U.S. DEPARTMENT OF STATE

Washington, D.C. 20520

RETIRED

Signature

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RETIRED

DEPARTMENT OF STATE
Washington, D.C.

This is to certify that
DATUS C. PROPER
SSN: 516-36-1726
of the United States of America retired on 1-1-88 after completing 32 years of loyal and meritorious service for the United States Government.

No. 152

George Bush

Validating Signature

FROM THE AMBASSADOR

TO: POL

I recently came across this advice to negotiators by de Calliers, a 17th century French diplomat. Still not a bad guide!

DATE: 7/24/51

* * * * * * * * * * * * *

44.2 These qualities are an observant mind, a spirit of application which refuses to be distracted by pleasures or frivolous amusements and sound judgement which takes the measure of things as they are and goes straight to its goal by the shortest and most natural paths without wandering into useless refinements and subtleties which as a rule only succeed in repelling those with whom one is dealing, insight to discover what is in the heart of men and to take advantage of the least change in their expression as well as as other effects of their passions which escape when the more hidden; a mind rich in expedients to surmount the difficulties encountered in serving the interests at our charge; presence of mind to answer appropriately to unforeseen questions, and to find judicious answers to extricate himself from dilemmatic situations; an even temper and a tranquil and patient mien, always disposed to listen without distraction to those with whom he is dealing; an address always open, genial, civil, agreeable, with easy and ingratiating manners which much contribute to acquire the views of those with whom one is negotiating, rather than a cold and stern address, and a somber and rude face, uncongenial and usual cause of aversion.

44.3 A good Negotiator must above all have within himself the power to resist the urge to speak before having consulted himself on what he has to say, not to pride himself on answering fortwith and without premeditation on the proposals made to him, and that he beware of committing the fault of a famous foreign Ambassador of our time, who was quick to dispute, that when inflamed by someone contradicting him, would often reveal important secrets to support his opinion.

44.4 He must also not commit the opposite fault of certain mysterious spirits who make nothings into secrets, and who build important matters out of trifles; it is narrowmindedness not to be able to discern what is of consequence from what is not, and it is losing the means to find out what is at hand, and to acquire the confidence of those with whom one is negotiating, when one is constantly on guard with them.

44.5 An able Negotiator never reveals his secret before the appropriate moment; but he must know how to hide this reserve from those with whom he is dealing; that he show them openness and trust, and that he show them effective signs of such in the matters which are not contrary to his intentions; which engages them to unknowingly give other tokens of confidence in matters often more important; there is between the Negotiators a reciprocal trade of intelligence, one must give if one is to receive, and the most able is he who gains the most from this exchange, because he has broader views to take advantage of the conjectures that arise.

44.6 It is not enough for a good Negotiator that he have all the enlightenment, all the dexterity and the other wonderful qualities of the mind; he must have those which come from the sentiments of the heart; there is no duty which exacts more exaltation and more nobleness in the manners of conduct.

44.7 Any man who engages in these types of occupations with a spirit of avarice and a desire to seek other interests than those reflected in the glory of success and thereby acquiring the esteem and the rewards of his Master, will only be a very mediocre man.

44.8 To uphold the dignity that accompanies these employs, he who bears it must be liberal and stately, but with selection and intention, that his stateliness be apparent in his retinue, in his livery, and in the rest of his equipage; that cleanliness abundance, and even daintiness reign over his table; that he party and entertain the personnages of the Court where he is; and even the Prince if the latter wishes to participate, that he try to take part in his receptions, in an agreable and unconstrained manner, and that he bear himself openly, pleasantly , honestly and with a constant thriving to please.

44.9 If he is in a popular State, he must attend all the Diets or Assemblies, hold a large table to attract the Delegates, and that he win over by his honesty and insight, the most accredited and the most able to return the resolutions prejudicial to the interests of his Master and favorable to his plans.

44.10 A good table facilitates knowing what is going on, when the people of the country are able to eat at the Ambassador's table, and the expense is not only honorable, but very useful to his Master when the Negotiator skillfully makes use of it. It is inherent of good fare to reconcile the minds, give birth to familiarity and opening of hearts amongst the guests.

44.11 An ambassador is called an honorable Spy; because one of his principal duties is to discover the secrets of the Courts where he is, and he poorly fulfills his mission if he does not know how to make the necessary expenditures to win over those who can inform him.

44.12 Firmness is another essential quality of a Negotiator... a man who is born shy is not well able to carry out major plans; he easily shaken in unforeseen situations, fear can uncover his secret by the changes in his expression and the agitation it causes in his speeches; it can even lead him to take measures prejudicial to his charge, and when the honor of his Master is threatened, it prevents him from supporting him with the strength and firmness so necessary on these occasions, and to rebut the injury with the noble pride and boldness which are the mark of a man of courage...But vascillation is very prejudicial in the conduct of important business; a decisive mind

is necessary, who after having weighed the various disadvantages knows which course to take and follow it with firmness.

44.13 A good Negotiator must never base the success of his negotiations upon false promises and lack of faith; it is wrong to believe, according to popular opinion, that an able Minister must be a great master of the art of deceit; deceit is a show of the narrow-mindedness of the one who uses it and it is an indication that he is not learned enough to find the means to attain his objective in just and reasonable ways.

44.14 A man who contains himself and is always cool-headed has a great advantage in dealing with a man who is impetuous and full of fire; and it can be said that they are not fighting with equal weapons. To be successful in these affairs, one must talk much less than listen, equanimity, prudence, much discretion and unfailing patience are required.

44.15 A man engaged in public employ must realize that he is bound to act and not to spend too much time in his office, that his main study must be to inform himself as to what is going on amongst the living, preferably than what has gone on with the dead.

44.16 A wise and able Negotiator must not only be a good Christian, but always appear as such in his speeches and manner of living.

44.17 He must be just and modest in all of his actions, respectful with Princes, amiable with his peers, endearing with his inferiors, agreeable, civil and honest with everyone.

44.18 He must adapt himself to the manners and customs of the country where he is, without showing repugnance and without scorning them as do several Negotiator who endlessly praise the manners of their country to criticize those of the others.

44.19 A Negotiator must realize once and for all that he is not accredited to convert a whole country to his way of living and that it is much more reasonable that he adapt himself to the way of the country where he is for the short period he is to stay.

44.20 He must never censure the form of the government and even less the conduct of the Prince with whom he is negotiating, he must on the contrary praise all that is praiseworthy without affectation and low flattery. There is no Nation or State which does not have many good laws with a few bad ones, he must praise the good ones and not talk about the bad ones.

44.21 It is good that he know or study the history of the country where he is so that he may converse with the Prince or the personages of his Court about the great actions of their ancestors and those that they themselves have perfromed which is very likely to acquire him their liking, that he often

mention these matters and that he request these persons to relate them because he is sure that it will please them to hear and he must try to please them.

44.22 A Negotiator must always make contact advantageous to the affairs of his Master in the country where he is, but with discretion and maintaining credibility for the advice he gives; for this he must avoid telling lies, as often do some Ministers of our neighbors, who claim imaginary advantages in favor of their party. Besides being unworthy of a public Minister, lies do more harm than good for the affairs of his Master, because there is no more faith in the advice he gives; it is true that it is difficult not to receive false information on occasions, but it must be transmitted as received, without claiming responsibility; and an able Negotiator must establish his reputation of good faith in the minds of the Prince and of the Ministers with whom he deals so that they do not doubt the truth of his advice when he gives it to them as truth nor the veracity of his promises.

44.23 An Ambassadeur must avoid taking in as principals of his staff people of the country where he is, he is usually letting spies in his house.

44.24 No matter how high Princes be, they are men like us, that is to say that they are subject to the same passions, but besides those that they share with other men, their opinion of their greatness and the effective power which is tied to their rank gives them different ideas than those of common people and a good Negotiator must deal with them with regard to their ideas if he does not want to commit any errors.

44.25 It is more advantageous for a Negotiator to negotiate in person, because this way he has more opportunities to discover the feelings and plans of those with whom he deals and he can use his ability to inspire them to conform to his views by insinuations and the strength of his arguments.

44.26 Most men when talking business pay more attention to what they want to say than to what is said to them, they are so concentrated on their ideas that they only wish to be heard and are almost unable to make themselves listen...One of the most vital qualities of a good Negotiator is knwing how to listen attentively and reflectingly to what they are told and to answer propositions well and concisely rather than expose all he knows and all he wishes. He divulges the objective of his negotiation only to the extent required to see how matters stand, he patterns his comments and course of action on what he dicovers after the answers he receives as well as changes in expression, the tone of voice and attitude with which one speaks to him, and all other particularities which can help him penetrate the thoughts

and plans of those with whom he deals and once knowing their goals and state of mind, the state of their business, their passions and interests, he uses all that he knows to gradually drive them towards the goal which he has set himself.

44.27 One of the biggest secrets of the art of negotiation is to know how to inject drop by drop into the minds of the ones with whom one negotiates the things that one is interested in having them believe.

44.28 As matters are usually become more intricate because of the difficulties of reconciling opposed interests of Princes and States who accept no Judges of their claims, the one who is in charge of these matters must use his ability to lessen and to smooth these difficulties, not only by the means his experience tells him to use, but by a flexible and supple mind which can respond and adapt to the passions, whims and prejudices of those with whom he deals. A man who raises difficulties and with an inflexible and contrary mind increases the dificulties of those matters by his rudeness which sours and alienates people and he oftens builds up triffles and ill founded goals, thus creating obstacles in the course of his negotiation.

44.29 There are almost no men that will admit that they are wrong, that they have committed an error, and that bare their soul to others when contested by opposing rationale however good it may be, but there are some that will modify their opinion when presented with another and this is done with certain considerations which can alter their views; for this one must have the ability to state reasons which justify what they have done and believed in the past, in order to flatter their pride and then present them with other stronger reasons based on their interests to make them change opinion and course of action...one must avoid sharp and obstinate contentions with Princes and their Ministers and reason with them without too much fervor and not wishing to always have the last word.

* * * * * * * * * * * * *

Pertinent Overseas/Domestic Experience other than Government
(Please include type of work, place, employer and dates)

Entered Foreign Service after college.
In college, worked in National Parks as ranger, etc.

Events in your career that might be of particular interest to historians. Coups, wars, revolutions, disasters, crises, incidents, negotiations (political, economic, etc.), high level visits, personalities, and the like.

Place:	*Dates:*	*Event:*
Portugal	1978-82	Aftermath of revolution; base negotiations
Ireland	1971-5	Beginning of political violence
Brazil	1961-5	Revolution

Questions

a) Would you be available for an interview by an oral historian to discuss specific events you participated in during your career?

✓ *yes* ____ *no* ____ *perhaps*

b) Do you have, or are considering writing, recollections of events in your career that might be of interest to the Center?

____ *yes* ____ *no* ✓ *perhaps*

c) Do you have personal papers or materials in other formats that you would consider making available to the Gelman Library for evaluation and possible addition to the Library's Special Collection Department?

____ *yes* ✓ *no* ____ *perhaps*

If so, please provide a brief description of such materials (type, scope, dates) and you will be contacted by the Gelman Library.

d) Have you been interviewed by a historian or researcher on any aspect of your career? Is the interview on file, if so, where? What was the period and subject of the interview?

No

Volunteer Section

The Center is a nonprofit organization and is now being run by unpaid volunteers. Part-time volunteers are needed to help the Center in several categories.

1. Editing	____ *yes*	____ *no*	____ *perhaps*
2. General Office Assistance	____ *yes*	____ *no*	____ *perhaps*
3. Interviewing (can be done outside the Washington area)	____ *yes*	____ *no*	____ *perhaps*
4. Assistance in fundraising (Oral history is expensive)	____ *yes*	____ *no*	____ *perhaps*

Comments or Suggestions:

I have an M.S. in international relations from GWU (1979)

DEPARTMENT OF STATE

Washington, D.C. 20520

f.l. -
Proper papers

April 12, 1977

TO: PA--Deputy Assistant Secretary, Bill Dyess

FROM: ARA/PPC--Datus C. Proper

Bill:

I thought you would be interested in the attached Thank-You cartoon from the Christian Life Commission. You'll recall that I was substituting for Assistant Secretary Carter, and I did give a talk about options in human rights--but I positively did not say what the cartoon says I said!

Datus

The Christian Life Commission

OF THE SOUTHERN BAPTIST CONVENTION
460 JAMES ROBERTSON PARKWAY, NASHVILLE, TENNESSEE 37219
FOY VALENTINE, EXECUTIVE SECRETARY-TREASURER

FLOYD A. CRAIG
Director of Public Relations

April 5, 1977

Mr. Datus Proper
Bureau of Public Affairs
Department of State
Washington, D.C. 20520

Dear Mr. Proper:

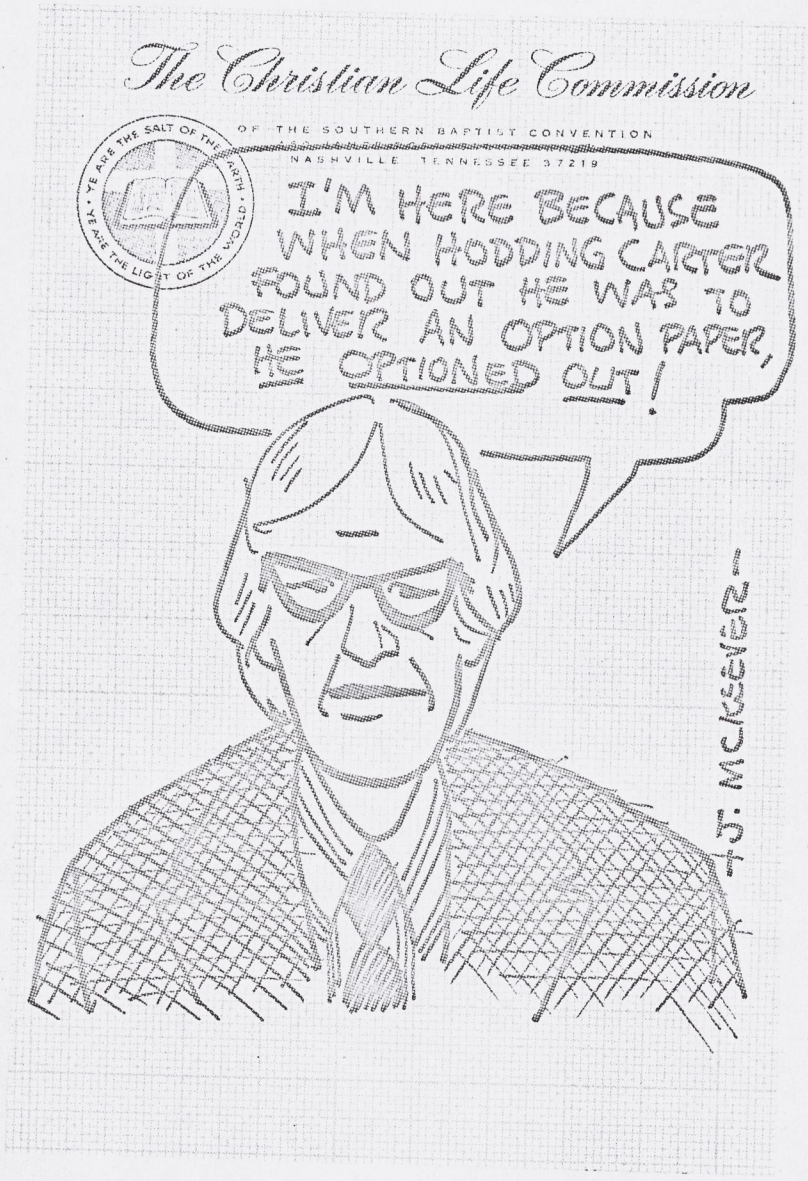
I am enclosing a cartoon which was done by the Reverend Joe McKeever of First Baptist Church, Columbus, Mississippi while you spoke at the Priorities seminar in Jackson, Mississippi. Cartoons of all the speakers were displayed in the lobby for participants to enjoy. Thank you again for coming. You benefited all of us immeasurably.

Sincerely,

Floyd A. Craig

FAC:hah

Enclosure


The Christian Life Commission
OF THE SOUTHERN BAPTIST CONVENTION
NASHVILLE, TENNESSEE 37219
YE ARE THE SALT OF THE EARTH
YE ARE THE LIGHT OF THE WORLD
I'M HERE BECAUSE WHEN HODDING CARTER FOUND OUT HE WAS TO DELIVER AN OPTION PAPER, HE OPTIONED OUT!
J. McKEEVER

4/

FORM DS-940
6-23-59

DEPARTMENT OF STATE
BIOGRAPHIC DATA SHEET

NAME	DATE
Datus Carryer Proper	8/16/62
TITLE *(Present)*	FS CLASS OR GS GRADE
Vice Consul, Political Officer	FSO-7

PLACE OF BIRTH	IF FOREIGN BORN		DATE OF BIRTH	MARITAL STATUS
	DATE NATURALIZED	OF AMERICAN PARENTS? ☐ YES ☐ NO		
Des Moines, Iowa			4/18/34	☒ MARRIED ☐ SINGLE ☐ DIVORCED ☐ WIDOWED

LEGAL RESIDENCE *(City and State)*	CONGRESSIONAL DISTRICT	NAME OF CONGRESSMAN
None		

LOCAL RESIDENCE	LOCAL TELEPHONE NO.
American Consulate General, São Paulo, Brazil	

NAMES OF WIFE AND CHILDREN	AGE	ADDRESS
Irene W. Proper	28	Same

NAME AND ADDRESS OF MOTHER AND FATHER, IF LIVING
Mr. and Mrs. William G. Proper, 1234 Van Kirk St., Philadelphia 49, Pa.

EDUCATION

NAME AND LOCATION OF HIGH SCHOOL OR PREPARATORY SCHOOL ATTENDED	DID YOU GRADUATE?	YEAR
Phillips Exeter Academy, Exeter, N. H.	☒ YES ☐ NO	1952
NAME AND LOCATION OF BUSINESS OR VOCATIONAL SCHOOL ATTENDED	DID YOU GRADUATE? ☐ YES ☐ NO	YEAR

COLLEGES, UNIVERSITIES AND FOREIGN SCHOOLING *(Including post-graduate work)*

FORMAL NAME AND LOCATION	DATES ATTENDED	PRINCIPAL SUBJECTS	DEGREE AND DATE AWARDED
Cornell University	1952 TO 1956	English	B.A. June, 1956
	19 TO 19		
	19 TO 19		
	19 TO 19		
	19 TO 19		
	19 TO 19		

MEMBER OF THE BAR?	STATE
☐ YES ☒ NO	

IN-SERVICE TRAINING *(List in order received)*

TYPE OF TRAINING *(Identify)*	WHERE RECEIVED	APPROXIMATE DATES

MILITARY SERVICE ☐ YES ☒ NO

BRANCH OF SERVICE	DATES OF SERVICE	HIGHEST RANK ACHIEVED ON ACTIVE DUTY	SERIAL NUMBER
	FROM: TO: FROM: TO:		

MAJOR TYPE OF DUTY PERFORMED	OVERSEAS CAMPAIGNS AND AREAS OF SERVICE	DECORATIONS AND AWARDS

PREVIOUS EMPLOYMENT RECORD *(Indicate other Federal Agencies and non-Government experience; begin with most recent. Do not include service in the Department of State or Foreign Service)*

DATES	TITLE OF POSITION	SALARY OR GRADE	NAME AND TYPE OF ORGANIZATION OR BUSINESS
1956 TO 1956	Park Ranger	GS-5 (approx)	Nat'l Park Service, Isle Royale Nat'l Park, Mich.
1955 TO 1955	Surveyor	$350 Mo.	Engineering firm in Colorado Springs, Colo.
1954 TO 1954	Surveyor	GS-4	Nat'l Park Serv., Yellowstone Park, Wyo.
1953 TO 1953	Fire Control Aide	GS-3	" " " " "
1952 TO 1952	" " "	"	" " " " "
1951 TO 1951	" " "	"	" " " " "
19 TO 19	All above jobs were held from about June - September during summer vacation. Salaries and grades are only approximate. Various other jobs were held during the winters, while in school.		
19 TO 19			
19 TO 19			
19 TO 19			

FORM DS-940 6-23-59

PREVIOUS EXPERIENCE AS DEPARTMENTAL, FSO, FSR OR FSS WITH THE DEPARTMENT OF STATE

POSITION	CLASSIFICATION LEVEL	LOCATION (Post or Office)	DATES	SUPERVISOR
Political Officer	FSO-7	São Paulo, Brazil	'61-Present	Minister Daniel M. Braddock
Program Officer	FSO 8 & 7	Department-CU	1959-1961	John A. McKinney
Vice Consul, all types work	FSO-8	Luanda, Angola	1957-1959	Several

DATE AND METHOD OF ENTRY INTO THE FOREIGN SERVICE CORPS, IF NOW A FOREIGN SERVICE OFFICER

Entered October 30, 1956, by regular competitive examination

DO YOU HAVE ANY OBJECTIONS TO PUBLICITY BEING SENT TO YOUR HOMETOWN AND/OR COLLEGE PUBLICATIONS REGARDING YOUR SERVICE WITH THE DEPARTMENT OF STATE? ☐ YES ☒ NO

LIST CLUBS, TRADE AND CULTURAL ASSOCIATIONS, HOMETOWN NEWSPAPERS, FRATERNAL AND ALUMNI ASSOCIATIONS WITH ADDRESS WITHIN THE UNITED STATES TO WHICH ITEMS OF PUBLICITY MAY BE SENT.

See only High School and University overleaf

PUBLICATIONS: TITLES, DATES AND PUBLISHER OF BOOKS AND NAMES OF PERIODICALS TO WHICH CONTRIBUTIONS HAVE BEEN MADE

PERSONAL DATA - HOBBIES, SPORTS, TASTE IN BOOKS, ETC. OR ANY OTHER RELEVANT PERSONAL INFORMATION

Active in outdoor sports: hunting, fishing, and others.

GENERAL *(Items of general interest not included in paragraphs above)*

DISTRIBUTION

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Copy 4 - Foreign Service Institute

SIGNATURE

Dale R. Roger

(If space inadequate attach additional sheet)

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Original + 3 to DG
Letters only to Admin.
Blue file C. to DCM
1 C to DCP

Dublin, Ireland

June 20, 1974

The Honorable
John D. J. Moore
The Stanhope
995 Fifth Avenue
New York, N. Y. 10028

Dear Mr. Ambassador:

Enclosed is a copy of our mutual nomination of Datus for the Director General's reporting award. As I mentioned on the telephone, it had to be in by June 30, so I took the liberty of pouching it directly from here. I covered it by a letter from me (also enclosed) in which I said that you were in entire agreement and would be writing separately from New York.

I have drafted an enclosed letter which you could send to the Director General (Ambassador Nathaniel Davis). Your own language would probably have been much better and I enclose some extra stationery in case you should want to put your own ideas in writing if you have time. The thing is to convince the DG of the truth, which is that you are really behind this, and a personal note would be effective. Most important, however, will be to get it in the mail so it will arrive in Washington by June 30.

I detached two old, classified cables from the nomination so that we could send it to you unclassified. I hope it will do the job for Datus, and in any event it will look good in his record.

With best personal wishes.

Sincerely,

Roger A. Sorenson
Charge d'Affaires ad interim

DCM:RASorenson:dp
Enclosure - As stated

New York, New York
June 27, 1974

Honorable Nathaniel Davis
Director General of the Foreign Service
Department of State
Washington, D. C. 20520

Dear Mr. Ambassador:

My Dublin Political Officer, Datus Proper, has done some remarkably perceptive reporting over the past two years on a situation that is approaching Civil War in Ireland. I feel strongly that it deserves special recognition and I have joined my DCM in proposing that he be given your Reporting Award. The full nomination was sent to you directly from Dublin, since some of the examples attached to it were classified.

This is to let you know that I am very strongly behind it. I have seen a lot of other officers, both before and during my time in the Foreign Service, and I am making this recommendation with full knowledge of how stiff the competition is. I strongly believe Proper deserves the award, and I very much hope that you will agree when you have reviewed our nomination.

Sincerely,

John D. J. Moore
Ambassador to Ireland

RAS:DP
6/20/74

SECRET

(UNCLASSIFIED WHEN SEPARATED FROM ATTACHMENTS)

Dublin, Ireland

June 20, 1974

Honorable Nathaniel Davis
Director General of the Foreign Service
Department of State
Washington, D. C. 20520

Dear Mr. Ambassador:

Enclosed is a paper nominating Dublin's Political Officer, Datus C. Proper, for your annual reporting award.

Both Ambassador Moore and I feel strongly that Mr. Proper deserves the award. We have made our case as persuasively as we could in the enclosure, though we were not really sure of the best way to go about it. I hope we have been convincing.

Ambassador Moore is currently in New York, and I expect that he will write to you personally. Before he left Dublin, we discussed the outlines of our recommendation. We have since discussed it by telephone. He is as enthusiastic as I am about it.

In addition to nominating Mr. Proper for the Award, I request that this nomination be made a part of his personnel file as a record of the extremely high quality of this aspect of his work.

Sincerely,

Roger A. Sorenson
Charge d'Affaires ad interim

Enclosure: Nomination for annual reporting award,
Datus C. Proper, Political Officer

DCM:RASorenson:dp

SECRET

GDS - DECLASS. 12/31/82

(UNCLASSIFIED WHEN SEPARATED FROM ATTACHMENTS)

SECRET

(UNCLASSIFIED WHEN SEPARATED FROM ATTACHMENTS)

Director General's Award for Reporting

Nomination of FSO-4 Datus C. Proper

REF: State A-2997 of April 11, 1974

Ambassador John D. J. Moore and DCM Roger A. Sorenson nominate FSO Datus C. Proper for the Director General's Reporting Award. We strongly believe that, for more than two years, Mr. Proper has done a truly outstanding job in an especially challenging environment. It is, inevitably, difficult to support such a belief in a manner convincing to readers unfamiliar with the officer's reports and subject matter. Copies of two reports are attached, but it is not possible to send much inside the 10-page limitation. We therefore wish to call attention to the following special points.

Volume and Diversity of Work

There have been some direct concerns for U.S. policy, such as the problem of U.S. support for Irish terrorist groups. A number of indirect and potential concerns have caused a great deal of work, as interested Americans have brought pressure on Congress to "do something." Violence in Northern Ireland and the Republic has threatened to grow into the only civil war in the developed world. In the middle of this, Ireland joined the EC, and US/EC relations came under a well-publicized strain. This created heavy demands for reporting, analysis, and pressure on the Irish. In addition, there was a sporadically heavy flow of special projects. The point is that workload has multiplied for external reasons, and the staff remains exactly the same-- one officer. This is not an unheard-of situation in the Foreign Service, but it has occurred at a time when Mr. Proper's output also met the following qualitative conditions.

Comment and Analysis

Even before Dr. Kissinger's instructions, almost every political cable leaving Dublin carried full analytical comment. We regularly see reporting cables from most European posts, and to our knowledge, none have had such a consistently high proportion of analysis. This is fairly easily established by a glance at our files. It is always more difficult to show that analysis was useful, but we think this emerges in the remainder of the nomination.

Objectivity and Balance

Every FSO knows how difficult it is to avoid unconscious bias and parochialism in reporting from Embassies. The Irish situation has some special hazards: historical passions are high, most Americans have preconceptions, and (mechanically) the issues involve three separate posts. Proper's reporting from Dublin has been remarkably objective, while facing up to the responsibility for making judgments and analyses. The local government's positions have been carefully reported but not swallowed whole. Where there have been shortcomings, the real political constraints have been explained. More important, the same rules have applied to Northern Ireland and Britain. There has been no "good guy/ bad guy" thinking applied to politicians in any of the three jurisdictions. As an example, we cite the following cables on the rise and fall of Northern Ireland's first joint Protestant/Catholic administration: Dublin 1413 of 10/23/73, 1549 of 11/23/73, 1584 of 11/30/73, 1626 of 12/10/73, 1670 of 12/19/73, 313 of 3/8/74, 468 of 4/9/74, 608 of 5/10/74, 652 of 5/20/74, 694 of 5/28/74, 0700 of 5/29/74, and 0720 of 6/4/74. Virtually all gave quick, accurate comment as well as fact.

Foresight

As we all know, political projections are so hazardous that most posts prefer to avoid them entirely, but at worst -- if projections are at all valid -- they are useful scorecards. At best, they can really help to anticipate policy problems. Mr. Proper has repeatedly cabled projections in this light, labeling them as speculative when necessary. They have always been sound and have often proven accurate in detail. The following are instances:

(1) On September 22, 1972 a cable (Dublin 1090) projected two options for development of the Northern Ireland troubles. The cable described in remarkable detail both the main outlines of the Sunningdale political settlement, which was not reached until a year later, and the agreement's main hazards. Even two years later, the cable is a reasonable description of the Irish options. Shortly after the cable was drafted, Irish politician/author Conor Cruise O'Brien also published a "two scenario" model, which at best has not proven any more accurate. (The cable is attached as one annex.)

(2) On February 27, 1973, a cable (Dublin 0265) gave an accurate forecast of the next day's general elections. The results were extremely close, there were no opinion polls to help, and most political writers saw a different outcome.

Sources

Good sources are at the root of most factual reporting. Mr. Proper's have always kept him as well informed as anyone in Dublin -- and occasionally ahead of even the government. Following are instances of reporting from personal sources not in the government:

(1) On March 31, 1972, a cable (Dublin 313, also attached) reported a secret meeting between British opposition leader Harold Wilson and the IRA. Although the meeting took place in Dublin, the Irish Government was not aware of it until later. Details turned out to be accurate.

(2) On May 27 and June 21, 1972, two cables (Dublin 592 and 672) gave advance information of a ceasefire by the Provisional IRA in Northern Ireland. This was a major political development, and if the Irish Government knew of it, they did not tell us.

(3) On April 30, 1973, a cable (Dublin 0551) said that the Irish government was drafting a new constitution. The news did not begin to leak until much later.

Remaining Calm

In his time in Dublin, Mr. Proper has not failed to spot any major problem and report it immediately. At the same time, the reports have been accompanied by explanations that kept them in proportion. There could be many examples. Perhaps the clearest is a cable on November 29, 1972 (Dublin 1381), at a time when most local and international media saw Prime Minister Lynch losing control of three simultaneous domestic crises. The cable said that, in fact, Lynch was in good control and not threatened. This turned out to be accurate.

Willingness to Rock the Boat

Mr. Proper has consistently come to independent judgments which he has been willing to defend strongly when the issue is important. Whether or not others agree with the judgments (and we usually have), this must be considered an important trait in a large bureaucracy, where there is always a temptation to take an easy path and avoid argument. The outstanding example is a long series of cables on support for the IRA in the United States, which is still an extremely sensitive and controversial problem. After some background reporting, a major cable on August 30, 1973 (Dublin 1170) made a recommendation which was to be

the origin of a number of actions to diminish U.S. support for Irish terrorism. In Washington, the recommendation helped bring about inter-Agency meetings and an eventual recommendation to the Secretary. We assume that the work in Washington was equally commendable and much more lengthy; we do not in any way wish to diminish it. Nothing done in Dublin would have been of much use without excellent work in Washington as well. Historically, however, we think it is a fact that the operation could not have started without a sound, careful, well researched, and very awkward recommendation from Proper. The record is too long to be included verbatim here, but the main Dublin cables in the series were: 1121 of 8/22/73, 1170 of 8/30/73 (already mentioned), 1373 of 10/11/73, and 1429 of 10/25/73.

Hard Work

Space does not allow mention of more routine work, but it has been copious and sound, while never attempting simply to fill up paper for the sake of meeting a quota. In such a small post, much of the work has been unspectacular indeed. One visitor from Washington observed, however, that Dublin's biographic reporting (all by Proper) was just about the best in Europe. When the Embassy's only economic officer has been on leave, Proper has carried that load as well. As a recent example, he handled preparations for the Washington energy conference, in addition to regular political work. Such challenges are, of course, accepted by almost all of us in the Foreign Service, but the point is made here to show that this is not merely a case of a few virtuouso performances in interesting fields.

Recommendation

In light of the above, both the Ambassador and I share the considered opinion that the reporting of this officer is the best we have ever seen. This opinion is based on a long experience in foreign affairs work for both of us -- for DCM Sorenson as a Foreign Service Officer; for Ambassador Moore as both an ambassador and businessman with a major international firm. We believe that the quality of Mr. Proper's reporting has been exceptionally outstanding at a time when there were major issues to be covered and despite a heavy workload. We must strongly recommend that he be given the Director General's Award for reporting.

Annexes: Cables - Dublin 1090, 9/22/72 and Dublin 0333, 3/16/72

COPY

COPY

LIMITED OFFICIAL USE

TELEGRAM

ACTION: Secstate WASHDC

INFO: Amembassy LONDON
Amconsul BELFAST (pouch)

DUBLIN 1090

SUBJ: Ireland's Future

SUMMARY: Most moderate Dublin observers believe that, over long term, both North and South of Ireland will undergo major change, will slowly agree to erosion of border, and will eventually evolve relationship that both Protestant and Catholic communities can accept (within EC and with continued links to UK). Process will be very jerky, however, and violence may continue for some time at disturbingly high level. Some observers see even worse situation, with full-scale conflict between communities.

Both Parts of Island Now Looking to Future

1. Most of our reporting has focused on current Irish political developments without tying them together and trying to see what they mean for future. Six months after fall of Stormont, however, all parties to Irish problem are doing serious long-term thinking about new patterns for both parts of island. Whitelaw's Sept. 25 political conference has done much to encourage such thinking, even among Dublin leaders, who will not directly participate. We have had series of discussions on subject with moderate observers in GOI, opposition parties, press, and embassies. This cable summarizes most objective opinions available to us on broad patterns likely to emerge from current violence.

2. Disturbances that began with NI civil rights claims in late 'sixties marked transition from one political era to another, especially in North but also in south of Ireland. Current troubles should not be viewed as merely turbulence in a system which can adapt to change with minor adjustments. Change must occur because North was never viable political system and South is not realistic starting point for what it wants to become--part of a united Ireland.

3. In North, it is easy (in hindsight) to see that a viable polity could not be built around a system which was designed to deny power to a very large minority, especially when that minority had to look only a few miles South for encouragement. In South, there has not been the same sort of discrimination and internal failure, but there has grown a sectarian, obscurantist society that is feared by Northern Protestants.

Toughest Problem: Reconciliation in North

4. Any attempt to look into future must take into account both Northern and Southern problems, plus British policy. At the moment, however,

POL:DCProper:rm 9/22/72 Charge:RASorenson

hardest problem is to see route to community reconciliation in North. Historical animosities have been so reinforced in recent years that minimum demands expressed by one community exceed maximum concessions the other is willing to accept. In both Catholic and Protestant communities, nevertheless, there are moderate reformists who could easily reach accord with other side. Problem is to bring along not only extremists but bulk of working class public. At best, this will take years. There will have to be constant pressure from circumstances and from leaders who understand that change is necessary. To be effective, however, pressure will have to stop short of coercion. Most likely pattern is a series of reforms, largely imposed by HMG, followed by pauses for attitude adjustment. (Corresponding changes in South are described below.) This has, in fact, been British experience since the Heath initiatives of last March, which marked a switch from a policy of suppression to a policy of political adjustment, accompanied by only enough military measures to contain violence. Considering the depth of community animosities in early 1972, the new policy has worked about as well as could have been expected, though success is at best a long way off. It seems unlikely that the British will ever revert to a suppressive policy. Most observers thus expect continued, slow, jerky progress. This is basic GOI view.

5. Foregoing view, however, has important dissenters among serious students. Most prominent of these is Conor Cruise-O'Brien, who told us recently that he believed full-scale civil war was inevitable. He reasoned that animosities between communities had simply become too severe to be settled otherwise. Catholic community is still dangerously unstable, and situation among Protestants is perhaps even more serious. Protestant community is larger and richer; Protestant extremists are proving capable of doing an excellent IRA imitation; and Protestants have more to lose than Catholics in any political adjustment. Since "minimum demands" of many Protestants include continued exclusion of Catholics from meaningful political power, there is obviously good reason to fear that the Protestant side will reject any realistic settlement. One significant point, however, is that even those who expect civil war do not have policy recommendations which differ basically from those of other moderates. Conor Cruise-O'Brien is especially worried about Unionist backlash, but he accepts need to continue non-violent reforms despite danger of provoking backlash.

6. Majority view, which is optimistic only by comparison, is that British troops will probably continue to contain violence at a level short of full-scale civil war. This assessment is based on three assumptions: a) British will continue present policy of political adjustment accompanied by minimum force; b) opposing communities lack will for full-scale conflict, c) large force of neutral troops has ability to contain limited number of extremists in what might be termed "mitigated civil war," which is a fair description of present situation. Over short term, this is not a happy picture, and it could be much worse if any of these three assumptions fail.

7. If this short-term assessment holds and full-scale conflict is avoided, long-term prospects seem better for one reason: in all three

political units involved (Britain, Ireland, Northern Ireland), many leaders now perceive need of major changes. If one talks only to moderate leaders, there is even a remarkably wide area of agreement on nature of changes. As a whole, however, opposed NI communities have by no means caught up to these leaders, so success hinges on maintaining a situation in which moderate leaders in both communities continue to gain prestige at the expense of extremist competition.

8. The process of working out a solution will thus require the substitution of frequent political confrontations for military ones. The proposed Sept. 25 conference is one such political confrontation, even if it is not actually held with full Catholic or Protestant participation, as now seems likely. The conference has already bolstered prestige of moderate politicians and has forced Northern political parties (even those who may not attend) to propose specific compromise solutions rather than just reiterating how much of the other side's program they are opposed to. Similarly, the short-lived truce with IRA "Provisionals" largely accomplished its political purposes, even though it failed to achieve an early end to violence.

9. Any lasting solution to Northern half of problem will probably contain four basic elements, which are listed in order of increasing difficulty. All four elements are in fact interconnected so tightly as to be almost inseparable, except for purposes of analysis.

a) Equal Civil Rights. Already accepted in theory by most leaders, though there are great practical obstacles, especially in equal employment. In such difficult areas, achievement of equal rights by Catholics depends on Protestant attitude-change and is, therefore, a long-term process. Enough has been achieved, however, to show that this element need not be an obstacle to peace.

b) Equal Access to Political Rights. This, of course, is no more than another of basic civil rights, and the most difficult to achieve. Fortunately, there are capable politicians working on mechanics of problem, and they have many suggestions to draw from. Probably political rights for Catholics will be pursued (at least initially) in a new Northern regional assembly which will lack old Stormont's security responsibilities, though there will have to be some local police control. A number of technical changes will be required to ensure that politics cannot revert to the old sectarian monopoly. Elections by proportional representation may be a useful beginning but, considering experience south of the border, not sufficient. Minority power will have to be ensured in regional assembly by such devices as a committee system, high voting percentages required to carry some items, and possibly an explicit division of power between Catholics and Protestants (which has the disadvantage of perpetuating sectarian politics).

c) Recognition of Divided Community Loyalties. If Catholics are granted equal political power, and if past experience is any guide, most of their elected leaders will use this power to work for erasure of the border: in other words, to overthrow system in which they have achieved

power. This will disturb Unionists but not the British. To accommodate both Unionists and nationalists peaceably, there will have to be clear recognition of their divided loyalties. Unionists will require assurance of their right to continued British links. Nationalists will require acceptance of their right to work for an Ireland that does not yet exist and, in meantime, to strengthen ties with Dublin.

d) Evolution Toward New (United) Ireland. It is very hard to see a viable long-term solution that does not involve growing north/south links. Alternative would be large-scale population shifts, which would be so painful that this would probably not be achieved except through prolonged civil war. (Since civil war is one alternative, however, this solution cannot be excluded.) As long as nationalist and Unionist populations remain interwoven, there will probably be pressure toward creation of an Ireland in which both communities can live together. This would have to be a non-sectarian polity with many differences from both current states. Economic problems will be the easiest to solve: continued links to England by both North and South, growth within EC, and creation of a Council of Ireland would go far to cope with economic obstacles and with linked social problems. Real obstacle is political and emotional. So long as Unionists see in South a sectarian, Gaelic state in which Protestant traditions are submerged, few will even begin to think seriously about removing the border. Diminution of these fears will require major changes in south and passage of years. Violence heightens the fears. Peaceful pressure to think realistically about the future is another matter, and such pressure would be built into a political system that gave Catholic population real political power.

10. We asked some observers whether they could see an alternative between full civil war and evolution of a new North/South relationship. Such an alternative would involve same reforms, but these changes would win allegiance of Catholic community and remove pressure for erosion of border. No one really saw this happening, although there is some difference of opinion as to nature of North/South links that will satisfy Catholics. General attitude is that new relationship should be worked out pragmatically, and there is apparently still considerable flexibility.

Deep Changes Needed in Southern Society

11. Changes in South will also be difficult, though they are relatively easy to describe. Among moderate politicians, there is again a broad consensus as to what must be done; the major differences boil down to a question of how much leadership should be exercised to bring public along. (GOI is naturally more cautious than its opposition.) Attitude change has already gone far among urban, educated electorate, though politicians probably have reason to fear thinking of conservative masses. Certainly Northern Protestants can accurately say that few changes are visible, despite a good deal of progressive talk. Laws and constitution must be changed to remove openly sectarian references to primacy of Catholic Church, which will probably be accomplished soon without major problems. Not so easily will be removal of sectarian restrictions on

contraception, divorce and the media. More difficult yet would be removal of Church restrictions on integrated education and mixed marriages, which have perpetuated tribal mentalities in both North and South and perhaps contributed to steady decline of Protestant numbers in South. Some opposition critics believe that most difficult step of all will be dismantling of a political system which, like that in North, is based on a dispute over the terms of Irish independence. Probably, however, Fianna Fail will adapt more easily than the Church, being more interested in temporal advantages. In any case, it is easy to see why most moderate of Northern Unionists question whether the South is really interested in building a new Ireland. But changes are in fact coming, here as on other side of border.

SORENSON

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SECRET/NOFORN

TELEGRAM

ACTION: Secstate WASHDC

INFO: Amembassy LONDON
Amconsul BELFAST (pouch)
EXDIS
DUBLIN 033

SUBJ: Talks with IRA
REF: Dublin 313

(PORTIONS OF CABLE DELETED FOR SPACE REASONS)

SUMMARY: During visit to Dublin March 12/13, Labor Leader Harold Wilson had long meeting with Army Council of Provisional IRA and found wide areas of agreement on permanent solution to Ireland problem. (Info is sensitive.) Although Provos are themselves split, majority of Army Council supports relatively soft negotiating position advanced when Provos declared three-day truce. Wilson believes that IRA position must be taken into account but that IRA itself should not be represented in negotiations except thru elected politicians. Provos may be willing go along with this. New areas of agreement between British Labor, IRA, and GOI are evident to public (though background is not). After so much violence, political movement is encouraging, but it has certainly raised hopes of all Irish nationalists. It is even more difficult now to imagine successful solution that does not open door to long-term movement toward North-South reconciliation.

1. Following info given to us by (name deleted) who helped arrange all talks and sat in on them. Important protect source and others involved in IRA meeting. No US source should discuss fact that meeting held. We

believe info as given us is accurate as to facts, but interpretations might, of course, be different from other angles. They may well be inputs and angles of which we are not aware.

2. As we know from source in British Emb, IRA Provisionals have been trying to reach HMG in many ways, but have not been encouraged. On about March 7, Provos told (name deleted) of problem and said they had in mind declaring brief truce as demonstration of good faith and capacity to fulfill any agreement made. (Name deleted) urged them do so and reviewed with them their conditions for extending truce. At first he found conditions much too hard. Provos were eventually persuaded set forth three points that represented sharp departure from their past inflexible position. New points were within negotiating range of PM Lynch's proposals and Wilson's 15-point program of last Nov. (Following section deleted for space reasons.)

5. During secret Dublin meeting, Wilson and Provos' political leadership reached wide area of agreement. We do not know details, but much overlapping is apparent in Provos' conditions stated Reftel and Wilson's points on TV interview (Dublin 325). Provos believed IRA must be represented in negotiations as obviously important force and Wilson accepted this, as Americans have accepted negotiations with Viet Cong. Wilson believes, at same time, that it will be easier achieve negotiations between elected representatives of people. Provos plan overcome this problem by running their men under Nationalist Party label in next NI election. In meantime, if necessary, they could be represented by someone like Northern MP McManus.

6. Source indicated that most of top Provisional "Army Council" was present at meeting, (section deleted).

9. COMMENT: Believe above is important political development in Irish problem. After months of human violence and political paralysis, such movement is inevitably welcome, but we note two aspects of concern:

a) British Govt is much the most important element in problem, and it has not yet been able announce political initiative.

b) Expectations of Irish nationalists, north and south, have been raised by conspicuously wide area of agreement between British Labor, Dublin, and IRA. This makes it even more unlikely that long-range solution will work if it does not open door to some approximation of Irish unity.

MOORE

M. Proper
b.e. Proper

April 1, 1969

TO: ARA/BR - Mr. Kubisch

FROM: ARA - Viron P. Vaky, Acting

SUBJECT: Commendation of Mr. Datus Proper

I want to commend Datus Proper for the fine work he did in rewriting and editing sections of NSSM-15. As you know, Datus was picked to be a member of the IG's "editorial board" which was whipping NSSM-15 into final shape. He worked extra hours over this past weekend, voluntarily giving up his free time. He did a magnificent job and I personally am grateful for his dedication, energy, and generous talents which he contributed to this job.

I would like to ask you to note his work on NSSM-15 and this commendation in the next performance evaluation report which you do on Mr. Proper.

Copy to:

ARA/BR - Mr. Datus Proper

ARA:VPVaky:pat

DEPARTMENT OF STATE

Washington, D.C. 20520

9016

June 9, 1969

MEMORANDUM

TO: ARA - Datus Proper

THROUGH: ARA - Mr. Myers
S/S DPW

SUBJECT: AID Briefing Paper on Rockefeller Mission

While I was reading the briefing material prepared for my testimony before the House Foreign Affairs Committee this morning, I read the excellent paper prepared on the Rockefeller mission. I understand from my staff that you were the principal drafter of the paper and I want to commend you for a precise, lucid and useful piece of work.

ELR

Elliot L. Richardson

June 9, 1969

Title: Briefing Paper for Under Secretary's
Testimony on AID Presentation
House Foreign Affairs Committee

Subject: Rockefeller Mission

Q: Didn't the State Department know that Governor Rockefeller would be walking into anti-U.S. demonstrations? Why did we not warn him accordingly?

SUGGESTED POINTS IN REPLY:

No one, either in Department or Governor's party, estimated that trip would be without incident. Obviously there are always some risks in this kind of official mission. But possible gains seemed to make these risks worth running. We attributed -- and still do -- greatest importance to mission. If you want to accomplish anything, you must run some risks of this kind.

Q: Had you anticipated these difficulties, would you have advised the Governor to go on this mission?

SUGGESTED POINTS IN REPLY:

We clearly would not have given up the idea of the Governor listening to our friends in Latin America, but in hindsight, we probably would have recommended changes in how these discussions are to be arranged. The point is that we see his talks as a vital building block in putting together the Administration's Latin American policy. We would not have foregone this input because of opposition from certain groups.

Q: What's your evaluation of trip?

SUGGESTED POINTS IN REPLY:

-- We're obviously disappointed about some of the countries that have had to be left off schedule and about excessive violence in others. Known risks were aggravated, in some

cases, by underlying internal political problems and by immediate local circumstances that had nothing whatever to do with the Governor's mission: e.g., coincidental Curacao violence worried Venezuela very much.

-- But the mission has also produced some good things, as the Governor has made clear. His talks have been very useful. Groups opposed have been relatively small, though significant. Serious problems have been dramatized, not always in manner we might have wished.

-- At this date, it is difficult to analyze all of the components of these disturbances (hope to know more soon). But we should be able at least to <u>understand</u>. We've had some apparently senseless violence in the U.S., too.

-- Hope U.S. public and Congress won't react negatively. Demonstrations do indicate that there is discontent with hemispheric relations. It must be a priority task of this Administration to profit from the lessons and by working with our Latin American colleagues, to reduce, to the extent feasible, causes of this discontent. Would be tragic if situation worsened.

-- Governor Rockefeller has made clear that he looks forward to completing his trips. Has had very good discussions in many countries till now and plans to have many others.

(NOTE: Many of these points were made by the Secretary in his press conference of June 5. Transcript attached for possible use in cross reference.)

Q: How can we justify continuing a major new AID program at a time when Latin American hostility to the U.S. is so evident? Doesn't this hostility demonstrate the bankruptcy of past large assistance programs?

SUGGESTED POINTS IN REPLY:

-- First, we must not exaggerate the importance of anti-Americanism in Latin America because of these unfortunate incidents. While we do not yet have clear evidence, all

our preliminary indications are that the violence and threats of violence came from small but well organized and strident elements. I for one do not think these groups are very much more representative of community-held views, or reflect public sentiment any more than the smaller groups do in this country which have spear-headed the violence at Columbia or Berkeley. In fact, one basis of the violence was the opportunity which the Rockefeller mission provided for opposition groups to embarrass their own governments.

-- Second, we have always recognized that the rapid economic and social changes occuring in the hemisphere will be politically unsettling. In many countries, there will be strong currents of nationalist feeling which, from time to time -- when the opportunity is right -- will take a decided anti-American cast. This may be in part what happened, but if so, this is part of the inevitable price that must be paid for progress and change.

-- Third, to say that we should reduce or withdraw our assistance would be a great mistake. Development is a long-range phenomenon which inevitably increases political uncertainties and social tensions. We can't expect to be helpful, or to see the hemisphere progress the way most of the people who live in it would like to to progress, if we withdraw our help every time there is anti-American name-calling.

-- Finally, to back away from our willingness to assist would play precisely into the hands of relatively small numbers of anti-Americans who would like to see us play a smaller role. It is useful to keep in mind that the major opposition to United States assistance programs which we have experienced in Latin America has come from the extreme right and left. Both are threatened by the change and progress our AID is intended to assist.

Q: Isn't what happened to Governor Rockefeller precisely what happened to Vice President Nixon a decade ago? If so, we haven't come very far, despite our assistance, have we?

SUGGESTED POINTS IN REPLY:

I don't believe that the two situations are comparable in degree or origin. Certainly Latin America is a very different place today than it was a decade ago. There has been considerable progress and change. Also, it doesn't seem to me that using a "riot quotient" is a good test of progress or of the developmental efficacy of assistance.

LA/RPP:JHeller:ARA/PAF:DCProper 6/6/69

ARA/BC - Mr. Chapin
ARA/NC - Mr. Hill
ARA - Mr. Crimmins

DEPARTMENT OF STATE

Washington, D.C. 20520

July 15, 1969

ARA/LA/PAF - Mr. Proper

Datus:

I was most pleased to receive this highly laudatory letter from Mr. R. G. Cleveland, Director, Office of Public Services. Please accept my thanks for a job very well done.

I have asked that a copy of Mr. Cleveland's letter be placed in your personnel file.

John Hugh Crimmins
Deputy Assistant Secretary
for Inter-American Affairs

Attachment:
Copy of letter.

7-10-69

DEPARTMENT OF STATE

Washington, D.C. 20520

July 9, 1969

MEMORANDUM FOR Ambassador John Crimmins, ARA/LA

SUBJECT: Mr. Datus Proper, ARA/LA/PAF

At the conclusion of our program year, I want to express our very special gratitude to those officers who made especially effective contributions to informing the public on foreign policy issues. Not only to the public and the individual officers greatly benefit from conferences, briefings, and speaking engagements, but these programs are steadily improving the public's concept of foreign policy and the Foreign Service.

Mr. Datus Proper is high on the list of those to whom our special thanks are due. The fact that our efforts count is because our best officers have time and attention to the public amid their other pressing duties.

I hope you will note our commendation of Mr. Proper and will mention his fine attitude and performance in his current performance rating.

Bob Cleveland

R. G. Cleveland
Director
Office of Public Services

707

JONATHAN B. BINGHAM
23D DISTRICT, NEW YORK

DISTRICT OFFICE:
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RUTH K. NEZIN
BRONX REPRESENTATIVE

LUCILLE FELSENTHAL
ADMINISTRATIVE AIDE

COMMITTEES:
FOREIGN AFFAIRS
HOUSE ADMINISTRATION

Congress of the United States
House of Representatives
Washington, D.C. 20515

April 12, 1972

The Honorable William Macomber
Deputy Under Secretary of State
State Department
Washington, D.C.

Dear Bill:

On our recent trip June and I were taken good care of wherever we went, but we were especially impressed with three young men, Datus Proper in Dublin, Kevin Brennan in London, and Ned Walker in Tel Aviv.

In his first assignment, Kevin is an enthusiastic, efficient and delightful Control Officer. We saw a lot of him because we stopped in London three times.

The other two, as you doubtless know, are really outstanding political officers.

These three men are real assets to the Foreign Service, and I hope they will be treated as such.

In each case I have written a letter of commendation to the Mission Chief, but I thought you would also like to know directly.

Best Wishes.

Sincerely,

Jonathan B. Bingham

JBB:PLA

THIS STATIONERY PRINTED ON PAPER MADE WITH RECYCLED FIBERS

APR 21 1972

Dear Jack:

Thanks very much for your letter of April 12 about your good impressions of FSOs Datus Proper, Kevin Brennan, and Ned Walker.

As you can imagine, I am always happy to hear of the good things our employees are doing, and it was indeed thoughtful of you to pass your comments not only to me but to the respective Ambassadors.

I have taken the liberty of having copies of your letter to me included in these officers' personnel files, and I have also sent copies directly to them.

Thanks again for bringing this to my attention. I deeply appreciate your thoughtfulness.

With all best wishes,

Sincerely,

/s/ Bill

William B. Macomber, Jr.

The Honorable
Jonathan B. Bingham,
House of Representatives.

M:AHughes:dtn
4/20/72

OPTIONAL FORM NO. 10
MAY 1962 EDITION
GSA FPMR (41 CFR) 101-11.6

UNITED STATES GOVERNMENT

Memorandum

file - personal

TO : ARA/BR - Mr. Datus Proper

DATE: February 27, 1969

FROM : CU/IVF/V - Mr. Ernest J. Mansmann, Jr.

SUBJECT: Briefing for Members of the World Youth Forum

Mr. Robert Huffman, Executive Director, of the Forum, has advised us that the briefing in the Department for this year's Forum was the best ever given to any of the groups. He said the students themselves were also impressed with the quality of the briefing.

We believe this was due to your very apparent interest and that of the other panel members and to your willingness to attempt to answer all questions with directness and clarity. We believe this opportunity to have this type of discussion with youth leaders from all over the world is as useful to the Department as it is to the young people themselves. Thank you so much for your able participation.

CU/IVF/V:AMPascuzzi:llj:2/27/69

5010-108

Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

DEPARTMENT OF STATE

Washington, D.C. 20520

September 24, 1969 ARA/RAF DCP

ARA - MR. CRIMMINS

Thank you very much for the prompt and useful question-and-answer papers you prepared under a short deadline on Monday. The White House has indicated appreciation for the quality of these papers, and I want to pass on that appreciation to you.

Elliot L. Richardson

September 24, 1969

ARA - MR. CRIMMINS

Thank you very much for the prompt and useful question-and-answer papers you prepared under a short deadline on Monday. The White House has indicated appreciation for the quality of these papers, and I want to pass on that appreciation to you.

Elliot L. Richardson

United States Department of State

Washington, D.C. 20520

March 12, 1992

Dear Annuitant:

This year on Foreign Service Day we would like to inaugurate a new bridge linking the Department and its retirees. The new span will be known as the Foreign Affairs Reserve Corps. It will serve as a unique reservoir of foreign affairs experience and talent available for short-term assignments at home and abroad. Its members will be drawn from the retired Foreign Service and Civil Service employees of the Department. They will represent the full range of functional backgrounds: political, economic, legal, medical, secretarial, consular, communications, security, administrative, financial, program direction, etc. After applying for entry and undergoing careful screening and thorough processing, successful candidates will be taken into the Reserve Corps for a four-year period and their names will be placed on the Reserve Corps register. During that time period, they will be expected to be available for short-term duty under various existing employment arrangements.

We look to two main sources for the Reserve Corps: employees who are about to retire and reemployed annuitants who are about to complete their appointments. Still, in order to give other interested annuitants an opportunity to apply as well, we will invite their applications during a three-month open season, from May 1 through July 31, 1992. If you qualify for consideration as a retired employee of the Department and would like additional information and application materials, please fill out and send in the attached form.

Sincerely,

Edward J. Perkins

TO: FOREIGN AFFAIRS CORPS COORDINATION CENTER
U.S. DEPARTMENT OF STATE
BOX 18
3330 NORTH WASHINGTON BOULEVARD
ARLINGTON, VA 22201

PLEASE SEND ME INFORMATION MATERIALS ABOUT THE FOREIGN AFFAIRS RESERVE CORPS AS WELL AS THE PACKET OF APPLICATION FORMS.

_____
(Name)

_____
(Street Address)

_____

_____
(City, State and Zip Code)

(The requested materials will be mailed out in late April.)

MINISTÉRIO DAS RELAÇÕES EXTERIORES

DCn/ 24 /923.1(22)(42)

O Ministério das Relações Exteriores cumprimenta a Embaixada dos Estados Unidos da América no Rio de Janeiro e tem a honra de remeter-lhe o anexo exequatur do Govêrno brasileiro à nomeação do Senhor Datus C. Proper para

2/2 exercer as funções de Cônsul em São Paulo.

2. Com o exequatur em aprêço, o Ministério das Relações Exteriores restitui à Embaixada dos Estados Unidos da América a Carta Patente da referida autoridade consular.

Rio de Janeiro, em 25 de janeiro de 1965.

COPIA.

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Rio de Janeiro, em 25 de janeiro de 1965.

RPP

DEPARTMENT OF STATE

Washington, D.C. 20520

PERFORMANCE MEMORANDUM

Datus C. Proper, FE-OC
Director, Office of Regional Political Programs (RPP)
Bureau of Inter-American Affairs
Rating Period: January 1-April 15, 1983

I. RATING

Because of personnel turnover in the Bureau's front office, Datus Proper reported to me during the brief rating period. After only four months as Director of RPP, he was clearly on top of the office's varied responsibilities. With a minimum of supervision, he turned in a first rate job all around. This was particularly valuable to me in the political/military area where I personally had little recent experience.

The following were major examples of Datus' success in advancing five key objectives of RPP for 1983:

-- Helping obtain substantially larger security assistance allocations for Central America. Congressional cuts in worldwide appropriations for FY 83 security assistance necessitated difficult bargaining within the Administration to reach appropriate levels for El Salvador and Honduras. Eventually, we submitted a highly controversial supplemental request to the Congress. Although often under intense pressure, RPP efficiently and quickly produced many of the intricate back-up materials to support our lobbying efforts. Thanks to Datus' management skills, they were invariably hardhitting, correct on details and accompanied by clear, explanatory tables.

-- Evaluating sales of advanced weapons to Latin American nations. Early this year, we faced difficult decisons about introducing items such as attack helicopter systems and multiple rocket launchers to Latin American countries. Crisp, thoughtful memos from RPP, to which Datus made a great intellectual input skillfully marshaled all the arguments on both sides. The depth of RPP's analysis provided me a clear basis for confidently making some close calls the right way.

-- Enhancing policy control over military exercises and programs in the region. Datus set up a sensible system to monitor a highly sensitive joint US-Honduras military exercise in January. This procedure insured that publicity at different stages was timely, that observers from other countries were

properly briefed and that US-Honduran coordination was smooth. He also instituted an "early warning" system for upcoming exercises and other military activities, including a highly useful tentative calendar of politico/military events.

-- Assuring that actions in multilateral organizations fit U.S. policies in Latin America. Datus prodded RPP officers to take the lead in designing strategies for dealing with Latin American issues arising at the UN. This worked particularly well in preparation for Security Council debate on a Nicaraguan complaint against the U.S. and Honduras. A memo to Under Secretary Eagleburger clearly outlined places to look for support, arguments to make and elements of a counter-resolution.

-- Tightening management of RPP's wide-ranging activities. A number of management innovations improved morale in RPP. Datus evened out the workload to increase the content of some jobs, raised the frequency of staff meetings, obtained extra word-processing equipment and remodeled office space. In my weekly meetings with RPP, I noted its increasing cohesiveness.

Aside from his obvious flair for management, I was particularly impressed by Datus Proper's maturity of judgment and thoughtfulness in analyzing policy issues. This shone through in his recommendations on implementation of President Reagan's initiative to promote democracy, particularly a detailed plan for training Latin American military officers in democratic values. He also showed himself to be an accomplished public speaker. Nine hundred mid-career U. S. and foreign army officers attending the Command and General Staff College at Fort Leavenworth applauded his excellent presentation on U.S./South American relations.

All in all, I consider Datus Proper to be an extremely solid senior officer with a bright future. The Service would best utilize his great strengths in management positions putting a premium on policy analyses. A strong option would be a tour with the Policy Planning Council.

Robert J. Ryan, Jr., FE-MC
Deputy to the Assistant Secretary
Bureau of Inter-American Affairs

April 28, 1983

II. REVIEWING STATEMENT

I concur in Bob Ryan's favorable evaluation of Datus Proper's performance. The most important thing going on in the Bureau this year has been our uphill battle to up the ante in Central America. Datus Proper and his office pitched in with vigor and imagination to the effort. More generally, Datus was a welcome addition to the Bureau's outstanding group of office directors.

04/29.
Thomas O. Enders
FE-CM
Assistant Secretary of State
for Inter-American Affairs

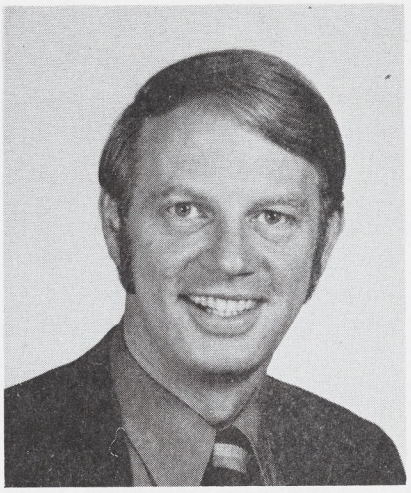
April 29, 1983

III. RATED OFFICER'S STATEMENT

Datus C. Proper, FE-OC
Director, Office of Regional
Political Programs
Bureau of Inter-American
Affairs (ARA/RPP)

May 5, 1983

IRELAND



Datus C. Proper, FSO-4

Chief, Political Section

Born in Iowa on April 18, 1934, Mr. Proper graduated from Cornell University with a B.A. degree in 1956. He entered the Foreign Service the same year and subsequently served overseas in Luanda and Sao Paolo. In 1965-66 he studied Latin American Affairs at the University of New Mexico. In the Department, he has served as the Director of the Office of Public Affairs in the Bureau of Latin American Affairs. He has served in Dublin since July, 1971.

October 1973

VII 4

RPP

TO: All Members of RPP Staff

SUBJECT: Drafting

You may be interested in the attachment, which I drafted in Lisbon. It has nothing to do with RPP, of course.

Datus

PROPER'S GUIDE TO PROPER CABLE-DRAFTING

Curley Marx's "Pointers for Drafting Officers" (attached) prompt these supplementary suggestions. They should help you draft faster. They will certainly help me clear faster. The suggestions may sound like English 101, but they reflect direct -- even recent -- experience.

1. Organization

Give your secretary a break. Before drafting or dictating, make a list of the topics you will cover. If you like, include a few details, like this:

a. Introductory: The purpose of this cable is to explain how U.S. interests were unraveled in the bikini-knitters' negotiations, and to recommend palliatives.

b. Wool yarn and other prickly issues.

c. Why the communists were responsible.

d. Action recommended.

2. One subject per cable

There are exceptions such as "tours of the horizon" with major leaders. The Ambassador does most of these. For the rest of us, cables that use the word "pot pourri" should go in the pot de garbage. Your topic outline will tell you how many subjects you have.

3. One topic per paragraph

Put other topics in a paragraph designed for them, or throw them out.

4. One thought per sentence

A simple sentence can accommodate a lot of thinking but only one thought. This means going lightly on parentheses and semicolons, which are subject to garble in transmission anyhow. Sentences with more than two lines should be checked for jumbled thoughts.

5. Subtitles with a story

The subtitle should be like a newspaper headline ("Down with Bikinis"). Your draft outline will furnish the subtitles. By using them, you show that you have organized your thoughts.

6. Topic sentences

The first sentence in every paragraph tells readers the whole subject in more detail than the subtitle.

7. Development of the topic

The one-thought sentences should move in a logical sequence to their conclusion.

8. Few qualifiers

Go back over the draft, scratching out most adjectives and adverbs.

9. No redundancies

Then delete all repetitions. See Curley Marx.

10. Abbreviations

Spell out or omit. The computer garbles "viz", "e.g.", "i.e.", etc.

11. Weasling

Rely on the verb "to be" instead of "to seem," "to appear," "perhaps to arrive at," and so on. The reader will hold you just as responsible for wrong guesses when weasled.

12. What does the page look like?

A page of long, dense paragraphs turns off busy readers. Vary paragraph lengths but favor short ones. Long paragraphs contain a lot of thoughts (or they should not be long paragraphs). Organize those thoughts in ticks, making the page visually attractive and easy to understand.

13. No facts in the comment

Report them in the body of the cable. Comment is for interpretations and analysis, not incidental intelligence.

14. Explain what you want the reader to know

-- What does this mean?

-- How does it affect U.S. interests?

-- What should we do?

-- If you do not have answers to some of these questions, ask an additonal one: why am I sending this cable?

14. The dull part

-- Get the right clearances.

-- Get the right information above the subject line.

16. Antecedents

Personal and relative pronouns refer to the last noun before them. I scratch out the pronoun "it" more often than any other word in cables.

17. Breaking the rules

a. T.S. Eliot can break most of them.

b. He doesn't work here.

POL:DCProper:bt

Some pointers for drafting officers

BY CURLEY MARX*

Mr. Marx

1. Don't end a sentence with a preposition unless you absolutely have to.
2. Remember to always avoid splitting an infinitive.
3. Don't use a comma as a semicolon, it's apt to confuse people.
4. If you are not sure how to spell a word, look it up in the dictionery.
5. Don't use no double negatives.
6. If any word is awkward at the end of a sentence, a linking verb is.
7. Spell out numbers from 1 to 9, and use numerals for ten and above.
8. A verb turned into a noun can be a disconcernment.
9. If you had a verb and a noun in the same sentence, make sure it agree in tense and number.
10. The umlaut should be included when using German words requiring it, such as olé, arrière-penseé, mañana.
11. Seek out viable alternatives to cliches.
12. If you reread what you've written, you'll often find during the rereading that a lot of repetitive redundancies can be discovered and singled out while you're rereading the text again.
13. And I know you've heard it a million times but don't begin a sentence with a conjunction, and don't exaggerate.

**Curley Marx is the journalistic byline of Bangkok diplomatic couriers Bill Curley and Dick Marx. It is a combinative nom de plume like "Woodstein." In Cambodia, such a name would be called a Phnom Penh.* □

Lisbon, Portugal

September 14, 1978

Mr. David K. Edminster
Career Counselor
Department of State
PER/FCA
Room 2417A
Washington, D.C.

Dear Mr. Edminster:

I would appreciate it if you would arrange to have the two enclosed documents placed in my personnel file. They are:

(1) Letter from George Washington University reporting that I was one of two students last year who attained a straight A average. in the cooperative National War College/George Washington University degree program. (My recollection is that there were more than twenty students in the program.)

(2) A letter from the National War College giving the results of an examination in English Composition taken by all 160 students at the end of the year. According to the letter, my score was the highest attained.

Promotion panels have said that it is difficult to get objective ratings of Foreign Service officers. The above ratings come from two organizations--university and War College--which are independent of the State Department but which were in a position to compare me with other Foreign Service and military officers of the same rank.

Thank you.

Sincerely,

Datus C. Proper
FSO-3

Enclosures:
As stated.

THE
GEORGE
WASHINGTON
UNIVERSITY

School of Public and International Affairs / *1908 G Street, N.W.* / *Washington, D.C. 20052*

7/31/78

Dear Datus:

Delighted but not surprised at your first-rate performance. Enjoyed working with you.

Very best of luck in Lisbon!

Sincerely,

Brent Scowcroft

English Composition

- Scale Scores on this examination are a function of the number of questions attempted and the number of correct/incorrect answers. Scale scores range from 200 to 800.

- The range of Scale Scores for 19 NWC students was 339-687.

- The median scale score for 19 NWC students was 513.

- Your scale score was 687.

- National norms for this examination are based on college sophomores.

  -- The percentile score associated with the highest scale score obtained by an NWC student (687) is 97 -- meaning that the NWC student scored higher than 97 percent of the college sophomores in the norming population.

  -- The percentile score associated with the lowest scale score obtained by an NWC student (339) is 5.

  -- The percentile score associated with your scale score is 97.

- Thank you for assisting us in testing the examinations.

IRVIN G. KATENBRINK, JR.
Colonel, USA
Chief, Assessment Team

THE
GEORGE
WASHINGTON
UNIVERSITY

School of Public and International Affairs / 2035 H Street, N.W. / Washington, D.C. 20052

Office of the Dean

July 31, 1978

Major General Harrison Lobdell Jr., USAF
Commandant, The National War College
Washington, D. C.

Dear ~~General Lobdell~~ "H":

Re: DUKER, Robert P. LTC U. S. Army
PROPER, Datus C. FSO-3 Department of State

Enclosed are letters commending each of the above-named students for outstanding academic performance in attaining the grade of "A" in all of the courses taken in completing the requirements for the degree of Master of Science in International Affairs in the cooperative program at The National War College during the academic year 1977-78.

It is requested that the letters be forwarded through appropriate channels to become a part of the permanent record of each student concerned.

Sincerely yours,

Burton M. Sapin
Dean

THE
GEORGE
WASHINGTON
UNIVERSITY

School of Public and International Affairs / 2035 H Street, N.W. / Washington, D.C. 20052

Office of the Dean

July 31, 1978

Mr. Datus C. Proper
The National War College
Washington, D. C.

Dear Mr. Proper:

On behalf of George Washington University, I congratulate you on your record as a student in our cooperative graduate program at The National War College during the academic yeat 1977-1978. You earned the grade of "A" in all of your courses and submitted an excellent thesis in successfully completing the requirements for the degree of Master of Science in International Affairs. You thereby gave evidence of outstanding academic performance and reflected great credit upon yourself and your service.

Please accept my best wishes for your continued success.

Sincerely yours,

Burton M. Sapin
Dean

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Sincerely yours,

Burton M. Sapin

Burton M. Sapin
Dean

NATIONAL DEFENSE UNIVERSITY
THE NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20319

Recd 8/14/78
complete! sent 8/19
1) ~~charge~~
2) ~~DCP~~
3) AMB

8 August 1978

SUBJECT: Letter of Congratulations

THRU: American Ambassador
American Embassy, Lisbon, Portugal
c/o U.S. Department of State
Washington, D.C. 20520

TO: Mr. Datus C. Proper
American Embassy
Lisbon, Portugal

1. The attached congratulatory letter from Dean Sapin of the George Washington University indicates the exemplary results you accomplished while a student in The National War College cooperative graduate program.

2. I am most pleased to add my congratulations for achieving this superior grade. Best wishes for continued success in the future.

H. LOBDELL, JR.
Major General, USAF
Commandant

1 Incl
as

NATIONAL DEFENSE UNIVERSITY

THE NATIONAL WAR COLLEGE

WASHINGTON, D.C. 20319

AUG 8 1979

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SIGNED

H. LOBDELL, JR.
Major General, USAF
Commandant

1 Incl
as

THE
GEORGE
WASHINGTON
UNIVERSITY

School of Public and International Affairs / *2035 H Street, N.W.* / *Washington, D.C. 20052*

Office of the Dean

July 31, 1978

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Please accept my best wishes for your continued success.

Sincerely yours,

Burton M. Sapin

Burton M. Sapin
Dean

U.S. FOREIGN SERVICE EMPLOYEE EVALUATION REPORT

NAME OF EMPLOYEE BEING RATED *(surname first)*: PROPER, Datus C.

TYPE OF REPORT: X Regular ____ Other *(Specify; e.g., change of duties, rater)*

GRADE: FO-1 | SOCIAL SECURITY NO.: 516-36-1726

FUNCTIONAL TITLE: Political Counselor

POST OR ORGANIZATION: American Embassy LISBON

PERIOD COVERED: From April 16, 1980 To April 15, 1981

RATER *(type name)*: Edward M. Rowell
TITLE: DCM GRADE: FE-MC

REVIEWER *(type name)*: Richard J. Bloomfield
TITLE: Ambassador GRADE: FE-CM

I. EMPLOYEE'S JOB

State briefly where the position fits in the staffing pattern and the number and type of employees supervised.

The Political Counselor supervises five Foreign Service officers, including the FO-1 Labor Attache, plus three American secretaries and one FSN secretary. He reports to the Ambassador and the DCM.

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.

Continuing: As a manager, meet the Mission's planning and substantive/operational objectives by working through others. Assure policy consistency in the operations and reporting of all sections, including AID, Agriculture, MAAG, DAO, ICA. Be ready at all times to be acting DCM. Make sure there are no avoidable surprises in political events or substantive operations affecting significant U.S. interests.

Specific:

-- Manage the mission as Acting DCM or Charge May 30 - September 15.
-- Formulate the Ambassador's basic policy proposals to the new U.S. Administration; outline his key presentations to the Portuguese government and public audiences; and formulate policy and procedures for protecting critical U.S. security interests at Lajes (Azores) Air Base and in mainland Portugal.
-- Know other sections'/agencies' operations well and command their directors' respect and responsiveness.
-- Coach the all-new, relatively junior political section to high productivity and morale.
-- Develop and carry out the mission-wide political reporting program, keying it to major U.S. interests.

B. Describe any special circumstances influencing the work program.

U.S. national-security-related demands on Portugal tripled. Portuguese bureaucracy couldn't handle our needs and our interests became objects of a power struggle between Portugal's President and the Prime Minister/government. President Carter visited June 26. Parliamentary and Presidential elections were held in October and December. The Prime Minister and Defense Minister died in a December air crash.

C. These performance requirements were established by the rater, reviewer, and employee on: May 8, August & November 1980

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

__X__ 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.)*

Datus has an uncanny ability to spot significant problems in advance, often in analyses that counter conventional wisdom, and to propose effective policies to deal with them. He was the first to perceive how aspects of the Portuguese President's behavior would eventually lead to crises in the Political parties, sharpen conflict between the President and the Parliamentary government, and trap us in the middle. He developed a reporting and representational program that kept us on top of the conflict better than any other mission in town. He kept us in constant communication with all the political groups, and enabled us to limit the damage as we pressed ahead with non-deferrable national security requirements. A Washington FOCUS exercise gave our reporting highest marks, and colleagues in Washington and in other U.S. Embassies have praised its outstanding quality.

Key examples of Mr. Proper's policy and operational advice:

-- Advice to the Ambassador when he was being called in and heatedly admonished by the Foreign Minister and President because each was jealous of the other's role in President Carter's June visit. Datus was Acting DCM. In the end everyone was pleased with the visit and our security interests were advanced.

-- A landmark cable, written and sent when Mr. Proper was charge, set out the issues and proposed a process for resolving a conflict that affected our defense operations.

-- Datus wrote the Ambassador's basic policy message to the incoming administration. The Secretary of State personally complimented the Ambassador and approved the recommendations.

Datus also has been an outstanding manager and leader of people. He has trained his subordinates and encouraged their initiative so that they operated the political section effectively when he was on leave or occupied as Acting DCM. Instructions requiring instant representations (we get 5-10 per week) are carried out effectively, yet the other reporting is still timely. An alumnus of Datus' section, now in a demanding desk job, recently wrote that the training and frank and insightful counseling he received from Datus had been the most rewarding and challenging experience of his life. Datus has worked especially closely with EEO subordinates to develop their professional skills and broaden their opportunities. A departing minority officer personally told me he appreciated Datus' willingness to give careful guidance in the office and free rein in outside contact work.

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. Proper has a commanding knowledge of political dynamics and the techniques for conveying messages or eliciting information. He is equally strong handling the economic, social and cultural factors that affect governments in general and Portugal in particular. He also has a thorough appreciation of U.S. national interests and the relevance of Portuguese factors to our interests. That is why our reporting program is so successful. It also is why the Ambassador relies on Mr. Proper to develop major speeches and our answers to press queries. And it is key to the respect other country team members have for Mr. Proper

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

Mr. Proper has a confident, gently humorous style that gets attention and prompts worthwhile, non-confrontational debate. He asks tough questions in country team meetings, focusing our attention on over-the-horizon problems. Top American business managers repeatedly press us to have Datus talk at their regular meetings. The inspectors in 1980 wrote that his daily staff meetings are "marked by lively debate ... and a collegial approach", and ended saying they "rarely have seen section staff meetings used as effectively". He provides insightful criticism when it is needed. Lights in the political section often burn later than elsewhere. Datus' staff stay because they like their work and him.

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

Datus knows how to organize systems, get agreement on objectives. The Ambassador relies on Datus to make things happen. Our election reporting program worked because he organized and explained it in a way that made the consulates and other agencies and sections able and willing to contribute. He led his section in developing an extraordinary range of contacts (even the "shy", long-elusive Communist Party). He used the contacts to set up and exploit a series of one-on-one meetings between the Ambassador and key Portuguese leaders. Finally, no one has ever seen Datus lose his good humor either, even when he was physically exhausted and an attache violently disagreed with Datus on the Portuguese President's personality, motivations and intentions.

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

Datus' foresight, already cited, stems at least as much from his analytical ability as his years of experience. He converses easily and often in Portuguese, with farmers as well as Lisbon sophisticates. Above all he is an accomplished writer. Washington and other posts have told me they read our political reports not just because they are substantively sound, but because they are stylish and stimulating. Datus' first full-length book will be published this fall. His cultural sensitivity, analytical ability and presentational skills combined effectively in the policy recommendations he made last June as charge. The recommendations eventually resolved defense operational problems.

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

Datus has completely backed his woman deputy who also is pol-mil officer, enabling her to work effectively with U.S. and Portuguese military personnel. He has trained this year several rotational officers of minority background, spending long hours with them to develop their professional skills and boost their confidence. His two-page guide on how to write effective reports is a hot item in the Mission. (I also sent a sanitized version to my own college-aged children to help them.) Datus' subordinates, junior and mid-career, have repeatedly told me he is tough but fair and they greatly appreciate his interest in them.

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

_X_ 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.)*

Datus Proper was Acting DCM or Charge (once) for more than four months this year. During the long May-September stretch he was more than a short-term caretaker. We encountered major problems with our defense operations and we had a Presidential visit caught in crossfire between warring Portuguese political factions. Datus had to recommend policies,negotiate with the Portuguese, coordinate the work of the whole mission(255 people,115 of them American). President Carter's staff was extremely pleased with the visit and said our support was the best they had had from any Embassy. Portuguese authorities also were complimentary. Our hard-fought, successful solution of the defense problem was based on Datus' conscientious proposals.

Our highly-praised election reports (35 on parliamentary election, 14 on the presidential) were timely, accurately predicted outcomes, and clearly projected implications for key U.S. interests. The political section consistently worked extra hours. Their morale is highest in the Embassy. Datus organized the effort so that it ran without a hitch when he finally took well-earned leave in the fall. Any team needs to be tested in high stress maneuvers. Datus proved himself a top quality general.

Datus has shown he can run a hyper-active mission operating at the crossroad of operations touching Southwest Asia, the Soviet Union, NATO and africa. He is more than ready for full national responsibility on his own. He should be promoted.

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.)*

Datus' outstanding success here stems from his congenial openness with his staff and the rest of the mission; his style in briefing visitors and in stimulating discussion (sometimes as friendly devil's advocate); and his culturally sensitive soft-sell when dealing with the Portuguese. When he is a chief of mission he will need to complement his present negotiating style with a tough confrontational mode which, while only rarely desirable or useful, is sometimes necessary with certain personalities. And within his mission he will need to guard against excessive boldness in formulating issues in his first weeks when his new subordinates may, out of natural caution, refuse to challenge him as he wants.

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

1. July 8, 1980 2. Sept. 27, 1980 3. Jan. 8, 1981

E. Date Section III and IV completed April 15, 1981 Edward Powell

(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.

I concur entirely with the DCM's judgments on Mr. Proper's performance and potential. Mr. Proper, Mr. Rowell, and I form a close-knit troika in handling major issues.

Mr. Proper's managerial ability was really put to the test during his long stretch as acting DCM. The problem of managing our proliferating post-Afghanistan requests for military facilities coincided with preparations for a visit by President Carter in June. Both the facilities issue and the visit became entangled in a bitter election campaign involving the Portuguese President (running again) and his arch rival, the Prime Minister (who had his own candidate). The White House staff refused to stretch a ridiculously short (6-hour) visit by one minute to accomodate the needs of both factions.

I put Mr. Proper in charge of the visit preparations. He handled the ticklish negotiations with the feuding Portuguese, oversaw the logistical arrangements (a nightmare), and kept the Mission running to boot. His patient, good-humored approach smoothed our path with both our touchy hosts and the high-strung White House staffers. For me, the most impressive part of Mr. Proper's performance during this difficult time was his judgment. He knew just when to get me personally involved in crunch situations -- and when not to; when to insist on a point with the White House people or one of the Portuguese factions -- and when not to. The success of a presidential visit turns on many things. No small credit for the success of this one was due to Mr. Proper's deft touch.

Mr. Proper should be next assigned as DCM in an important mission or an equivalent job in the Department. He also would make an excellent chief of mission in a developing country, say in Africa or Latin America. He should be promoted now.

B. Date Section V Completed April 23, 1981 Richard J. Bloomfield
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.)*

I have no problems with the rater's handling of my "significant achievements", and my guess is that readers would not welcome a longer list of them.

The next page fits the current job into my career.

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.

My goal is to manage foreign policy. I have enjoyed both writing about it and managing some of the resources involved, but what attracts me to the State Department is the process as a whole. By that I mean defining American interests, proposing policy, mobilizing people and other resources, negotiating outcomes, looking at results, and starting the cycle again.

Probably lots of us share these interests. I don't know how to make them sound original, so I am just noting them accurately.

There has been some debate about the Foreign Service's "psychic benefits". Some of mine, thank goodness, do not come from the Service at all. Those that are work-related flow mostly from the work itself -- not from exotic geography and smiling peasants (let alone Fourth-of-July receptions). My assignments have been in Africa, Latin America, Europe and Washington. For the next job, I would be glad to take advantage of such area and language knowledge as I already have. I would also be content to serve in Reykjavik or Kathmandu.

Most of my tours of duty have been good, and the present is the best yet. It is my second managerial assignment. (The first one was a director of an office in the Department.) The policy-management content here is high; we are busy; and major security interests are involved. What I would like next is a bigger piece of the same.

I would, for example, like to be DCM in a big mission with substantial other-agency operations. Equivalent responsibility in Washington would be just as good. I would welcome a chance at the Senior Seminar.

C. I acknowledge receipt of a copy of this report. Date Section VI completed May 4, 1981.

Daty C. Pepper
(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.

May 15, 198
(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

XX ☐ Department of State ☐ U. S. Information Agency

PERFORMANCE RATING REPORT

FOREIGN SERVICE OFFICERS, RESERVE OFFICERS,

AND STAFF OFFICERS FSS-1 - 6

CIVIL SERVICE OFFICERS GS-9 AND ABOVE

CHECK ONE BOX

X ☐ Regular Report

Interim Report:

☐ Departure of Rated Officer

☐ Departure of Rating Officer

☐ Change of Duty

NAME OF OFFICER BEING RATED (Last, First, Middle)	EMPLOYEE NUMBER	OFFICER'S CLASS OR GRADE
PROPER, DARIUS U.	483800	FSO-5
POST OR (for Washington) ORGANIZATIONAL SYMBOL	**OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE**	
IO:UNP	Foreign Affairs Officer	
DATE OF ARRIVAL AT POST	**PERIOD COVERED BY REPORT**	**DATE REPORT SUBMITTED TO AGENCY**
7/6/65	7/6/65 - 3/3/66	

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: Paul W. Jones, Jr.	SIGNATURE: Jonathan Dean, FSO-2
TYPED NAME: Paul W. Jones, Jr. GS-15	TYPED NAME: Deputy Director, Office of
TYPED CLASS, TITLE: Officer in Charge, International Security Affairs	TYPED CLASS, TITLE: UN Political Affairs

I have read and received a copy of this report.	DATE	SIGNATURE OF RATED OFFICER
	July 25, 1966	Darius Proper

GENERAL INSTRUCTIONS

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

PART I - POSITION DESCRIPTION AND PERFORMANCE REQUIREMENTS

Classification Title of Position	Category (FSO, FSS, GS, etc.)	Occupational Series	Class or Grade	Position Number
Foreign Affairs Officer	FO	130	5	S-15795

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

SDD NO. _____

Under the general direction of the Officer-in-Charge, International Security Affairs, has responsibilities concerning outer space problems as they relate to the UN. Duties include preparation and clearance of position papers and instructions for U.S. delegations to International bodies; preparation of reports and background studies; attendance at intra-departmental and inter-departmental meetings at which policies are developed; preparation of draft speeches; and participation as adviser on U.S. delegations to international meetings. Also has secondary responsibilities regarding UN aspects of disarmament.

PART II - PERFORMANCE FACTORS

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

1. Knowledge of Work				X	
	Lacks the kind of knowledge required for satisfactory performance.	Has most required knowledge but lacks depth or breadth in certain respects.	Possesses adequate knowledge for good work performance.	Work reflects particularly comprehensive and suitable knowledge.	Has exceptionally commanding knowledge of and insight into all aspects of work.
2. Productivity				X+	
	Useful output or volume of work is generally inadequate.	Somewhat slow or erratic in production of useful work.	Volume of useful output wholly adequate.	Consistently produces superior volume of useful work.	His work output is phenomenal.
3. Accuracy				X	
	Error of commission or omission, or lack of precision, is frequent or serious.	Work is sometimes imprecise, incomplete, incorrect or superficial.	Careful, conscientious. Work meets position demands for accuracy.	Excels in thoroughness and accuracy. Makes minimum of errors of commission or omission.	Invariably turns out work outstanding in accuracy and completeness.

WHEN COMPLETED ON FOREIGN SERVICE PERSONNEL, THIS IS AN EFFICIENCY REPORT WHICH SHALL BE SUBJECT TO INSPECTION ONLY BY THOSE PERSONS AUTHORIZED BY SEC. 612 OF THE FOREIGN SERVICE ACT OF 1946, AS AMENDED.

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

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

23. Effectiveness as an Executive N.A.	☐ Ineffective as an executive.	☐ Marginal because he lacks forcefulness or decisiveness; or he does not comprehend the total picture; or he is weak in organization, planning, delegating, or staff relations.	☐ Organizes and plans work effectively and produces good results through exercise of executive skills.	☐ Achieves superior results through exercise of planning, organization, leadership and related executive skills.	☐ Superb planner, organizer and leader. Accomplishment as executive is outstanding.
24. Effectiveness as a Rating Officer N.A.	☐ Evaluations generally are not objective, candid, thorough or substantive, or frequently either are not submitted or are so delinquent as not to serve the purpose.	☐ Evaluations sometimes are not candid, objective, thorough, perceptive, or do not demonstrate comprehension of service standards, or are not timely.	☐ Reports are reasonably objective, candid, thorough, and perceptive. Gets reports in on time.	☐ Evaluations are ample, unbiased, and perceptive, showing insight into the performance, character and ability of subordinates.	☐ Evaluations are comprehensive, objective, and candid, clearly depicting the true value of the rated officers.
25. Technical Advice N.A.	☐ Seriously deficient as a technician or advisor.	☐ Fairly competent in his specialized field, but specific local advise or or advisory technique is marginal.	☐ Fully qualified in his specialized field and provides sound and timely advise in an acceptable manner.	☐ Superior advisor in his technical field. Understands ramifications of problems and the implications of his advise.	☐ Outstandingly competent advisor. His analysis of conditions is penetrating. Understands the implications of his advise. Inspires action.

PART III - NARRATIVE COMMENTS ON PERFORMANCE

On attached sheets, signed and dated, discuss the topics listed below. Reference to race, color, creed, or national origin must not be included in this report. Medical problems which could affect the officer's performance should be mentioned, but not be discussed in any detail. As you respond to items B and C observe carefully the instructions contained in agency guides to rating officers for selected occupations, where applicable.

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

B. POSITION REQUIREMENTS. State briefly the requirements or performance factors which are of primary importance in measuring the officer's effectiveness in this job. This could include standards of quality, technique, or style, and such special circumstances as shortage of help, lack of direct supervision, or sudden emergency demands, or other operational difficulties.

C. PERFORMANCE SUMMARY. Describe the depth and breadth of the officer's weaknesses in relation to the performance requirements described in Section B above, and discuss those factors in Part II above which were particularly significant, or which were rated high or low. Give concrete examples whenever possible.

D. ALLOWANCE FOR POSITION CLASS. (Foreign Service Only.) If the officer's personal rank differs by more than one class from the class of the position, explain as clearly as possible the allowance you have made in this report for such difference.

PART IV - REVIEWING OFFICER'S STATEMENT

The primary role of the reviewing officer concerning this report is to ensure the application of appropriate and equitable rating standards. When the rating officer has completed his report, including adjustments he may want to make after discussion of differing views with the reviewing officer, the latter prepares his own evaluation according to the instructions below, and attaches it to this report.

A. The reviewing officer is required to indicate the extent of his observation of the rated officer's work, the extent to which he concurs in the rating officer's report and to explain any differences. He should comment on whether the rated officer received adequate supervision and guidance, whether the rating officer's report appears unduly strict or lenient, and any other matters he deems pertinent.

B. The reviewing officer should summarize his own evaluation of the officer's performance if he has a sufficient basis and observation for doing so.

PART V - REVIEW PANEL

WAS REVIEW PANEL USED?

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

DATE SIGNED BY PANEL CHAIRMAN	SIGNATURE OF PANEL CHAIRMAN

TYPED OR PRINTED NAME, TITLE AND CLASS OF PANEL CHAIRMAN

PART VI - OVER-ALL RATING - CIVIL SERVICE EMPLOYEE

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

☐ Unsatisfactory ☐ Outstanding

☆ GPO : 1965 O - 752-216 (110)

Proper, Datus C.

PART III - NARRATIVE COMMENTS AND PERFORMANCE

A. Association with Rated Officer

I have known Mr. Proper since he was assigned to UNP in July, 1965. I was his immediate supervisor in UNP until February 23, 1966.

B. Position Requirements

The incumbent in this position has action responsibility for outer space questions which arise in the UN General Assembly, the UN Committee on the Peaceful Uses of Outer Space, and other UN bodies. The issues involved are highly technical. They are difficult to resolve and are politically very important to the United States. It is an unusual individual who can measure up to all the position requirements.

The position requires thorough knowledge of political, scientific and legal problems involving international outer space questions, and of U.S. national programs and policies. The incumbent should also be thoroughly familiar with the operations of UN bodies and with problems of multilateral diplomacy. He should be able to apply this knowledge to the formulation of U.S. positions to be taken in UN bodies and of tactics to be followed to obtain U.S. objectives.

The position involves considerable drafting of different types of materials, including position papers, telegrams, airgrams, speeches, letters, background memoranda, etc. The incumbent should therefore be able to write clearly and quickly. He must develop close working relationships with officers having equivalent or greater responsibilities in other parts of the Department, in the National Aeronautics and Space Administration (NASA), and the Department of Defense. He must be prepared to serve as an adviser on U.S. delegations to international conferences.

The incumbent of this position works under considerable pressure, particularly when the UN Outer Space Committee is in session and when the General Assembly is considering outer space matters. It is important that he be able to organize his work to meet tight deadlines and be prepared to take on a good deal of overtime work.

C. Performance Summary

Mr. Proper's performance during the period in question was outstanding. His record was particularly commendable in view of the fact that both the subject matter and the operating procedures involved were completely new to him when he arrived on duty.

Proper, Datus C.

PART III - NARRATIVE COMMENTS AND PERFORMANCE (CONT'D.)

There follow some examples of Mr. Proper's major assignments during this period:

1. The UN Outer Space Committee met for a one-week period in New York in October, 1965. Mr. Proper prepared the position paper for this session, dealing mainly with scientific and technical space problems and with tactics to be applied to achieve U.S. objectives; obtained necessary clearances in the Department, NASA and Defense; and drafted the principal policy speech which was delivered by Ambassador Nabrit, the U.S. Representative on the Committee. Mr. Proper also served as adviser on the U.S. Delegation in New York. In this capacity he advised the U.S. Representative on substantive and tactical issues, negotiated with other members of the Committee to obtain support for U.S. positions, and reported to the Department by cable on daily developments.

2. In December, 1965 the Political and Security Committee of the General Assembly considered the report of the Space Committee's October meeting and adopted an important space resolution. Again Mr. Proper prepared the position paper on this item for the U.S. Delegation. He drafted, largely on his own, a U.S.-sponsored resolution containing detailed proposals for the UN space program for the following year. This resolution was adopted almost without change by the Assembly. Mr. Proper also drafted a major policy speech on international space matters which was delivered by Ambassador Goldberg in the General Assembly. Ambassador Goldberg made few if any textual changes.

3. During the General Assembly Mr. Proper also took responsibility in UNP for the agenda item on nuclear weapon testing. He prepared and cleared instructions to the delegation and assisted in the preparation of U.S. statements of policy.

4. In January 1966, a working group consisting of all members of the UN Space Committee convened in New York to consider questions relating to a 1967 international conference on the peaceful uses of outer space -- a matter of considerable political importance to the United States. Mr. Proper prepared and cleared the position paper for this meeting and also served as an adviser on the U.S. Delegation.

(To complete the record, it should be noted here that Mr. Proper also had major responsibility for preparations for a meeting of the scientific and technical Subcommittee of the UN Space Committee, which met in Geneva in April 1966, and that he was a member of the U.S. Delegation to that meeting. However, since I left UNP in February, I am not in a position to comment on this particular assignment.)

Proper, Datus C.

PART III - NARRATIVE COMMENTS AND PERFORMANCE (CONT'D.)

Mr. Proper's handling of the above assignments was indeed impressive. He worked hard during the summer of 1965 to familiarize himself with broad policy questions, with a vast amount of technical and scientific detail, with extremely complicated legal issues, with UN procedures, and with the UN history of space matters. He plunged into the preparatory work enthusiastically and successfully took hold in a very short span of time. He showed imagination in preparing position papers. He was not afraid to question past positions or to recommend changes, and he exercised a good deal of original thinking that was extremely valuable and refreshing.

Mr. Proper also displayed an unusual writing ability. He dislikes the bureaucratic and routine and drafts in an original style. He developed good working relationships with people in UNP, in other parts of the Department, and in NASA, most of whom were above his level. His performance at the New York session of the Space Committee was the subject of special commendation by Mr. Nesbitt, then Acting Director of the Office of Outer Space Affairs in SCI. Throughout the period his attitude was enthusiastic and cooperative. He was always willing to put in necessary overtime work.

I strongly recommend a promotion for Mr. Proper, who is an outstanding officer. His superior record in UNP has clearly established an ability to take on responsibilities above his present grade.

to Mr Proper UNP

☑ Department of State ☐ U.S. Information Agency

PERFORMANCE RATING REPORT

FOREIGN SERVICE OFFICERS, RESERVE OFFICERS,
AND STAFF OFFICERS FSS-1 - 6
CIVIL SERVICE OFFICERS GS-9 AND ABOVE

CHECK ONE BOX
☒ Regular Report
Interim Report:
☐ Departure of Rated Officer
☐ Departure of Rating Officer
☐ Change of Duty

NAME OF OFFICER BEING RATED (Last, First, Middle)	EMPLOYEE NUMBER	OFFICER'S CLASS OR GRADE
PROPER, Datus C.	493000	FSO-4

POST OR (for Washington) ORGANIZATIONAL SYMBOL	OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE
IO/UNP	Foreign Affairs Officer

DATE OF ARRIVAL AT POST	PERIOD COVERED BY REPORT	DATE REPORT SUBMITTED TO AGENCY
7/5/65	6/16/66 - 6/15/67	

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: Gerald B. Helman	SIGNATURE: Elizabeth Ann Brown
TYPED NAME: Gerald B. Helman	TYPED NAME: Elizabeth Ann Brown
TYPED CLASS, TITLE: FSO-4, OIC, International Security Affairs	TYPED CLASS, TITLE: FSO-1, Director, UNP

I have read and received a copy of this report.	DATE	SIGNATURE OF RATED OFFICER
	June 16, 1967	Datus C. Proper

GENERAL INSTRUCTIONS

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

PART I - POSITION DESCRIPTION AND PERFORMANCE REQUIREMENTS

Classification Title of Position	Category (FSO, FSS, GS, etc.)	Occupational Series	Class or Grade	Position Number
Foreign Affairs Officer	FSO	130	O-4	B-18727

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

SDD NO. _____

See attachment.

PART II - PERFORMANCE FACTORS

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

				✓	
1. Knowledge of Work	Lacks the kind of knowledge required for satisfactory performance.	Has most required knowledge but lacks depth or breadth in certain respects.	Possesses adequate knowledge for good work performance.	Work reflects particularly comprehensive and suitable knowledge.	Has exceptionally commanding knowledge of and insight into all aspects of work.
2. Productivity	Useful output or volume of work is generally inadequate.	Somewhat slow or erratic in production of useful work.	Volume of useful output wholly adequate.	Consistently produces superior volume of useful work.	His work output is phenomenal.
3. Accuracy	Error of commission or omission, or lack of precision, is frequent or serious.	Work is sometimes imprecise, incomplete, incorrect or superficial.	Careful, conscientious. Work meets position demands for accuracy.	Excels in thoroughness and accuracy. Makes minimum of errors of commission or omission.	Invariably turns out work outstanding in accuracy and completeness.

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

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

23. Effectiveness as an Executive N.A.	☐ Ineffective as an executive.	☐ Marginal because he lacks forcefulness or decisiveness; or he does not comprehend the total picture; or he is weak in organization, planning, delegating, or staff relations.	☐ Organizes and plans work effectively and produces good results through exercise of executive skills.	☐ Achieves superior results through exercise of planning, organization, leadership and related executive skills.	☐ Superb planner, organizer and leader. Accomplishment as executive is outstanding.
24. Effectiveness as a Rating Officer N.A.	☐ Evaluations generally are not objective, candid, thorough or substantive, or frequently either are not submitted or are so delinquent as not to serve the purpose.	☐ Evaluations sometimes are not candid, objective, thorough, perceptive, or do not demonstrate comprehension of service standards, or are not timely.	☐ Reports are reasonably objective, candid, thorough, and perceptive. Gets reports in on time.	☐ Evaluations are ample, unbiased, and perceptive, showing insight into the performance, character and ability of subordinates.	☐ Evaluations are comprehensive, objective, and candid, clearly depicting the true value of the rated officers.
25. Technical Advice N.A.	☐ Seriously deficient as a technician or advisor.	☐ Fairly competent in his specialized field, but specific local advise or or advisory technique is marginal.	☐ Fully qualified in his specialized field and provides sound and timely advise in an acceptable manner.	☐ Superior advisor in his technical field. Understands ramifications of problems and the implications of his advise.	☐ Outstandingly competent advisor. His analysis of conditions is penetrating. Understands the implications of his advise. Inspires action.

PART III - NARRATIVE COMMENTS ON PERFORMANCE

On attached sheets, signed and dated, discuss the topics listed below. Reference to race, color, creed, or national origin must not be included in this report. Medical problems which could affect the officer's performance should be mentioned, but not be discussed in any detail. As you respond to items B and C observe carefully the instructions contained in agency guides to rating officers for selected occupations, where applicable.

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

B. POSITION REQUIREMENTS. State briefly the requirements or performance factors which are of primary importance in measuring the officer's effectiveness in this job. This could include standards of quality, technique, or style, and such special circumstances as shortage of help, lack of direct supervision, or sudden emergency demands, or other operational difficulties.

C. PERFORMANCE SUMMARY. Describe the depth and breadth of the officer's weaknesses in relation to the performance requirements described in Section B above, and discuss those factors in Part II above which were particularly significant, or which were rated high or low. Give concrete examples whenever possible.

D. ALLOWANCE FOR POSITION CLASS. (Foreign Service Only.) If the officer's personal rank differs by more than one class from the class of the position, explain as clearly as possible the allowance you have made in this report for such difference.

PART IV - REVIEWING OFFICER'S STATEMENT

The primary role of the reviewing officer concerning this report is to ensure the application of appropriate and equitable rating standards. When the rating officer has completed his report, including adjustments he may want to make after discussion of differing views with the reviewing officer, the latter prepares his own evaluation according to the instructions below, and attaches it to this report.

A. The reviewing officer is required to indicate the extent of his observation of the rated officer's work, the extent to which he concurs in the rating officer's report and to explain any differences. He should comment on whether the rated officer received adequate supervision and guidance, whether the rating officer's report appears unduly strict or lenient, and any other matters he deems pertinent.

B. The reviewing officer should summarize his own evaluation of the officer's performance if he has a sufficient basis and observation for doing so.

PART V - REVIEW PANEL

WAS REVIEW PANEL USED?

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

DATE SIGNED BY PANEL CHAIRMAN	SIGNATURE OF PANEL CHAIRMAN

TYPED OR PRINTED NAME, TITLE AND CLASS OF PANEL CHAIRMAN

PART VI --OVER-ALL RATING - CIVIL SERVICE EMPLOYEE

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

☐ Unsatisfactory ☐ Outstanding

☆ GPO : 1965 O - 752-216 (110)

PART I

Datus C. Proper

POSITION DESCRIPTION AND PERFORMANCE REQUIREMENTS

The Standard Description of Duties provides only a fragmentary account of the position's requirements. Because the scope of functions undertaken by the office is flexible and the personality and capacity of the incumbent necessarily modify the duties of his position, the following comments are offered to supplement the Standard Description of Duties.

The officer in this position has direct action responsibility within the Bureau for outer space questions in the General Assembly, the United Nations Committee on the Peaceful Uses of Outer Space, and the latter's subcommittees and working groups. He is also expected to undertake special assignments.

The position requires that an officer have political insight, a general appreciation of legal problems, and a grasp of scientific programs. The U.S. position on a broad range of outer space problems must be mastered and, as necessary, formulated. Positions must be developed and cleared through the government. The incumbent must have a solid knowledge of General Assembly precedent and procedure. The position offers wide scope for initiative and it is important that the incumbent be prepared to undertake substantial responsibility on complex issues when his supervisor is on a delegation. The officer is often the only one in the Department with comprehensive knowledge of the issue under consideration. He must be prepared to discuss that issue concisely and authoritatively with officers both in the Department and other agencies much senior to him.

PART IV

Reviewing Officer's Statement

PROPER, Datus

I concur fully in the rating officer's narrative comments on Mr. Proper's performance. Mr. Proper received excellent supervision, and I find the rating officer's report is fair and objective in all respects.

Although my own opportunities to observe Mr. Proper's performance at first hand have been somewhat limited, I see enough of his work to be able to make an independent appraisal of his performance, which I likewise assess as first-rate in all respects. He has demonstrated himself to be a particularly enthusiastic and imaginative officer despite the fact he has been working on outer space matters in a field outside the normal lines of the diplomatic career. He has developed good contacts with his colleagues elsewhere in the Department and in NASA, and he has also made a commendable and highly successful effort to become conversant with the technical aspects of U.S. outer space programs. He proposed several imaginative initiatives involving new prospective uses of outer space of interest to the international community. He has been an extremely valuable member of several delegations to outer space meetings where he distinguished himself for effective liaison work and good reporting.

By chance I happened to be in New York at the General Assembly last year at the same time as Mr. Proper and was impressed by the diligence and effectiveness with which he pursued liaison contacts among a number of the Latin American representatives relative to the agenda item on which he was then working, non-intervention. He again showed his ability in this instance both for effective liaison work and for speech writing.

In sum, I agree with Mr. Helman's appraisal of Mr. Proper's performance in his present job and very much regret losing him to specialized training on Latin America.

Elizabeth Ann Brown
Director
UN Political Affairs

PART III Datus C. Proper

Narrative Comments on Performance

A. Association with the Rated Officer

The rating officer has known Mr. Proper for almost ten years. Both entered the Foreign Service in the same class and have seen one another off and on over the past years as the accidents of Foreign Service assignments permitted. A closer association developed when Mr. Proper was assigned to UNP, where the rating officer was working in a different section. When the rating officer was made Officer-in-Charge of the section in which Mr. Proper was working, the association became much closer. At the time of this most recent relationship, it was apparent that, because of the fact that both officers entered the Foreign Service at the same time, there was a potential for friction. It was a credit to Mr. Proper's maturity and sense of dedication to his work that no friction in fact developed. The working relationship which evolved was most satisfactory. Mr. Proper's sense of loyalty to the office and the rating officer has been gratifying. The good personal relations between members of the office permitted effective functioning during a period of intense activity and accomplishment.

B. Position Requirements

The position requires, foremost, a thorough knowledge of the political and diplomatic aspects of outer space activity, both within the Government and with foreign governments, and a definitive knowledge of the history and operations of the United Nations in this field. The incumbent must have a technical knowledge of outer space matters sufficient to permit him to give general advice to his principals. He must understand well the workings of the United States Government and its relations with other governments, particularly in the United Nations. He must have a general acquaintance with legal concepts and a grasp of scientific programs. His range of knowledge must include a sound grasp of multilateral diplomacy, particularly as practiced in the United Nations and its Committee on outer space. It is in this capacity that he must speak with authority to other officers in the Department and other agencies of the government.

The job requires an aggressive, imaginative officer who is capable of articulating ideas clearly, precisely, and forcefully both orally and in writing. He must expect to work under great pressure and, particularly when one of his committees, subcommittees, or the General Assembly is in session, he must work overtime in the evenings and on weekends as a matter of routine and without being so directed.

The incumbent must be able to draft all manner of communications rapidly and often under great pressure. These include instructions, resolutions, memoranda, and position papers, often of unusual complexity. Close personal relations with other officers both within the Department and other agencies are important as well as a sense of tact and a firm knowledge of the possible both within the government and with respect to the United Nations. These negotiations must be conducted with NASA and the Department of Defense on a regular basis and frequently with other agencies of the government, depending upon the nature of the problem.

Speeches of various length must also be written, sometimes on short notice and under pressure and policy goals must be fully assimilated and the balancing interests within the government fully appreciated in order to draft with the skill and rapidity required.

Because of his expertise, the incumbent must be prepared to serve on U.S. delegations to various conferences. As a political adviser on such delegations he must have a good knowledge of conference tactics and precedent. He must advise the U.S. Representative, draft speeches, resolutions, and reporting telegrams. He is very often the person on the delegation who has drafted and cleared its position papers. He has, therefore, the considerable responsibility of advising on the scope of the instructions and when further instructions are required from the Department.

This job, like most others, has peaks and valleys in its work load. During the valleys, the incumbent requires the sense of dedication and interest necessary to use his time effectively to review and reformulate policies and to develop new initiatives.

The incumbent must also be flexible and prepared to undertake assignments somewhat outside the scope of his normal duties.

C. Performance Summary

Mr. Proper has filled his position over the past year in a completely satisfactory manner and with a high degree of professional skill. This having been his second year in this position, Mr. Proper has acquired all of the basic knowledge necessary to efficient performance and has brought to bear on his work his own considerable skill, drive, and imagination. He follows very carefully the operations of the United Nations in the outer space field, and has excellent contacts throughout the government in offices related to his work.

Mr. Proper's attitude toward his work is completely professional and dedicated. He appears to enjoy his work and has devoted a great deal of energy to the problems involved. He has met the demands placed upon him, regardless of the hours involved.

An example of Mr. Proper's dedication to his work, despite personal inconvenience, occurred during the final stages of preparation for signing the Outer Space Treaty. It had been decided to hold a signing ceremony early in January, within several weeks of the conclusion of final negotiations. Preparation for the signing required the translation and authentication of the Treaty in Spanish, French, Russian, and Chinese. Mr. Proper was uniquely qualified to manage this task because of his mastery of the nuances of this complex Treaty and his knowledge of French and Spanish. He put in long hours over the Christmas and New Year holidays in order to make certain that the job was done properly and on time.

Perhaps his most valuable contribution during the period of this report was during the negotiation of the Outer Space Treaty. During July and August 1966, when the negotiations were going on in Geneva, Mr. Proper was the officer in the Department with the most comprehensive knowledge of the Space Treaty. He not only knew thoroughly what was going on in Geneva, but also the refinements of our position as reflected in the complex position papers developed in preparation for the negotiations. The task required a working acquaintance with the legal history and relationships which the Treaty represented and a good knowledge of the political-military questions involved. As a result, Mr. Proper was invaluable in clearing

detailed and difficult positions through NASA and the Department of Defense on short notice and under great pressure. He acted as an adviser to his principals in the Bureau and on occasion to Assistant Secretary Sisco, and the Secretary.

Mr. Proper also assisted in discussions on the Treaty with several Congressmen. Mr. Proper's good contacts with important staff members of relevant Congressional committees were most useful in making certain that there was approper coordination of effort and an understanding of positions.

The preparations for hearings on the Outer Space Treaty before the Senate Foreign Relations Committee also benefitted from Mr. Proper's drafting talent. He takes justifiable pride in his skill and resourcefulness in drafting speeches. His drafts make the necessary points clearly, forcefully, and -- what is unusual in government speeches -- imaginatively. Mr. Proper's skill as a special writer has led to his being asked by Assistant Secretary Sisco to draft speeches for him on subjects substantively unrelated to Mr. Proper's usual work. Mr. Proper met these requests in his usual willing, thorough manner.

The normal run of Mr. Proper's duties require him to master the policy of the government on a substantial number of technical questions and to assist in developing policy as new issues arise. The field of international relations in outer space activity has been growing, and will continue to grow, particularly in the United Nations. It is quite clear that the membership of the United Nations has in mind having that organization play a major role in that growth. Mr. Proper has been in a key position to affect the U.S. attitude towards this growing demand. He has worked to insure that the courses we have adopted in certain outer space activities are not inhibited by and, ideally, are reconcilable with the international climate of opinion as reflected in the United Nations. Mr. Proper has maintained the essential objectivity towards these issues. He has brought his well developed critical and analytical abilities to bear and has forcefully and imaginatively suggested new courses. He has pursued his ideas vigorously and aggressively, both with respect to policy and tactics. He has generally

been tactful in discussing problems with other interested offices having strong interests in particular policy positions. Because Mr. Proper has sought a number of innovations, and has pursued them with enthusiasm and vigor, his efforts have at times resulted in ruffled feathers, but the subject matter rather than the approach appears to have been responsible.

It was noted above that Mr. Proper is in an excellent position to assess the relationship between the policies of the government on outer space activities and the evolving attitude of the international community. An example of the way Mr. Proper has brought his imagination to bear on some of the problems is a proposal he has developed on practical applications of remote sensing technology. Mr. Proper developed a proposal which takes into account this new field of technology. He studied the available technical literature and reviewed the ways in which previous practical applications of outer space technology have been handled by the government and the international community. The policy goal was to insure that the United States maintained leadership in international diplomacy comparable to its leadership in technology. Having researched the program, he discussed it with interested offices, and drafted initial positions. He pressed his ideas with his principals and other offices. While the project has not yet reached a stage of public presentation, a considerable amount of work has been done on it and much of the credit belongs to Mr. Proper. This project has illustrated what are Mr. Proper's outstanding characteristics as an officer: imagination, energy, willingness to take the initiative and persistence. He recognizes opportunities when he sees them, analyzes them to the limit of his knowledge, and does not hesitate to ask advice. He is persistent in his argumentation, thoughtful in his expression, and willing to be convinced when his proposals are criticized. He accepts decisions with good grace even though they are not what he recommended and has demonstrated solid loyalty and friendship to his office and to his colleagues.

Mr. Proper has served on several U.S. delegations to international conferences and has proven to be a resourceful and energetic member of these delegations. He gives unstintingly

of his time and is willing to undertake new projects and new tasks, even though unrelated to his usual line of work. One example was an item which came up at the Twenty-first General Assembly of the United Nations dealing with non-intervention in the affairs of other states. The issue was politically complex and had the capacity of arousing the passions of states, particularly the non-aligned. Its handling, therefore, was a delicate task and required a good "feel" for broad political issues and the sensibilities of the non-aligned. Mr. Proper helped develop the U.S. position on this item in Washington, and wrote our chief statement on it. Mr. Proper has more than the usual pride in material he has drafted -- and has greater reason to be proud of it than most. He accepted with admirable patience the often niggling criticism to which his draft was subjected during the heat of preparation for the item at USUN. Mr. Proper's energy, good contacts, and effective argumentation in the corridors were helpful in securing a satisfactory conclusion to the General Assembly's consideration of this item.

In summary, Mr. Proper has mastered his job thoroughly. There are no significant weaknesses in his performance of his job. He is a professional, dedicated, loyal officer who has contributed most importantly to the work of the office.

Gerald B. Helman

Gerald B. Helman, FSO-4

June 16, 1967

Date

Emp Cy

[X] Department of State [ ] U. S. Information Agency

PERFORMANCE RATING REPORT

FOREIGN SERVICE OFFICERS, RESERVE OFFICERS,
AND STAFF OFFICERS FSS-1 - 6
CIVIL SERVICE OFFICERS GS-9 AND ABOVE

CHECK ONE BOX
[ ] Regular Report
Interim Report:
[X] Departure of Rated Officer
[ ] Departure of Rating Officer
[ ] Change of Duty

NAME OF OFFICER BEING RATED (Last, First, Middle)	EMPLOYEE NUMBER	OFFICER'S CLASS OR GRADE
PROPER, Datus C.	483800	FSO-4

POST OR (for Washington) ORGANIZATIONAL SYMBOL	OFFICER'S FUNCTIONAL OR ORGANIZATIONAL TITLE
ARA-LA/PAF	Information Officer

DATE OF ARRIVAL AT POST	PERIOD COVERED BY REPORT	DATE REPORT SUBMITTED TO AGENCY
7/12/68	7/12/68 - 12/28/68	

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: Hoyt Ware	SIGNATURE: Viron P Vaky
TYPED NAME: Hoyt N. Ware	TYPED NAME: Viron P. Vaky
TYPED CLASS, TITLE: FSIO-2 - Public Affairs Adviser	TYPED CLASS, TITLE: FSO-1 Acting Assistant Secretary

I have read and received a copy of this report.	DATE: April 14, 1969	SIGNATURE OF RATED OFFICER: Datus C. Proper

GENERAL INSTRUCTIONS

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

PART I - POSITION DESCRIPTION AND PERFORMANCE REQUIREMENTS

Classification Title of Position	Category (FSO, FSS, GS, etc.)	Occupational Series	Class or Grade	Position Number
Information Officer	FSO	4510	4	S-22031-01

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

SDD NO. _____

See attached Position Description

PART II - PERFORMANCE FACTORS

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

1. Knowledge of Work	[ ] Lacks the kind of knowledge required for satisfactory performance.	[ ] Has most required knowledge but lacks depth or breadth in certain respects.	[X] Possesses adequate knowledge for good work performance.	[ ] Work reflects particularly comprehensive and suitable knowledge.	[ ] Has exceptionally commanding knowledge of and insight into all aspects of work.
2. Productivity	[ ] Useful output or volume of work is generally inadequate.	[ ] Somewhat slow or erratic in production of useful work.	[ ] Volume of useful output wholly adequate.	[X] Consistently produces superior volume of useful work.	[ ] His work output is phenomenal.
3. Accuracy	[ ] Error of commission or omission, or lack of precision, is frequent or serious.	[ ] Work is sometimes imprecise, incomplete, incorrect or superficial.	[ ] Careful, conscientious. Work meets position demands for accuracy.	[ ] Excels in thoroughness and accuracy. Makes minimum of errors of commission or omission.	[X] Invariably turns out work outstanding in accuracy and completeness.

WHEN COMPLETED ON FOREIGN SERVICE PERSONNEL, THIS IS AN EFFICIENCY REPORT WHICH SHALL BE SUBJECT TO

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

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

23. Effectiveness as an Executive N.A.	Ineffective as an executive.	Marginal because he lacks forcefulness or decisiveness; or he does not comprehend the total picture, or he is weak in organization, planning, delegating, or staff relations.	Organizes and plans work effectively and produces good results through exercise of executive skills.	Achieves superior results through exercise of planning, organization, leadership and related executive skills.	Superb planner, organizer and leader. Accomplishment as executive is outstanding.
24. Effectiveness as a Rating Officer N.A.	Evaluations generally are not objective, candid, thorough or substantive, or frequently either are not submitted or are so delinquent as not to serve the purpose.	Evaluations sometimes are not candid, objective, thorough, perceptive, or do not demonstrate comprehension of service standards, or are not timely.	Reports are reasonably objective, candid, thorough, and perceptive. Gets reports in on time.	Evaluations are ample, unbiased, and perceptive, showing insight into the performance, character and ability of subordinates.	Evaluations are comprehensive, objective, and candid, clearly depicting the true value of the rated officers.
25. Technical Advice N.A.	Seriously deficient as a technician or advisor.	Fairly competent in his specialized field, but specific local advise or or advisory technique is marginal.	Fully qualified in his specialized field and provides sound and timely advise in an acceptable manner.	Superior advisor in his technical field. Understands ramifications of problems and the implications of his advise.	Outstandingly competent advisor. His analysis of conditions is penetrating. Understands the implications of his advise. Inspires action.

PART III - NARRATIVE COMMENTS ON PERFORMANCE

On attached sheets, signed and dated, discuss the topics listed below. Reference to race, color, creed, or national origin must not be included in this report. Medical problems which could affect the officer's performance should be mentioned, but not be discussed in any detail. As you respond to items B and C observe carefully the instructions contained in agency guides to rating officers for selected occupations, where applicable.

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

B. POSITION REQUIREMENTS. State briefly the requirements or performance factors which are of primary importance in measuring the officer's effectiveness in this job. This could include standards of quality, technique, or style, and such special circumstances as shortage of help, lack of direct supervision, or sudden emergency demands, or other operational difficulties.

C. PERFORMANCE SUMMARY. Describe the depth and breadth of the officer's weaknesses in relation to the performance requirements described in Section B above, and discuss those factors in Part II above which were particularly significant, or which were rated high or low. Give concrete examples whenever possible.

D. ALLOWANCE FOR POSITION CLASS. (Foreign Service Only.) If the officer's personal rank differs by more than one class from the class of the position, explain as clearly as possible the allowance you have made in this report for such difference.

PART IV - REVIEWING OFFICER'S STATEMENT

The primary role of the reviewing officer concerning this report is to ensure the application of appropriate and equitable rating standards. When the rating officer has completed his report, including adjustments he may want to make after discussion of differing views with the reviewing officer, the latter prepares his own evaluation according to the instructions below, and attaches it to this report.

A. The reviewing officer is required to indicate the extent of his observation of the rated officer's work, the extent to which he concurs in the rating officer's report and to explain any differences. He should comment on whether the rated officer received adequate supervision and guidance, whether the rating officer's report appears unduly strict or lenient, and any other matters he deems pertinent.

B. The reviewing officer should summarize his own evaluation of the officer's performance if he has a sufficient basis and observation for doing so.

PART V - REVIEW PANEL

WAS REVIEW PANEL USED?

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

DATE SIGNED BY PANEL CHAIRMAN	SIGNATURE OF PANEL CHAIRMAN

TYPED OR PRINTED NAME, TITLE AND CLASS OF PANEL CHAIRMAN

PART VI - OVER-ALL RATING - CIVIL SERVICE EMPLOYEE

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

☐ Unsatisfactory ☐ Outstanding

PROPER, DATUS C.

Period covered by Report:
7/12/68 - 12/28/68

PART III - NARRATIVE COMMENTS ON PERFORMANCE

A. Association with Rated Officer

This officer worked in the Public Affairs Office less than five months. I met him first when he started to work here and I knew him throughout the period on a very close daily basis. I was his general supervisor although he worked on several speeches for the Assistant Secretary and for other officials not directly under my supervision. He also worked directly on some things under the direction of my Deputy. However, I knew him well and worked directly with him most of the time as supervisor, colleague and friend.

B. Position Requirements

Under the direction of the Public Affairs Adviser, serves as officer-in-charge of developing public positions on U.S. relations with a group of Latin American nations. Drafts speeches and manuscripts on policy topics. Assists in briefing the press and answering queries regarding U.S. policy toward Latin America. Assists in preparing guidance for USIA media output.

C. Performance Summary

Mr. Proper is an excellent writer and intellectually a superior young man. He is much more profound in his approach to problems than most young officers and yet manages not to be pedantic. His strength in this office was his ability to do research in a thorough manner on short notice and with commendable speed, and then to write this material in a polished way so that it was ready for delivery as a speech or publication as an article. His performance was so good that the Assistant Secretary of State for Inter-American Affairs, a former university professor (Covey T. Oliver), would request that Mr. Proper give his personal attention to manuscripts and texts which went out under the Assistant Secretary's name. Specifically, Mr. Proper wrote an article that appeared in Foreign Affairs under the signature of Assistant Secretary Oliver.

PROPER, DATUS C.

Period covered by Report:
7/12/68 - 12/28/68

C. Performance Summary (continued)

I think Mr. Proper's writing talents in a sense prevented his learning fully the Information Officer job to which he was assigned. In the field of briefing news correspondents and getting over to the press the policy points of the day, he could have used more experience and it would have broadened him for future assignments. However, it was not his fault -- but actually his talent -- that kept him mostly confined to research and drafting of speeches and articles while he served in this office.

His performance was generally superior and outstanding in some cases in the short time he was in this section. He was allowed to go without protest since he was offered an opportunity that appeared to be perhaps two grades above his present rank, and so it was with regret but admiration that he left us with a big hole in the staff when he was transferred to the Brazil Office.

D. Allowance for Position Class

Not applicable.

DATUS C. PROPER FSO-4 7/12/68 - 12/28/68

IV. Reviewing Officer's Statement

The rating officer's report is a fair and conscientious appraisal of Mr. Proper's performance. I concur in it, with the exception that I would rate Mr. Proper's work knowledge (Factor 1, Part II) somewhat higher. Even though he did not have a great deal of experience in all of the duties of the Public Affairs office, he had an uncommonly deep perception and understanding of the function, job and even the techniques of the position he filled.

I did not supervise the officer daily. I was, however, in a position to judge his work, and I did have several occasions to deal with him directly and to discuss with him personally his responsibilities and projects on which he was working. The rating officer is accurate when he states that Mr. Proper's performance was generally superior. He is one of the brightest young officers in the Bureau. It is an accurate commentary on the impression of competence and brilliance that Mr. Proper inspires, that he was, shortly after the close of this rating period, chosen by the new Assistant Secretary to head the office of the Public Affairs Adviser.

Viron P. Vaky
FSO - 1
Acting Assistant Secretary

Empl Copy

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OFFICER EVALUATION REPORT, Part I

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

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☐ CHANGE OF DUTY

NAME OF OFFICER BEING RATED	CLASS	FUNCTIONAL TITLE
PROPER DATUS C.	FSO-4	Chief, Political Affairs
POST OR ORGANIZATION	**DATE OF REPORT**	**PERIOD COVERED**
ARA/LA/BR	6/27/69	12/29/68 - 6/15/69

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: Richard Lippincott	SIGNATURE:
TYPED NAME: Richard Lippincott	TYPED NAME: Jack B. Kubisch
TYPED CLASS AND TITLE: FR-1 Deputy Country Director	TYPED CLASS AND TITLE: FSO-1 Country Director

I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.

DATE: 6/27/69

SIGNATURE OF RATED OFFICER: JS/

GENERAL INSTRUCTIONS

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

A. OFFICER'S POSITION

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

Serves as Chief, Political Affairs, in the Office of Brazilian Affairs. As such he is the principal staff advisor to the Country Director on the politico-military aspects of U.S. relations with Brazil. The officer maintains a continuous review of all communications dealing with political, military, public relations or consular affairs. The officer assists the Country Director in the preparation of policy guidance; serves as the coordinating officer for the annual review of the CASP by the Interdepartmental Group; maintains continuous liaison with Defense and other agencies having an intelligence interest in Brazil, and prepares statements of position, Congressional presentation documents, speeches, and Congressional correspondence dealing with various aspects of current U.S. policy toward Brazil. The officer also informs others, such as Members of Congress, Brazilian diplomats, senior Departmental officials, other diplomatic representatives, members of the press and public of developments in U.S.-Brazilian relations as they may occur from time to time. The officer has an assistant whose activities he directs and shares the services of a secretary with his assistant.

The period under review, as a result of certain repressive actions taken by the GOB, was a particularly difficult one for U.S.-Brazil relations. The officer was denied any significant "breaking-in" by the nature of events and was forced to perform as a fully functioning Chief Political Affairs Officer almost from the moment of his reporting for duty in December 1968. The position is normally a demanding one for a skilled and experienced Foreign Service Officer with previous

(see attached page)

WHEN COMPLETED ON FOREIGN SERVICE PERSONNEL, THIS IS AN EFFICIENCY REPORT WHICH SHALL BE SUBJECT TO INSPECTION ONLY BY THOSE PERSONS AUTHORIZED BY SEC. 612 OF THE FOREIGN SERVICE ACT OF 1946, AS AMENDED.

B. EVALUATION OF PERFORMANCE

Rate the officer on each of the following aspects of his performance. Each aspect is represented by a continuous scale. Record your rating by placing an (X) at the position on each scale which most accurately indicates the officer's performance during the rating period. Each rating must be followed by an explanatory statement which relates it to the job function and requirements as stated in A. Give supporting examples.

1. WORK PERFORMANCE

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

As indicated, the Officer's work performance was outstanding. In addition to the activities listed under A above, Mr. Proper was asked from time to time to prepare speeches for the Assistant Secretary and other principal officers of the Department, and was commended in writing on April 1, 1969 by Mr. Viron P. Vaky, then Acting Assistant Secretary, for his assistance in putting the policy document NSSM 15 into final draft in an extended week end of voluntary extra work. As Mr. Vaky said: "He did a magnificent job and I personally am grateful for his dedication, energy, and generous talents which he contributed to this job."

2. PERSONAL QUALITIES

														X

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

The officer is a physically impressive, gregarious and friendly person with a highly developed sense of humor. His dedication to his job and the service is unquestioned. He brings strong personal convictions about the appropriate role of the United States in foreign affairs to bear upon individual politico-military issues which he is required to analyze and evaluate. A good education, agile mind and broad range of interests are assets which he utilizes effectively in reaching new judgments. In short, he is an extremely able middle-grade Foreign Service Officer whose observed personal qualities are all on the asset side and who needs only the passage of time to become a distinguished senior Foreign Service Officer.

3. EFFECTIVENESS OF COMMUNICATION (Discuss both a. and b. in supporting narrative)

a. Written Expression

Failed to meet some basic requirements.						Met all important requirements.						Outstanding in most requirements.		
												X		

b. Oral Expression

Failed to meet some basic requirements.						Met all important requirements.						Outstanding in most requirements.		
												X		

Mr. Proper, as noted above, was in continuous demand during the period as a speech-writer and frequently acted himself as a speaker for visiting groups such as foreign students, A.I.D. participants, etc. His recent selection as Director of Public Affairs for ARA/LA is further evidence of his skills as a communicator.

4. EFFECTIVENESS IN RELATIONS WITH OTHERS (Discuss both a. and b. in supporting narrative)

a. Relations with Americans

Failed to meet some requirements.						Met all important requirements.						Outstanding in most requirements.		
												X		

b. Relations with Foreigners

Failed to meet some requirements.						Met all important requirements.						Outstanding in most requirements.		
												X		

As a friendly, personable, well-trained officer, his relations with both his American associates and with foreigners are excellent. He has a wide circle of friends within and without the foreign service and displays a high degree of skill in personal relations both in official negotiation and in informal and casual contacts.

5. EXECUTIVE ABILITY

													X		

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Executive ability is rated high, along with similar ratings for the other attributes of this outstanding young officer. However, this rating is in a sense more of an inference than an observed fact. To the extent that executive ability is restricted to the direct management of the activities of others, Mr. Proper did not have many demands in this area placed upon him. He directed the work of his assistant in an entirely satisfactory manner, and his relationships with that officer were friendly and effective. However, in the narrow sense, great demands on his executive ability were not made.

If executive ability encompasses skill at persuasion of others to reach agreement on a common course of action, then Mr. Proper has shown very real ability. The process of obtaining interagency agreement to new policy guidance for U.S. representatives in Brazil is a demanding exercise in analysis and persuasion. To the extent that this ability can be equated with executive ability, the officer's performance has indeed been superior.

6. SUMMARY COMMENTS

Assess the officer's overall performance during the rating period, bringing out both his major strengths and areas where improvement is needed. Do not merely repeat the points made in Sections 1-5. The assessment should provide a picture of the whole officer in the setting of his present job.

The intent of this evaluation is to describe an outstanding young officer whose performance under stress during a difficult period has been outstanding and who, as a result of that performance, has been transferred to a new assignment as Director of Public Affairs for ARA/LA where still greater demands on his varied capacities may well be made. It is the view of the rater that the officer should be promoted at the earliest opportunity to the next higher grade.

C. DISCUSSION WITH RATED OFFICER

State the frequency and content of discussions you have had with the officer during the rating period in which you explained what you expected from him, in general and specific terms, and reviewed his performance pointing out, in particular, areas where improvement was needed or possible. Describe the specific steps you have taken to help him improve his performance. How did the officer react to these discussions at the time, and how effective were they in terms of his subsequent performance?

D. REVIEWING OFFICER'S STATEMENT

State whether you consider that the rating officer's report provides a full, fair evaluation of the officer's performance. In doing so state how closely you observed the officer's work and comment both on the adequacy of the supervision provided by the rating officer and on the general working relationship between the two. You should provide your own assessment of the officer to the extent that you are in a position to do so, thereby adding a new dimension to the report and contributing to a rounded picture of the officer's performance.

OFFICER EVALUATION REPORT

PROPER, DATUS C.
FSO-4
Chief, Political Affairs

Part I

A. Officer's Position (continued)

working experience in Brazil. Given the conjunction of Mr. Proper's reporting for duty, a change of administration in the U.S. Government, and a major political change in the largest country in Latin America occurring almost simultaneously, the demands of the position were especially great during the period under review.

The position requires experience, language proficiency, energy, judgment, and verbal and writing skill of a high order. The officer possesses a full measure of each. The rating officer shared supervision of the rated officer with the reviewing officer during the period.

PROPER, DATUS C.
FSO-4

PART I -D. REVIEWING OFFICER'S STATEMENT
12/29/68 - 6/15/69

I believe that this Report provides a full and fair evaluation of Mr. Proper's performance during the half-year period that it covers. Given the short period of time that Mr. Proper was actually in the Office, I think it particularly comprehensive. It is also a fair evaluation; in my view Datus Proper is an outstanding young officer who deserves top marks in practically all aspects of his performance.

I observed his work closely and on a daily basis and believe that he received adequate supervision from the Rating Officer and me. Like the Rating Officer, I would give Mr. Proper absolutely top marks in personal qualities and in his effectiveness in his relations with others. I found myself in some disagreement with him on occasion as to political and policy judgments relating to internal developments in Brazil and U.S.-Brazil relations. On occasion I overruled him or did not accept his recommendations. On these occasions he pressed energetically and skillfully, in a friendly manner, to get me to adopt his point of view; but whenever he failed to do so, he accepted my decisions with good grace and carried them out to the best of his ability.

I expect him to tackle his new responsibilities in Public Affairs with the same enormous energy, high intelligence, appealing manner, and great good will that he repeatedly demonstrated during his six months in this Office. In fact, I understand he has already been commended by the Under Secretary for drafting "a precise, lucid and useful" briefing paper prepared for the Under Secretary's use with the Congress.

_____
Jack B. Kubisch
Brazil Country Director

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OFFICER EVALUATION REPORT, Part I

FOREIGN SERVICE OFFICERS
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☐ CHANGE OF DUTY

NAME OF OFFICER BEING RATED	CLASS	FUNCTIONAL TITLE
Datus C. Proper	**O-4**	**Public Affairs Advisor**
POST OR ORGANIZATION	**DATE OF REPORT**	**PERIOD COVERED**
ARA-LA/PAF	9/14/70	**6/16/69 - 6/15/70**

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: John Hugh Crimmins	SIGNATURE: Charles A. Meyer
TYPED NAME: **John Hugh Crimmins**	TYPED NAME: **Charles A. Meyer**
TYPED CLASS AND TITLE: **CM, Deputy Assistant Secretary, ARA-LA**	TYPED CLASS AND TITLE: **Assistant Secretary**

I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.

DATE: 9/24/70

SIGNATURE OF RATED OFFICER: Datus C. Proper

GENERAL INSTRUCTIONS

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

A. OFFICER'S POSITION

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

The Office of Public Affairs (ARA/PAF) is responsible for keeping the media and the public of the Hemisphere informed in detail through various channels and techniques concerning USG policies affecting the Hemisphere and the programs by which those policies are carried out. In meeting this responsibility, the Office must keep itself informed or be able to inform itself quickly of important developments bearing on policies and programs. At the same time, the Office is expected to contribute to the formulation and execution of policy by advising senior officers of the Bureau about the public affairs consequences and implications of prospective decisions. Much of the work of the Office is governed by tactical day-to-day, even hour-to-hour considerations, notably fast-breaking situations demanding quick responses to urgent press inquiries. It is also expected, however, to look beyond immediate concerns, and do creative, long-term planning for effective presentation and dissemination of programs the Bureau wants to emphasize. As a by-product of its various functions, the Office is required to do a substantial amount of speech drafting for senior officers. The Office currently contains thirteen State, AID and USIA employees (nine of them officers).

The Director of the Office, normally at least an FSO-3 or equivalent, is the Assistant Secretary's principal adviser on all aspects of public affairs. He is responsible for managing the Office and for ensuring that it carries out its tasks in a timely, effective fashion. He, himself, is expected to be able to identify quickly the public affairs aspects of a problem, provide advice on the handling of those aspects to the Bureau officers concerned, and draft factual, precise public positions that are adjusted to take into account the multiple audiences for those declarations in the United States and in Latin America. He is required to avoid

B. EVALUATION OF PERFORMANCE

Rate the officer on each of the following aspects of his performance. Each aspect is represented by a continuous scale. Record your rating by placing an (X) at the position on each scale which most accurately indicates the officer's performance during the rating period. Each rating must be followed by an explanatory statement which relates it to the job function and requirements as stated in A. Give supporting examples.

1. WORK PERFORMANCE

											X			

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Taking into account Mr. Proper's complete lack of prior experience in public affairs, his relatively junior rank, his age and the demanding requirements of the job, I would say his performance has been considerably better than adequate. The fact that he has not done an outstanding job is not so much attributable to shortcomings on his part as it is to considerations external to him. Foremost among them is the original miscalculation that relative youth, intelligence, drive, imagination and ambition--all qualities that Mr. Proper's record had shown he possessed and that had led to his unusual and special selection as Director of the Office of Public Affairs--would be sufficient to overcome his lack of experience in a tricky field and in executive positions. Another factor that has been beyond Mr. Proper's control and that has affected his overall performance is the uneven quality of the personnel that he has had at his disposal in PAF. This negative circumstance has been aggravated by resentment toward him felt by some of his subordinates because of his comparative youth and low rank.

Basically, Mr. Proper has had to get his training and experience in public affairs on the job. It is, moreover, a pressure-filled position where missteps can be damaging. The good performance Mr. Proper has turned in is genuinely a tribute to the basic soundness of his judgment, to his ready adaptability and, perhaps especially, to his perseverance

2. PERSONAL QUALITIES

												X		

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

It is worth repeating here that basically it was Mr. Proper's personal qualities that led his superiors to take the somewhat unusual step of giving him a senior assignment for which his work experience did not really qualify him. Clearly, he retains those qualities, and they have been the reason why he has done as well as he has in a difficult and unfamiliar task. He has a very good and questioning mind [redacted] he is commendably skeptical of the conventional and the accepted; he is anxious to be creative and pushes his knowledge and experience to, and, in his earnestness, sometimes beyond, their limits in his efforts to meet in an imaginative way the complexities of our present situation; his interests range widely, encompassing not only the parochial problems of the Bureau and the Hemisphere but also those which confront us all in other parts of the world and domestically; he has demonstrated moral courage of a high order in advocating within the Bureau policies and programs which conflict with the current mode and in responding to the challenge of the position he was thrust into without adequate preparation or background. In the past year, he has not had to confront [redacted] intense crisis situations of any duration (there have been short bursts), and I am not able to assess solidly his emotional stamina under prolonged stress. I have noted from time to time a tendency to over-dramatize, either up or down, events

3. EFFECTIVENESS OF COMMUNICATI (Discuss both a. and b. in supporting narrative)

a. Written Expression

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

b. Oral Expression

												X		

Mr. Proper is an excellent and rapid drafter. He has consistently turned out first-class texts covering the full range of public affairs products, from carefully phrased and constructed one-sentence guidance for the noon briefings to formal addresses. I have high standards in this field, and the fact that I have to do only limited editing of Mr. Proper's output speaks very well for him.

In his oral expression, Mr. Proper is also excellent. I shade him slightly lower here because of his lapse from time to time into an overly dramatic and therefore exaggerated manner of expression which detracts from the cogency of what he is saying. Generally, however, he is a very clear and effective speaker, who presents his position coherently and lucidly. He has been effective in the good deal of public speaking he has done.

4. EFFECTIVENESS IN RELATIONS WITH OTHERS (Discuss both a. and b. in supporting narrative)

a. Relations with Americans

											X			

Failed to meet some requirements. | Met all important requirements. | Outstanding in most requirements.

b. Relations with Foreigners

		Not observed												

With his subordinates Mr. Proper has gotten along quite well when one takes into consideration the fact that he is considerably junior in age and rank to some of them. Mr. Proper has dealt with this potentially unpleasant situation--not of his own making, be it noted again--with praiseworthy poise, and working relations between him and his subordinates, while not notably warm, have been effective in the sense of getting the job done.

With other Office Directors and opposite numbers in other agencies, Mr. Proper has enjoyed friendly and cooperative relations. His "organizational" peers in the Bureau--other Office Directors, that is--accept him as a younger, less experienced officer who is doing a commendable job. They like him and have developed growing confidence in him. Although I would not say that he is a driving force among them, he has, through persistence and obvious seriousness of purpose, made an impression upon them, this in the face of the added complication represented by the built-in potential for conflicts between operating officers and public affairs officers.

5. EXECUTIVE ABILITY

											X			

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Again given his previous experience, age and rank, Mr. Proper has met the executive requirements of his position quite well. He has had the supervision of 13 persons, nine of whom are officers, engaged in a varied program of activities. He has organized and managed the program in a sensible and purposeful way. One of his primary accomplishments was a re-ordering of priorities in the work of his Office and redefinition of assignments in accordance with those priorities, with the result that each officer has fixed and clearly defined tasks. The uneven quality of his personnel, his own temperament and a not entirely easy relationship with his deputy--an AID officer with considerably more years, rank and experience than Mr. Proper--have not limited his readiness to delegate responsibility. I do not think that he can yet be called a leader who by force of character can inspire his subordinates to outdo themselves, but he has shown that he can get the work out and maintain an acceptable level of morale and sense of purpose.

6. SUMMARY COMMENTS

Assess the officer's overall performance during the rating period, bringing out both his major strengths and areas where improvement is needed. Do not merely repeat the points made in Sections 1-5. The assessment should provide a picture of the whole officer in the setting of his present job.

Mr. Proper is an excellent and very interesting officer with fine qualities who, through no fault of his own and indeed because of those very qualities, has been doing a job he was not particularly well prepared for. Despite the handicaps he has performed that job in an entirely adequate, and in some respects outstanding manner. In meeting the exacting requirements of his position as well as he has, he has demonstrated his very considerable worth. He has a good mind; he is conscientious, dedicated and blessed with moral courage; he is quick to take initiative and does so with a respectable amount of imaginativeness; he is healthily skeptical of the conventional, which is the beginning, at least, of creativity; and his interests and concerns range well beyond the confines of his present job. His weaknesses are only two, really: a tendency to over-dramatize situations, which disserves him

C. DISCUSSION WITH RATED OFFICER

State the frequency and content of discussions you have had with the officer during the rating period in which you explained what you expected from him, in general and specific terms, and reviewed his performance pointing out, in particular, areas where improvement was needed or possible. Describe the specific steps you have taken to help him improve his performance. How did the officer react to these discussions at the time, and how effective were they in terms of his subsequent performance?

As I have indicated earlier, I have kept in very close touch with Mr. Proper and his work. Our very frequent discussions have been the vehicle for the guidance I have given him, often in detail. He has invariably taken that explicit guidance well, and I believe that the process has contributed to his steady improvement.

D. REVIEWING OFFICER'S STATEMENT

State whether you consider that the rating officer's report provides a full, fair evaluation of the officer's performance. In doing so state how closely you observed the officer's work and comment both on the adequacy of the supervision provided by the rating officer and on the general working relationship between the two. You should provide your own assessment of the officer to the extent that you are in a position to do so, thereby adding a new dimension to the rating and contributing to a rounded picture of the officer's performance.

above all else the furnishing of false information. When information must be withheld for a valid reason, he must make sure that the result, even though incomplete, is not misleading. He is, as a corollary, expected to make sure that the reason for withholding is indeed valid and to take the issue, if necessary, to appropriately high levels of the Bureau. A key to his effectiveness is the ability to gain the confidence of the media through competence, conscientiousness, fair dealing and, above all, through an understanding of the responsibilities of the Government to the media in our society. At the same time, he must realize the legitimate constraints that occasionally inhibit the policy maker and executor from making total disclosure. Given the tendency of many officers to magnify the constraints and to distrust, even fear, the press, the Director must be able to help educate those officers to their responsibilities. In performing this function, the Director must always be the champion of responsible openness and must sometimes assume the role of devil's advocate.

As Deputy Assistant Secretary, I supervise the Director. In operating terms, this means I see a good deal of the product of his Office and clear a substantial part of it.

B. EVALUATION OF PERFORMANCE (Continued)

and sense of dedication because a lesser person could easily have become discouraged by the challenge. He has continually become more familiar and more at ease with his responsibilities and progressively has acquitted them better. In the day-to-day work of his office, he has done very well in assuring that the all-important noon briefing deadlines are met and, with rather close supervision and guidance, has notably improved the quality of the Bureau submissions for the noon briefings. The same can be said for Bureau inputs for the Secretary's and President's press conferences. He has taken a special and praiseworthy interest in longer-range problems in the public presentation of Latin American policy and, as part of that concern, has taken the initiative in laying out a thoughtful strategy for getting the message across to diverse target audiences in the United States and abroad. He has tried very conscientiously and with a good measure of success to anticipate public affairs issues and problems, and his advice on the public affairs implications of policy decisions, although not of uniformly high quality because of his limited experience, has been generally sound and occasionally excellent. He has taken the sometimes close supervision and over-the-shoulder guidance he has been given with good grace and, I believe, profit. He has always been willing to put in all the extra hours that a critical or fast-moving situation required.

or developments that are not as unusual as his reaction would suggest. I have in mind such things as a news story that is not particularly accurate or helpful and becomes a "disaster". I attribute a good part of this kind of over-response to a combination of inexperience and great conscientiousness.

4. EFFECTIVENESS IN RELATIONS WITH OTHERS

In his dealings with his seniors, Mr. Proper has always been loyal and disciplined. As I have indicated, he has, quite properly, not hesitated to speak his mind and to advocate or defend his own point of view. He has done so in a correct and forthright way. When a decision has gone against him, he has carried it out to the best of his ability.

6. SUMMARY COMMENTS

by creating a basically erroneous impression of nervousness and unsureness; and a tendency to see issues sometimes in oversimplified, black and white terms. Measured against his evident strengths, these shortcomings are minor in that they are readily superable with experience.

PROPER, Datus C.

Statement of Reviewing Officer

I concur completely with the Rating Officer's evaluation of Mr. Proper's performance during the reporting period. (See more detailed comments under Reviewing Officer's Statement for Part II.)

Charles A. Meyer
Assistant Secretary, ARA

DEPARTMENT OF STATE
FOREIGN SERVICE OF THE UNITED STATES OF AMERICA

INSPECTOR'S EFFICIENCY REPORT

INSTRUCTIONS

Prepare in quadruplicate; Post fill in boxes 1 thru 11; Employee fill in boxes 12 thru 17. Limit answers to front of this form. Additional explanatory details may be given orally to Inspector.

1. NAME (Last)	(First)	(Middle)	2. CLASS / SALARY	3. DATE OF BIRTH	4. POST
PROPER	Datus	C.	~~FSO-4~~ $22,985	04-18-1934	Dublin, Ireland

5. DEPT'S CLASSIFICATION TITLE OF POSITION AND CLASS	6. POST'S FUNCTIONAL OR ORGANIZATIONAL TITLE	7. DIPLOMATIC OR CONSULAR TITLE, IF ANY
FO-04 Political Officer	Political Officer	Second Secretary

8. ARRIVED AT POST	9. ELIGIBLE FOR HOME LEAVE	10. ENTERED FOREIGN SERVICE	11. LAST PROMOTED
07-22-1971	July 22, 1974	October 1956	April 1967

12. MARITAL STATUS (Single, Married, Widowed, Divorced)	13. CHILDREN - *Give Number, Age, Sex*

14. ARE THERE ANY SERIOUS LIMITATIONS THE DEPARTMENT SHOULD TAKE INTO CONSIDERATION IN TRANSFERRING YOU? REGARDING ANY POST OR AREA? IF YOUR ANSWER IS AFFIRMATIVE, EXPLAIN BRIEFLY.

15. DO YOU DESIRE A TRANSFER NOW OR WITHIN NEXT TWO YEARS? IF SO, EXPLAIN YOUR ANSWER.

WHEN NEXT TRANSFERRED, WHAT WOULD BE YOUR PREFERENCE AS TO AREA, POST AND TYPE OF ASSIGNMENT?

17. WHAT FUNCTIONAL OR AREA COMPETENCE HAVE YOU DEVELOPED, OR DO YOU WISH TO DEVELOP, AND HOW DO YOU RELATE THIS COMPETENCE TO YOUR PERSONAL LONG TERM OBJECTIVE IN THE SERVICE?

18. INSPECTOR'S NAME	19. PERIOD OF INSPECTION	20. DATE OF THIS REPORT
Hobart Luppi	FROM 2/13/73 TO 2/26/73	February 21, 1973

FORM 4-72 DS-917 When completed on Foreign Service personnel, this is an efficiency report which shall be subject to inspection only by those persons authorized by Sec. 612 of the Foreign Service Act of 1946, as amended.

FORM 4-72 DS-917

INSPECTOR'S COMMENTS

Reviewed at the post was officer evaluation report for the period 7/22/71 to 6/15/72, written by DCM, Roger A. Sorenson, and reviewed by Ambassador John D. J. Moore. This is a well written report and however highly complimentary it is as to Mr. Proper's capabilities and performance, I regard it as being even-handed and accurate. I believe this report should be taken quite literally by the Promotion Boards for having read a considerable amount of Mr. Proper's work, and having had a number of discussions with him, I rate him as a gifted officer. Although Mr. Proper's present position does not entail any large degree of executive responsibility, I would say as did Mr. Sorenson in the evaluation report that the manner in which he organizes and carries out assigned duties reflects a very high degree of executive capability and good potential for handling executive responsibilities.

If I were called upon to identify the most skilled of Embassy staff in the writing craft (however presumptuous my making such a choice would be), I would unhesitatingly select Mr. Proper. I solidly back the statement made by the DCM in the evaluation report on Mr. Proper that here is an officer who could well make his living by the pen. Mr. Proper's speech, too, is somewhat extraordinary in its power and clarity whether in a group or in a twosome. He has fine presence.

Another striking quality of Mr. Proper is his attitude towards his profession. His motivations are those of the Foreign Service officer ideal: dedication, service and excellence. He is amost dynamic, energetic officer. He is of intellectual bent, but of outgoing personality and modern in outlook.

Despite the current great competition for promotion, it is surprising that he has not been promoted to FSO-3. He is competent and qualified well above his grade. If he should not be promoted this spring, I urgently recommend his promotion by the next promotion panels. Any further delay would be a further injustice to this eminently deserving officer.

A copy of this report has been given to Mr. Proper and attached is his written comment.

Hobart Luppi

Hobart Luppi
Foreign Service Inspector

RATED'OFFICER'S STATEMENT

I have read the attached efficiency report and concur in it.

Datus C. Proper

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OFFICER EVALUATION REPORT, Part I

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

CHECK ONE BOX

XX ☐ REGULAR REPORT ☐ PROBATIONARY REPORT

INTERIM REPORT

☐ DEPARTURE OF RATED OFFICER

☐ DEPARTURE OF RATING OFFICER

☐ CHANGE OF DUTY

NAME OF OFFICER BEING RATED	CLASS	FUNCTIONAL TITLE
Datus C. Proper	0-4	Public Affairs Adviser
POST OR ORGANIZATION	**DATE OF REPORT**	**PERIOD COVERED**
ARA/PAF	9-15-71	6/16/70 - 6/15/71

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: John Hugh Crimmins	SIGNATURE: Charles A Meyer
TYPED NAME: John Hugh Crimmins	TYPED NAME: Charles A. Meyer
TYPED CLASS AND TITLE: CM, Deputy Assistant Secretary, ARA-LA	TYPED CLASS AND TITLE: Assistant Secretary, ARA-LA

I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.	DATE	SIGNATURE OF RATED OFFICER

GENERAL INSTRUCTIONS

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

A. OFFICER'S POSITION

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

These are the basic objectives of the Office of Public Affairs (ARA/PAF)--and by reference those of its Director: (1) to keep the media and the public of the Hemisphere informed in detail, through various channels and techniques, concerning USG policies affecting the Hemisphere and the programs by which these policies are carried out. In pursuing this primary objective, the office must keep itself informed of important developments bearing on policies and programs. (2) To contribute to the formulation and execution of policy by advising senior officers of the Bureau about the public affairs consequences and implications of prospective decisions. (3) To look beyond immediate concerns (which govern much of the work of the office) in order to do creative, long-term planning for the effective presentation of programs the Bureau wants to emphasize. (4) To be able, as a by-product of its various functions, to prepare in a timely way material and drafts for speeches by senior officers.

The Director of the office, normally at least an FSO-3 or equivalent, is responsible for the management and direction of the eleven State, USIA and AID employees (seven of them officers) and for the effective, orderly attainment of the office's objectives. As the principal adviser to the Assistant Secretary on all aspects of public affairs, his own primary objective is to assure that his advice is sound, timely and consonant with the sometimes conflicting responsibilities of the Department to the media and its responsibilities as the executor of foreign policy. His next objective is to gain the confidence of the media through competence, conscientiousness, fair dealing and a keen appreciation of the critical importance of the media in our society. A related objective is to assure that maximum information is released and that when information must be

WHEN COMPLETED ON FOREIGN SERVICE PERSONNEL, THIS IS AN EFFICIENCY REPORT WHICH SHALL BE SUBJECT TO INSPECTION ONLY BY THOSE PERSONS AUTHORIZED BY SEC. 612 OF THE FOREIGN SERVICE ACT OF 1946, AS AMENDED.

B. EVALUATION OF PERFORMANCE

Rate the officer on each of the following aspects of his performance. Each aspect is represented by a continuous scale. Record your rating by placing an (X) at the position on each scale which most accurately indicates the officer's performance during the rating period. Each rating must be followed by an explanatory statement which relates it to the job function and requirements as stated in A. Give supporting examples.

1. WORK PERFORMANCE

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

As foreseen in last year's report, Mr. Proper's performance has continued to improve markedly. His broadening and deepening experience in an initially unfamiliar field built on a strong base of fine personal and professional qualities has produced a first-class job. The distinctly higher position on the rating scale reflects the fact that by the end of the rating period he had gotten well on top of the job, in terms both of substance and of executive direction. The fact that this result was attained almost from scratch in two years is testimony of the determination, perseverance and intelligence which Mr. Proper brought to bear. He was somewhat discouraged--needlessly, I believe--by my report of last year, but he did not permit that discouragement to weaken his will to master his tasks. Instead, he faced the challenge and continued to move forward, to the point that he became an excellent public affairs director.

2. PERSONAL QUALITIES

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Mr. Proper continued to manifest all the outstanding personal qualities I cited last year. It was basically these qualities that enabled him to exploit so successfully his increased experience in an initially unfamiliar field. He has brought well under control the tendency toward over-dramatization I noted last year. This happy outcome was the result of more experience, self-confidence and conscious effort.

3. EFFECTIVENESS OF COMMUNICATI Discuss both a. and b. in supporting narrative

a. Written Expression

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

b. Oral Expression

													X	

Mr. Proper continues to be an outstanding drafter.

In his oral expression, Mr. Proper has taken to heart the observation I made last year about his overly dramatic style. It is no longer any problem, and he now deserves unqualified praise as an effective, cogent, lucid speaker. He continued during the rating period to make many successful public appearances.

4. EFFECTIVENESS IN RELATIONS WITH OTHERS (Discuss both a. and b. in supporting narrative)

a. Relations with Americans

													X	

Failed to meet some requirements. | Met all important requirements. | Outstanding in most requirements.

b. Relations with Foreigners

	Not observed													

a. Relations with Americans

Although still junior to some of his subordinates, Mr. Proper has handled his relations with his staff very well in the past year. Some changes in personnel in the office have contributed to this result, but basically Mr. Proper's conscientiousness and poise have been responsible for the harmony that generally marks relations within the office.

His relations with other Office Directors and counterparts in other agencies have been excellent and fully productive. As he has taken firm hold of his job, he has come to be fully accepted as an equal of other, more senior Bureau officers. He is listened to with respect, and his guidance, not always comfortable for some Country Directors who are wary of the press, has been accepted readily. He has been outstanding in keeping before us all our responsibilities toward the media.

With representatives of the media, Mr. Proper has established himself as a cooperative, candid, reliable and informed point of contact. From everything I have seen and heard, they like and respect him. More than this cannot be asked from any public affairs officer. (See Cont'd Attach)

5. EXECUTIVE ABILITY

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

As an executive, Mr. Proper has grown significantly in the last year. He has managed the programs of the office well and has definitely upgraded the quality and quantity of its output. The staff has responded well to his direction.

6. SUMMARY COMMENTS

Assess the officer's overall performance during the rating period, bringing out both his major strengths and areas where improvement is needed. Do not merely repeat the points made in Sections 1-5. The assessment should provide a picture of the whole officer in the setting of his present job.

The essential feature of Mr. Proper's performance in the past year has been its steady and evident improvement to the point where in all important respects it is outstanding. He has impressively overcome the handicaps of inexperience in a difficult field and relatively junior rank. In doing so, he has corrected his tendency to over-dramatize situations and to see things occasionally in simplistic terms. His personal and professional growth during the rating period attest to his strength and soundness.

C. DISCUSSION WITH RATED OFFICER

State the frequency and content of discussions you have had with the officer during the rating period in which you explained what you expected from him, in general and specific terms, and reviewed his performance pointing out, in particular, areas where improvement was needed or possible. Describe the specific steps you have taken to help him improve his performance. How did the officer react to these discussions at the time, and how effective were they in terms of his subsequent performance?

I have continued to discuss Mr. Proper's work with him frequently and in detail. He has taken well the counsel I have given him in these discussions, and I think that they have assisted his marked progress in the past year.

D. REVIEWING OFFICER'S STATEMENT

State whether you consider that the rating officer's report provides a full, fair evaluation of the officer's performance. In doing so state how closely you observed the officer's work and comment both on the adequacy of the supervision provided by the rating officer and on the general working relationship between the two. You should provide your own assessment of the officer to the extent that you are in a position to do so, thereby adding a new dimension to the rat[illegible]nd contributing to a rounded picture of the officer's [illegible]ormance.

PROPER, Datus C.
OFFICER EVALUATION REPORT, Part I

A. Officer's Position (Continuation)

withheld for valid reasons, the result, even though incomplete, is not misleading. Given the tendency of many officers to magnify the constraints and to distrust, even fear, the press, the Director must be able to help educate those officers to their responsibilities. In pursuing this goal, the Director must always be the champion of responsible openness and must sometimes assume the role of devil's advocate.

As Deputy Assistant Secretary, I supervise the Director. In operating terms, this means I see a good deal of the product of the office and clear a substantial part of it.

PROPER, Datus C.
OFFICER EVALUATION REPORT, Part I

4A. Relations with Americans (Continuation)

Mr. Proper has been outstandingly effective in his dealings with the academic community, by definition a difficult, often hostile group these days. The scholar-diplomat seminars he has arranged and conducted have been very useful to both sides, and the Bureau has received many expressions of appreciation from the academics involved. The great share of credit is due Mr. Proper.

Datus C. Proper 0-4 Public Affairs Adviser
ARA/PAF 6/16/70 - 6/15/71

Part I
OFFICER EVALUATION REPORT
REVIEWING OFFICER'S STATEMENT

Mr. Proper did a fine job as head of Public Affairs. I was most delighted to see him continue to grow in his assignment thus demonstrating both his determination to master an initially new field of work and his ability to learn from experience. It is this quality, the ability to grow, that I believe will continue to make Mr. Proper a productive and successful officer.

Charles A. Meyer
Assistant Secretary

~~LIMITED OFFICIAL USE (When Completed)~~

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OFFICER EVALUATION REPORT, Part II

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FOREIGN SERVICE STAFF OFFICERS, FSS 1-6

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

NAME OF OFFICER BEING RATED	CLASS	FUNCTIONAL TITLE
Datus C. Proper	0-4	Public Affairs Adviser
POST OR ORGANIZATION	**DATE OF REPORT**	**PERIOD COVERED**
ARA/PAF	9-15-71	6/16/70 - 6/15/7:

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: John Hugh Crimmins	SIGNATURE: Charles A Meyer
TYPED NAME: John Hugh Crimmins	TYPED NAME: Charles A. Meyer
TYPED CLASS AND TITLE: CM, Deputy Assistant Secretary, ARA-LA	TYPED CLASS AND TITLE: Assistant Secretary, ARA-LA

GENERAL INSTRUCTIONS

Prepare in quad ~~XXXXXXXXX~~ original and one copy for the personnel office of the agency concerned and a copy for the post or office file. Part II will be written and reviewed by the same officers who prepared Part I, and will be attached to and submitted with it. **(copy now furnished rated officer)**

Purpose

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

Discussion and Disclosure

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

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

A. GROWTH CAPACITY

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

Mr. Proper's performance this year only confirms my judgment of last year that he has impressive potential for assuming steadily greater responsibilities in the new Foreign Service.

I am sure that Mr. Proper will do very well in his new assignment as a political officer in Dublin, although I would have preferred that he be sent to an LDC, particularly in Latin America, where his abilities would have been particularly well utilized.

B. PROMOTION

Probationary Officers

(Check one box for each question)	Yes	No
Should officer be retained in Service?	☐	☐
Should officer be promoted at this time?	☐	☐

Other Officers

(Check one box)

Recommended for promotion by current year's Selection Boards. XX

No recommendation at this time. ☐

(Explain Recommendations)

I reiterate, with renewed and strengthened conviction, my recommendation of last year that Mr. Proper be promoted now.

C. REVIEWING OFFICER'S STATEMENT

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

Datus C. Proper 0-4 Public Affairs Adviser
ARA/PAF 6/16/70 - 6/15/71

Part II
OFFICER EVALUATION REPORT
REVIEWING OFFICER'S STATEMENT

I agree fully with the rating officer's appraisal of Mr. Proper's growth potential and his recommendations for Mr. Proper's future assignments. I join the rating officer in urging strongly Mr. Proper's promotion by the current year's Selection Boards.

Charles A. Meyer
Assistant Secretary

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OFFICER EVALUATION REPORT, Part I

FOREIGN SERVICE OFFICERS
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INTERIM REPORT
☐ DEPARTURE OF RATED OFFICER
☐ DEPARTURE OF RATING OFFICER
☐ CHANGE OF DUTY

NAME OF OFFICER BEING RATED	CLASS	FUNCTIONAL TITLE
PROPER, Datus C.	FSO-4	Political Officer
POST OR ORGANIZATION	**DATE OF REPORT**	**PERIOD COVERED**
Dublin, Ireland		7/22-1971 to 6/15-1972

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: Roger A. Sorenson	SIGNATURE: John D. J. Moore
TYPED NAME: Roger A. Sorenson	TYPED NAME: John D. J. Moore
TYPED CLASS AND TITLE: FSO-2 Deputy Chief of Mission	TYPED CLASS AND TITLE: Ambassador

I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.

DATE: Aug. 11, 1972

SIGNATURE OF RATED OFFICER: Datus C. Proper

GENERAL INSTRUCTIONS

Prepare in QUADRUPLICATE: original and one copy for the personnel office of the agency concerned, a copy for the post or office file, and a copy for the rated officer. ~~Reviewing officer may submit TRIPLICATE only.~~

A. OFFICER'S POSITION

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

The Political Officer works directly with and acts as adviser to both the DCM and Ambassador on all matters relating to political developments in Ireland and political relations between Ireland and the United States. His activities encompass (1) developing sources of information, (2) analyzing this information, (3) advising and formulating policy recommendations on the basis of these analyses, (4) reporting, (5) representing the United States, (6) influencing, and (7) negotiating.

In discussions between Mr. Proper and myself shortly after his arrival in Dublin, we mutually agreed that his priority goal--especially at this time of serious political disturbance--should be to provide sound, objective assessments of political matters. These were to be based upon a thorough grasp of the local situation which Mr. Proper would be expected to acquire and upon a rigorous analysis of developments.

An ancillary goal would be to develop a wide range of reliable contacts running right across the entire spectrum of Irish society. This did not mean getting to know a lot of Irishmen, but knowing the right Irishmen with leads into the decision-making processes of Irish society. The purpose would be to better explain the forces that were operating and, hopefully, outline probable trends.

Finally, because Dublin is a small post, a goal of the political officer was to provide backstopping for Washington in a host of specialized areas such as: (1) labor, (2) youth, (3) science,

B. EVALUATION OF PERFORMANCE

Rate the officer on each of the following aspects of his performance. Each aspect is represented by a continuous scale. Record your rating by placing an (X) at the position on each scale which most accurately indicates the officer's performance during the rating period. Each rating must be followed by an explanatory statement which relates it to the job function and requirements as stated in A. Give supporting examples.

1. WORK PERFORMANCE

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Since his arrival in Dublin, Mr. Proper has proven himself to be a keen analyst and perceptive reporter of the Irish scene. He arrived at a time of growing crisis in Ireland that has drawn the serious attention of U.S. leaders to this island for the first time since World War II--with Congressional hearings on the Irish question in February and March of this year. His reports and analyses have been invaluable, both here and in Washington, in putting the crisis into perspective. They have been comprehensive, timely and invariably contain analytical comment. They have explained the GOI viewpoint while remaining objective as to its merits. They have been accurate as to facts and forecasts. With regard to his priority objective--providing sound and objective assessments of political matters-- Mr. Proper's work has been outstanding, not only in my view but in the view of a number of Washington end-users who have been in touch with us throughout this critical period and have so advised us.

To do an outstanding job analyzing and reporting political developments presupposes a wide range of good contacts. Mr. Proper began immediately after his arrival to cultivate informed people in critical places. As a result of the contacts he has made, we now feel that our antennae are, for the first time, picking up information (see separate sheet)

2. PERSONAL QUALITIES

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Mr. Proper has a friendly, relaxed manner that quickly ingratiates him with everyone he meets. He has brought a refreshing sense of candor to the Embassy. I occasionally disagree with him--sometimes strenuously--but I always learn something in the process, and I can be certain that if I ask for an opinion, I will get one and that it will be his own--a quality that I admire and appreciate. The result is that I often seek his advice and generally find that I was wise in following it.

He also brings a freshness in his approach to people, and we have found him useful in making contact with younger people in the community, especially some of the younger writers and politicians.

3. EFFECTIVENESS OF COMMUNICATI[illegible] (Discuss both a. and b. in supporting narrativ[illegible]

a. Written Expression

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

b. Oral Expression

												X		

Mr. Proper's ability to express himself, both in writing and orally, is superior.

His political reports are comprehensive, exceptionally readable, fluid in style and invariably built on an underlying logic that leads from point to point to final conclusion. He is also prolific and I believe he would do very well as a writer and journalist, probably making more money than he does in his present Foreign Service grade.

Mr. Proper is an articulate speaker as well. He argues positions forcibly but dispassionately. He has indicated a desire to undertake public speaking engagements--a task that he enjoys very much--and has appeared before Irish student organizations on a number of occasions. The Irish have a particular gift for language and it is to Mr. Proper's credit that they enjoy these encounters as much as he does.

4. EFFECTIVENESS IN RELATIONS WITH OTHERS (Discuss both a. and b. in supporting narrative)

a. Relations with Americans

													X	

Failed to meet some requirements. | Met all important requirements. | Outstanding in most requirements.

b. Relations with Foreigners

												X		

Mr. Proper gets on well with people, both Irish and American.

In the eleven months covered by this report, Mr. Proper has developed a good range of very useful contacts in the Irish Government, among politicians of all parties, labor leaders, working journalists and on Irish campuses. These contacts tend to be among the younger members of these groups, but they also tend to be people in important positions, ambitious, vigorous and with leadership potential. In this way, Mr. Proper's activities have very usefully complemented my own and the Ambassador's efforts to maintain contact with a wide spectrum of Irish society. He has had many of these people to his home and counts a number of them as personal friends. His representational activities are discreet, concentrated on specific target groups and highly effective. He is one of the few Americans here to have studied the Irish language--which is useful not so much as a regular language as a window into a new culture and a demonstration of American interest in it.

Mr. Proper's primary responsibility is to maintain contact with Irish

(see separate sheet)

5. EXECUTIVE ABILITY

													N	A

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Like many political officer positions at post abroad, Mr. Proper's present position does not entail extensive executive responsibility. (His last job in Washington was as an office director, however.) His section is limited to himself and an American secretary, whom he supervises and works with. There are times, however, particularly during Congressional visits, when Mr. Proper is called upon to organize fairly extensive programs, mobilizing the resources of various organizations and groups throughout Ireland, gaining the cooperation of Irish government officials and coordinating the activities of all these people so as to achieve a useful and meaningful visit. He is highly successful impressario on these occasions and the results show good potential for a high level of executive ability.

6. SUMMARY COMMENTS

Assess the officer's overall performance during the rating period, bringing out both his major strengths and areas where improvement is needed. Do not merely repeat the points made in Sections 1-5. The assessment should provide a picture of the whole officer in the setting of his present job.

Mr. Proper is a very able officer with potential for growth in the service and every prospect for a distinguished career. His forte is clearly political work, although he is also interested in economic problems and in executive responsibility. His analyses are rigorous and he presents his findings with vigor and candor. He consults with me daily and I value his views highly. I find that, on occasion, he deliberately plays the role of "Devil's Advocate" to make sure that all sides of a question are examined. He operates with a minimum of supervision and he coordinates easily with other mission elements. He cooperates wholeheartedly. In short, he has contributed much over the past year and I expect him to contribute much more over the year to come. (see separate sheet)

C. DISCUSSION WITH RATED OFFICER

State the frequency and content of discussions you have had with the officer during the rating period in which you explained what you expected from him, in general and specific terms, and reviewed his performance pointing out, in particular, areas where improvement was needed or possible. Describe the specific steps you have taken to help him improve his performance. How did the officer react to these discussions at the time, and how effective were they in terms of his subsequent performance?

I had specific discussions with Mr. Proper on the scope of his job and the goals he should be working towards on November 15, 1971 and on March 22, 1972. In addition, however, we confer almost every day on the political situation in Ireland, the reporting that should be done and representations that should be made, as well as other aspects of the work. Mr. Proper argues hard for positions in which he strongly believes but he also has the capacity to accede graciously to decisions that do not conform to his own views. He accepts suggestions easily and I find him to be ever cooperative and helpful.

D. REVIEWING OFFICER'S STATEMENT

State whether you consider that the rating officer's report provides a full, fair evaluation of the officer's performance. In doing so state how closely you observed the officer's work and comment both on the adequacy of the supervision provided by the rating officer and on the general working relationship between the two. You should provide your own assessment of the officer to the extent that you are in a position to do so, thereby adding a new dimension to the rating and contributing to a rounded picture of the officer's performance.

Dublin, Ireland

A. Officer's Position (continued)

(4) population, (5) UN Affairs, (6) narcotics, (7) politico-military affairs, (8) arms control and disarmament and (9) protocol.

The professional skills required are a thorough knowledge and awareness of Irish history and politics, current events, structure and working of government--national and local--as well as a grounding in English and Northern Ireland politics, both of which importantly affect Ireland. He must be an expert on all phases of Irish life and culture and possess timely knowledge of the political, military, social and economic forces at work in the entire country. He must relate these to and understand U.S. objectives both in Ireland and abroad. He must be a keen observer with both analytical and drafting skill. He must be effective in his personal relations both with Americans and with foreigners.

PROPER, Datus C. FSO-4 Rating Officer:RASorenson
Dublin, Ireland

1. Work Performance (continued)

on political decisions within some of the inner councils of the organizations involved in the fighting in Northern Ireland. As one example, Mr. Proper accurately reported the secret meeting between Harold Wilson and leaders of the IRA within 24 hours after it had occurred and several days before it became known to the public. With regard to achieving the second goal that we set--developing a wide range of reliable contacts--I believe that Mr. Proper's performance has been equally successful.

Mr. Proper also has assumed responsibility for his full share of backstopping that posts undertake for various Washington agencies and interests. This year, for example, we successfully negotiated a new Extradition Treaty with Ireland, and Mr. Proper was especially effective in laying the groundwork that facilitated the work of the negotiators when they finally arrived in Dublin. Another area in which he has been particularly good has been with the high-level visitors. Against the backdrop of an election year in the United States and the Irish crisis, the interest that these people--especially our numerous Congressional visitors--have in this country has been especially intense. Mr. Proper provides them with briefings, arranges their schedules, makes appointments with important people ranging from the Prime Minister down to leaders of the IRA, and picks up the pieces after they leave. The first-class job that he has done in this field where so much can go wrong has often been highly commented on by Congressional visitors.

Finally, Mr. Proper has, through his grasp of the local situation, judgment and experience, become a valued advisor from whom I often get valuable opinions on matters not strictly political. His perception and judgment have been severely tested over this past year during which we have seen the British Embassy in Dublin burned and the German Embassy bombed and it was exceedingly important to see through the swirling emotions that caused this kind of unrest in the Irish Republic and chart a proper course. In these and other circumstances over this past year, I judge Mr. Proper's performance to have been excellent.

4. Effectiveness in Relations With Others (continued)

people, but we also find him to be especially helpful with American visitors, particularly Congressmen. He is personable, adaptable and can always be depended upon to go the extra mile to assure that their requirements are taken care of. The Embassy has received a number of complimentary letters from visitors specifically mentioning the efforts made on their behalf by Mr. Proper.

PROPER, Datus C. FSO-4 Rating Officer:RASorenson
Dublin, Ireland

6. Summary Comments (continued)

Political developments that have almost led to civil war in Northern Ireland over the past year have presented Mr. Proper with a challenge far beyond that which he would have encountered in virtually any other country of Europe; the feedback that we have received from Washington end-users support our conclusion that he has responded to this challenge with superb skill and insight. I am certain that he could perform equally well in positions of much greater responsibility at larger embassies. The outstanding job that he has done here has more than amply demonstrated his capacity. I regard him as a valuable asset to the Department and I believe that it is in the Department's interest to give him scope for growth. For this reason I recommend that he be promoted by the next promotion board and that his next assignment be at a larger embassy in a job commensurate with his higher grade and with a chance to demonstrate his executive skill as well.

PROPER, Datus C. FSO-4
Dublin, Ireland

REVIEWING OFFICER'S STATEMENT

I have read carefully the Officer Evaluation Report prepared by Mr. Sorenson on Mr. Proper and I believe that it represents a fair and balanced assessment of Mr. Proper's performance over the past year and his potential for future growth.

I have been very gratified with Mr. Proper's performance over the past year, particularly in view of the fact that I personally selected him for the position from among several candidates. I have not been disappointed in my choice. I rate Mr. Proper's work very highly. He approaches his job with verve and initiative, he is immensely interested in what he is doing, he wants to perform with excellence and he succeeds.

I concur wholeheartedly in Mr. Sorenson's recommendation that Mr. Proper be promoted to FSO-3. He has performed most ably in a difficult assignment at a critical time in the history of this country.

John D. J. Moore
Ambassador

Rated Officer's Statement

I have discussed the attached report and the performance it covers with the rating officer. Goals for my performance were established in a careful discussion soon after I arrived at this post and have always been clear.

Datus C. Proper
FSO-4

PROPER, Datus C. FSO-4 Rating Officer:RASorenson
Dublin, Ireland

REVIEW PANEL

Because of the relatively small size of the American complement in Dublin, it has been decided by the Ambassador not to employ a review panel. All of the officer evaluation reports on the Embassy's Foreign Service Officer, except the DCM, were prepared by the DCM and reviewed by the Ambassador with an aim to assuring that rating criteria are met and uniform standards applied.

Roger A. Sorenson
Deputy Chief of Mission

Department of State
FORM DS-4
1-3-55

TRANSMITTAL SLIP

CLASSIFICATION
UNCLASSIFIED

DATE Aug. 8, 1972

TO
Department of State

For the Attention of
PER/PE

FROM
Amembassy DUBLIN

TO THE FOREIGN SERVICE	TO THE DEPARTMENT
☐ For Transmittal to Addressee at the Discretion of Post	☐ Dept. Information Only
☐ Post Information Only	☐ CERP Publications
☐ Transmit to Foreign Office	☐ Enclosure to Previous Despatch
☐ Submit Report	☒ Reply to Dept. Request
☐ Reply to the Individual	

☐ Transmit to: (U.S. Agency)
☐ Inform:

REFERENCE

REGISTRY NUMBER
No. 1382864

ITEMS/REMARKS

Attached is the Officer Evaluation Report (in duplicate) on Datus C. Proper, FSO-4, covering the period 7/22/71 to 6/15/72. Also attached is a Rated Officer's Statement (in duplicate) and a Review Panel Statement (in duplicate)

IN REPLY REFER TO FILE NUMBER AND DRAFTING OFFICE

FILE NO.	SIGNATURE R. A. Sorenson
CLASSIFICATION UNCLASSIFIED	OFFICE CM

☐ DEPARTMENT OF STATE ☐ U.S. INFORMATION AGENCY

OFFICER EVALUATION REPORT, Part I

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

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

NAME OF OFFICER BEING RATED	CLASS	FUNCTIONAL TITLE
PROPER, Datus C.	FSO-4	Political Officer
POST OR ORGANIZATION	**DATE OF REPORT**	**PERIOD COVERED**
Dublin, Ireland		7/22-1971 to 6/15-1972

RATING OFFICER	REVIEWING OFFICER
SIGNATURE: Roger A. Sorenson	SIGNATURE: John D. J. Moore
TYPED NAME: Roger A. Sorenson	TYPED NAME: John D. J. Moore
TYPED CLASS AND TITLE: FSO-2 Deputy Chief of Mission	TYPED CLASS AND TITLE: Ambassador

I have read and received a copy of Part I of this report. I understand that I may submit a statement for the record if I so desire.

DATE: Aug. 11, 1972

SIGNATURE OF RATED OFFICER: Datus C. Proper

GENERAL INSTRUCTIONS

Prepare in QUADRUPLICATE: original and one copy for the personnel office of the agency concerned, a copy for the post or office file, and a copy for the rated officer. [redacted] TRIPLICATE only.

A. OFFICER'S POSITION

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

The Political Officer works directly with and acts as adviser to both the DCM and Ambassador on all matters relating to political developments in Ireland and political relations between Ireland and the United States. His activities encompass (1) developing sources of information, (2) analyzing this information, (3) advising and formulating policy recommendations on the basis of these analyses, (4) reporting, (5) representing the United States, (6) influencing, and (7) negotiating.

In discussions between Mr. Proper and myself shortly after his arrival in Dublin, we mutually agreed that his priority goal--especially at this time of serious political disturbance--should be to provide sound, objective assessments of political matters. These were to be based upon a thorough grasp of the local situation which Mr. Proper would be expected to acquire and upon a rigorous analysis of developments.

An ancillary goal would be to develop a wide range of reliable contacts running right across the entire spectrum of Irish society. This did not mean getting to know a lot of Irishmen, but knowing the right Irishmen with leads into the decision-making processes of Irish society. The purpose would be to better explain the forces that were operating and, hopefully, outline probable trends.

Finally, because Dublin is a small post, a goal of the political officer was to provide backstopping for Washington in a host of specialized areas such as: (1) labor, (2) youth, (3) science,

B. EVALUATION OF PERFORMANCE

Rate the officer on each of the following aspects of his performance. Each aspect is represented by a continuous scale. Record your rating by placing an (X) at the position on each scale which most accurately indicates the officer's performance during the rating period. Each rating must be followed by an explanatory statement which relates it to the job function and requirements as stated in A. Give supporting examples.

1. WORK PERFORMANCE

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Since his arrival in Dublin, Mr. Proper has proven himself to be a keen analyst and perceptive reporter of the Irish scene. He arrived at a time of growing crisis in Ireland that has drawn the serious attention of U.S. leaders to this island for the first time since World War II--with Congressional hearings on the Irish question in February and March of this year. His reports and analyses have been invaluable, both here and in Washington, in putting the crisis into perspective. They have been comprehensive, timely and invariably contain analytical comment. They have explained the GOI viewpoint while remaining objective as to its merits. They have been accurate as to facts and forecasts. With regard to his priority objective--providing sound and objective assessments of political matters-- Mr. Proper's work has been outstanding, not only in my view but in the view of a number of Washington end-users who have been in touch with us throughout this critical period and have so advised us.

To do an outstanding job analyzing and reporting political developments presupposes a wide range of good contacts. Mr. Proper began immediately after his arrival to cultivate informed people in critical places. As a result of the contacts he has made, we now feel that our antennae are, for the first time, picking up information (see separate sheet)

2. PERSONAL QUALITIES

												X		

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Mr. Proper has a friendly, relaxed manner that quickly ingratiates him with everyone he meets. He has brought a refreshing sense of candor to the Embassy. I occasionally disagree with him--sometimes strenuously--but I always learn something in the process, and I can be certain that if I ask for an opinion, I will get one and that it will be his own--a quality that I admire and appreciate. The result is that I often seek his advice and generally find that I was wise in following it.

He also brings a freshness in his approach to people, and we have found him useful in making contact with younger people in the community, especially some of the younger writers and politicians.

3. EFFECTIVENESS OF COMMUNICAT[redacted] (Discuss both a. and b. in supporting narrativ[redacted]

a. Written Expression

Failed to meet some basic requirements.						Met all important requirements.						Outstanding in most requirements.		
												X		

b. Oral Expression

												X		

Mr. Proper's ability to express himself, both in writing and orally, is superior.

His political reports are comprehensive, exceptionally readable, fluid in style and invariably built on an underlying logic that leads from point to point to final conclusion. He is also prolific and I believe he would do very well as a writer and journalist, probably making more money than he does in his present Foreign Service grade.

Mr. Proper is an articulate speaker as well. He argues positions forcibly but dispassionately. He has indicated a desire to undertake public speaking engagements--a task that he enjoys very much--and has appeared before Irish student organizations on a number of occasions. The Irish have a particular gift for language and it is to Mr. Proper's credit that they enjoy these encounters as much as he does.

4. EFFECTIVENESS IN RELATIONS WITH OTHERS (Discuss both a. and b. in supporting narrative)

a. Relations with Americans

Failed to meet some requirements.						Met all important requirements.						Outstanding in most requirements.		
												X		

b. Relations with Foreigners

												X		

Mr. Proper gets on well with people, both Irish and American.

In the eleven months covered by this report, Mr. Proper has developed a good range of very useful contacts in the Irish Government, among politicians of all parties, labor leaders, working journalists and on Irish campuses. These contacts tend to be among the younger members of these groups, but they also tend to be people in important positions, ambitious, vigorous and with leadership potential. In this way, Mr. Proper's activities have very usefully complemented my own and the Ambassador's efforts to maintain contact with a wide spectrum of Irish society. He has had many of these people to his home and counts a number of them as personal friends. His representational activities are discreet, concentrated on specific target groups and highly effective. He is one of the few Americans here to have studied the Irish language--which is useful not so much as a regular language as a window into a new culture and a demonstration of American interest in it.

Mr. Proper's primary responsibility is to maintain contact with Irish

(see separate sheet)

5. EXECUTIVE ABILITY

													N/A

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Like many political officer positions at post abroad, Mr. Proper's present position does not entail extensive executive responsibility. (His last job in Washington was as an office director, however.) His section is limited to himself and an American secretary, whom he supervises and works with. There are times, however, particularly during Congressional visits, when Mr. Proper is called upon to organize fairly extensive programs, mobilizing the resources of various organizations and groups throughout Ireland, gaining the cooperation of Irish government officials and coordinating the activities of all these people so as to achieve a useful and meaningful visit. He is highly successful impressario on these occasions and the results show good potential for a high level of executive ability.

6. SUMMARY COMMENTS

Assess the officer's overall performance during the rating period, bringing out both his major strengths and areas where improvement is needed. Do not merely repeat the points made in Sections 1-5. The assessment should provide a picture of the whole officer in the setting of his present job.

Mr. Proper is a very able officer with potential for growth in the service and every prospect for a distinguished career. His forte is clearly political work, although he is also interested in economic problems and in executive responsibility. His analyses are rigorous and he presents his findings with vigor and candor. He consults with me daily and I value his views highly. I find that, on occasion, he deliberately plays the role of "Devil's Advocate" to make sure that all sides of a question are examined. He operates with a minimum of supervision and he coordinates easily with other mission elements. He cooperates wholeheartedly. In short, he has contributed much over the past year and I expect him to contribute much more over the year to come. (see separate sheet)

C. DISCUSSION WITH RATED OFFICER

State the frequency and content of discussions you have had with the officer during the rating period in which you explained what you expected from him, in general and specific terms, and reviewed his performance pointing out, in particular, areas where improvement was needed or possible. Describe the specific steps you have taken to help him improve his performance. How did the officer react to these discussions at the time, and how effective were they in terms of his subsequent performance?

I had specific discussions with Mr. Proper on the scope of his job and the goals he should be working towards on November 15, 1971 and on March 22, 1972. In addition, however, we confer almost every day on the political situation in Ireland, the reporting that should be done and representations that should be made, as well as other aspects of the work. Mr. Proper argues hard for positions in which he strongly believes but he also has the capacity to accede graciously to decisions that do not conform to his own views. He accepts suggestions easily and I find him to be ever cooperative and helpful.

D. REVIEWING OFFICER'S STATEMENT

State whether you consider that the rating officer's report provides a full, fair evaluation of the officer's performance. In doing so state how closely you observed the officer's work and comment both on the adequacy of the supervision provided by the rating officer and on the general working relationship between the two. You should provide your own assessment of the officer to the extent that you are in a position to do so, thereby adding a new dimension to the rating and contributing to a rounded picture of the officer's performance.

PROPER, Datus C. FSO-4 Rating Officer:RASorenson
Dublin, Ireland

A. Officer's Position (continued)

(4) population, (5) UN Affairs, (6) narcotics, (7) politico-military affairs, (8) arms control and disarmament and (9) protocol.

The professional skills required are a thorough knowledge and awareness of Irish history and politics, current events, structure and working of government--national and local--as well as a grounding in English and Northern Ireland politics, both of which importantly affect Ireland. He must be an expert on all phases of Irish life and culture and possess timely knowledge of the political, military, social and economic forces at work in the entire country. He must relate these to and understand U.S. objectives both in Ireland and abroad. He must be a keen observer with both analytical and drafting skill. He must be effective in his personal relations both with Americans and with foreigners.

PROPER, Datus C. FSO-4 Rating Officer:RASorenson
Dublin, Ireland

1. Work Performance (continued)

on political decisions within some of the inner councils of the organizations involved in the fighting in Northern Ireland. As one example, Mr. Proper accurately reported the secret meeting between Harold Wilson and leaders of the IRA within 24 hours after it had occurred and several days before it became known to the public. With regard to achieving the second goal that we set--developing a wide range of reliable contacts--I believe that Mr. Proper's performance has been equally successful.

Mr. Proper also has assumed responsibility for his full share of backstopping that posts undertake for various Washington agencies and interests. This year, for example, we successfully negotiated a new Extradition Treaty with Ireland, and Mr. Proper was especially effective in laying the groundwork that facilitated the work of the negotiators when they finally arrived in Dublin. Another area in which he has been particularly good has been with the high-level visitors. Against the backdrop of an election year in the United States and the Irish crisis, the interest that these people--especially our numerous Congressional visitors--have in this country has been especially intense. Mr. Proper provides them with briefings, arranges their schedules, makes appointments with important people ranging from the Prime Minister down to leaders of the IRA, and picks up the pieces after they leave. The first-class job that he has done in this field where so much can go wrong has often been highly commented on by Congressional visitors.

Finally, Mr. Proper has, through his grasp of the local situation, judgment and experience, become a valued advisor from whom I often get valuable opinions on matters not strictly political. His perception and judgment have been severely tested over this past year during which we have seen the British Embassy in Dublin burned and the German Embassy bombed and it was exceedingly important to see through the swirling emotions that caused this kind of unrest in the Irish Republic and chart a proper course. In these and other circumstances over this past year, I judge Mr. Proper's performance to have been excellent.

PROPER, Datus C.
Dublin, Ireland

Rating Officer:RASorenson

4. Effectiveness in Relations With Others (continued)

people, but we also find him to be especially helpful with American visitors, particularly Congressmen. He is personable, adaptable and can always be depended upon to go the extra mile to assure that their requirements are taken care of. The Embassy has received a number of complimentary letters from visitors specifically mentioning the efforts made on their behalf by Mr. Proper.

PROPER, Datus C. FSO-4 Rating Officer:RASorenson
Dublin, Ireland

6. Summary Comments (continued)

Political developments that have almost led to civil war in Northern Ireland over the past year have presented Mr. Proper with a challenge far beyond that which he would have encountered in virtually any other country of Europe; the feedback that we have received from Washington end-users support our conclusion that he has responded to this challenge with superb skill and insight. I am certain that he could perform equally well in positions of much greater responsibility at larger embassies. The outstanding job that he has done here has more than amply demonstrated his capacity. I regard him as a valuable asset to the Department and I believe that it is in the Department's interest to give him scope for growth. For this reason I recommend that he be promoted by the next promotion board and that his next assignment be at a larger embassy in a job commensurate with his higher grade and with a chance to demonstrate his executive skill as well.

Rated Officer's Statement

I have discussed the attached report and the performance it covers with the rating officer. Goals for my performance were established in a careful discussion soon after I arrived at this post and have always been clear.

Datus C. Proper
FSO-4

PROPER, Datus C. FSO-4
Dublin, Ireland

REVIEWING OFFICER'S STATEMENT

I have read carefully the Officer Evaluation Report prepared by Mr. Sorenson on Mr. Proper and I believe that it represents a fair and balanced assessment of Mr. Proper's performance over the past year and his potential for future growth.

I have been very gratified with Mr. Proper's performance over the past year, particularly in view of the fact that I personally selected him for the position from among several candidates. I have not been disappointed in my choice. I rate Mr. Proper's work very highly. He approaches his job with verve and initiative, he is immensely interested in what he is doing, he wants to perform with excellence and he succeeds.

I concur wholeheartedly in Mr. Sorenson's recommendation that Mr. Proper be promoted to FSO-3. He has performed most ably in a difficult assignment at a critical time in the history of this country.

John D. J. Moore
Ambassador

PROPER, Datus C. FSO-4 Rating Officer:RASorenson
Dublin, Ireland

REVIEW PANEL

Because of the relatively small size of the American complement in Dublin, it has been decided by the Ambassador not to employ a review panel. All of the officer evaluation reports on the Embassy's Foreign Service Officer, except the DCM, were prepared by the DCM and reviewed by the Ambassador with an aim to assuring that rating criteria are met and uniform standards applied.

Roger A. Sorenson
Deputy Chief of Mission

U.S. DEPARTMENT OF STATE

OFFICER EVALUATION REPORT

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

TYPE OF REPORT *(check one)*

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

NAME OF OFFICER BEING RATED *(surname first)*	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
PROPER, DATUS C.	FSO-3	516-36-1726	Assistant Director, Policy Analysis

POST OR ORGANIZATION	PERIOD COVERED
ARA/PLC	6/27-75 - 4/30/76

DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES

I. WORK REQUIREMENTS

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

The Assistant Director for Policy Analysis reports both to the Deputy Director and the Director of the Office of Policy Planning and Coordination (PLC), depending on the project at hand. He also frequently works directly with the ARA Deputy Assistant Secretaries on speeches, analytical papers for the Seventh Floor, etc. He supervises one FSO-4 (5?), part-time and one secretary also part-time.

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

In general terms, Mr. Proper is the Bureau's chief all-around thinker, analyzer, and articulator at the working level. In addition, he has the responsibility of devising and carrying out programs designed to up-grade the analytical capability of his colleagues in ARA and the region.

In consultation with the Deputy Director, we agreed on the following specific goals in priority order:

--Development of a pipeline of a monthly ARA trends reports to the Secretary leading to timely, high-quality pieces.

--Develop a capability to turn out on short notice speech drafts for ARA principals on general Latin American policy.

--Development of a program to improve the quality of reporting from ARA posts.

--Development of more institutionalized links between ARA and its potential academic constituency.

In addition, Mr. Proper carried out ad hoc drafting projects assigned by the ARA front office and acted as staff officer for several of the annual country strategy papers (CASPS).

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on Sept. 15, 1975 *(date of original statement and)* revised March 4, 1976 and is on file at the post or office. *(of subsequent modification, if any)*

RATING OFFICER *(typed, surname first)*	REVIEWING OFFICER *(typed, surname first)*
BLOOMFIELD, Richard J.	LUERS, William H.
TITLE: Office Director GRADE: FSO-1	TITLE: Deputy Assistant Sec. GRADE: FSO-1

FORM OF-266 DEPT. OF STATE (FORMERLY DS-1731) APRIL 1975

When completed on foreign service personnel, this is an efficiency report which shall be subject to inspection only by those persons authorized by Sec. 612 of the Foreign Service Act of 1946, as amended.

C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

One notes from the description of goals, in Part B. that most of Mr. Proper's begin with the injunction to "develop" something, i.e., in many of his responsibilities he was not performing tasks that had already been routinized but was charged with innovation within broad (and sometimes vague) guidelines. In such a situation, the risks of failure are higher and the psychological strain greater than in most jobs. Added to this, Mr. Proper was returning to the Bureau after four years' absence and had to assimilate the latest "conceptual" approach to our Latin American relations. As will become clear, I think he turned in a very good performance withal.

II. STATEMENT BY RATED OFFICER

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

This is one of the most interesting jobs around. It comes in halves that are almost dialectical opposites:

--Writing policy papers and speeches that analyze the Bureau's theses for the 7th Floor or the public.

--Pushing projects aimed at improving our ARA reporting, exposing us to criticism from the universities, and in other ways challenging our assumptions.

Both halves of the job have in common the need for analytical writing. By a happy non-coincidence, this is what I like doing.

Beyond that, the aims are different. Most policy papers have to make sense of normal, real-world, shapeless decisions. In the process, they have to please the Bureau and the Secretary. Expecially the Secretary. The monthly Trends Reports are my favorite example, because the Secretary is actually believed to read them. Or, in any case, he wrote on one of them -- favorably, or I wouldn't mention it.

The other sort of projects involves telling people things they would prefer not to hear, or at least not to act upon. (A few policy papers inevitably fall into this class.) In the project for improving reporting/analysis, almost everything that needs to be done is unpopular.

It is also more difficult to change the habits of an entire Bureau and its overseas missions than to draft good analytical papers oneself. Whether for that or other reasons, we probably have made slower progress on the self-improvement projects than on the straight-out policy paper/speech part of the job. Yet I think the former was an important project this year and I am proud of my part in it.

It may be obvious from the above that the environment here is excellent. This office and bureau have actually stimulated "openness and creativity," which are cliches in writing and rarities in practice.

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RATED OFFICER *(Typed, surname first)*	SOCIAL SECURITY NUMBER
PROPER, DATUS C.	516-36-1726

III. EVALUATION OF PERFORMANCE

A. GENERAL APPRAISAL *(check one)*

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

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

Mr. Proper has had the hardest of taskmasters--he has been writing for the Secretary. Month after month he has been expected to turn out little masterpieces--not only analytically sound but written well enough to hold the attention of the busiest Secretary of State in recent history. The ARA front office sets great store by these pieces as a major vehicle to explain what is going on in Latin America, and why, to a Seventh Floor audience for whom the region is almost tierra incognita.

Mr. Proper has succeeded admirably in meeting these heavy demands. He has achieved and maintained a high standard of quality in his monthly reports. They have been widely praised including on occasion by the Secretary himself. This encomium was for a report entitled "Jamaica: Another Cuba?" His analysis of "Latin America at the UN" was called to the attention of other Assistant Secretaries by the Assistant Secretary for IO "in the hopes they will emulate it." Our Ambassador to Mexico cabled to comment on Mr. Proper's analysis of the current Mexican electoral process (entitled "Lopez Who?"), "Rarely have I seen an overview statement which describes so well and precisely the essence of out interrelationship." His latest effort "Why can't the Argentines Get it Together?" has also drawn rave notices.

Mr. Proper has also been a workhorse on speech-writing, responding to frequent requests from our front office-typically on short notice--with perceptive and speakable drafts.

On the other two goals, the program to improve analytical reporting and the academic project, Mr. Proper took them about as far as they could go. In these cases, he was dealing with institutional problems that have proven intractable for many years. There are no obvious methods to cause our Embassies to produce the kind of brilliant analytical work that Mr. Proper himself turns out or to induce many of our anti-intellectual officers to establish working relations with academics. Mr. Proper worked hard on the reporting improvement project, and by trial and error, has discovered what the mechanical obstacles are to a systematic and complete evaluation of reporting. I am confident this groundwork will pay off during the coming year as this project goes forward.

Similarly, on the academic front, Mr. Proper had a major influence in the choice of an External Research program for ARA which I believe will open up a variety of channels to academia when it gets underway later this year.

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

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

See B above. Few officers I have met can match Mr. Proper's written work. Ambassador Jova commented on his Mexican piece, "In addition to its perceptiveness, its prose is a delight." This is descriptive of his writing in general. Mr. Proper communicates well orally too.

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

A taller and better-looking version of John Denver, Mr. Proper conveys the same impression of openness, modesty, and warmth as the country's leading folk singer. He is the kind one instinctively likes on sight and the first impression turns into trust

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

Not observed.

4. Effectiveness and Candor as a Rating Officer

ot observed.

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

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RATED OFFICER *(Typed, surname first)*	SOCIAL SECURITY NUMBER
POPER, DATUS C.	516-36-1726

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

I discussed Mr. Proper's progress on his various projects with him almost daily. He would from time to time raise the question of the quality of his performance himself and I am sure I made it clear how I felt about it. Our rapport was excellent.

IV. EVALUATION OF POTENTIAL

A. Check one:

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

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

In evaluating Mr. Proper's potential, three things stand out:

(1) Intellectual brilliance - This officer has the ability to analyze foreign policy problems and the political dynamics of foreign societies to a high degree;

(2) Articulateness - Seldom have I seen anyone who can articulate these elements with as much clarity and freshness. He also is superb at placing his analysis in a broader, or familiar, context for the senior, but non-expert, policymaker;

(3) Decisiveness and good judgment - Mr. Proper is no ivory tower intellectual. His practical, homespun good sense is always brought to bear on a problem. And he comes to a judgment without shillyshalling around.

All these qualities say to me that this officer has demonstrated the potential to rise far in the Service, probably to positions of senior responsibility. However he should first demonstrate that he has the capacity to direct and lead others before I could make a definite judgment as to how high up he can aspire to go. I have no qualms about recommeding that he be given the opportunity for program direction in the near future. (He had been sought after for the DCM position in a small Embassy when I recruited him for PLC.)

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

(1) Sometimes I have felt that in his efforts to make his analytical writing fresh and striking that Mr. Proper becomes too cute. He should try to avoid too much ingenuousness.

(2) My impression is that Mr. Proper may not plan his time as carefully as he should. This, I emphasize, is only an impression, since by the nature of his job he has been forced to take on one urgent drafting project after another. Occasionally, however, I felt that he spent too much time on an individual project.

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

(1) By the time he finishes this assignment, it will be more than ten years since Mr. Proper had training. A year of senior training before his next job is advisable. Mr. Proper would be an excellent choice for the fellowship program at the Harvard Center for International Affairs.

(2) In the interests of realizing his career potential, I do not think Mr. Proper should continue in jobs where he is called upon for only a virtuoso performance, as good at that as he may be. After one to two more years in PLC, I see Mr. Proper as Political Counselor in one of our active European Embassies, where the section requires him to supervise and plan the work of a number of people or as DCM in a small Latin American Mission, where he would also have a combination of political and management responsibilities.

DATE June 14, 1976 SIGNATURE OF RATING OFFICER Richard D. Brown

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RATED OFFICER *(Typed, surname first)*	SOCIAL SECURITY NUMBER
PROPER, DATUS C.	516-36-1726

V. REVIEWING OFFICER'S STATEMENT

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

Mr. Bloomfield has characteristically captured the flavor of Datus Proper's style and performance. In reading over his Work Requirements and Priorities, I thought they looked accurate. On the other hand, they do describe the job of a thinker and writer and not one that has the characteristic most touted in the Foreign Service, particularly for advancement to more senior grades. It is a credit to Datus and to Dick Bloomfield that they have carved out for the Bureau a slot which enables a promising, skilled and proven officer to think and ponder our policies.

In looking the field over for replacements for people like Dick Bloomfield and Datus Proper, I have found it is a rare officer who is either qualified or desires such a job. Yet it is this type of job and this type of service and role that is of increasing importance in viewing conceptually the foreign affairs of this country. We in the ARA Front Office wanted someone to be doing exactly what Datus has done. Think, write and stimulate. In the past year, although Datus has not managed many resources he has indeed managed ideas extremely effectively. His papers and thoughtful analyses of our relations with Latin America have been a major factor in bringing Seventh Floor and other Bureau attention to the type of problems we face and the importance of these problems. The vitality and conceptual approach of his writing has been a great asset and drawn praise from our Ambassadors in the field and on at least two occasions from the Secretary of State -- in itself a very special and rare commendation.

I agree with Mr. Bloomfield's comment that Datus' writing can occasionally become colorful and abstract. But his metaphors communicate. His ability to project the often mundane but important realities of our relations with the Hemisphere into broader scope and to sit back and view with skepticism and perspective the problems we face have been a great tonic to the Bureau. I think his presence has been important for the whole image of the Bureau within the Department of State and the U.S. Government.

I like Mr. Proper. I worked with him closely on virtually all of his efforts over the past year. I find him a forceful and creative officer. He should be promoted this year.

DATE June 29, 1976 SIGNATURE OF REVIEWING OFFICER William H. Luers

VI. RATED OFFICER'S COMMENTS

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

With respect to the office, there is nothing to add to my comments in Part II. This has been a good assignment.

On my aspirations: nothing very complicated here either. I just want to get to the top of the Career Service as soon as I can. The route recommended by the rating officer on page 6 sounds right.

On training: by the end of this assignment, my last formal training will be ten years back. Reading and on-the-job training do not quite fill the gap. After this or the next assignment, therefore, I would welcome a year of senior training at a good university or the equivalent.

I acknowledge receipt of a copy of this report.

DATE July 2, 1976 SIGNATURE OF RATED OFFICER David P. Popper

VII. REVIEW PANEL STATEMENT

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

DATE OF APPROVAL _____ SIGNATURE OF PANEL CHAIRMAN _____

(with typed name, rank and title)

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U.S. DEPARTMENT OF STATE

OFFICER EVALUATION REPORT

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

TYPE OF REPORT *(check one)*

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

NAME OF OFFICER BEING RATED *(surname first)*	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
Datus C. Proper	FO-03	516-36-1726	Officer-In-Charge Policy Planning Secti

POST OR ORGANIZATION	PERIOD COVERED
Department ARA/PPC	July 18, 1976 - April 1, 1977

DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES

I. WORK REQUIREMENTS

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

Officer-In-Charge of the Policy Planning Section of the ARA Policy/Planning, Public and Congressional Relations Office. Supervises two officers and one secretary; draws regularly on the assistance of a third officer. Reports to the Office Director and often, in addition, works directly with the Deputy Assistant Secretaries on special projects.

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

This office often, but not always, functions as an extension of the ARA "front office." Four distinct and unusually diverse kinds of work are involved:

1) Special projects of high-level interest, which are usually assigned ad hoc by the Assistant Secretary or (more frequently) his deputies. Example: Sections of the recent Presidential Review Memorandum on basic Latin American policy issues. This involved producing a complete product, including its coordination through other agencies.

2) Structuring and management of the Bureau's formal planning/resource system. This is both a management and policy function.

3) Managing the Bureau's research needs and organizing contributions from outside scholars.

4) Devil's advocacy: looking for trouble in an existing policy or practice.

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on 12/30/76 *(date of original statement and of subsequent modification, if any)* and is on file at the post or office.

RATING OFFICER *(typed, surname first)*	REVIEWING OFFICER *(typed, surname first)*
BARNEBEY, Malcolm TITLE: Office Director GRADE: FSO-1	BRAY, Charles III TITLE: Dep. Asst. Secretary GRADE:

When completed on foreign service personnel, this is an efficiency report which shall be subject to inspectio only by those persons authorized by Sec. 612 of the Foreign Service Act of 1946, as amended

C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

Additional managerial responsibilities have been given to this position during this last year--in part due to the increased focusing of attention within the ARA bureau on functional rather than geographic office responsibilities. Mr. Proper now supervises two other officers and one secretary in the policy planning section of the office. Moreover, he has been called upon increasingly to "manage" inter-office and even inter-agency coordination of substantive policy matters. (E.g., see discussion of his role in preparation of the PRM on Latin American policy in III. C. 3.) Finally, Mr. Proper has been directly involved in instituting major changes in the ARA planning/resource system--revising and adjusting the bureau's CASP to the Department's new policy/resource decision-making needs.

II. STATEMENT BY RATED OFFICER

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

Last year I said that this was one of the most interesting jobs around. It has changed a lot, but the interest is still there. Few 0-3 jobs would provide more exposure to front office-type problems.

One reason why this job changes quickly is that a lot of it revolves around whatever is the hot item of the moment for the Assistant Secretary and his deputies. In early April, the heat happened to be on the President's first policy speech for Latin America. Before that, the pressure centered on an inter-agency review of policy options for the new Administration. Last year the problem was getting the hard choices to Secretary Kissinger in the way he wanted to see them. We have long managed roughly the same resources, but for different purposes. I see no problem in being a front-office overflow tank. They need one; I can use the experience.

Another part of the job is not so dependent on hot flashes. This involves managing our planning/resource cycle, our research program, and other long-term programs. But, as it happens, there have also been changes here. First, two good officers are now helping me. Finally,we have come up with a new project for guiding outside researchers into policy-relevant fields, while improving our academic relations in the bargain.

The office environment is still excellent. Whatever the ups and downs of ARA, it has become, as it claims, a remarkably open bureau. It is a good place to work, and so is this particular corner of it.

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RATED OFFICER *(Typed, surname first)*	SOCIAL SECURITY NUMBER
PROPER, Datus C.	516-36-1726

III. EVALUATION OF PERFORMANCE

A. GENERAL APPRAISAL *(check one)*

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

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

Mr. Proper has turned in first-rate performance in all of his managerial and policy planning assignments. He has provided effective leadership, counsel and training to his four-person staff, as witness their substantial output over the last year of high-quality policy papers and planning/resource documents dealing with U.S. policies and programs in Latin America.

"Management" of the foreign policy process is vital to the ARA bureau, and thus to its policy planning unit. Mr. Proper has worked hard--and successfully--to build and hold inter-agency consensus for foreign policy views which this bureau supports. He has chaired inter-agency staff-level meetings, for example, on human rights and illegal immigration--meetings leading to agreed views on these subjects for inclusion in the basic PRM for Latin American policy. He has also contributed to, and gained consensus for, transition options papers for the new Administration.

Mr. Proper's drafts of policy papers are invariably cogent and articulate. One such paper on human rights, done in mid-1976, was (and remains) one of the best analyses which I have seen on this subject. Mr. Proper has rightly considered his functions to include devil's advocacy, probing and testing the validity of current and proposed policies. His views, frequently contentious but always constructive, have been worth--and often have gotten--high-level attention.

Mr. Proper has skillfully handled policy briefings and public addresses (one of them in Mississippi substituting for Assistant Secretary Carter.) He helped organize a successful Department-academia colloquium to review our policies toward Central America. He also helped manage assignment of a number of the Department's research contracts with U.S. scholars, successfully arguing that research be related closely to our ongoing Latin America policy-making needs.

Mr. Proper also helped revise the ARA bureau's formal policy planning system, including the need to meet the new requirements for a zero-based budgeting system. He helped write some of the basic guidance to the field for this revised system--and once again his contribution has been outstanding with respect to the bureau's management of U.S. policies and resources directed toward Latin America.

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

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

Mr. Proper is as articulate a Foreign Service Officer--both orally and in written form--as I have ever had the pleasure of dealing with in my 25-year career. He thinks and speaks or writes fast, crisply, logically and persuasively. Even then Secretary Kissinger praised his ARA bureau trends reports, in one case penning on the report, "Excellent--Please pass my regards to the drafter." He has also handled public speaking engagements with ability and aplomb. His effectiveness in communication is unique; what else can I add?

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

Mr. Proper is cordial, smooth, and considerate in his business and personal dealings with others. He is well regarded and respected by his ARA bureau associates, as well as by his other official contacts. While my observance has necessarily been limited on this score, I believe Mr. Proper is equally effective in his representational capacity as well. He certainly is fair and unbiased in his office and personal relationships.

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

Mr. Proper has steadily and systematically molded his four-person section into an effective planning unit. He has provided leadership by dint of hard work and by example on his own part, and by an informal managerial style encouraging and eliciting his subordinates' best independent efforts.

A major accomplishment has been Mr. Proper's "management" of inter-agency consensus-building with respect to a number of policy documents--including transition papers, and option papers on human rights and illegal immigration as portions of the basic Latin American policy PRM recently considered at the cabinet level.

4. Effectiveness and Candor as a Rating Officer

Not observed

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

N/A

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RATED OFFICER *(Typed, surname first)*	SOCIAL SECURITY NUMBER
PROPER, Datus C.	516-36-1726

D. The quality of the work performance was X was not ____ reviewed with the rated officer during the course of the rating period. Dates of significant discussions: At least 2/3 times weekly Describe briefly the tenor of these discussions and the rated officer's response.

Mr. Proper and I discussed the workload of the office frequently, often on a daily basis. These discussions of our problems, opportunities, management matters, etc. were uniformly cordial and businesslike; and Mr. Proper's response to suggestions could not have been more forthcoming and constructive.

IV. EVALUATION OF POTENTIAL

A. Check one:

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

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

Mr. Proper is a highly intelligent, personable, and by now a broadly experienced officer. He has demonstrated his mastery of the written work, and of persuasive and logical oral presentations, in his present policy planning assignment. He has built up the abilities and cohesion of his four-person section, so as to obtain a consistent output of excellent policy and planning/resource documents which ably serve the ARA bureau's needs. His fine personal abilities, together with his growing success in handling difficult management tasks, rank him as an officer with great potential to take on increasingly heavier executive-level responsibilities.

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

Mr. Proper, as documented in this report, has demonstrated great strength in all important areas, and I have no important suggestions to make under this heading. Nonetheless, I suppose Mr. Proper could devote somewhat more attention to the "outreach" aspects of the work of this office (building contacts with Congressional and other public opinion leaders to discuss, and hopefully build a consensus in support of U.S. policies in Latin America). In the same vein Mr. Proper could usefully build upon more of the contacts he has made in the conferences, symposia, and other meetings in which he has participated--so as to get more "feedback" from academic and other leaders which would be of value to the ARA bureau as it makes its policy and resource decisions.

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

1) I understand Mr. Proper is interested in senior-level training. I believe he could profit from, and make a stimulating contribution to, any such training program. The purpose, of course, would be to help qualify Mr. Proper for higher-level managerial tasks in his future Foreign Service assignments.

2) Mr. Proper is fully qualified, I believe, to take on managerial positions during the next five years--say as chief of a large political section, or as DCM in a small to medium size post, or in executive assignments at an equivalent level of responsibility in the Department.

DATE 4/15/77 SIGNATURE OF RATING OFFICER [signature]

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RATED OFFICER (Typed, surname first)	SOCIAL SECURITY NUMBER
PROPER, Datus C.	516-36-1726

V. REVIEWING OFFICER'S STATEMENT

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

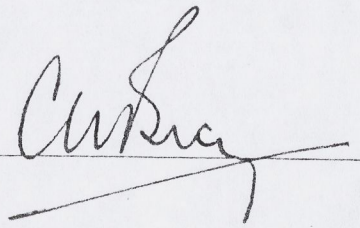
The Statement of Work Requirements and Priorities is accurate and relations between Mr. Proper and Mr. Barnebey were good. I am concerned, however, that while this evaluation documents what Mr. Proper "did" during the rating period, it is not evocative of what he "is" as an officer and a person.

Highest on my list of descriptives would be a reference to an unusually inquiring and challenging mind. Mr. Proper has the ability to look a problem smack in the eye and see it for what it is -- where most officers will see in a problem what they prefer to see. The result, in the six months I have been in ARA, has been a series of policy-relevant papers on subjects which most of the rest of us would have overlooked, papers which were extraordinarily refreshing, both for their insights and their language. Only one other officer in ARA is his equal in this respect, and the latter cannot match Mr. Proper's extraordinary gift for language. It is not easy to bring a foreign policy issue to life on the page, but I have yet to read a paper by Mr. Proper which, while analytically precise, was not also zesty. A memorandum to Secretary Kissinger began with the sentence: "Argentina is the world's wealthiest flop". It is little wonder that the Secretary paid close and congratulatory attention to our Monthly Trends reports; Mr. Proper wrote most of them.

A positive disposition, good presence, an inquiring mind and a fluent pen are the strongest suits Mr. Proper has had an opportunity to display in ARA. Mr. Proper is, unlike so many of us, an individual who sees life in terms of opportunities rather than problems. He wades in with enthusiasm, recognizes an insurmountable opportunity when he sees one, and then looks around for the next peak to climb. This is a refreshing characteristic.

As nearly as I can tell, at one remove, he has indeed managed his small section competently. He is utterly congenial and stimulating company, sympathetic to the interests and needs of others. But I cannot confidently determine the depth and strength of his executive capacities.

At this stage in his career, he needs to be put "in charge" of something and tested. The burden, in my mind, is on the system to prove that it can respond. If it does -- and if he does -- a much more complete picture of this officer will emerge.

DATE 6/1/77 SIGNATURE OF REVIEWING OFFICER 

VI. RATED OFFICER'S COMMENTS

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

My present job is covered in Part II.

My career aspirations are simple and shared by most colleagues. I want to do good work in useful jobs, progressing to the top of the Service as quickly as I am able. Achieving the goal is obviously tougher than defining it.

As to the best route, my rating and reviewing officers have recommended heavier executive-level responsibilities. This is also traditional and logical. I agree enthusiastically. But most readers of this report have probably read similar recommendations in others, and they will be aware that not many vast programs are open to 0-3s these days--not with a holding pattern of 0-2s and 0-1s. As an 0-4, I was an director of an office and liked the responsibility. Today, there are no 0-3 office directors in my bureau. My current job has compensated by offering a chance to manage policy decisions and a small program.

My reviewing officer says the burden is on the system to put me in charge of something bigger. I am grateful for the recommendation.

Over to you, System.

I acknowledge receipt of a copy of this report.

DATE June 13, 1977 SIGNATURE OF RATED OFFICER Peter R. Rogers

VII. REVIEW PANEL STATEMENT

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

DATE OF APPROVAL _____ SIGNATURE OF PANEL CHAIRMAN _____

(with typed name, rank and title)

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Charley,

At my suggestion, and on the advice of my guru, Dick stressed "management" in the attached report: management both of staff and of a foreign-policy product. Seems to be the in thing.

Charley Tanguy, on the other hand, stressed the policy angle of the job: writing & thinking. He gave me a good report, but I think his angle will not be as likely to impress the panel.

Seems to me that it is possible to do both policy and management, to the extent that one defines policy as managing an inter-agency consensus. I don't find this far-fetched, and evidently the inter-functional panels buy the argument. As you may know, my only hope for promotion is in the interfunctional panels. Only one officer of my grade ~~ex~~ got promoted last year from the straight "political" panel.

Datus

U.S. DEPARTMENT OF STATE

OFFICER EVALUATION REPORT

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

TYPE OF REPORT *(check one)*

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

NAME OF OFFICER BEING RATED *(surname first)*	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
Datus C. Proper	FO-03	516-36-1726	Officer-In-Charge Policy Planning Section

POST OR ORGANIZATION	PERIOD COVERED
Department ARA/PPC	July 18, 1976 - April 1, 1977

DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES

I. WORK REQUIREMENTS

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

Officer-In-Charge of the Policy Planning Section of the ARA Policy/Planning, Public and Congressional Relations Office. Supervises two officers and one secretary; draws regularly on the assistance of a third officer. Reports to the Office Director and often, in addition, works directly with the Deputy Assistant Secretaries on special projects.

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

This office often, but not always, functions as an extension of the ARA "front office." Four distinct and unusually diverse kinds of work are involved:

1) Special projects of high-level interest, which are usually assigned ad hoc by the Assistant Secretary or (more frequently) his deputies. Example: Sections of the recent Presidential Review Memorandum on basic Latin American policy issues. This involved producing a complete product, including its coordination through other agencies.

2) Structuring and management of the Bureau's formal planning/resource system. This is both a management and policy function.

3) Managing the Bureau's research needs and organizing contributions from outside scholars.

4) Devil's advocacy: looking for trouble in an existing policy or practice.

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on 12/30/76 *(date of original statement and of subsequent modification, if any)* and is on file at the post or office.

RATING OFFICER *(typed, surname first)*	REVIEWING OFFICER *(typed, surname first)*
BARNEBEY, Malcolm TITLE: Office Director GRADE: FSO-1	BRAY, Charles III TITLE: Dep. Asst. Secretary GRADE:

When completed on foreign service personnel, this is an efficiency report which shall be subject to inspection only by those persons authorized by Sec. 612 of the Foreign Service Act of 1946, as amended.

C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

Additional managerial responsibilities have been given to this position during this last year--in part due to the increased focusing of attention within the ARA bureau on functional rather than geographic office responsibilities. Mr. Proper now supervises two other officers and one secretary in the policy planning section of the office. Moreover, he has been called upon increasingly to "manage" inter-office and even inter-agency coordination of substantive policy matters. (E.g., see discussion of his role in preparation of the PRM on Latin American policy in III. C. 3.) Finally, Mr. Proper has been directly involved in instituting major changes in the ARA planning/resource system--revising and adjusting the bureau's CASP to the Department's new policy/resource decision-making needs.

II. STATEMENT BY RATED OFFICER

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

Last year I said that this was one of the most interesting jobs around. It has changed a lot, but the interest is still there. Few 0-3 jobs would provide more exposure to front office-type problems.

One reason why this job changes quickly is that a lot of it revolves around whatever is the hot item of the moment for the Assistant Secretary and his deputies. In early April, the heat happened to be on the President's first policy speech for Latin America. Before that, the pressure centered on an inter-agency review of policy options for the new Administration. Last year the problem was getting the hard choices to Secretary Kissinger in the way he wanted to see them. We have long managed roughly the same resources, but for different purposes. I see no problem in being a front-office overflow tank. They need one; I can use the experience.

Another part of the job is not so dependent on hot flashes. This involves managing our planning/resource cycle, our research program, and other long-term programs. But, as it happens, there have also been changes here. First, two good officers are now helping me. Finally,we have come up with a new project for guiding outside researchers into policy-relevant fields, while improving our academic relations in the bargain.

The office environment is still excellent. Whatever the ups and downs of ARA, it has become, as it claims, a remarkably open bureau. It is a good place to work, and so is this particular corner of it.

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RATED OFFICER *(Typed, surname first)*	SOCIAL SECURITY NUMBER
PROPER, Datus C.	516-36-1726

III. EVALUATION OF PERFORMANCE

A. GENERAL APPRAISAL *(check one)*

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

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

Mr. Proper has turned in first-rate performance in all of his managerial and policy planning assignments. He has provided effective leadership, counsel and training to his four-person staff, as witness their substantial output over the last year of high-quality policy papers and planning/resource documents dealing with U.S. policies and programs in Latin America.

"Management" of the foreign policy process is vital to the ARA bureau, and thus to its policy planning unit. Mr. Proper has worked hard--and successfully--to build and hold inter-agency consensus for foreign policy views which this bureau supports. He has chaired inter-agency staff-level meetings, for example, on human rights and illegal immigration--meetings leading to agreed views on these subjects for inclusion in the basic PRM for Latin American policy. He has also contributed to, and gained consensus for, transition options papers for the new Administration.

Mr. Proper's drafts of policy papers are invariably cogent and articulate. One such paper on human rights, done in mid-1976, was (and remains) one of the best analyses which I have seen on this subject. Mr. Proper has rightly considered his functions to include devil's advocacy, probing and testing the validity of current and proposed policies. His views, frequently contentious but always constructive, have been worth--and often have gotten--high-level attention.

Mr. Proper has skillfully handled policy briefings and public addresses (one of them in Mississippi substituting for Assistant Secretary Carter.) He helped organize a successful Department-academia colloquium to review our policies toward Central America. He also helped manage assignment of a number of the Department's research contracts with U.S. scholars, successfully arguing that research be related closely to our ongoing Latin America policy-making needs.

Mr. Proper also helped revise the ARA bureau's formal policy planning system, including the need to meet the new requirements for a zero-based budgeting system. He helped write some of the basic guidance to the field for this revised system--and once again his contribution has been outstanding with respect to the bureau's management of U.S. policies and resources directed toward Latin America.

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

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

Mr. Proper is as articulate a Foreign Service Officer--both orally and in written form--as I have ever had the pleasure of dealing with in my 25-year career. He thinks and speaks or writes fast, crisply, logically and persuasively. Even then Secretary Kissinger praised his ARA bureau trends reports, in one case penning on the report, "Excellent--Please pass my regards to the drafter." He has also handled public speaking engagements with ability and aplomb. His effectiveness in communication is unique; what else can I add?

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

Mr. Proper is cordial, smooth, and considerate in his business and personal dealings with others. He is well regarded and respected by his ARA bureau associates, as well as by his other official contacts. While my observance has necessarily been limited on this score, I believe Mr. Proper is equally effective in his representational capacity as well. He certainly is fair and unbiased in his office and personal relationships.

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

Mr. Proper has steadily and systematically molded his four-person section into an effective planning unit. He has provided leadership by dint of hard work and by example on his own part, and by an informal managerial style encouraging and eliciting his subordinates' best independent efforts.

A major accomplishment has been Mr. Proper's "management" of inter-agency consensus-building with respect to a number of policy documents--including transition papers, and option papers on human rights and illegal immigration as portions of the basic Latin American policy PRM recently considered at the cabinet level.

4. Effectiveness and Candor as a Rating Officer

Not observed

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

N/A

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RATED OFFICER *(Typed, surname first)*	SOCIAL SECURITY NUMBER
PROPER, Datus C.	516-36-1726

D. The quality of the work performance was X was not ____ reviewed with the rated officer during the course of the rating period. Dates of significant discussions: At least 2/3 times weekly Describe briefly the tenor of these discussions and the rated officer's response.

Mr. Proper and I discussed the workload of the office frequently, often on a daily basis. These discussions of our problems, opportunities, management matters, etc. were uniformly cordial and businesslike; and Mr. Proper's response to suggestions could not have been more forthcoming and constructive.

IV. EVALUATION OF POTENTIAL

A. Check one:

____ Officer lacks the potential to assume greater responsibility.

____ It is too soon to judge when the officer may be ready to assume a higher level of responsibility.

____ Officer may have the potential to assume greater responsibility after additional experience or training.

____ Officer has the potential to assume greater responsibility with additional training.

____ Officer has the potential to take on additional responsibility in his or her next assignment.

____ Officer is entirely capable of assuming greater responsibility as soon as the opportunity occurs.

____ Officer should be considered for advancement to positions of substantially greater responsibility.

X Officer is a prime candidate for rapid advancement to reflect the competence already established and demonstrated growth capacity.

____ Officer should be considered for rapid advancement to positions of much greater responsibility, with the expectation that he or she is destined for the highest levels of service.

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

Mr. Proper is a highly intelligent, personable, and by now a broadly experienced officer. He has demonstrated his mastery of the written work, and of persuasive and logical oral presentations, in his present policy planning assignment. He has built up the abilities and cohesion of his four-person section, so as to obtain a consistent output of excellent policy and planning/resource documents which ably serve the ARA bureau's needs. His fine personal abilities, together with his growing success in handling difficult management tasks, rank him as an officer with great potential to take on increasingly heavier executive-level responsibilities.

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

Mr. Proper, as documented in this report, has demonstrated great strength in all important areas, and I have no important suggestions to make under this heading. Nonetheless, I suppose Mr. Proper could devote somewhat more attention to the "outreach" aspects of the work of this office (building contacts with Congressional and other public opinion leaders to discuss, and hopefully build a consensus in support of U.S. policies in Latin America). In the same vein Mr. Proper could usefully build upon more of the contacts he has made in the conferences, symposia, and other meetings in which he has participated--so as to get more "feedback" from academic and other leaders which would be of value to the ARA bureau as it makes its policy and resource decisions.

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

1) I understand Mr. Proper is interested in senior-level training. I believe he could profit from, and make a stimulating contribution to, any such training program. The purpose, of course, would be to help qualify Mr. Proper for higher-level managerial tasks in his future Foreign Service assignments.

2) Mr. Proper is fully qualified, I believe, to take on managerial positions during the next five years--say as chief of a large political section, or as DCM in a small to medium size post, or in executive assignments at an equivalent level of responsibility in the Department.

DATE 4/18/77 SIGNATURE OF RATING OFFICER [signature]

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DEPARTMENT OF STATE
FOREIGN SERVICE OF THE UNITED STATES OF AMERICA

INSPECTOR'S EVALUATION REPORT

INSTRUCTIONS

Prepare in quadruplicate; Post/Office fill in boxes 1-6. This report should be discussed with, and a copy given, to the employee at post/office or if need be, forwarded by mail.

1. NAME OF OFFICER BEING RATED (surname first)	2. CLASS	3. SOCIAL SECURITY NO. (optional)	4. POST/OFFICE
PROPER, Datus C.	FO-03	516-36-1726	ARA/PPC

5. FUNCTIONAL TITLE	6. PERIOD COVERED
International Relations Officer - General	6/27/75 - 3/30/77

7. DATE REPORT RECEIVED IN PE	8. DATE RELEASED TO FILES

INSPECTOR'S COMMENTS

Comments on Supervisor's Report

June 25, 1975 - April 30, 1976: Bloomfield - Luers

The OER prepared by Mr. Proper's previous supervisor, who is now Ambassador to Ecuador, is comprehensive and objective. The work requirements statement contains general and specific goals that are realistic but demanding. The only discrepancy is that Mr. Proper had intermittent rather than continuing responsibility for restructuring the CASP system in ARA. But he definitely made an input. The focus of the evaluation is on Mr. Proper's special role as in-house conceptualizer and idea-fermenter for the whole Bureau. Mr. Proper also receives strong praise for his unusual drafting skills. Ambassador Bloomfield's highly favorable evaluation is fortified by an enthusiastic endorsement from Deputy Assistant Secretary Luers, who continues to work directly with Mr. Proper and has great esteem for Mr. Proper's professional talents. Based on my own findings I would say that Mr. Proper fully deserves the strong boost he received from his last OER.

Supplementary Comments

Having sifted through Mr. Proper's chron files covering the better part of a year, I conclude that he is as good as his reputation. I was struck by his facility to turn out serious policy papers on a great variety of subjects. Even though his service in Latin America is limited, and not very recent, he seems to be on top of all the major issues as well as many that fill in the background. His style is deft, thrusty, enlightened and enlightening. He has a nice sense of when to apply the light touch to a ponderous subject. His analytical ability and his capacity for "devil's advocate" thinking are first-rate. His critical judgment is sharp but balanced.

I was also struck by the extraordinary range of Mr. Proper's output: overview papers and other policy statements for his front office and the transition team, Trends Reports, talking points and briefing

9. INSPECTOR'S NAME	10. PERIOD OF INSPECTION	11. DATE OF THIS REPORT
Charles R. Tanguy	From 2/23/77 To 3/28/77	March 30, 1977

When completed on Foreign Service personnel, this is an efficiency report which shall be subject to inspection only by those persons authorized by Sec. 612 of the Foreign Service Act of 1946, as amended.

INSPECTOR'S COMMENTS (Continued)

papers for the Seventh Floor, letters and speech outlines for senior officials, ARA monthly reports and contributions to monthly letters to ARA ambassadors, operational telegrams, and comments on policy papers prepared by others. Moreover, Mr. Proper's grasp covers the economic and sociological as well as the political aspects of the issue -- another way of saying that he typically sees all sides of the issue.

Human rights is one of the issues on which Mr. Proper has become an acknowledged expert. His papers on this subject combine an understanding of basic American values with a sensitivity to the differing traditions and priorities of Latin Americans. From this imperfect interface come some important problems for American policy makers, and Mr. Proper has proposed courses of action which heed both principle and U.S. national interest.

Mr. Proper is as engaging in discussion of a policy matter as in his written presentation. His thinking is clear and untrammeled by an excess of conventional wisdom. He is a loyal team player but conceives that part of his job is to call some new signals from time to time. He is also willing and cooperative by nature, which helps to explain, along with his intellectual and drafting prowess, why he is frequently in demand by the ARA front office.

In addition to his secretary, Mr. Proper has one FSO-4 and one FSO-7 working directly for him and shares the services of an FSO-5 with the section chief of public and Congressional affairs. This supervisory relationship is a bit fluid, however, as the ARA front office tends to regard PPC as its staff office and will frequently give an assignment directly to a subordinate officer. In these circumstances the distinction between supervising and supervised officer tends to break down, and the supervisory scope of Mr. Proper's job, for one, is diminished. Nevertheless, Mr. Proper has provided ideas and stimulation to his subordinate responsible for managing the CASP procedure in ARA. He also effectively utilized his other subordinate in organizing and conducting an ARA colloquium with academic authorities on U.S. policy toward Central America.

In sum, Mr. Proper, like most FSO-3's, is supposed to perform as a player-manager. Because he plays his own position admirably and because his superiors tend to deal directly with his subordinates, his accomplishments have been mostly individual and secondarily managerial. Nevertheless, he has had substantial experience in inter-agency coordinating on key sections of major policy papers for which he has been responsible. His superiors say that he has performed well in

I acknowledge receipt of a copy of this report.

Date March 30, 1977 Signature of Rated Officer Dale L. Proper

Employee may comment on inspector's evaluation and give to inspector or forward in triplicate to the Inspector General.

orchestrating and harmonizing the intellectual efforts of these representatives of other offices and agencies.

Potential

In terms of intellectual ability, drafting skill, catalytic personality, and an integrated foreign relations philosophy; in short, in terms of what he has to offer the Foreign Service, Mr. Proper's career potential is great. Put differently, I see nothing in his makeup or current performance which would impede him from moving steadily to the top levels of the Foreign Service. On the positive side, only one thing is lacking (as Ambassador Bloomfield noted): demonstrated managerial ability. Mr. Proper points out that he had managerial responsibilities as director of a small public affairs office in ARA several years ago. Nevertheless, there appears to be a gap in his managerial experience which can only be filled if he is given program direction responsibility. One area of improvement suggested by Ambassador Bloomfield - better planning of Proper's time - quite possibly ties in to this need for Proper to have a more structured management role, to run his own shop.

I understand that Mr. Proper is under active consideration for senior training, possibly at a university, starting this summer or fall. There is no doubt that he is fully qualified for it and will benefit greatly from it because his thinking is as open as it is creative. Thus, I strongly endorse senior training. Following that, his next assignment should give him tough management responsibilities at a post where the substantive work is significant. Ideally, this would be as section chief of a political or combined political-military or political-economic section at a Class 2 embassy, or as DCM at a Class 3 or 4 embassy. Alternatively, he should have a new Departmental assignment in a different bureau where he will have several officers reporting to him. To offer him anything less would be short-changing the Foreign Service, as well as his own career prospects.

Charles R. Tanguy

Charles R. Tanguy

OFFICER EVALUATION REPORT

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

CHECK ONE BOX

[X] REGULAR REPORT [ ] PROBATIONARY REPORT

INTERIM REPORT

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[ ] DEPARTURE OF RATING OFFICER
[ ] CHANGE OF DUTY

NAME OF OFFICER BEING RATED	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
PROPER, Datus C.	FSO-4	516-36-1726	Political Officer

POST OR ORGANIZATION	DATE OF REPORT	PERIOD COVERED
Dublin, Ireland		06-16-1972 - 06-15-1973

DATE REPORT SUBMITTED TO DEPT.	DATE REPORT RECEIVED IN PE	DATE RECEIVED IN PER FILE SECTION
July 19, 1973		

RATING OFFICER		REVIEWING OFFICER	
SIGNATURE: John A. Sorenson	DATE: 7/3/73	SIGNATURE: Datus Moore	DATE: 7/5/73
TYPED NAME: Roger A. Sorenson		TYPED NAME: John D. J. Moore	
TYPED CLASS AND TITLE: O-2; Deputy Chief of Mission		TYPED CLASS AND TITLE: Ambassador	

A. OFFICER'S POSITION

The Political Officer works directly with and acts as adviser to both the DCM and Ambassador on all matters relating to political developments in Ireland and political relations between Ireland and the United States. His activities encompass (1) developing sources of information, (2) analyzing this information, (3) advising and formulating policy recommendations on the basis of these analyses, (4) reporting, (5) representing the United States in approaches to the Foreign Office, (6) influencing, and (7) negotiating.

Mr. Proper and I have discussed his work goals several times and have been in entire agreement: they flow logically from priorities worked out in the EUORPARA for Ireland. The first and most important of these priorities is to encourage Irish political stability through a reduction in the kind of political violence that has torn Ireland and created concern in the U.S. Mr. Proper's most important goal therefore has been to insure that Washington has the information it wants--quickly--on causes, trends, and possible solutions to problems associated with virtual civil war on this island.

The achievement of this goal depends upon a comprehensive grasp of the Irish situation, a good knowledge of Irish history and institutions, and an ability to apply rigorous political analysis to the situation. It also means having a wide range of good contacts running right across the entire spectrum of Irish society.

Because Dublin is a relatively small post, the political officer's position also includes covering a wide number of ancillary areas. These include: 1) labor, 2) youth, 3) science, 4) population, 5) UN affairs, 6) narcotics, 7) political-military affairs, 8) arms control and disarmament, 9) environment, and 10) protocol.

The professional skills required are a thorough knowledge and awareness of Irish history and politics, current events, structure and working of government--national and local--as well as a grounding in English and

(contd)

WHEN COMPLETED ON FOREIGN SERVICE PERSONNEL, THIS IS AN EFFICIENCY REPORT WHICH SHALL BE SUBJECT TO INSPECTION ONLY BY THOSE PERSONS AUTHORIZED BY SEC. 612 OF THE FOREIGN SERVICE ACT OF 1946, AS AMENDED.

B. EVALUATION OF PERFORMANCE

Rate the officer on each of the following aspects of performance. Each aspect is represented by a continuous scale. Record your rating by placing an (X) at the position on each scale which most accurately indicates the officer's performance during the rating period. Each rating must be followed by an explanatory statement which relates it to the job function and requirements as stated in A. Give supporting examples.

1. WORK PERFORMANCE

														X

Failed to meet some basic requirements. Met all important requirements. Outstanding in most requirements.

Mr. Proper's performance as the Embassy's Political Officer during this past year has been outstanding in every respect.

This has been a crucial period for Ireland. Following the institution of direct rule of Northern Ireland from London, this year has seen the presentation of the British Government's White Paper on settling the Irish question, the election of a new Assembly, and the British effort to avert the very real possibility of civil war. In the Republic, this year has seen a crackdown on the IRA, the end of the Lynch Government, and the election of a coalition government (the first in 16 years). This year has also seen Ireland join the EC. The foregoing is to sum up the very heavy volume of work which the Embassy's one-man political section, in the person of Mr. Proper, has had to take care of.

Mr. Proper has covered this wide range of activities thoroughly, with perception and understanding and with a special skill for analysis. Partly because of the very high volume of his reporting--often a couple of cables daily--the volume of the Embassy's telegraphic traffic over the past couple of years has more than doubled. Mr. Proper has kept in touch with end-users in the U.S. so that his material has been especially responsive to their needs. The comments that we get from Washington on the quality of his work are that it is the best. This means that Mr. Proper has had good sources of information, and on a number of occasions, he has been able to get unusual "scoops" on critical developments. On April 30, for example, he reported that the new government was planning to write a new Constitution with a view to Irish unity. The first leak to the press was on June 13.

Mr. Proper has taken a special interest in the Department's new policy studies. During the past year, the Embassy, in conjunction with the European Bureau, went through the process of preparing its first EUROPARA paper. On his own initiative, Mr. Proper did the initial draft though EUR instructions did not call for an Embassy contribution. It is greatly to his credit that the final document, after all of its Washington revisions, still retained a fair proportion of Mr. Proper's work in the final publication. I note also that Ireland has had a lot of attention for so small a country in Washington intelligence summaries, and many of these reflect very heavily the reporting and analyses of Mr. Proper. Of special significance to Washington have been a number of detailed, forward-looking interpretive cables on such things as the possibility of Irish unity, the projected long-term trends in Irish violence and the development of North/South links.

He and I get along well personally, but I would not want my remarks to be discounted in this light. It is worth noting a comment by the distinguished New York Times journalist C. L. Sulzberger, who has a reputation for blunt opinions on such matters. After spending an afternoon with Mr. Proper recently, Mr. Sulzberger called the Ambassador to say that he had been very impressed and had found Mr. Proper exceptionally able. This was given as a candid opinion, not a polite

(contd)

2. PERSONAL QUALITIES

												X		

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Mr. Proper is a self-starter who brings to his job a great deal of intelligence, sound analytical skills, and complete integrity. He is an excellent team member and both the Ambassador and I rely very heavily on him for independent judgment on questions regarding U.S.-Irish relations that really count. We frequently call him in on matters completely outside his area of organizational responsibility because we find that he always makes a valuable contribution.

Mr. Proper has taken care of by far the largest portion of our numerous Congressional visitors who were interested in becoming better acquainted with the Irish political scene. These people often ask to meet Irish political personages, sometimes including those associated with covert

(contd)

3. EFFECTIVENESS OF COMMUNICATION *(Discuss both a. and b. in supporting narrative)*

a. WRITTEN EXPRESSION

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

b. ORAL EXPRESSION

												X		

Mr. Proper is highly articulate; his writing is clear, concise and interesting with a journalistic style that I find refreshing in diplomatic cables. As I indicated in the section on his performance, he writes extensively and with great perception. End-users give him the highest marks for the quality of his work, and the Ambassador has depended upon him on numerous occasions to contribute to Ambassadorial speeches.

4. EFFECTIVENESS IN RELATIONS WITH OTHERS *(Discuss both a. and b. in supporting narrative)*

a. RELATIONS WITH AMERICANS

													X	

Failed to meet some requirements. | Met all important requirements. | Outstanding in most requirements.

b. RELATIONS WITH FOREIGNERS

												X		

Mr. Proper has many friends both in the Embassy and in the local community. He has a natural sympathy for people that makes him sensitive to their feelings and which helps him to establish an immediate rapport. He moves frequently with younger members of Irish society, and he has a knack for choosing the comers. They include civil servants in important positions who are on their way up, budding politicians and their staff aides, a number of professors from the universities, and labor leaders. I believe that Mr. Proper has very usefully brought the Embassy into contact with a range of younger people in all the foregoing areas in a way that has been highly desirable and very useful. I find that all of these contacts have a very high regard for Mr. Proper and

(contd

5. EXECUTIVE ABILITY

												N/A

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Because of the extraordinarily heavy workload Mr. Proper has been faced with, the recent election in Ireland, the British White Paper, and other developments, it has been necessary to get assistance for him through part-time help drawn from other sections of the Embassy. He therefore supervises the activities of a part-time American secretary and a part-time local employee. Although his operation is mostly a "one-man-show," he nevertheless demonstrates excellent ability to plan and organize his work. I think he has a special feel for what the real priorities are, and he always puts first things first. I have reviewed the efficiency reports that he prepares on the staff and I find him to be a most conscientious and careful rating officer who takes a great deal of time to do fair and meaningful reports.

6. SUMMARY COMMENTS

Mr. Proper is a superb political officer who has done a first class job in an important and demanding situation. He has worked hard and carefully to keep Washington fully informed of the dramatic and historic developments that have taken place on the Irish scene during the two years that he has been here. He is ambitious, and he is anxious to get to the top. Although our most important concerns in Ireland are not with the larger issues of East-West relations and global geopolitical considerations, during the two years that Mr. Proper has been here we have been concerned with a situation in the northern part of this island that has bordered on civil war. I think therefore that the nature of the problems with which Mr. Proper has been concerned, and his handling of them, has been such that he could be expected to perform with distinction in almost any political job anywhere. I feel very strongly, that on the basis of his performance, Mr. Proper should be promoted to FSO-3.

Mr. Proper is now 39 years old and has been in grade six years. We all know of the bottleneck in the political cone, but it must not be allowed to hold back our most able officers for so long. Mr. Proper will remain in his present position in Dublin for one more year, after which he will come up for reassignment. What happens in the next year, thus, will be crucial to his future development. He has already given the Service much

(continued)

C. DISCUSSION WITH RATED OFFICER

Mr. Proper and I confer almost daily on the immediate problems facing us, our long-range goals, the tactics we will use in achieving them and our success in applying these tactics. We have had specific discussions on the goals of the political section on at least two occasions; the first on September 19, 1972 and the second on January 24, 1973.

I always have very lively discussions with Mr. Proper--exchanges which I invariably enjoy and I think he does too. I find that he adapts himself readily to changes that are required, that he accepts new ideas easily so long as they are intelligent, and that he is willing to do whatever is necessary--notmatter how long the hours--to achieve what we have decided is worth achieving.

D. REVIEWING OFFICER'S STATEMENT

Datus C. Proper FSO-4
Dublin, Ireland

Officer's Position (continued)

Northern Ireland politics, both of which importantly affect Ireland. The political officer must be an expert on all phases of Irish life and culture and possess timely knowledge of the political, military, social and economic forces at work in the entire country. He must relate these to and understand U.S. objectives both in Ireland and abroad. He must be a keen observer with both analytical and drafting skill. He must be effective in his personal relations both with Americans and with foreigners.

Work Performance (continued)

gesture.

In addition to holding down the Embassy's political job, Mr. Proper acts as our labor, protocol, environmental, population, narcotics, biographic reporting and youth officer. This is a substantial load for a one-man section, but he does it all and he does it exceptionally well. The range of his activities frequently require that he make representations with Irish Government officials on a variety of subjects such as: 1) EC politics, 2) East-West negotiations (as in the CSCE), 3) control of drugs, 4) environmental problems, 5) extradition matters, etc. He is invariably an effective representative. Although Mr. Proper's assignment provides practically no opportunity to contribute to the trade promotion program, he is nevertheless very much aware of U.S. interests in this area and has made specific suggestions for promotion of U.S. trade and business objectives.

Personal Qualities (continued)

groups such as the Sinn Fein/IRA. We rely very heavily on Mr. Proper in these cases because we can depend upon him to handle what are sometimes delicate situations with tact and discretion. Congressmen have commented very favorably to the Ambassador.

Effectiveness in Relations with Others (continued)

he has been most effective in getting across to them an understanding appreciation of U.S. policies and issues.

Summary Comments (continued)

and has a great deal more to offer.

One of the disadvantages of his present job is that it has not given him adequate scope of program direction and I would most strongly urge that his next job have much more supervisory content.

Datus C. Proper
Dublin, Ireland

Rated Officer's Statement

I have received a copy of the report and discussed everything I wished with the rating officer. As indicated in the report, we have throughout the year had frequent, clear discussions on work goals.

Datus C. Proper

REVIEWING OFFICER'S STATEMENT

I have read very carefully the Officer Evaluation Report prepared by Mr. Sorenson on Mr. Proper. I work very closely with both officers. I see both of them almost daily and I have observed that they work well together in a spirit of complete cooperation to achieve the objectives of this Mission. I regard this report by Mr. Sorenson to be a fair and accurate statement of Mr. Proper's performance and a good judgement of his potential for growth in the Foreign Service.

As Mr. Sorenson has indicated in his review this has been a critical year in the history of this island. It has been especially important during the troubled period covered by this report to have in our Embassy a political officer with sound judgement, acumen and analytical ability. I handpicked Mr. Proper two years ago for this job from among several applicants and I did so because I judged then that he had not only these qualities but many more. After observing Mr. Proper on the job almost daily I believe that my original judgement has been in every sense vindicated. As an observer, reporter and analyst of the Irish political scene, I would say that there are none who would be superior to him. I have received first-hand reports from representatives of various agencies in Washington who use his reports. They are without exception enthusiastic about the excepp-ionally high quality of his work.

Mr. Proper has been especially useful to the Embassy in putting us more in touch with some of the younger leaders around Dublin. Many of these people, because of the crucial positions that they occupy as aides and advisers to some of Ireland's principal political figures, have been very fruitful sources of information to Mr. Proper. I find that he is always "on top" of the situation and the insights that he has given me from time to time into developments in the local scene have been most useful. I have also found him to be especially helpful in preparing speeches, a task which takes a great deal of time, but which he does very well.

There were two officers in this Embassy whom I felt very strongly should have been promoted last year. Mr. Proper was one of these and I agree completely with Mr. Sorenson that he is now at a crucial juncture in his career where he needs the right break and an onward assignment from Dublin that will permit him to show his potential. I think he thoroughly deserves a promotion for the exceptionally superior quality of the work he has done here at an especially important time and doubly so for the job he has done this last year. I strongly urge that the promotion board recognize his hard work in the only way that it can.

John D. J. Moore
Ambassador

Datus C. Proper
Dublin, Ireland

Rating Officer: R. A. Sorenson

REVIEW PANEL

Because of the relatively small size of the American complement in Dublin, it has been decided by the Ambassador not to employ a review panel. All of the officer evaluation reports on the Embassy's Foreign Service Officer, except the DCM, were prepared by the DCM and reviewed by the Ambassador with an aim to assuring that rating criteria are met and uniform standards applied.

Roger A. Sorenson
Deputy Chief of Mission

Department of State
FORM DS-4
1-3-55

TRANSMITTAL SLIP

CLASSIFICATION: UNCLASSIFIED

DATE: July 10, 1973

TO: Department of State

For the Attention of: PER/PE

FROM: American Embassy DUBLIN

TO THE FOREIGN SERVICE	TO THE DEPARTMENT
☐ For Transmittal to Addressee at the Discretion of Post	☐ Dept. Information Only
☐ Post Information Only	☐ CERP Publications
☐ Transmit to Foreign Office	☐ Enclosure to Previous Despatch
☐ Submit Report	☐ Reply to Dept. Request
☐ Reply to the Individual	

☐ Transmit to: ☐ Inform: *(U.S. Agency)*

REFERENCE

ITEMS/REMARKS

Attached is the Officer Evaluation Report (in duplicate) on Datus C. Proper, FSO-4, covering the period 6-16-72 to 6-15-73. Also attached (in duplicate) is a Rated Officer's Statement, a Reviewing Officer's Statement and a Review Panel Statement.

REGISTRY NUMBER
No. 1382893

IN REPLY REFER TO FILE NUMBER AND DRAFTING OFFICE

FILE NO.

SIGNATURE: Roger A. Sorenson

CLASSIFICATION: UNCLASSIFIED

OFFICE: Charge d'Affaires a.i.

OFFICER EVALUATION REPORT

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

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

NAME OF OFFICER BEING RATED	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
PROPER, Datus C.	FSO-4	516-36-1726	Political Officer

POST OR ORGANIZATION	DATE OF REPORT	PERIOD COVERED
Dublin, Ireland		06-16-1972 - 06-15-1973

DATE REPORT SUBMITTED TO DEPT.	DATE REPORT RECEIVED IN PE	DATE RECEIVED IN PER FILE SECTION
July 10, 1973		

RATING OFFICER		REVIEWING OFFICER	
SIGNATURE	DATE	SIGNATURE	DATE
[signature]	7/3/73	[signature]	7/5/73
TYPED NAME		TYPED NAME	
Roger A. Sorenson		John D. J. Moore	
TYPED CLASS AND TITLE		TYPED CLASS AND TITLE	
O-2; Deputy Chief of Mission		Ambassador	

A. OFFICER'S POSITION

The Political Officer works directly with and acts as adviser to both the DCM and Ambassador on all matters relating to political developments in Ireland and political relations between Ireland and the United States. His activities encompass (1) developing sources of information, (2) analyzing this information, (3) advising and formulating policy recommendations on the basis of these analyses, (4) reporting, (5) representing the United States in approaches to the Foreign Office, (6) influencing, and (7) negotiating.

Mr. Proper and I have discussed his work goals several times and have been in entire agreement: they flow logically from priorities worked out in the EUORPARA for Ireland. The first and most important of these priorities is to encourage Irish political stability through a reduction in the kind of political violence that has torn Ireland and created concern in the U.S. Mr. Proper's most important goal therefore has been to insure that Washington has the information it wants--quickly--on causes, trends, and possible solutions to problems associated with virtual civil war on this island.

The achievement of this goal depends upon a comprehensive grasp of the Irish situation, a good knowledge of Irish history and institutions, and an ability to apply rigorous political analysis to the situation. It also means having a wide range of good contacts running right across the entire spectrum of Irish society.

Because Dublin is a relatively small post, the political officer's position also includes covering a wide number of ancillary areas. These include: 1) labor, 2) youth, 3) science, 4) population, 5) UN affairs, 6) narcotics, 7) political-military affairs, 8) arms control and disarmament, 9) environment, and 10) protocol.

The professional skills required are a thorough knowledge and awareness of Irish history and politics, current events, structure and working of government--national and local--as well as a grounding in English and (cont'd)

WHEN COMPLETED ON FOREIGN SERVICE PERSONNEL, THIS IS AN EFFICIENCY REPORT WHICH SHALL BE SUBJECT TO INSPECTION ONLY BY THOSE PERSONS AUTHORIZED BY SEC. 612 OF THE FOREIGN SERVICE ACT OF 1946, AS AMENDED.

B. EVALUATION OF PERFORMANCE

Rate the officer on each of the following aspects of performance. Each aspect is represented by a continuous scale. Record your rating by placing an (X) at the position on each scale which most accurately indicates the officer's performance during the rating period. Each rating must be followed by an explanatory statement which relates it to the job function and requirements as stated in A. Give supporting examples.

1. WORK PERFORMANCE

														X

Failed to meet some basic requirements. — Met all important requirements. — Outstanding in most requirements.

Mr. Proper's performance as the Embassy's Political Officer during this past year has been outstanding in every respect.

This has been a crucial period for Ireland. Following the institution of direct rule of Northern Ireland from London, this year has seen the presentation of the British Government's White Paper on settling the Irish question, the election of a new Assembly, and the British effort to avert the very real possibility of civil war. In the Republic, this year has seen a crackdown on the IRA, the end of the Lynch Government, and the election of a coalition government (the first in 16 years). This year has also seen Ireland join the EC. The foregoing is to sum up the very heavy volume of work which the Embassy's one-man political section, in the person of Mr. Proper, has had to take care of.

Mr. Proper has covered this wide range of activities thoroughly, with perception and understanding and with a special skill for analysis. Partly because of the very high volume of his reporting--often a couple of cables daily--the volume of the Embassy's telegraphic traffic over the past couple of years has more than doubled. Mr. Proper has kept in touch with end-users in the U.S. so that his material has been especially responsive to their needs. The comments that we get from Washington on the quality of his work are that it is the best. This means that Mr. Proper has had good sources of information, and on a number of occasions, he has been able to get unusual "scoops" on critical developments. On April 30, for example, he reported that the new government was planning to write a new Constitution with a view to Irish unity. The first leak to the press was on June 13.

Mr. Proper has taken a special interest in the Department's new policy studies. During the past year, the Embassy, in conjunction with the European Bureau, went through the process of preparing its first EUROPARA paper. On his own initiative, Mr. Proper did the initial draft though EUR instructions did not call for an Embassy contribution. It is greatly to his credit that the final document, after all of its Washington revisions, still retained a fair proportion of Mr. Proper's work in the final publication. I note also that Ireland has had a lot of attention for so small a country in Washington intelligence summaries, and many of these reflect very heavily the reporting and analyses of Mr. Proper. Of special significance to Washington have been a number of detailed, forward-looking interpretive cables on such things as the possibility of Irish unity, the projected long-term trends in Irish violence and the development of North/South links.

He and I get along well personally, but I would not want my remarks to be discounted in this light. It is worth noting a comment by the distinguished New York Times journalist C. L. Sulzberger, who has a reputation for blunt opinions on such matters. After spending an afternoon with Mr. Proper recently, Mr. Sulzberger called the Ambassador to say that he had been very impressed and had found Mr. Proper exceptionally able. This was given as a candid opinion, not a polite

(contd)

2. PERSONAL QUALITIES

												X		

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

Mr. Proper is a self-starter who brings to his job a great deal of intelligence, sound analytical skills, and complete integrity. He is an excellent team member and both the Ambassador and I rely very heavily on him for independent judgment on questions regarding U.S.-Irish relations that really count. We frequently call him in on matters completely outside his area of organizational responsibility because we find that he always makes a valuable contribution.

Mr. Proper has taken care of by far the largest portion of our numerous Congressional visitors who were interested in becoming better acquainted with the Irish political scene. These people often ask to meet Irish political personages, sometimes including those associated with covert

(contd)

3. EFFECTIVENESS OF COMMUNICATION *(Discuss both a. and b. in supporting narrative)*

a. WRITTEN EXPRESSION

													X	

Failed to meet some basic requirements. | Met all important requirements. | Outstanding in most requirements.

b. ORAL EXPRESSION

												X		

Mr. Proper is highly articulate; his writing is clear, concise and interesting with a journalistic style that I find refreshing in diplomatic cables. As I indicated in the section on his performance, he writes extensively and with great perception. End-users give him the highest marks for the quality of his work, and the Ambassador has depended upon him on numerous occasions to contribute to Ambassadorial speeches.

4. EFFECTIVENESS IN RELATIONS WITH OTHERS *(Discuss both a. and b. in supporting narrative)*

a. RELATIONS WITH AMERICANS

													X	

Failed to meet some requirements. | Met all important requirements. | Outstanding in most requirements.

b. RELATIONS WITH FOREIGNERS

												X		

Mr. Proper has many friends both in the Embassy and in the local community. He has a natural sympathy for people that makes him sensitive to their feelings and which helps him to establish an immediate rapport. He moves frequently with younger members of Irish society, and he has a knack for choosing the comers. They include civil servants in important positions who are on their way up, budding politicians and their staff aides, a number of professors from the universities, and labor leaders. I believe that Mr. Proper has very usefully brought the Embassy into contact with a range of younger people in all the foregoing areas in a way that has been highly desirable and very useful. I find that all of these contacts have a very high regard for Mr. Proper and

(conta)

5. EXECUTIVE ABILITY

													N/A	

Failed to meet some basic requirements. Met all important requirements. Outstanding in most requirements.

Because of the extraordinarily heavy workload Mr. Proper has been faced with, the recent election in Ireland, the British White Paper, and other developments, it has been necessary to get assistance for him through part-time help drawn from other sections of the Embassy. He therefore supervises the activities of a part-time American secretary and a part-time local employee. Although his operation is mostly a "one-man-show," he nevertheless demonstrates excellent ability to plan and organize his work. I think he has a special feel for what the real priorities are, and he always puts first things first. I have reviewed the efficiency reports that he prepares on the staff and I find him to be a most conscientious and careful rating officer who takes a great deal of time to do fair and meaningful reports.

6. SUMMARY COMMENTS

Mr. Proper is a superb political officer who has done a first class job in an important and demanding situation. He has worked hard and carefully to keep Washington fully informed of the dramatic and historic developments that have taken place on the Irish scene during the two years that he has been here. He is ambitious, and he is anxious to get to the top. Although our most important concerns in Ireland are not with the larger issues of East-West relations and global geopolitical considerations, during the two years that Mr. Proper has been here we have been concerned with a situation in the northern part of this island that has bordered on civil war. I think therefore that the nature of the problems with which Mr. Proper has been concerned, and his handling of them, has been such that he could be expected to perform with distinction in almost any political job anywhere. I feel very strongly, that on the basis of his performance, Mr. Proper should be promoted to FSO-3.

Mr. Proper is now 39 years old and has been in grade six years. We all know of the bottleneck in the political cone, but it must not be allowed to hold back our most able officers for so long. Mr. Proper will remain in his present position in Dublin for one more year, after which he will come up for reassignment. What happens in the next year, thus, will be crucial to his future development. He has already given the Service much

(continued)

C. DISCUSSION WITH RATED OFFICER

Mr. Proper and I confer almost daily on the immediate problems facing us, our long-range goals, the tactics we will use in achieving them and our success in applying these tactics. We have had specific discussions on the goals of the political section on at least two occasions; the first on September 19, 1972 and the second on January 24, 1973.

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D. REVIEWING OFFICER'S STATEMENT

Datus C. Proper FSO-4
Dublin, Ireland

Officer's Position (continued)

Northern Ireland politics, both of which importantly affect Ireland. The political officer must be an expert on all phases of Irish life and culture and possess timely knowledge of the political, military, social and economic forces at work in the entire country. He must relate these to and understand U.S. objectives both in Ireland and abroad. He must be a keen observer with both analytical and drafting skill. He must be effective in his personal relations both with Americans and with foreigners.

Datus C. Proper FSO-4
Dublin, Ireland

Work Performance (continued)

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Personal Qualities (continued)

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Summary Comments (continued)

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Datus C. Proper
Dublin, Ireland

Rated Officer's Statement

I have received a copy of the report and discussed everything I wished with the rating officer. As indicated in the report, we have throughout the year had frequent, clear discussions on work goals.

Datus C. Proper

Datus C. Proper

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John D. J. Moore
Ambassador

Datus C. Proper
Dublin, Ireland

Rating Officer: R. A. Sorenson

REVIEW PANEL

Because of the relatively small size of the American complement in Dublin, it has been decided by the Ambassador not to employ a review panel. All of the officer evaluation reports on the Embassy's Foreign Service Officer, except the DCM, were prepared by the DCM and reviewed by the Ambassador with an aim to assuring that rating criteria are met and uniform standards applied.

Roger A. Sorenson
Deputy Chief of Mission

U.S. DEPARTMENT OF STATE

OFFICER EVALUATION REPORT

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

TYPE OF REPORT *(check one)*

- ○ Probationary
- (X) Regular
- ○ Interim, Change of Duties
- ○ Interim, Departure of Rated Officer
- ○ Interim, Departure of Rating Officer

NAME OF OFFICER BEING RATED *(surname first)*	CLASS	SOCIAL SECURITY NO.	FUNCTIONAL TITLE
PROPER, DATUS C.	FSO-4	516 36 1726	Political Officer

POST OR ORGANIZATION	PERIOD COVERED
DUBLIN, IRELAND	06-16-1973 to 06-15-1974

DATE REPORT SUBMITTED TO PER/PCE/PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES
07-12-1974		

I. WORK REQUIREMENTS

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

The Political Officer is the sole American officer in the political section with supervisory responsibility for one American secretary. Along with four other section chiefs and the Embassy Attaches, he works directly under the DCM and the Ambassador.

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

The Political Officer works directly with the DCM and Ambassador on all matters relating to political developments in Ireland and political relations between Ireland and the United States. Since the Embassy is small and busy, he also has responsibility in a number of other fields, some of which (like labor) are time-consuming. In the strictly political area, his activities take in the full range of foreign service work: developing sources of information, analyzing this information, advising and formulating policy recommendations on the basis of the analyses, reporting, representing the United States in approaches to the Irish Government, influencing, and negotiating.

Following are the Political Officer's specific goals which were mutually agreed upon in the beginning of the rating period. They are in the order of priority:

1) maintain a thorough knowledge of the Irish political situation, with top priority to the Northern Ireland question and Irish positions within the European Community.

2) maintain a reporting program aimed at giving Washington the information that it wants -- quickly -- on these political developments.

3) give special attention to important one-time projects, such as law of the seas, negotiation of an extradition treaty, and so on.

4) cover ancillary areas, which include: labor, youth, science, population, UN affairs, narcotics, political and military affairs, arms control and disarmament, environment, and protocol.

5) Maintain an overall understanding of economic developments in order to backstop the Embassy's Economic Officer (which is often necessary).

RATING OFFICER *(typed, surname first)*	REVIEWING OFFICER *(typed, surname first)*
Sorenson, Roger A.	Moore, John D. J.

C. SPECIAL CIRCUMSTANCES INFLUENCING THE WORK PROGRAM

Irish entry into the EC on January 1, 1973, added a major new task. In addition, the Northern Ireland situation remained hot. Total volume of work has approximately doubled in the past few years and must be considered unusually heavy. Because of the small size of Embassy Dublin, the Political Officer is required to cover the entire range of political affairs and problems that arise with Ireland, both as an individual country and as a member of the European Community. These matters are handled by much larger staffs in other Embassies, so that the Political Officer in Dublin must be especially versatile, with a broad grasp of political issues covering the entire gamut of our interests and relations.

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

The job has been active, with two leading issues -- political violence and US/EC relations -- plus a substantial volume of other work that is necessary but less important. I am the only political officer at the Embassy and have no local assistant for such tasks as research and biographic reporting. My last Inspector found this an unusual situation. There has been nothing quite like it in my own experience, but both the work and the office environment have been enjoyable. The problem has been to avoid getting stuck behind the desk meeting Washington requirements that are pressing but low-priority. The only solution seems to be a set of clear priorities, so that enough time is always available for making contacts and doing analytical work on the leading issues. Fortunately, the DCM and I agreed on priorities as soon as I arrived at the post and were able to spend all of our time working out problems of substance rather than procedure. It has been a good way to do business.

SIGNATURES:

RATED OFFICER _____ DATE 7/10/74

RATING OFFICER _____ DATE July 2, 1974

REVIEWING OFFICER _____ DATE July 9 1974

For binding —
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II. EVALUATION OF PERFORMANCE

A. GENERAL APPRAISAL *(check one)*

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

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

With more people killed in the Dublin bombings than in the Lod airport massacre, with Northern Ireland in danger of civil war, with the Irish Republic as the only EC country not also a member of NATO and determined to stay that way, Dublin has become one of the most exciting, busy posts in Europe. For Dublin's sole political officer it has been a year to remember. And he has done the kind of job that none of us will forget.

Primarily, any assessment of Datus Proper's work must focus on his handling of two priority issues: the Irish "troubles" and US/EC relations. In Ireland, both violence and related political troubles hit new peaks. Paradoxically, both civil war and a political solution got nearer than ever. Datus handled this situation by a series of brilliant interpretive and analytical reports. Washington end-users have personally expressed appreciation for these analyses and I have observed that a high proportion of Datus' material appears in their intelligence publications.

More than this, Datus argued forcefully that Washington should take positive steps to reduce violence in Ireland by attacking, in whatever ways it could, IRA fund-raising in the United States. As a result of his initiatives, a series of inter-agency meetings were held in Washington on the question. Steps taken as a result of these and related discussions include a decision to refuse visas to IRA fund-raisers and a parallel move to have the FBI investigate State-side IRA fund-raising organizations. The important thing is that Datus did more than just report facts and interpret them; he thought of how developments affected U.S.interests and he thought and pressed for courses of action to protect these interests.

On US/EC relations, the problems in Dublin were unusual for a European post. In discussions on an Atlantic Declaration, the Irish not only rejected our positions, but appeared startled that we should press initiatives at a time when they thought the EC should be left alone to sort out its identity. Part of the problem was that the Irish were new to big league thinking; more importantly, their non-membership in NATO, their historic antipathy for the U.K. and the economic benefits they sought from the CAP caused them to ally themselves with the French.

Datus played an important role in explaining and pushing the U.S. position during critical discussions concerning the Year of Europe exercise, the effort to agree on an Atlantic Declaration and the Washington Energy Conference. Much of what we did here was damage-limiting, but we know the Irish accepted some of our points. They have had second thoughts about their support for French positions, and they are certainly more helpful now than six months ago. For whatever diplomatic success was achieved -- and I think it was considerable -- Datus shares a major part of the credit.

In summing up Datus' performance, he has confronted with insight, imagination and courage a considerable range of hard political issues where American interests were at stake. His reports have been brilliant, and the Ambassador and I have recommended him for the Director General's Reporting Award. If ever there were a situation where a promotion is deserved, this is it. I ask the Board to recognize real worth and make Datus Proper an FSO-3.

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

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

Datus writes in an easy, flowing journalistic style that makes it a pleasure to read his reports. It comes naturally; he is a published writer of several sporting articles and is currently working on a book in his spare time. As I have already mentioned, so outstanding has been the quality of his political reports that the Ambassador and I have nominated Datus for the Director General's Award for Reporting, and I urge the Board to read a copy of our nomination in order to appreciate the full scope of Datus' activities in Dublin. Datus speaks as he writes: with hones simplicity. It makes him terribly appealing and devastatingly persuasive.

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

Datus has many friends. Everyone who knows him likes him. In dealing with people, he is without guile. His approach to others is always direct and honest, which he is. There is nobody in the Embassy with whom I have debated more than Datus, and there is nobody who has changed my thinking more than Datus. He is above all intellectually honest, even when it would perhaps benefit him not to be so. This is another reason I feel strongly he should be promoted: courage and honesty in personal relationships ought to pay off.

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

Datus directs the activities of an American secretary who answers his phone, clips his newspapers, types his reports, does his filing, and otherwise backstops his many activities. In my judgment, he draws the maximum out of those who work for him.

4. Effectiveness and Candor as a Rating Officer

I have read the effeciency reports that Datus has prepared on his secretary. They are without exception fair, balanced and candid assessments.

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U.S. DEPARTMENT OF STATE

OFFICER EVALUATION REPORT

(continuation sheet)

NAME OF OFFICER BEING RATED	RATING OFFICER	REVIEWING OFFICER
PROPER, DATUS C.	SORENSON, ROGER A.	MOORE, JOHN D. J.

III. EVALUATION OF POTENTIAL

A. RANK IN CLASS

Marginal	Good	Excellent to Outstanding				
					X	
Lower 25%	Middle 50%	Top: 25%	20%	15%	10%	5%

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

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

WHEN COMPLETED ON FOREIGN SERVICE PERSONNEL, THIS IS AN EFFICIENCY REPORT WHICH SHALL BE SUBJECT TO INSPECTION ONLY BY THOSE PERSONS AUTHORIZED BY SEC. 612 OF THE FOREIGN SERVICE ACT OF 1946, AS AMENDED.

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

Datus is a superb political officer. He is, first of all, completely absorbed in the question of policy and the real nature of U.S.interests in any given situation. He is a brilliant analyst, and his cables are full of the kind of interpretive comment the Secretary has asked for. Moreover, he is able to look ahead, project alternative courses of action and estimate their effects. He is an idea man in the sense that he searches for various ways to achieve objectives. Finally, he has intellectual courage in pushing his position or conclusions at which he has arrived. It was primarily through Datus' effort that the Embassy and Washington have been moved to a more active role in countering IRA fund-raising activities. Thus the qualities that most characterize Datus, I think, are those which must also rate very high if U.S.policy is to be action-oriented.

Selecting those qualities least characteristic of Datus, on the other hand, was much more difficult and I emphasize the relativity in my choices. To the extent that he is less thorough than he might be, it is only in the sense that he is usually too conscious of the big picture to worry unduly over insignificant details. I would insist,too,that Datus is an extremely courteous and tactful person,but it would not deter him from pressing an opponent or from very frankly explaining U.S.interests in situations where candor was called for. On the matter of judgment, I am not referring to any weakness in forming accurate perceptions,because Datus would get exceptionally high marks in this area. What I am referring to is a feeling for when to back away from the ideal to the workable. In summary, I think that Datus has contributed invaluably to the work and effectiveness of the Embassy. Considering his exceptionally fine qualities,his experience and the high caliber of his performance, I have no hesitation in placing him in the upper 10% of all officers in his class(which is the highest rating I have given any of several officers I have rated). Based on these considerations, I urge that this very talented officer be promoted this year.

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

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

What specific position do you recommend for this officer as his or her next assignment?
What position(s) do you believe he or she will be qualified to fill in five years?

Datus' assignment, at the request of the Ambassador, has been extended for one additional year to the summer of 1975. At that time, it would be my recommendation that he be assigned either to the Department or to a larger Embassy with responsibility for program direction in a policy-oriented position. In five years, I think he would be ready for over-all supervisory responsibility.

DATE July 2, 1974

SIGNATURE OF RATING OFFICER /s/ Roger A. Sorenson
(with typed name, rank, and title)
Roger A. Sorenson, O-2
Deputy Chief of Mission

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V. REVIEWING OFFICER'S STATEMENT

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

(A) I meet with both the Rated and Rating Officers almost daily, and on some days several times. The relationship is friendly, frank, and distinguished by mutual respect and high professionalism. The Rated Officer serves directly as an adviser to me on political matters so that I have had a full and rewarding opportunity over the past three years to observe his performance first-hand.

(B) I have read very carefully through this Officer Evaluation Report and consider it highly perceptive, and a fair and balanced assessment of the Rated Officer, whom I regard as an extremely valuable member of my staff, and an officer of true talent. This Embassy has been particularly fortunate in having him at our side during this era of Irish history.

(C) This past year has been the most critical period in the history of this island during which communal tensions and strife have grown more violent than at any time since the civil war. Throughout this period, Mr. Proper has displayed great perception and insight in following the complex strands that interweave to make up the confusing pattern of Irish political life. This has been a period when the Irish problem, because of our ethnic and cultural ties, has been very much in the forethoughts of the American people and the American Congress. If the situation continues to degenerate, the situation in Northern Ireland could well have a direct impact on vital American interests if Britain were forced to divert NATO troops or if the Irish Republic should request UN intervention. Mr. Proper has dealt with all of this by keeping Washington fully informed in a series of brilliant, highly analytical, interpretive and thought-provoking reports. Because of Mr. Proper's superb contribution in this area, we recommended him this year for the Director General's Reporting Award. I have asked the Director General to place a copy of our nomination in Mr. Proper's personnel file, and I urge the members of the Board to read this document as a more detailed statement of the exceptional job we feel he has done in an extremely difficult and tense situation in Ireland over this past year. Most emphatically, I join with Mr. Sorenson in requesting the Board to promote Mr. Proper this year because I feel strongly that nothing less will adequately recognize the thoroughly outstanding job that he has done.

(D) In concur in Mr. Sorenson's high estimation of Mr. Proper's potential. I personally interviewed several officers in the Department before choosing Mr. Proper for the position that he now has. Mr. Proper has lived up to my high expectations in every regard -- actually, he has exceeded them. He does indeed have a keen sense of policy orientation, and I would urgently recommend that his next assignment enable him to use his talents in this field in a way that would also give him responsibility for program direction.

DATE July 9, 1974

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

John D. J. Moore
Ambassador

V. REVIEW PANEL'S STATEMENT

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

Because of the small size of the Embassy in Dublin, all efficiency reports on American Officers are either prepared or reviewed by the Ambassador and/or Deputy Chief of Mission. The Ambassador has decided, therefore, that a review panel statement would not be desirable in this situation.

DATE OF APPROVAL July 10, 1974 SIGNATURE OF PANEL CHAIRMAN *(with typed name, rank, and title)* Roger A. Sorenson, O-2
Deputy Chief of Mission

VI. RATED OFFICER'S COMMENTS

During the period under review the rating officer discussed the work requirements and my performance with me as follows: whenever the occasion arose. We have had a clear understanding on work priorities, and we have been in complete agreement on them.

Other comments: The Rating Officer and I agreed on what we needed to agree on -- the technical work requirements -- and felt free to argue constructively on the substantive issues. There were plenty of them. The leading example was United States public and Congressional support for Irish terrorists. The Irish Government was very concerned, and we tried to help. We sometimes drew Congressional criticism, though more Congressmen have now come to understand the horrors they were abetting. In a case like this, the Embassy naturally had to make sensitive decisions, balancing the ideal against the achievable. I argued for the strongest possible measures (and still do), but I did not have to take the heat from Congress and the DCM did. In the end, our joint recommendations were the better because we could debate our differences freely. This is how the Foreign Service ought to run, and I want to give the DCM the credit he deserves. An office where the employees can agree to disagree, and can face all the hard issues honestly, has to be a good office.

I acknowledge receipt of a copy of this report.

DATE July 10, 1974 SIGNATURE OF RATED OFFICER *(with typed name and rank)* Dale L. Pfeffer

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DEPARTMENT OF STATE
FOREIGN SERVICE OF THE UNITED STATES OF AMERICA

INSPECTOR'S EVALUATION REPORT

INSTRUCTIONS

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

1. NAME (Last) (First) (Middle)	2. CLASS	3. DATE OF BIRTH	4. POST
PROPER DATUS C.	FSO-4	04/18/34	Dublin, Ireland

5. POST'S FUNCTIONAL OR ORGANIZATIONAL TITLE	6. SOCIAL SECURITY NUMBER
Political Officer	516-36-1726

7. ARRIVED AT POST	8. ELIGIBLE FOR HOME LEAVE	9. ENTERED FOREIGN SERVICE	10. LAST PROMOTED
07/22/71	07/22/73	10/56	4/67

INSPECTOR'S COMMENTS

I have read the evaluations of Mr. Proper prepared by DCM Sorenson for the years 1971-72, 1972-73 and 1973-74. I fully concur with Mr. Sorenson's high regard for Mr. Proper and believe he has done a thorough and honest job of setting forth in detail the excellent work Mr. Proper has done here.

Additional Comments. I have known Mr. Proper for nearly ten years. We both served in the Office of United Nations Political Affairs and I knew him then as a personable and cooperative colleague and a highly effective officer. It was toward the end of his tour of duty in United Nations Political Affairs in 1967 that Mr. Proper received his promotion to FSO-4.

I am completely at a loss to understand how this fine officer has been passed over for promotion since 1967. In character and personality he represents in every way what a Foreign Service officer should be: intelligent, friendly, honest, reliable, outgoing, articulate, poised. His work here has been excellent. He has a sharp political mind, keen analytical ability, a clear and concise political reporting style.

I can only assume that, despite Mr. Sorenson's best efforts, promotion boards have not grasped the importance of political events in Ireland and their significance and potential problems for the United States; also that they have underestimated the difficulties of covering the complex, capricious and often baffling political by-play in this country. Watching the Irish political mind at work is a fascinating and indeed delightful experience, but it can also be maddening for a rational American mind to try to make sense of it. I think Mr. Proper has succeeded admirably in this -- as in all other -- aspects of his assignment here.

I strongly urge that the Promotion Board meeting this year correct the oversights of previous boards and promote Mr. Proper to FSO-3.

Stephen J. Campbell

11. INSPECTOR'S NAME	12. PERIOD OF INSPECTION	13. DATE OF THIS REPORT
Stephen J. Campbell	FROM 7/10/74 TO 7/20/74	7/19/74
		14. DATE RECEIVED IN PER/PE

FORM 2-73 DS-917

When completed on Foreign Service personnel, this is an efficiency report which shall be subject to inspection only by those persons authorized by Sec. 612 of the Foreign Service Act of 1946, as amended.

INSPECTOR'S COMMENTS (Continued)

XH - my DCP's copy

U.S. FOREIGN SERVICE EMPLOYEE EVALUATION REPORT

NAME OF EMPLOYEE BEING RATED *(surname first)*: PROPER, Datus C.

TYPE OF REPORT: _____ Regular _____ Other *(Specify; e.g., change of duties, rater)*

GRADE: OC-L2 | SOCIAL SECURITY NO.: 516-36-1726

FUNCTIONAL TITLE: Political Counselor

POST OR ORGANIZATION: Lisbon, Portugal

PERIOD COVERED: From April 16/1981 To April 15/1982

RATER *(type name)*: Edward M. Rowell
TITLE: DCM GRADE: MC-L5

REVIEWER *(type name)*: Amb Bloomfield
TITLE: Chief Mission GRADE: CM-C2

I. EMPLOYEE'S JOB

State briefly where the position fits in the staffing pattern and the number and type of employees supervised.

The Political Counselor directs a section comprised of six American officers and three American secretaries. He reports directly to the Ambassador and DCM, and when either of those two is absent he is Acting DCM.

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.

Continuing: As a manager, meet the Mission's planning and operational objectives by working through others. Assure policy consistency among all sections, including AID, Agriculture, MAAG, DAO, and ICA. Be ready at all times to be Acting DCM. Make sure there are no avoidable surprises in political events or substantive operations affecting significant U.S. interests.

Specific:

-- Manage the Mission as Acting DCM when called upon.
-- Develop U.S. positions for base-rights negotiations.
-- Formulate policy and procedures for protecting other critical U.S. security interests.
-- Track and report on Portuguese political instability.
-- Formulate the Ambassador's policy proposals to the new U.S. Administration; outline his key presentations to the Portuguese government and public.
-- Know other sections'/agencies' operations well and command their directors' respect and responsivenes.
-- Coach the relatively junior political section to high productivity and morale.

B. Describe any special circumstances influencing the work program.

Throughout the year we had to deal with continuing Portuguese political instability complicated by constitutional revision; major base rights problems without the flexibility or resources that will be available in full, formal negotiations this coming year; and U.S.-supported entry into NATO by Spain, which the Portuguese perceive as a significant threat to their interests.

C. These performance requirements were established by the rater, reviewer, and employee on: May 29, 1981

FORM DST-995
June 1980

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

_X_ 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.)*

Datus Proper has done an outstanding job in:
--Helping the Ambassador and me to manage our base rights and organize our negotiations.
--Managing the Mission as Acting DCM and briefly as Charge.
--Developing his subordinates.
--Reporting on host country crises that have affected U.S. interests, and recommending and implementing appropriate policies.

On base rights Datus took the lead in developing our basic approach,bringing along key Portuguese officials, laying out the issues, and drafting the Ambassador's major presentations. The products were outstanding. Washington reacted very favorably. And the Portuguese remained positive toward us despite new global policies in Washington that frustrated them on many matters.

Datus was Acting DCM for about four months. He easily controlled overall Mission operations, keeping our activities timely and on target. He could take on these added duties partly because he has developed his own section so that it can work well for extended periods without detailed supervision. While he was Acting DCM, Datus managed the preparations for a very successful working visit by our Secretary of Defense. Later, as Charge, Datus dealt with Portugal's touchy Foreign Minister on the U.S. air controllers' strike -- a field outside a Political Counselor's normal responsibilities.

One of Datus' greatest strengths is in developing subordinates and working through them. He starts every day with a brief meeting in which his section (including at least one secretary) decides the day's tasks and thrashes out the meaning of events for American interests. The reporting that results is timely and analytical. It has attracted praise throughout the wide military and civilian circuit that receives it. We have been flattered by very demanding senior officers in Class I Missions in Western Europe who have taken time to write me praising the quality, conciseness and readability of the reporting produced under Datus' supervision. Datus takes on some of the toughest papers himself. In response to my "improvement" recommendation last year, Datus has moved along the work of others (all sections) faster by concentrating mainly on the analytical portions of messages and by delegating sign-off responsibility for more issues. Datus' political section is notable both for high morale and for productivity in many fields.
Finally, I would emphasize Datus' continued outstanding success in developing and supporting EEO subordinates. His strong support has helped a female officer deal successfully with Portugal's antediluvian military, and he has developed a senior secretary so that she now does reporting and operational jobs.

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)*

Specific cases elsewhere in this report illustrate Datus Proper's knowledge in the areas of negotiation, management, and writing. At this point, it is important to note that his knowledge is not confined to the subjects usually considered "political." Example: When the Ambassador wished to seek new directions for American economic assistance to this country, Datus drafted the policy paper which focused our discussions. As Acting DCM, he is as sensitive to the needs of other sections as to his "home" political section.

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

Datus' leadership is readily accepted by the other country team members when he is acting as DCM. He is confident, relaxed, yet forceful in oral presentations. He is often asked to talk to outside groups. His carefully structured talking points gain impact because they appear to be off-the-cuff.

Negotiating skills are cited elsewhere. Before major negotiations or other policy challenges, Datus orally briefs the country-team and/or volunteers an issues paper. All appreciate his early warnings and projected policy responses.

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

Since management is basic to Datus' job, specific examples were given in Part III-A. Datus motivates others by a collegial reasoning process that is thoroughly rational and therefore accessible for criticism and suggestion. He anticipates problems and marshals his own staff and other sections to meet them. For example, three months before the event he anticipated that the government would resign over internal squabbles (not opposition challenge) whose seriousness escaped most observers. In response,Datus organized our reporting -- and the timing and nature of some of our approaches to the government -- in order to minimize the impact of the government's problems on pending base rights issues.

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

Language: Datus is as close to bilingual in Portuguese as any American gets, FSI-rated at 4+/5 without the help of formal study.

Written communication: Outstanding. He is a competitive writer on the open market with many magazine articles in print and one book (Knopf, May 1982).

Judgment: The Ambassador gets not only early warnings, but vigorous constructive dissent, when necessary, from his Political Counselor.

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

The political section handles a high volume of stressful work in tight, dingy quarters. The section's high morale and performance are a tribute to Datus' leadership and ability to work with people. Mid-level and junior officers praise his open management and the coaching, responsibility, praise and backing they receive in new responsibilities. One junior-out-of-cone officer arrived worried by his inexperience and departed this year delighted with his professional growth and success. Datus has total self-control even after days of unusually long office hours, I have seen him keep his cool and his humor many times when others around us had lost theirs completely. Selection boards have repeatedly praised the EERs he writes.

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

X 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.)*

Over the past year Datus Proper has handled a task not previously performed under me: preparation for and management of a major negotiation. Since mid-1981 we have held two rounds of base-rights talks and the third is about to start. They concern access critical to our national strategies in Europe and Southwest Asia. Datus and his subordinates have originated (not simply followed) policy suggestions. They have proposed dates, identified issues, organized resources, obtained the necessary guidance from the Ambassador, obtained the necessary instructions from Washington, written the briefs, and crafted the Ambassador's statements. Datus has been the third-ranking negotiator after the Ambassador and me, participating in all sessions. He personally negotiated the agenda and issues with the ranking Foreign Ministry staff officer. The United States and its vital interests have been well served. I have cited this dramatic performance at length because:

-- It demonstrates initiative and excellence.

-- It involved a new skill, rapidly acquired, which is essential to the top jobs in the Foreign Service.

Other skills are, of course, also necessary at the top of the Service. Datus has them. They are reflected in the other sections of this evaluation.

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.)*

Datus Proper is a very strong senior, general officer. He rightly concentrates on central, major issues and avoids wasting time on peripheral matters of detail. Nonetheless, the details of important operations have to be carefully controlled and monitored; and details essential for analysis and careful presentation have to be absolutely accurate and complete. He needs to sharpen his staff's effectiveness in reviewing and assuring the accuracy and quality of such detail. Otherwise Datus -- or I -- will be unnecessarily bogged down in proof reading.

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

1. July 1981 2. November 1981 3. February 1982

E. **Date Section III and IV completed** April 30, 1982 Edward Rowell

(Rater's Signature)

V. REVIEW STATEMENT (Completed by Reviewer)

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.

I wholeheartedly concur in the DCM's evaluation of Mr. Proper. This is an excellent report because it brings out the many strengths of an excellent officer.

It would be superfluous of me to repeat all the examples of Mr. Proper's skills cited by Mr. Rowell. Let me, rather, make one - for me - crucial point. An Ambassador, particularly one engaged in a difficult negotiation with a weak and unstable government, must of necessity rely heavily on certain key individuals or units among his staff to provide the information, synthesis and follow-up to prevent him from attempting a virtuoso performance and in the process killing either himself, the negotiation, or both. This Ambassador looks to the Lisbon Political Section for that kind of support - and gets it in a suberbly orchestrated performance. Internal and foreign developments affecting the issues are followed in all their nuances; our negotiating objectives are integrated into the broader context of domestic Portuguese political developments; a negotiating strategy is worked up and presented for my consideration in timely fashion; positions are carefully worked out; supporting data are produced, and so on. All of this is accomplished without "flaps", indeed with a deceptive ease that is the hallmark of Mr. Proper's style. The result is that over the past year I have been able to conduct without breakdown, in fact with some progress, a negotiation in which the U.S. has held virtually no cards. I cannot praise Mr. Proper enough for his section's support in this terribly difficult enterprise. The fact that all the other tasks of the Political Section -- reporting, speechwriting, contact work, briefing papers, organizing VIP visits, etc. -- also are accomplished with distinction and grace only makes Mr. Proper's performance the more notable. I doubt that any Ambassador has been better served, anywhere.

Date Section V Completed May 5, 1982

Richard J. Bloomfield
(Reviewer's Signature)

VI. STATEMENT BY RATED EMPLOYEE

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.)

8. 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.

The Service has trained me well, given me good jobs, and rewarded performance. That puts me at the point in my career when "aspirations" become easy to describe. As soon as possible, I would like to go overseas as DCM or chief of a small mission. Equal responsibility in the Department would be welcome. I know, of course, that the supply of qualified senior officers has been increasing faster than the perceived demand for them. Perhaps that means time in the waiting line. As a political officer who survived the 1970's, I have some practice at that. My own perceived need, however, may as well be stated frankly. It is not for more training or experience: it is for room to do what I have already been taught to do.

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

_____
(Employee's Signature)

VII. REVIEW PANEL STATEMENT (Completed by Review Panel)

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

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

_____ (Date)

_____ (Panel Signature)

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

VIII. SUBMISSION CONTROL

TE RECEIVED IN POST/BUREAU	CONTROL OFFICE	DATE RECEIVED IN PER/PE	DATE RELEASED TO DEPARTMENT FILES

United States Department of State

Washington, D.C. 20520

LIMITED OFFICIAL USE

PERFORMANCE MEMORANDUM

Rated Officer: Datus C. Proper, FE-OC
Director, Office of Regional Political Programs,
Bureau of Inter-American Affairs (ARA/RPP)

Rating Period: September 7 - December 31, 1982

Rating Officer: Stephen W. Bosworth
Deputy Assistant Secretary (ARA)

Work Requirements:

1. Manage Bureau policies and programs, at the Office level, for:

   -- political-military issues, including security assistance, arms transfers, and arms control.
   -- Latin American multilateral issues at the UN and elsewhere; narcotics; labor; nuclear proliferation; human rights; human migrations; ocean policy; and law of the sea.
   -- special taskings, such as travel by the Secretary in Latin America.

2. Manage the office that handles these desparate issues as a productive unit.

3. Give the ARA principals fast, high-quality staff support on these and other issues, as tasked.

4. Relieve pressure on the principals by handling as many decisions as possible and making recommendations which simplify their decisions on those issues where they must be involved.

5. With other offices, bureaus, and agencies, maintain the kind of relations that will produce support and fast clearances.

Evaluation of Performance:

Mr. Proper turned in a strong performance during the rating period as he took charge of a busy office with many diverse areas of responsibility. Under his management, RPP has been a model operation, meeting deadlines, anticipating problems, and above all

turning out a large volume of high-quality work with only minimal guidance from the ARA front office.

A few specific examples:

-- RPP played the lead role in formulation of a program of U.S. assistance to new Eastern Caribbean security organization, a major policy accomplishment of great benefit to U.S. interests in that region;

-- Under Mr. Proper's direction, RPP led ARA's role in the development of the U.S. position for the Non-Aligned Summit on Central America, Cuba, etc;

-- ARA's performance in the human rights report process -- an RPP responsibility -- was described by HA as the best in the Department;

-- Mr. Proper devised and implemented new procuedures for coordination and public affairs handling of joint military exercises within the Hemisphere; and

-- His office effectively coordinated U.S. arms sales policy in Latin America, both with regard to general policy guidelines and specific countries.

All in all, this was an impressive set of managerial and substantive accomplishments. Mr. Proper has become in a short period of time a fully functioning member of ARA's senior policy team.

Assessment of Potential:

Mr. Proper's intelligence, knowledge and managerial talent mark him as one who should continue to rise to positions of increasing responsibility. Following this tour, he should be made a DCM in one of the more active ARA posts.

Review Statement: None

Signature of Rating Officer: Stephen W. Bosworth

Signature of Rated Officer: Peter C. Proper 6/16/83

NATIONAL DEFENSE UNIVERSITY
THE NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20319

NWIS

6 JUN 1978

MEMORANDUM FOR RECORD

SUBJECT: Performance Evaluation: Datus C. Proper, FSO-3

1. This memorandum forwards the NWC Academic Report on Mr. Proper, of the Class of 1978, together with my own brief supplementary comment as representative of the State Department on the staff. The Academic Report conveys the evaluation of the Commandant, who knew every member personally, in the light of judgments of those faculty members who had the most direct knowledge of his work in each aspect of the NWC program.

2. Both civilian and military students at the War College are presumed, by virtue of their selection, to rank close to the top in their Service. Distinguishing among them therefore serves primarily to highlight special attributes, to note singular contributions, or to identify the very best within a generally outstanding group.

3. Mr. Proper's performance as a member of The National War College Class of 1978 has been absolutely superb. He has participated actively in all phases of the College program and his interventions with outside speakers were among the best in the entire class. Mr. Proper is a highly intelligent and accomplished officer with a deep dedication to his profession. He did not shrink from asking the hard questions but he always managed to do this with finesse which avoided both embarrassment and hostility on the part of the person questioned. Mr. Proper has been selected as Political Counselor in Lisbon, a critical post in Western Europe. Based on his performance in the class, I have no doubt but what Mr. Proper can meet this challenge with distinction.

4. A copy of this memorandum with its enclosure is being forwarded to Mr. Proper, and the College understands that under normal State Department procedure he may wish to comment.

Enclosure
as

Robert M. Beaudry

ROBERT M. BEAUDRY, FSO-1
International Affairs Advisor

NWC ACADEMIC REPORT

LAST NAME—FIRST NAME--MIDDLE INITIAL	SSAN	GRADE	BRANCH/DESIGNATOR
PROPER, Datus C.	516-36-1726	FSO-3	Dept. of State

REGULAR RESIDENT COURSE

THE NATIONAL WAR COLLEGE FT. LESLEY J. McNAIR, WASHINGTON, D.C. 20319

PERIOD OF REPORT (DAY,MONTH,YEAR)	DURATION OF COURSE (DAY,MONTH,YEAR)
FROM: THRU:	FROM: 10 August 1977 TO: 13 June 1978

OTHER ADMINISTRATIVE DATA

COURSE DESCRIPTION:

The ten-month National War College Course is the only graduate-level program of study offered by the U.S. Government that focuses specifically on national security policy formulation and implementation. The 160 military and civilian students are selected for their potential for greater responsibilities in high-level national security assignments. Mr. Proper successfully completed the course. (The National War College is not designating distinguished graduates this year.)

COMMENTS

Mr. Datus Proper wrote a four-credit Individual Research Paper on "Forecasting Security Challenges to the United States from Latin America in the 1980's," and took the following two electives: "U.S. National Security Interests in Europe," and "U.S. National Security Interests in Latin America."

A truly exceptional student in a group of unusually capable people, Mr. Proper consistently demonstrated the skills, knowledge and political acumen that helped make him an outstanding Foreign Service Officer. A prolific writer, Mr. Proper did not limit himself to his Individual Research Paper, which was a major work itself. He also wrote four other noteworthy papers on the following titles: "The International Environment: East-West vs. North-South Security Problems," "The Nature and Limits of Influence in Foreign Relations," "Churchill, Roosevelt, Stalin, and Poland," and "The Soviet Threat to U.S. Interests in Latin America." Mr. Proper has an analytical mind and was inclined to weigh alternatives carefully before expressing a definitive opinion. Especially articulate, he was persuasive in presenting his views. His research was thorough and the product of his work was unflawed in accuracy and penetrating in perception. The year at The National War College was undoubtedly worthwhile to Mr. Proper, who concurrently worked for a Master's Degree in International Relations at George Washington University and earned straight "A" grades there. Mr. Proper is a diligent officer of high intelligence who also has "presence." He had prepared himself well for positions of higher responsibility and will do well in his new assignment as Political Counselor at Lisbon.

NAME, GRADE, SSAN AND ORGANIZATION	DUTY TITLE	SIGNATURE
H. LOBDELL, JR. Major General, USAF, 552-26-5729 The National War College	Commandant	SIGNED DATE 6 JUN 1978

NWC Form 114 April 75

NATIONAL DEFENSE UNIVERSITY

THE NATIONAL WAR COLLEGE

The Thirty-second Annual
Graduation Exercise

9:30 A.M., TUESDAY, 13 JUNE 1978
WASHINGTON, D.C.

Program

INVOCATION

Chaplain (Major General) Henry J. Meade, USAF
Chief of Chaplains, United States Air Force

INTRODUCTION OF SPEAKER

Major General H. Lobdell, Jr., USAF
Commandant

ADDRESS

Honorable Clifford L. Alexander, Jr.
Secretary of the Army

*PRESENTATION OF DIPLOMAS**

Secretary Alexander

PRESENTATION OF RESEARCH AND WRITING AWARDS

BENEDICTION

Chaplain Meade

Music furnished by the United States Marine Band
Drum Major Dennis E. Carroll, Conducting

*Please reserve applause until the last diploma has been presented

ABT, Irwin E., Colonel, USA
AHERN, Thomas L., Jr., Mr., Department of State
AHERNE, Richard W., Mr., Department of State
ALEXANDER, Robert M., Lieutenant Colonel, USAF
AMANTEA, Thomas R., Commander, USN
AMEND, William B., Lieutenant Colonel, USA
ANDERSON, Lawrence G., Commander, USN
ANDREWS, Leonard E., Lieutenant Colonel, USAF
AXTELL, Shirley F., Mrs., Department of the Navy
BACON, Barton E., III, Commander, USN
BARSTOW, Charles A., Colonel, USMC
BARTHOLOMEW, Charles W., Colonel, USAF
BARTON, Robert L., Commander, USN
BEDARF, Richard A., Lieutenant Colonel, USAF
BELL, Lawrence A., Colonel, USA
BERLE, Terence H., Lieutenant Colonel, USAF
BEYEA, Richard S., Jr., Colonel, USAF
BISHOP, Charles L., Lieutenant Colonel, USAF
BISHOP, Vernon E., Mr., Department of State
BOOTH, Theodore J., Mr., Department of Justice
BRAMAN, Marvin L., Lieutenant Colonel, USAF
BURROW, George D., Lieutenant Colonel, USA
BURTON, John G., Commander, USN
BUSHEY, James W., Lieutenant Colonel, USAF
CARRUTH, George A., Lieutenant Colonel, USA
CASARI, Guido J., Jr., Lieutenant Colonel, USAF
CHRISTENSON, Willard M., Colonel, USA
CLARK, Claude L., Colonel, USA
CLARK, Jack T., Lieutenant Colonel, USA
CLARKE, Douglas L., Commander, USN
COFFEE, Gerald L., Commander, USN
COLBURN, Edward A., Colonel, USA
COLLIER, Ellen C., Mrs., Library of Congress
COLLINS, Thomas C., Dr., Department of the Air Force
CRUMP, J. Griffin, Mr., Defense Logistics Agency
CURRY, James D., Commander, USN
DANIELS, Shane P., Commander, USN
DITTO, John H., Lieutenant Colonel, USMC
DUKER, Robert P., Lieutenant Colonel, USA
DUNCAN, Robert B., Mr., Department of State
EASTMAN, Lawrence R., Lieutenant Colonel, USAF
FELLOWES, John H., Captain, USN
FENSTERMACHER, Gene, Colonel, USAF
FERGUSON, Michael L., Lieutenant Colonel, USA
FIELY, Linus H., Lieutenant Colonel, USA
FINDLAY, Edward J., Mr., International Communication Agency
FIREHOCK, Raymond B., Jr., Mr., Arms Control and Disarmament Agency
FOWLER, Alta F., Miss, Department of State
FRANKS, Frederick M., Jr., Lieutenant Colonel, USA
FREDRICK, Russell E., Captain, USN
FUNDERBURK, Jeryl D., Commander, USN
GALBRAITH, Patrick E., Lieutenant Colonel, USAF
GANTT, John R., Lieutenant Colonel, USA
GARY, John H., III, Colonel, USMC
GREY, Robert T., Mr., Department of State
GRIFFIN, Thomas N., Jr., Colonel, USA
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HAUER, Edward W., Mr., Department of the Air Force
HAZARD, Roberta L., Commander, USN
HEGG, Wallace D., Lieutenant Colonel, ANG
HEIKKINEN, Kenneth L., Colonel, USA
HERNANDEZ, Jesse J., Commander, USN
HOAR, Merlyn T., Mr., Department of the Air Force
HOCKNEY, James N., Colonel, USAF
HORTON, Frank B., III, Colonel, USAF
HOST, Bruce J., Lieutenant Colonel, USAF
HOWARTH, Richard H., Mr., Department of State
HOWERTON, William B., Lieutenant Colonel, USA
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JONES, George F., Mr., Department of State
JONES, Jerry E., Captain, USN
KAISER, Herbert H., Jr., Colonel, USAFR
KEITH, Robert T. S., Jr., Commander, USN
KELLEY, James F., Colonel, USA
KIER, David A., Mr., National Aeronautics and Space Administration
KILAND, Ingolf N., Jr., Commander, USN
KINDBOM, Laurence C., Captain, USCG
KOEHNKE, Joseph A., Lieutenant Colonel, USA
LARZELERE, Alexander R., Captain, USCG
LE MOYNE, Irve C., Commander, USN
LENDERMAN, William R., Colonel, USA
LESE, William G., Jr., Dr., Department of the Army
LEVY, Jeffrey A., Lieutenant Colonel, USAF
LIEPERT, Gerald C., Lieutenant Colonel, ARNGUS
LILES, Michael S., Lieutenant Colonel, USA
LOUDEN, Philip E., Lieutenant Colonel, USAF
LUCK, Harold E.,Lieutenant Colonel, USA
LUNDAY, Donald E., Lieutenant Colonel, USA
LUNDBERG, Darwin D., Lieutenant Colonel, USMC
MANEY, Edward R., Lieutenant Colonel, USAF
McDANIEL, C. Eugene, Lieutenant Colonel, USMC
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MECK, Robert S., Mr., National Security Agency
MELAVEN, Emerson J., Mr., Agency for International Development
MERRICK, Robert L., Colonel, USA
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MITCHELL, Fred C., Lieutenant Colonel, USAF
MODRZEJEWSKI, Robert J., Lieutenant Colonel, USMC
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MORRISON, James W., Mr., Office of the Secretary of Defense
MOUTON, Gerald L., Lieutenant Colonel, USAF
MYERS, Eugene G., Colonel, USAF
NAUGHTON, William A., Dr., Defense Intelligence Agency
NEWTON, David G., Mr., Department of State
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PALMER, Millard A., Mr., Defense Logistics Agency
PARKER, John R., Colonel, USA
PAXTON, Pat R., Lieutenant Colonel, USAF
POLLARD, Gordon K., Lieutenant Colonel, USA
PROPER, Datus C., Mr., Department of State
RAMIREZ, Enrique H., Lieutenant Colonel, USAF
REYNOLDS, Ted W., Commander, USN
ROPE, William F., Mr., Department of State
SALMON, Charles B., Jr., Mr., Department of State
SALMON, Walter W., Jr., Commander, USN
SANDS, Robert G., Mr., Department of Energy
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SCHWAB, Don A., Colonel, USA
SCOPELETIS, Carla L., Mrs., Central Intelligence Agency
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SHANKLE, Arthur P., Jr., Mr., Department of State
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STACKPOLE, Henry C., III, Lieutenant Colonel, USMC
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STUKEL, Donald J., Colonel, USAF
TAWATER, David L., Colonel, USAF
TAYLOR, Paul D., Mr., Department of State
TEARE, Richard W., Mr., Department of State
THAANUM, Thomas R., Lieutenant Colonel, USAF
THOMAS, Charles H., II, Mr., Department of State
THOMPSON, Alan R., Mr., Department of State
THOMPSON, Robert H., Mr., Department of the Navy
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