old pro" but, indeed, that is what he is. He has been a mainstay of FCA throughout his association with it, both in this job and in a previous incarnation. I know of no one who can even compare with him for sound judgment and straight speaking on personnel matters. He has, of course, had vast experience in the Foreign Service and this, combined with his encyclopedic knowledge of personnel procedures and processes, make him the mentor to whom everyone turns for advice in this business. Jim knows how to give unpleasant advice or various other kinds of unhappy news with tact and firmness. He is very comfortable to work with and Ambassador Taylor has been truly blessed in having him as his alter ego. Jim is "Mr. Inside" for FCA and I have never had to worry a second about things going smoothly as far as internal office matters are concerned. In Ambassador Taylor's absence Jim has taken over the management of this huge office without missing a beat and, although this is not meant unkindly towards Ambassador Taylor, his absences seem to make no difference in the production of quality work by FCA. I strongly recommend Jim for performance pay.

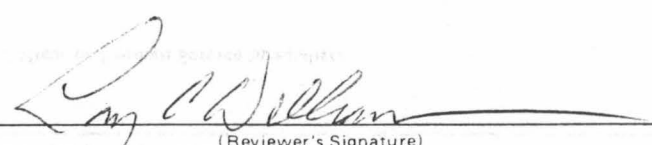
Relations between Ambassador Taylor and Mr. Tull are amicable and correct.

B. Reviewing Officer's Compliance Statement:

After reviewing this report carefully, I consider it to be complete, in conformance with the instructions, and adequately documented by specific examples of performance.

Date Section V Completed

May 9, 1990


(Reviewer's Signature)

VI. STATEMENT BY RATED EMPLOYEE

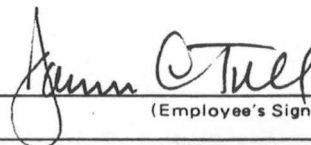
- A. Discussion: This section is intended to provide the rated employee's views on the period of performance appraised and on career goals and objectives. You must comment on your most significant achievements during the period. You also may wish to address activities or problems which may not have been adequately covered in the report, or aspects of the appraisal which may need clarification or correction. You are encouraged to state your current career goals including training and assignments desired over the next 5 years. (Continuation sheets may be used.)

Senior management in both FCA and the Director General's office were new last summer. The Bremer and Thomas reports led to a number of important new management initiatives whose consequences needed very careful analysis for their orderly and effective implementation. My most significant achievement during this period has been to keep this large office and our assignments and counseling processes "on track" during a period of considerable change. I am grateful for the kind and generous comments on my work by these two highly experienced professionals.

- B. I acknowledge receipt of a copy of this report.

Date Section VI Completed

May 10, 1990



(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

DATE RECEIVED IN PER/PE

DATE RELEASED TO
DEPARTMENT FILES

NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle) TULL, JAMES L	2. Social Security Number 483-26-4959	3. Date of Birth 12-05-30	4. Effective Date 06-30-90
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FIRST ACTION	SECOND ACTION
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5-A. Code 302	5-B. Nature of Action RETIREMENT-VOLUNTARY
6-A. Code	6-B. Nature of Action
5-C. Code 35	5-D. Legal Authority SEC 811 FS ACT 1980
6-C. Code	6-D. Legal Authority
5-E. Code	5-F. Legal Authority
6-E. Code	6-F. Legal Authority

7. FROM: Position Title and Number 5-53382-00 DEPUTY DIRECTOR	15. TO: Position Title and Number
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8. Pay Plan TE	9. Occ. Code 90802	10. Grade/Level MC	11. Step/Rate 05	12. Salary \$81,400.00	13. Pay Basis PA	16. Pay Plan	17. Occ. Code	18. Grade/Level	19. Step/Rate	20. Salary/Award	21. Pay Basis
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4. Name and Location of Position's Organization 214000 OFFICE OF PERSONNEL DEVELOPMENT & ASSIGNMENT GENERAL OF FOR SER & DIR OF PERSONNEL	22. Name and Location of Position's Organization
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EMPLOYEE DATA

23. Veteran Preference 1 - None 2 - 5-Point 3 - 10-Point/Disability 4 - 10-Point/Compensable 5 - 10-Point/Other 6 - 10-Point/Compensable/30%	24. Tenure 0 - None 1 - Permanent 2 - Conditional 3 - Indefinite	25. Agency Use 01 ST TEN 7	26. Veterans Preference for RIF <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
27. FEGLI LXPA ST OP	28. Annuitant Indicator 9	29. Pay Rate Determinant 0	
30. Retirement Plan FSPS & FICA	31. Service Comp. Date (Leave) 03-26-54	32. Work Schedule I - Intermittent J - INT Seasonal G - FT Seasonal H - FT On-Call P - Part-Time Q - PT Seasonal R - PT On-Call	33. Part-Time Hours Per Biweekly Pay Period

POSITION DATA

34. Position Occupied 1 - Competitive Service 2 - Excepted Service 3 - SES General 4 - SES Career Reserved	35. FLSA Category E - Exempt N - Nonexempt	36. Appropriation Code 0113-0-1097 1111	37. Bargaining Unit Status
38. Duty Station Code 10010001	39. Duty Station (City - County - State or Overseas Location) WASHINGTON DC		

40. Agency Data	41.	42.	43.	44.
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5. Remarks
TRANSFER ELIGIBILITY DATE = 06-90

FINAL SALARY & LUMP SUM PAYMENT TO BE MADE BY THE DEPARTMENT

**CORRESPONDENCE ADDRESS: APARTMENT 406
5904 MOUNT EAGLE DRIVE
ALEXANDRIA, VA. 22303**

**LUMP SUM AND FINAL SALARY ADDRESS: AMERICAN SECURITY BANK
2201 C STREET NW
WASHINGTON, DC 20520
ACCT. #20-101-44-145.**

6. Employing Department or Agency ST00	50. Signature/Authentication and Title of Approving Official LARRY C. WILLIAMSON, ACTING
7. Agency Code 1900	48. Personnel Office ID 2951
49. Approval Date 07-17-90	DIRECTOR GENERAL



THE WHITE HOUSE

WASHINGTON

June 14, 1990

Dear Mr. Tull:

Congratulations on your retirement as a United States Foreign Service Officer with the Department of State after 40 years of Federal service.

Our nation is deeply indebted to the men and women who devote their lives to public service. On behalf of all Americans, thank you for a job well done.

Barbara joins me in sending our best wishes for every future happiness.

Sincerely,

Mr. James L. Tull
Apartment 406
5904 Mount Eagle Drive
Alexandria, Virginia 22303