MATERIAL REVIEWED OF CIA HEADQUARTERS BY HOUSE SELECT COMMUTTEE ON ASSASSINATIONS STAFF MEMBERS

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MATERIAL REVIEWED AT CIA HEADQUARTERS BY BOUSE SELECT COMMITTEE ON ASSASSINATIONS STAFF MEMBERS

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There is on	file in the Personal Affairs	Branch, Benefits an	 d
Services Divis	sion, Office of Personnel, an	Official Disability Cla	im
File on the ab	ove named employee (or his d	ependent*) for an illn	ess,
injury, or dea	th incurred on		İ
This notice sh	ould be filed in the employee'	s Official Personnel 1	Fold er
as a permanen	t cross-reference to the Offic	cial Disability Claim	File.
7 Jun 1979	liunatum of and perpendintarily.	· Hards	
NOTI	CE OF OFFICIAL DISABILIT	Y CLAIM FILE	

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Services Division, Office					
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injury, or death incurred	on <u>4/12/</u>	78	•		
This notice should be filed	d in the em	ployee's (Official Pe	ersonn el F	<i>l</i> older
as a permanent cross-ref	erence to t	hė Officia	l Disabili'	ty Claim F	File.
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ADMINISTRATIVE - INTERNAL USE ONLY

NOTICE OF OFFICIAL DISABILITY CLAIM FILE

Ernest L. Bardt

DATE OF SUPECE

6/6/78

177, 1076

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S E C R E T EYES ONLY

2 0 OCT 1976

MEMORANUM FOR: Chairman, GS-12 Evaluation Board

FROM : Raymond A. Warren

Chief, Latin America Division

SUBJECT: Recommendation for Promotion to Grade GS-13, Daniel Flores

1. Mr. Daniel Flores was recently assigned to OTR as an operations instructor to capitalize on his fine operational record which he developed during his two field assignments in and in Lima, Peru, and his most recent operational assignment with LA/COG. His overall performance has clearly been characterized by exceptional proficiency and he has been rated by his most recent supervisor as "outstanding" for his handling of a sensitive case and his development and pursuit of Cuban operational leads. Mr. Flores has definite growth potential and clearly meets or exceeds the criteria for promotion to Grade GS-13, a promotion which is most strongly recommended.

- 3. Mr. Flores has shown a remarkable growth potential during the last year. He is determined, persistent, serious, and commendably aggressive. He is mature, self-assured, and his operational decisions are sound. His managerial skills are in keeping with his operational potential. He was often called

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upon in the last twelve months to act as Chief of his section, a GS-14 position. He demonstrated sound leadership qualities by stimulating interest and enthusiasm in his staff. His operational programs were aggressive and imaginative. Mr. Flores' supervisory talents combined with his excellent professional skills portend a continuing and successful career in this Agency.

- While assigned to LA/COG, Mr. Flores was involved in the spotting, assessing, developing access to, and eventually pitching a Cuban who was the head of Cubana Airlines in a Latin American country. The recruitment pitch was not successful but the details of this operation were handled in the most professional manner. Mr. Flores developed more leads to relatives and friends of Cuban officials during this period than any other LA/COG operations officer. He has native fluency in Spanish and feels "at home" operating in the field. While in LA/COG Mr. Flores was called upon to do a considerable amount of TDY asset anytime, travel since he was on call to meet his any place whenever the agent In addition to these travels, Mr. Flores did a lot of traveling seeking out and debriefing potential access agents. During this last year he clearly demonstrated his ability to function independently and to assume responsibilities usually reserved for officers much more senior in grade and experience.
- 5. Mr. Flores was assigned in July 1976 to OTR on a two-year rotational assignment as an operations instructor. Upon completion of this assignment, Mr. Flores will return to this Division to assume responsibilities, either at Headquarters or in the field, commensurate with his demonstrated operational and managerial talents. In recognition of Mr. Flores' outstanding agent handling skills, his overall professional competency, and his obvious growth potential, it is strongly recommended that Mr. Flores be promoted to Grade GS-13.

Raymond A. Warren

S E C R E T EYES ONLY

21 September 1976

MEMORANDUM FOR: Chief, OTR/LTD

FROM

: Walter R. Cox

Chief, ALT Unit

SUBJECT

Completion of Training Report

Trainee: Daniel Flores
Training Program:

- 1. For your information and for documentation in Daniel Flores' official personnel file, this memorandum certifies that he received the five-day SAI Persuasion Skills course at an NOCB safesite in Arlington, Virginia, between 11 and 17 August 1976. The instructor was Mr. George Steitz.
- 2. Briefly, the SAI course is a program in human relations and communications effectiveness on the interpersonal level. It provides the trainee with a framework for analyzing problems usually encountered in supervisory or in agent development, recruitment, and handling situations and with a system for presenting his ideas in a way standing the best chance for success in gaining a target individual's willing acceptance. Flores was an active and most interested participant throughout the program and achieved a good understanding of the basic principles involved. A copy of his course critique is attached for your information.
- 3. Since Flores is an ALT Instructor, we plan to dispense with the formality of a post-training questionnaire.

Mattal Ca

Originated by:
(Coorge W. Steitz

E-2 Impdet. Classified by 024097.

MTR/ALT Staff

Trained: Mr. Daniel Flores Instructor: Mr. Steitz August 1976

To assist us in making decisions about future SAI training or application, your answers to the following questions will be most appreciated.

- 1. Do you feel SAI training was helpful to you? (If you choose to do so, please explain why or how.) This course was extremely useful to re. One of the main features of the course how to percieve the others persons objectives before your cwn was of particular interest because, as an instructor it will be one of the main tools I will use in evaluating the level of understanding of each traines. This experience will also be very helpful to me in my career as a case officer. I can think of several instance where SAI could have helped me turn several failures (recruitment pitches) into successes.
- 2. Did SAI training provide you with any concepts or tools which can be applied in a practical way to your work problems? To your personal life? Any examples you care to mention?

The benefits that this course will provide for me in my job as an instructor are clear. I am absolutely certain that putting the SAI concept into practice will bring forth not only self satisfication but career benefits as well. This will also be very helpful to me in my personal life. I can see now that some of the concepts will be put to work immediately.

- The greatest revelation from an operation point of view, was the clarification of perhaps an erroneous idea we have about obtaining our intelligence objectives. I always operated under the belief that the most important thing in my work was to attain my objectives, i.e. the recruitment of an agent. SAI revealed that this is true but it also revealed that it is more important to first considered the target's (agent's) objectives. Once we do this our chances (in my opinion after taking SAI) wandees would probably increase by at least 90 per cent. If I were to stress one point it would be that more emphasis be placed on dealing with the target's rather than the CO's objectives.
- 4. Would you recommend SAI training for other of our personnel?

 I am sure that kany people would be recovereded for this training and that all would benefit for it. However, I would strongly recovered that personnel officers be given SAI as a prerequisite to their these would certainly help there in dealing with large numbers of different people.

5. What other components or categories of personnel do you believe would benefit from SAI training to a degree making it worthwhile for them to receive it?

- 6. Please comment, if you have any definite opinion, on the duration and pace of the training: too long/short? too fast/slow?

 The pace of the course was exellent. However, adding one or two more days would certainly help in putting the SAI concepts into practice by the trainee himself. That is, perhaps a live excercise with a person who is not sware of the training situation. A trainee could be tasked to elicit information from an unwitting participant. The use of videotapes and/or movies would help in testing the trainees perceptiveness through the course.
- 7. Any other comments you may wish to make:

A brief correct about the instructor. He was definitely responsible for the success of the course. Mr. Steitz showed excellent knowledge of the SAI material and throughout the course kept the student's interest alive m by showing tremendous enthusiasm in what he was teaching. The end result of the professionalism that Mr. Steitz demonstrated in the class is reflected in the comments stated here and in the confidence he instilled in re personally.

8. On a scale of 1 to 5, how would you rate SAI training in relation to other training you have received from the Agency? Please encircle applicable number:

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17 AUG 1971

MEMORANDUM FOR: Secretary, CSCS Panel A

SUBJECT

Recommendation for Provotion to Grade

GS-11, Daniel Flores

1. It is recommended that Mr. Daniel Flores be premoted from GS-10 to GS-11.

- 2. Mr. Plores is 36 years old and joined the Agency in March 1962. He has successively been a file clerk, translator, intelligence—assistant, career trainee and operations officer. He worked part time for several years so that he could obtain his PA degree from American University. This he did in 1967 with his specialty being Latin American Affairs.
- 3. Hr. Flores, who is bilingual in English and Spanish, has just completed his first everseas tour as an operations efficer in Guayaquil, Ecuador. It is on the basis of his very fine performance during this tour that this promotion request is based. Also as a result of his record in Guayaquil, he has been assigned to Lima Station as an operations officer in a position which is rated as GS-13.
- 4. The Chief of Base, Guayaquil, and the Chief of Station, Quito, both bave rated "r. Flores as "Strong" in his fitness reports and both have stated that his performance in Guayaquil merited a Quality Step Increase. This QSI request is currently being processed and is based on the outstanding job Mr. Flores did in connection with a very sensitive technical operation. He planned the pre-installation aspects, supervised the installation, located the listening post, recruited the transcriber/secretary and processed all the intelligence which was produced. The intelligence derived from this source has been of consistently high quality and the operation has been described by the Chief of Station, Quito, as the best and mest productive of all the operations in Ecuador. Throughout all aspects of the operation, "Ir. Flores maintained tight central on its security and avoided any problems in this respect.

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5. By his performance in Guayaquil, Mr. Flores has demonstrated that he has found his proper role as an operations officer and that he has potential for growth in this area of endeavor. WH Division strongly recommends that he he promoted to GS-11.

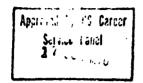
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2 JUN 1970

MEMORANDUM FOR: Secretary, CSCS Panel (Section C)

SUBJECT

Recommendation for Promotion to Grade G5-10, Daniel Flores

1. It is recommended that Mr. Daniel Flores be promoted from GS-9 to GS-10. Mr. Flores has been in his present grade since April 1969.

2. Mr. Flores joined the Agency in 1962. Initially he was employed on a part-time basis in the Mi Division while attending American University. He received his AB degree in 1967 and became a full-time staff employee. On the strong recommendation of his supervisors, Mr. Flores was accepted for the Career Training Program which he completed in August 1968. After rejoining the MI Division, he was selected for assignment as an operations officer at the Base, where he arrived in May 1969.

Mr. Flores has made a most impressive beginning in

He has adapted to new tasks and a new environment
with a mature assurance and a professional approach. Shortly
after arrival in the Base was temporarily depleted of
other officers. Mr. Flores carried out the duties of acting
Chief of Base in a most commendable manner. His fluency in
Spanish and his Latin background have been definite assets in the
performance of his duties. His performance to date has demonstrated
that he handles his agents securely and productively. Both Mr.
Flores and his wife have been well accepted within the local
community and they carry out their representational duties very
effectively.

4. Mr. Flores has proven to be a competent operations officer. As he further develops through experience and responsibility he should become eligible for rapid advancement. In any case he is already performing at a level higher than his present grade and a prometion at this time is strongly recommended.

Chief
hestern Hemisphere Division

S. L. C. R. L. T.

MALL PER SIGN El Oak SECRET 14.50 .. Chief, WI Division Chief of Statton, Quito 1204 SUBJECT Prosection for C ADMINUSTRATIVE/PERSONNERS Time in Courts Bailt Approved by CS Career ACTION REQUIRED: See Below Service Panel 17 JUL 19/4 During the visit of the Chief, WHD to the Base lant November 1969 he mentioned to the COS, Quito and the COB that the promotion for (from GS-9 to GS-10) moold be forthcoming; he also said this to (during a private meeting. Thus far, however, there has been no notice of the promotion action. The COB assumes that the delay is related in some way to the dates set for meeting of the promotion panel IT The grade. If this assumption is not correct, however, and some further action by the Base is necessary in addition to: the recommendation contained in Flores last Fitness Report, the COB would appreciate being aivised. Distribution: Lorig. & 2 - C/W!D) 2 - COS, Quito " " | MILLIE | 10 LEVER CAR KING APAGE DATE HEST-1474 26 May 1970 CASSAIS RYELT

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26 October 1967

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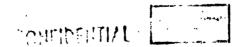
: Executive Secretary CSCT Selection Board

Subject

: Application for Career Training Program

- 1. I am pleased to inform you that you have been accepted for the Career Training Program. Let me congratulate you and wish you the maximum profit and pleasure from your proposed training.
- 2. You will remain with your present Component until the beginning of the next Integrated Training Program, to begin 11 December. At that time you will be reassigned to the CTP T/O where you will remain until your training has been completed.
- 3. Should you have any further questions, do not hesitate to call on the Program Officers.

ROBERT B. PRESSAN Chief, CTP



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MEMORANDUM FOR: Secretary CSCS Panel, Section D

SUBJECT

Recommendation for the Promotion of Mr. Daniel Flores From GS-05 to GS-06.

- 1. Mr. Flores has been working in WH/COG and its predecessor groups since 1963. His fitness reports have been consistently good and the comments of his supervisors laudatory. In mid-1965 Mr. Flores was changed from full-time to part-time staff employee in order to allow him to attend American University on a full-time basis. His course of study leads to a Bachelor's Degree in Political Science with emphasis in Latin American affairs. Mr. Flores has made the Dean's List the past two somesters and will receive his degree in August 1967.
- 2. Throughout his career Mr. Plores has shown himself to be a strongly motivated employee, willing and capable. The calibre of his performance has been consistently good and he has shown steady improvement as he acquired the skills and knowledge of intelligence business. He is reliable and conscientious and we have good reason to expect that he will develop into a very competent operations officer. He will apply for the CT program in September and his application will be wholeheartedly supported by WH/COG.
- 3. In WII/COG Mr. Flores has served as an Intelligence Assistant in support of CI operations. In addition he has assisted in the training of agents in communications. Mr. Flores is bi-lingual Spanish and English and is adept as an operational Translator-Interpreter.
- 4. Mr. Flores was promoted to GS-05 on 16 March 1964. He has been performing duties at GS-06 level for the past two years and it is sincerely recommended that he be promoted promptly to GS-06.

William V. Broo Chief Western Hemisphere Division

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9 September 1966

MEMORANDUM FOR: Mr. Daniel Flores

THROUGH : Head of CS Career Service

SUBJECT : Notification of Non-eligibility for Designation as a

Participant in the CIA Retirement and Disability System

1. As you may know, we are in the process of reviewing the employment history and current career field of all employees in the Agency to identify those who are eligible for designation as a participant in the new CIA Retirement and Disability System. In this process, the initial review of each case is made by the individual's Career Service. If the Head of his Career Service nominates him for participation in the System, this nomination is reviewed by the CIA Retirement Board which recommends final action to me. However, if the Head of the Career Service advises that the employee does not meet the basic requirements of HR 20-50 for participation, I have accepted this finding without further review by the CIA Retirement Board. This practice has been adopted in the interest of expediting this screening process so that those employees who are eligible to participate in the System may be designated participants as soon as possible.

- 2. In your case, the Head of your Career Service has advised me that you do not meet the requirements of HR 20-50 for designation as a participant and I have accordingly made the formal determination required by the regulation that you are not eligible for designation. This in no way affects your current status under the Civil Service Retirement System, nor does it preclude reconsideration of your eligibility to participate in the CIA System if you should meet the requirements for designation in the future.
- 3. Should you desire further information concerning the requirements for designation as a participant in the CIA Retirement System, I suggest that your read paragraph e of IIR 20-50 and paragraph 5 of the Employee Bulletin dated 30 July 1965, entitled "Public Law 88-643, The Central Intelligence Agency Retirement Act of 1964 for Certain Employees."
- 4. It is always possible that the records upon which the determination made in your case may have been incomplete or inaccurate regarding your actual employment history with the Agency. If, after studying the materials cited above, you have questions regarding the determination that you are not eligible to participate in the CIA Retirement System, please feel free to contact officials of your Career Service. They are familiar with the details of your case and will gladly discuss them with you. In addition, you may wish to discuss your case with the CIA Retirement Staff located in Room 205, Magazine Building (extension 2847). If such discussions do not resolve any questions you have regarding your eligibility, you may request that your case be formally considered by the CIA Retirement Board. However, this request must be made within 30 days of the Gate of this memorandum.

Emmett D. Echols
Director of Personnel

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CENTRAL INTELLIGENCE AGENCY WASHINGTON, D.C. 20505

17 JAN 1966

Claimant: Daniel Flores File No.: 7000438

Mr. Wilfred J. Harren Chief of Section Division of Claims Services Bureau of Employees' Commensation Washington, D. C. 20211

Dear Mr. Harren:

Reference is made to Subject's claim for benefits of the Federal Employees' Compensation Act.

Enclosed is additional information submitted by claimant.

If we may be of further assistance in this matter, please so advise.

Very truly yours,

7e/ B. Defelice

B. DeFelice Office of Personnel

Enclosures:

As stated

Distribution:
O-addressee, l-D/Pers, l-BCB
OP/BSD/BCB/KLowden:sli(14 January 1966)

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6 January 1965

MEMORANDUM FOR: Chief, CSPO

SUBJECT

Conversion to Part-Time Staff Employment

Mr. Daniel Flores

Assistant, GS-07, assigned to the CI Staff of WH/SA. He is currently pursuing a program of studies in Government at the American University with special concentration on Latin American Affairs. To complete the major portion of his remaining requirements for the bachelor's degree, he is planning to attend the University full-time for a year. Any requirements still outstanding at the end of that period would be completed at night.

2. The en	ployee's duties in the CI Staff involves the
translation of	messages received from and sent to
	assisting in the training ofin and
communications	procedures, and miscellaneous support functions
in the CI Branc	h. He has proved invaluable because he has native
fluency in ever	y-day Spanish and is familiar with and commun-
ication techniq	ues, problems, and training procedures. In addi-
tion to Mr. Flo	res'utility for such cases as may arise in the
future, he is n	ersonally acquainted with of the
now in place	and with the numerous problems which constantly
arise in their	

3. In view of the need for Mr. Flores' services, the Chief, CI Staff, has asked the employee if he would be willing to continue in his present capacity on a part-time basis. The employee has indicated that he would accept such an arrangement. It is accordingly requested that WH/SA be permitted to convert him from a full-time staff employee to one employed on a part-time, regular tour of duty basis. Subject would be utilized for a total of 18 hours per week, the maximum time that his school program will permit him to devote to Agency duties.

Robert D. Cashman C/WH/Personnel

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19 December 1963

MEMORANDUM FOR: Clandestine Services,

Career Services Panel

SUBJECT : Mr. Daniel Flores -

Recommendation for Promotion

1. Mr. Flores has been with the Agency for about eighteen (18) months and has been a member of SAS since June 1963. During the six (6) months he has been with SAS he has demonstrated intelligence and initiative. In addition to his fulfilling his primary responsibility as a translator, he quickly picked up the knowledge and experience necessary for an Intelligence Assistant in the Operations Support Section. His duties and responsibilities accordingly have been broadened. He has demonstrated ability to function independently as a member of the Operations Support Staff. He is cooperative and has maintaned a cheerful disposition under presure and through many late hours and weekends of duty.

2. In view of his excellent performance in SAS, his intelligence and ability, and his growth potential for a career in CIA, I strongly recommend that he be promoted to GS-5 as soon as possible.

JOHN K. KING Chief, SAS/Intel

APPROVAL RECOMMENDED

DESMOND FITZGERALD Chief, Special Affairs Staff

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14 February 1962

Mr. Daniel Flores Apartment 203 2828 Connecticut Avenue, N. W. Washington 8, D. C.

Dear Mr. Flores:

We are pleased to inform you that your appointment with this Agency has been approved at Grade GS-4, salary \$4040.00 per annum, as Clerk.

Your permanent employment will depend upon the completion of the following processing at the time of entering on duty: taking the eath of office, signing a loyalty affidavit, participating in a final security interview. Should anything of an unfavorable nature arise during this period, your employment will not result in a permanent appointment.

We hope you will be able to join us at an early date. Please dial 351-2781 and ask for Mrs. Shirley Wells, as soon as possible, in order to arrange an entrance-on-duty date. We would appreciate your selecting a Monday.

Please report to the Receptionist at 1016 - 16th Street, N. W., Room 201 at 8:15 a.m. and ask for Mrs. Wells on the reporting for duty date that you establish with this office. This address is located on 16th Street between K and L Streets opposite Hotel Statler.

Your gross earnings will be subject to deductions for Federal income tax and 6 1/2 percent for the United States Civil Service Retirement Fund. In addition, the benefits of low-cost group life insurance, which will be discussed with you at the time of your entrance on duty, are available to Federal civilian employees. This insurance is not obligatory. However, if you do not wish coverage, which is automatic, you should sign a Waiver of Life Insurance Coverage form at the time you enter on duty.

You will not receive a pay check for approximately four weeks after your entrance on duty.

If you have any problems, Mrs. Wells will be glad to discuss them with you when you call.

Very truly yours,

E. D. Echols Director of Personnel

OP/Corres/mjt File sent to: Shirley Wells

26 January 1962

Mr. Daniel Flores Apartment 203 2828 Connecticut Avenue, N. W. Washington 8, D. C.

Dear Mr. Flores:

Processing of your application for employment with this Agency is continuing. Please advise us if any circumstance should arise which might affect your interest in a position with us.

Your continued interest and patience are approclaised.

Very truly yours,

E. D. Echols
Director of Personnel

OP/Corres/sjm File sent to:Wells 20 October 1961

Mr. Daniel Flores Apartment 203 2828 Connecticut Avenue, N. W. Washington B, D. C.

Dear Mr. Flores:

In connection with your application with this Agency, it will be necessary for you to come to our Medical Office in Central Building, 2430 E Street, N. W., for a pre-employment medical examination which will include determination of physical health and emotional stability.

An appointment may be scheduled by dialing 351-2781 and asking for Mrs. Shirley Wells.

Very truly yours,

E. D. Echols
Director of Personnel

OP/Corros/car
file sent to shirley wells

12 October 1961

Mr. Daniel Flores Apartment 203 2828 Connecticut Avenue, N. W. Washington 8, D. C.

Dear Mr. Flores:

Your application for employment with this Agency has been reviewed with interest and the processing of your case has been initiated for a full-time position on the 3:30 p.m. to 12:00 p.m. shift at Grade GS-4, salary \$4040.00 per annum, plus a ten percent night differential for the hours from 6:00 p.m. to 12:00 p.m., as Clerk.

Your final appointment is dependent upon a number of factors including character and reference investigations, and other processing procedures which may require as long as 120 days. You may be sure that this processing is being accomplished as rapidly as possible.

During this period please notify us of any changes in your present status such as change in address, employment, marital status, etc. If you cannot accept the position or if you have any questions concerning your application, you should write to Mrs. Shirley Wells.

Members of this Agency are entitled to the regular United States Government leave and retirement benefits. Our salaries conform to the rates prescribed by Congress for United States Government agencies.

Thank you for your epoperation and patience during this waiting period.

Very truly yours,

A. D. Echols
Director of Personnel

OP/Corres/car
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15 September 1961

Mr. Daniel Flores Apartment 203 2826 Connecticut Avenue, N. W. Washington 8, D. C.

Dear Mr. Flores:

Appropriate members of our staff are reviewing your application for employment to determine whether we have a position available for a person of your qualifications. Although we cannot predict the length of time needed for this review, every effort will be made to reach an early decision. We will keep you as fully informed as possible regarding the status of your case.

Very truly yours,

E. D. Echola
Director of Personnel

OP/Corres-bt file sent to Mr. Washam

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REPORT OF INTERVIEW .	21 August 1961	gen info
Flores, Daniel	San Yarcos, Texas	4 August 1935
PIRMANINE ADDRES		PHONE
2828 Connecticut Ayenue, N.W., Apt. 203,	Washington, D.C.	265-8322 PHONE
PLACE OF INTERVIEW		DATE AVAILABLE
15th St	irrodiat	ely on clearance
RI clerk 3:30-midnight	65- <u>1</u>	SET
Mr. Flores had just been recently rele he came in for interview. He has served Embassy duty in Peru and Boliva. His wi Dept. of State. He appears to be a matu dark complexion and coloring. He is plan at C.U. and is available to work the #3% at the CS-4 level was discussed in the infirm in town; they have no children.	ased from active duty with two tours which included fe was formerly stationed re young man, clean cut, inning to continue his colon - midnight PI shift. A	Security guard at the Embassy with neat appearance, lege education clerical position
ACCIPIX		

Mr. Flores is in excellent health and had a very good repri with the Marine Copps. Known of nothing in his background that would be unfavorable in event of reference sheck. At initial interview he stated that he had no foreign connections, however, after contacting his family in Texas it was determined that his step-mother was born in Mexico and although blue came to the US in 1922, she has never become a US citizen.

Full clearance.

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CENTRAL INTELLIGENCE AGENCY

WASHINGTON 25, D. C.

Applicant Information Sheet No. 1

To all persons applying for employment with the Central Intelligence Agency:

This paper is the first step in applying for employment or consultant status with the Central Intelligence Agency. No application may proceed beyond this first step if the applicant is not in agreement with the conditions stated below:

General Considerations:

- 1. The National Security Act of 26 July 1947 (Public Law 253, 80th Congress) which created the Central Intelligence Agency places upon the Agency the responsibility:
 - a. "to advise the National Security Council in matters concerning such intelligence activities of the Government departments and agencies as relate to the national security;
 - b. "to make recommendations to the National Security Council for the coordination of such intelligence activities of the departments and agencies of the Government as relate to the national security;
 - c. "to correlate and evaluate intelligence relating to the national security, and provide for the appropriate dissemination of such intelligence within the Government . . . ;
 - d. "to perform, for the benefit of the existing intelligence agencies, such additional services of common concern as the National Security Council determines can be more efficiently accomplished centrally;
 - e. "to perform such other functions and duties related to intelligence affecting the national security as the National Security Council may from time to time direct."

The special character of this national responsibility requires the Agency to maintain correspondingly special employment criteria which may be different from the routine or normal employment standards of other Government departments and agencies which do not have the highly sensitive responsibility borne by the Central Intelligence Agency. It follows that the investigation of applicants prerequisite to their acceptance is a time-consuming process which, in addition to loyalty and security checks, includes evaluation of competence, physical and emotional fitness, and availability of a suitable position at such time as employment may be offered. This is called "clearance" of an applicant.

- 2. Investigation of an applicant may reveal something which prevents his clearance perhaps something of which the applicant is genuinely unaware, perhaps something which only the special employment criteria of the Agency make unacceptable. In any event, adverse findings by the Agency are conclusive and final so far as the Agency is concerned, and no statement of specific reasons is made to the applicant.
- 3. Employment by the Central Intelligence Agency is not a right upon which an applicant can insist. Offer of employment which is subject to full clearance does not constitute a commitment on the Agency's part giving an unsuccessful applicant grounds for any claim against the Agency. Acceptance of employment upon the condition of clearance is at the applicant's risk, taken with the knowledge that a very substantial percentage of applicants are not cleared.

Statement of Understanding and Agreement

I have read, understand, and agree to the foregoing General Considerations. If not accepted for employment by the Central Intelligence Agency, I will make no claim or demand in conflict with those considerations.

I have also seen and read Applicant Information Sheet No. 2.

SIGNED at Washington, D. C., this II day of September, 1961.

(Signature of Applicant)

Daniel Flores

Handle With Care

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EFFECTIVE DATE OF PAY ADJUSTMENT: ON OCTOBER 1978

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EFFECTIVE CATE OF PAY ACJUSTMENT: C9 OCTOBER 1577

NEW NAME ID NUMBER CRG. SCH-GR-STEP SALARY FLCRES CANIEL 0036130 GS. 13 1 \$26,022

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EFFECTIVE DATE OF PAY ACJUSTMENT: 12 OCTUBER 1975

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FOR PURPOSES OF THE FAIR LABOR STANDARUS ACT. AS AMENDED. YOU ARE DESIGNATED EXEMPL.

EFFECTIVE DATE OF DESIGNATION: 31 MAY 1974.

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"PAY ADJUSTMENT IN ACCOPDANCE AITH THE PROVISIONS OF SECTION 5305 OF TITLE 5. U.S.C. AND EXECUTIVE ORDER 11/39 PURSUANT TO AUTHORITY OF DOT AS PROVIDED IN THE GIA ACT OF 1949, AS AMENDED, AND DOT DIRECTIVE DATED DE OCTOBER 1962."

EFFECTIVE CATE OF PAY ACJUSTMENT: 14 OCTOBER 1973

NAME

SERIAL UNGN. FUNDS GR-STEP

NEW SALARY

FLCRES CANIEL

036130 51 760 CF GS 11 4

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"PAY ACJUSTMENT IN ACCURDANCE WITH 5 U.S.C. 5305 AND EXECUTIVE ORDER 11691 PURSUANT TO AUTHORITY OF UCL AS PROVICED IN THE CLA ACT OF 1949, AS AMENDED, AND UCL DIRECTIVE DATED OR UCTUBER 1962."

EFFECTIVE DATE OF PAY ACJUSTMENT: OF JANUARY 1973

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SERIAL ORGN. FUNDS GR-STEP

NEW SALARY

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036130 51 760 CF GS 11 4

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OPGANIZATION 51 750 OLD SALARY BATE NEW BALARY BATE 4 1001 ACTION EFFECTIVE DATE Grade Last Ell Date Grada Step CENTIFICATION AND AUTHENTICATION I CERTIFY THAT THE WORK OF THE ABOVE HAMED EMPLOYEE IS OF ACCEPTABLE LEVEL OF COMPETERS. NONATURE Richard L. NO EXCESS LWOP O IN PAY STATUS AT END OF WAITING PERIOD LWOP STATUS AT END OF WAITING PERIOD 2 O AUDITED BY CLERKS INITIALS 708M 560 E Use previous PAY CHANGE NOTIFICATION

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 92-210 AND EXECUTIVE DRIVER 11637 PURSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT OF 1749, AS AMENDED, AND A DOLL DIRECTIVE DATED 8 DOTOBER 1962#

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EFFECTIVE DATE OF PAY ADJUSTMENTE 9 JANUARY 1972

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"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-656. AND EXECUTIVE ORDER 11576 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962*

EFFECTIVE DATE OF PAY ADJUSTMENTS 10 JANUARY 1971

NAME

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SERIAL ORGN. FUNDS GROSTEP

NEW SALARY

FLORES DANIEL

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SECRET (When filled In)

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THAY ADJUSTMENT IN ACCOMPANCE WITH SECTION 212 OF F. 90-204 AND EXECUTIVE DRIDER 11474 FURSUANT TO SOLD RETYING DOLLAS PROVICED IN THE CIT SCT OF 1949, AS MHENGED, AND A DOLL DIRECTIVE DATE: 8 DOTTIMES 1962"

EFFECTIVE DATE OF HAY ADJUSTMENTS 13 JULY 1969

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036130 51 760 GF 05 09 2

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TPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE ORDER 11324 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENTS 28 DECEMBER 1969

NAME

SERIAL GROW, FUNDS GRASTER

4E'* SALARY

FLORES DANIEL

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*PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDILES OF PL 89-504 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA 4CT OF 1949, AS AMENDED, AND A-DCI DIRECTIVE DATED 8 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENTS 3 JULY 1956

HAYE

SERTAL ORDN. FUNDS GRASTEP

ULD NEW

FURRES DANIEL

035130 51 500 v GS 95 4 \$ 5,694 \$ 5,859

SECRET FJH: 21 SEPT 66 (When Filled In) NOTIFICATION OF PERSONNEL ACTION OCF 1. SERIAL NUMBIR Z. MAME (LAST-FIRST-MIDDLE) FLORES DANIEL 036130 A NATURE OF PERSONNEL ACTION 4 FIFECTIVE DATE S CATEGORY OF EMPLOYMENT REASSIGNMENT 09 | 19 66 PART TIME 1. COST CENTER NO CHARGEABLE B CSC OR OTHER LEGAL AUTHORITY V 10 V ¥ 10 (# FUNDS (F 10 V CF 10 CF 50 USC 403 J 7235 1162 0000 9. ORGANIZATIONAL DESIGNATIONS ID LOCATION OF OFFICIAL STATION DDP/WH WH/C INTELLIGENCE BRANCH OPERATIONAL SUPPORT SECTION WASH., D.C. II. POSITION TITLE 12 POSITION NUMBER IS SERVICE DESIGNATION INTELLIGENCE CLERK 1176 14. CLASSIFICATION SCHEDULE (65, LB, etc.) IS. OCCUPATIONAL SERIES 16. GRADE AND STEP IT SALARY OR RATE GS 0301.27 ი5 4 5859 . REMARUS SPACE BELOW FOR EXCLUSIVE USE OF THE OFFICE OF PLRSONNEL 22 STATION | 23. INIGENTS CODE | CODE 26 DATE OF SHADE 24 Megtes 25 DATE OF BIRTH 27 DATE OF LET 21. OFFICE COOING 51500 WH 75013 08 | 04 35 31 5674841150 22 CORRECTION/CARCELLATION BATA 33 SECUPITY 34 SEE DATA COOE \$10 mg. COD DATA THE PREFERENCE 14 SERV COMP DATE 12 LONG COMP. DATE 18 CAREER CATEGORY 40 SOCIAL SECREITY NO. FEGLE / MEALTH INSURANCE PREVIOUS COVERMENT SERVICE BATA 47. LEAVE (AT 0 PEDERAL FAR BATA STATE TAA BATA ***** **** COUR 1 - NO BREAK IN BERVICE 8 BREAK IN BERVICE RUSS (MAD 3 195) - BREAR IN SERVICE IMONE THAN 5 1951 SIGNATURE OF OTHER / UT ENTICATION **FOSTED** Use Previous

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 \odot MPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 89-301 PURSUANT TO AUTHOPITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A-DCI POLICY DIRECTIVE DATED 8 OCTOBER 1952. Q 13 FFFECTIVE DATE OF PAY ADJUSTMENTS 10 OCTOBER 1965

OLD NEW NAME SERIAL OPGN. FUNDS GP-STEP SALARY SALARY FLORES DANIEL \$ 5.330 GS 05 3 036130

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CLERKS INITIALS
AUDITED BY I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE LS PAY CHANGE NOTIFICATION 9 61 560 (4-51)

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ADJUSTMENT OF SALARY RATE IN ACCORDANCE WITH THE SCHEDULES OF THE GOVERNMENT EMPLOYEES SALARY REFORM ACT OF 1964 PURSUANT TO THE AUTHORITY OF THE DIRECTOR OF CENTRAL INTELLIGENCE AS PROVIDED IN THE CENTRAL INTELLIGENCE AGENCY ACT OF 1949, AS AMENDED, AND POLICY DIRECTIVE ISSUED BY THE ACTING DIRECTOR OF CENTRAL INTELLIGENCE DATED 8 OCTOBER 1962.

SALARY CONVERTED TO RATE SHOWN FOR INDIVIDUAL'S GRADE AND STEP AS INDICATED IN CHART BELOW.

GENERAL SCHEDULE RATES Federal Employees Salary Act of 1964

CDADE			Per A	nnum	Rates	g and	Steps			
GRADE -	1	2	3	4	5	6	7	8	9	10
GS- 1	\$3,385	\$3,500	\$3,615	\$3,730	\$3,845	\$3,960	\$4,075	\$4,190	\$4,305	\$4,420
GS- 2	3,680	3,805	3,930	4,055	4,180	4,305	4,430	4,555	4,680	4,805
GS- 3	4,005	4,140	4,275	4,410	4,545	4,680	4,815	4,950	5,085	5,220
GS- 4	4,480	4,630	4,780	4,930	5,080	5,230	5,380	5,530	5,680	5,830
GS- 5	5,000	5,165	5,330	5,495	5,660	5,825	5,990	6,155	6,320	6,485
GS- 6	5.505	5,690	5,875	6,060	8,245	6.430	6,615	6,800	6,985	
GS- 7	6,050	6,250	6,450	6,650	6,850	7,050		7,450	7,650	7,850
GS- 8	6,630	6,850	7,070	7,290	7,510	7,730	7,950	8,170	8,390	8,610
GS-9	7,220	7,465	7,710	7,955	8,200	8,445	8,690	8,935	9,180	9,425
GS-10	7,900	8,170	8,440	8,710	8,980	9,250	9,520	9,790	10,060	10,330
GS-11	8,650	8,945	9,240	9,535	9.830	10,125	10,420	10,715	11,010	11,305
OS-12	10,250	10,605	10,960	11.315	11,670	12,025	12,380	12,735	13,090	13,445
OS-13	12,075	12,495	12.915	13.335	13,755	14.175	14,595	15,015	15,435	15,855
GS-14	14,170	14.660	15,150	15.640	16,130	16,620	17,110	17,600	18,090	18,580
OS-15	16,460	17.030	17.C00	18.170	18.740	19,310	19.886	20,450	21,020	21,590
OS-16	18.935	19,590	20,245	20.900	21.555	22,210	22,865	23,520	24,175	,,,,,
OS-17										
OS-18										

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1. SERIAL NUMBER	2 HAME (LAS	FIEST MID	or£)										
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II. POSITION TITLE						12 POSIT	ON NUMBER		13 51	ENICE DESIGNA	TICH		
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14. CLASSIFICATION SCHE	DULE (65, LB.	etc)		15. OCCUP	ATIONAL SERIES	14 68406	AND STEP		17. SA	STAR RO YEAR			· Ł
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suggestions made for improvement of	work performance. Give recommendations	ping in proper perspective their relationship to averall per for training. Comment on foreign language competence,	berrupes li
current position. Amplify or explain r managerial or supervisory duties and extra space is needed to complete Sect	utings given in Section C to provide best cost consciousness in the use of personnel ion D, attach a separatifying of possible.	basis for determining future personnel action. Manner of masks. Thurpment and funds, must be commented on, if	performance f applicable.
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CITE MFXICO CITY 51744

TO: WARHINGTON.

FUR: C/LA/PERS

Daniel Flores

SUBJECT: ADMIN/RYBAT/PERS/FR FOR

1. GIVEN BELOW IS THE FITNESS REPORT FOR THE PERIOD 1 OCT 78 TO 30 SEP 79. RATINGS ON SPECIFIC DUTIES AND NARRATIVE COMMENTS WERE PREPARED BY HARULD O. CHAIDEZ, DCOS. REVIEWING COMMENTS WERE PREPARED BY RONALD F. BRIERLEY, COS. THE REPORT HAS BEEN REVIEWED AND CERTIFIFD BY SUBJECT. SIGNED COPY OF FORM 45A BEING POUCHED.

- 2. THE FOLLOWING INFO IS KEYED TO FORM 45N, SECTION A:
 1. 03+130; 4. M; 5. GS-13; 6. DGG; 9. MEXICO CITY; 10. CAREER;
 11. ANNUAL; 12. 1 OCT 78 TO 30 SEP 79.
- 3. SECTION B. PERFORMANCE EVALUATION SPECIFIC DUTIES:
 1. DIRECTS THE ACTIVITIES OF AN 18-MAN CI LIAISON TEAM
 RESPONSIBLE TO THE STATION. RATING LETTER S.
- 2. RESPONSIBLE FOR TARGETTING CI OPERATIONS AGAINST SOVIET AND CUBANS IN MEXICO CITY. RATING LETTER S.
- 3. CASE OFFICER FOR AGENTS AND OPERATIONS DIRECTED AGAINST THE CUBAN TARGET. RATING LETTER S.
- 4. SUPPORTS STATION OPERATIONS AND ACTIVITIES DIRECTED AGAINST THE CHINESE AND OTHER TARGETS.
- 5. CASE OFFICER FOR RATING

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4. SECTION C - NARRATIVE COMMENTS.

SHORTLY BEFORE THE DEPARTURE OF THE FORMER COS, HE SUBMITTED A SPECIAL MEMORANDUM ON SUBJECT'S PERFORMANCE (MEXICO CITY 50702) WHICH CONCENTRATED MOSTLY ON SUBJECT'S RESPONSTBILITIES IN THE CI FIELD. A COPY OF THIS MEMORANDUM IS AVAILABLE IN SUBJECT'S PERSONNEL FILE. THE UNDERSIGNED FULLY ENDORSES THE LAUDATORY COMMENTS IN THAT MEMORANDUM, BUT SINCE RUBJECT HAS TAKEN ON BROADER RESPONSIBILITIES, IT IS NECESSARY TO COMMENT ON OTHER ASPECTS OF HIS WORK.

FOR THE PAST MONTHS, SUBJECT HAS BEEN DIVIDING HIS TIME AROUT EQUALLY BETWEEN HIS CI RESPONSIBILITIES AND OTHER STATION OBJECTIVES, PRINCIPALLY THE CUBAN TARGET. SUBJECT WAS GIVEN THESE ADDITIONAL DUTIES BECAUSE THE CI OPERATIONS GROUP IS WELL ORGANIZED AND REQUIRES LESS DIRECT C/O INPUT, AND ALSO BECAUSE OF THE NEED TO DEDICATE ALL AVAILABLE RESDURCES AGAINST THE CURAN TARGET. THIS STATION IS ONE OF FOUR WITHIN THE DIRECTORATE WHICH MAVE BEEN SELECTED FOR A CONCENTRATED EFFORT AGAINST CUBA, AND THIS TARGET NOW RANKS NUMBER ONE AMONG THE STATION'S MANY PRIORITY OBJECTIVES. SUBJECT'S PAST EXPERIENCE IN CUBAN OPERATIONS, HIS ABILITY TO PASS AS A MATIVE IN THIS COUNTRY. AND HIS OTHER STRENGTHS, WERE THE INGREDIENTS WHICH THE STATION NEEDED TO EXPLOIT IN THIS EFFORT.

SUBJECT HAS TAKEN OVER THE PRINCIPAL STATION OPERATION DIRECTED AGAINST CUBA. THIS WAS A FAIRLY NEW OPERATION AT THE TIME IT HAS ASSIGNED TO SUBJECT AND IT WILL MATURE UNDER HIS DIRECTION. FUR REASONS OF SENSITIVITY, A MORE DETAILED REVIEW OF SUBJECT'S WORK ON THIS OPERATION CANNOT BE PROVIDED, BUT THE HERORD SHOULD NOTE THAT DURING THE PAST THREE MONTHS, HE HAS HANDLED THIS OPERATION IN A THOROUGHLY PROFESSIONAL MANNER WITH STEADY PROGRESS BEING MADE TO FULLY EXPLOIT THE OPERATIONAL AND REPORTING POTENTIAL. ALSO DURING THIS REPORTING PERIOD, SUBJECT RENEMED CONTACT THROUGH MIS OWN EFFORTS WITH A FORMER REPORTING ASSET WHO HAD DRIFTED ANA! FROM COLLABORATION WITH THE ORGANIZATION. SUBJECT IS NOW ATTEMPTING TO BREATH NEW LIFE INTO THIS OPERATION AND BRING IT BACK UNDER CONTROL.

CUNTROL SUBJECT ALSO COOPERATED WITH ANOTHER GOVERNMENT AGENCY IN ATTEMPTING TO RE-ESTABLISH CONTACT WITH A

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THIS REPORTING PERIOD HAS AGAIN BEEN ONE OF CONSIDERABLE ACTIVITY ON THE PART OF SUBJECT IN WHICH HE HAS DEMONSTRATED HIS TAIFNT FOR OPERATIONS AND PARTICULARLY HIS AULLITY TO

THIS CASE FORWARD AGAINST AN UNREALISTIC DEADLINE.

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DEVELOP AND HANDLE AGENTS. HE HAS DISPLAYED VERSATILITY AND FLEXIBITITY IN PURSUING HIS TARGETS AND IS EVER ALERT FOR VULNERABILITIES WHICH CAN BE EXPLOITED. HE USES GOOD JUDGMENT IN HANDIING HIS CASES AND HIS TRADECRAFT PROCEDURES DURING THIS PFRIOD HAVE BEEN SOUND. IT SHOULD ALSO BE NOTED THAT THE PARTICINAR CUBAN CASES WHICH HE IS INVOLVED ARE NOT EASY ONES. THEY REDULRE HARD WORK, AND THE FULL RANGE OF CASE OFFICER EXPERIRE IN ORDER TO PUSH THEM FORWARD. HIS RESPONSIBILITIES IN THE CI FIELD ARE EQUALLY DEMANDING. SUBJECT HAS MADE A VERY PUSITIVE CONTRIBUTION TO THE WORK OF THIS STATION DURING THIS REPORTING PERIOD AND WELL DESERVES A RATING OF STRONG FOR HIS VARIOUR DUTIES AND A STRONG FOR HIS OVERALL PERFORMANCE.

5. COMMENTS BY REVIEWING OFFICER.

I CONCUR WITH THIS EVALUATION AND BELIEVE IT IS MOST COMPREHENSIVE AND OBJECTIVE. HAVING WORKED WITH SUBJECT DURING AN EARLIER PERIOD OF HIS CAREER WHEN HE WAS THEN A GOOD OFFICER (1970-72), I AM STRUCK BY THE REMARKABLE PROGRESS. HE HAS MADE-IN THREE KEY AREAS: OPERATIONAL THINKING AND ANALYSTS, WRITING, AND SOUND, PROFESSIONAL APPLICATION OF BASIC OPERATIONAL PRINCIPLES.

I AM DELIGHTED THIS HIGHLY CAPABLE, AGGRESSIVE OFFICER WILL BE REMAINING A THIRD YEAR AT THIS STATION AND LOOK FORWARD TO A MAJOR CONTRIBUTION FROM HIM IN MOST OPERATIONAL AREAS OF PRESENT PRIORITY CONCERN.RVM 13 NOV 99 DRV D9C.3.

END UF MESSAGE

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		FITI	NESS F	REPO	RT .			ervisor or Revi ENTIAL is not	•			her classification completed.
SE	CTION A					GENE	RAL IN	FORMATION	1			
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	36130	TION I	ine	F	lores,	Daniel	18.00	POIV/BR OF ASS		8/04/35		GS-13 DQG
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<u></u>	10.	TYPE O	F APPOIN	ITMENT	·	<u> </u>		. ,	1. TYPE O	P REPORT		
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	CTION B						** * * * *	EVALUATION				
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	IFIC DUTY N						,					RATING LETTER
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oroduc d emp	tivity, conduct	on job.	cooperat		pertinent pers	onal Hore or	habin, a	in his surrent pas nd particular limits rating bas sorres	ations or h	alents. Based or	your knowled	00)
_	5N (1)		3		·	CON	IFIDEN	ITIAL,		EZ, IMPOET CI	BY 007622	- PH

<u>.</u>

SECTION C	NARRATIVE COMME	NTS
managerial or successiony duties and extra space is needed to complete Sec	trings given in Section B to provide best basis for cost consciousness in the rise of personnel substitution from C, attach a separate sheet of payer.	raper perspective their relationship to averall performance. State alag. Comment on foreign language campetence, if required fur determining future personnel action. Manner of performance of by applicable, must be commented on, if applicable. If
and was therefore famperiod under review, East Asian stations w Mr. Flores was the on performance compared chief, Mr. Flores was and a secretary. He to and from the field matters pertaining to manner with Mr. Flore The Cuba Operat Mr. Flores frequently for one particularly him to travel on short sessions of this repor Mr. Flores also contacts and participa	iliar with its operational to Mr. Flores served as a sectic ith a Cuban target (Tokyo, I ly GS-13 officer to hold sect favorably with that of the GS supervisor for operation was responsible for ensuring stations, and providing oper Cuban operations. His sectic sedemonstrating his ability to ions Group also functions in traveled TDY to handle cases sensitive and productive to notice and to arrange for setting source. traveled to Canada on various te in developmental operation in the case of the canada on carrange for setting source.	Flores had been a COG case officer echniques. During this ten-month on chief with responsibilities for and
SECTION D	CERTIFICATION AND COM	MENTS
	1. BY SUPERVISOR	,
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	· ·
UNDER MY BUTERFISION		Ration 9.17 Feedile:
DATE	OPPICIAL TITLE OF SUPERVISOR	TYPED ON THE MANE AND WONASHOE
wata	DC/LA/COG	Middle Winters
<u> </u>	2. BY EMPLOYEE	
STATEMENT CONCERNING THIS EV OF MY PERFORMANCE	- Alm do 10-00	Willief ()
MAVE ATTACHED HAVE NOT	ATTACHED [////////////////////////////////////	Daniel Flores
COMMENTS OF REVIEWING OFFICIAL	3. BY REVIEWING OFFICE	AV
Subject likes to He is, however, a litt I have no doubt as to learn how to make thin	le quiet and tends to accept his skills, he may need a bit	things the way they are. While more management experience to le has done a fine job running is Group.
DAVE .	OFFICIAL VITLE OF BEVIEWING OFFICIAL	TIPLO AF PRINTING AND STAND STANDARD
	C/LA/COG	Chroderick W. Latrash
<u></u>	4. BY EMPLOYEE	
CENTIFY THAT I HAVE BEEN THE SHI LL SECTIONS OF THIS REPORT	Tilding (197	Parties of the house

FITNESS REPORT
Daniel Flores
NARRATIVE COMMENTS

cont.

movements of an operational target, and to devise a secure and timely method of approach to the individual Cuban.

Mr. Flores is less enthusiastic when it comes to the paperwork and bureaucratic requirements of his position. While he is a good writer, he tends to handle his written tasks in a hurried manner and consequently, his work oftentimes requires review. He is also inclined to take the shorter and easier approach when handling the paper flow requirements. I mention these points not because they represent basic shortcomings, but simply to contrast them to his exceptionally high performance in his operations officer capacity.

In sum, Mr. Flores is an extremely experienced, competent and well motivated operations officer. His talent as a "street operator" with a keen sense for the human target has been amply demonstrated. He has now quite successfully been introduced to his first supervisory position and proven that he is competent for assignments of this nature. I believe Mr. Flores is capable of handling positions of increasing responsibility and should be given the opportunity to do so.

S E C R E T

او:۱۱۶۰ ر ت	FITNESS REPORT	
SECTION A	GENERAL INFORMATION	
1. EMPLOYER NUM		
7. OFFICIAL POBL		ODE Ich one
Instruc	tor Ops DDA/OTR/LTD Has. Xino	0 00
	11. TYPE OF APPOINTMENT	
X CAREER	RESERVE CONTRACT OTMER (Spin) TEMPORARY ANNUAL X REASSION.	SPECIAL
	- 19 November 1976 . AA-	-
SECTION B	QUALIFICATIONS UPDATE	
	UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE BOX TO THE RIGHT, IF NO CHANGES ARE REQUIRED, PLACE THE WORD 'NO IN THE BOX AT RIGHT	
SECTION C	PERFORMANCE EVALUATION	
U— <u>Unsatisfactory</u> M—Marginal	Performance is unacceptable. A rating in this cutagory requires immediate and positive remedial action, the nature could range from counteling, to further training, to placing an probation, to reassignment or to separation. Describe or proposed in Section D. Performance is deficient in some aspects. The reasons for assigning this rating should be stated in Section D.	action taken
P-Proficient	taken as recommended should be described. Proformance is satisfactory. Desired results are being produced in the manner expected.	
S-Strong	Performance is characterised by exceptional professory,	
0-Outstanding	Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others work as to worrant special recognition	doing similar
	SPECIFIC DUTIES	
performs EACH specific	at important specific duties performed during the rating period. Insert rating letter which best describes the momner in which duty. Consider ONLY effectiveness in performence of that duty. All employees with supervisory responsibilities MUST be a fundicate number of employees supervised;	
SPECIFIC DUTY NO.	•	RATING LETTER
craft sk	tutorial training in clandestine operational trade- ills for as well	·
BPECIFIC DUTY NO.	staff and contract personnel.	MATING
	- boration with sponsoring Agency components prepares de- raining programs and schedules for the conduct of tailor-	LETTER
	inl and small-group training.	S
training	traince performance in each program and prepare final reports, and as appropriate draft follow-up question-or field evaluation of training effectiveness.	BATING LBITAR
	OF TICES CONTACTION OF THE PROPERTY OF THE PRO	ATING
role pla	ate in live problems and exercises as surveillant and yer as required and contribute to improvement in train- rials and techniques.	S
SPECIFIC DUTY NO	The section of the se	
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S F C R E T

SECTION D	NARRATIVE COMME	NIS
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suggestions made for improvement of	and the same of th	a Common on town in lawrence commissions of command for
Everent positions Amplify or exclosing	ica ayan in gadil 1. A bearing a pay pair for a	determining future servancel action. Manner of performance of juipment and tunix must be commented un, if applicable. If
eatre space is needed to complete Service	en completely and a personnel, spore, an	uipment and tunck must be commented un, if applicable. If
anne thore is useded to combine service		
Mr. Flores jei	noon	Unit in mid-
June 1976 and at	or a woolle familiarizat	Ion with training materials,
		ttended a two-week Instruc-
tor Training Wark	shop at the	On completion
of the Workshop	Subject returned to the	Unit for further familiari-
I sation with the	entine of the Unit need	sted in several surveillance
nroblems and con	itored a two-work traini	ng program which included
		in the SAI (or persuasion
		ntly Mr. Flores assisted as
		program involving the train-
ing of a	assisting	the Agency in
	es then assisted another	instructor in devising and
		s undertaken designed to
teach		Staff Employees who are
deemed likely to	e of	and
Mr. Flores then p		October through 19 November .
conducted a tutor	ial training program in o	clandestine operations tech-
_	~ , v	
	(continued)	' I
SECTION E	CERTIFICATION AND COMM	NENTS
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	SECTION THE OF BUTSHIPUN	Next Y L
17 January 1977	Chief, ALT Unit	Walter R. Cox
	2. BY EMPLOYEE	
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Unit for a short wa	or Mr. Flores. Although riod of time, he was pro	ne was assigned to this
qualified onerstice	is instructor. His home	Division manager to the
return in order to	give him a responsible p	Division requested his
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ne need donaterito	and he should do sell o	m that assignment.
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SECRET

who is scheduled to serve as an

Continuation of Section D of Fitness Report on Daniel Flores, GS-12, for period 22 June - 19 November 1976 -----

	in the	•	•	
The	first independent t	raining task	given to Mr. Flore	es
was of a			ving as an access	
but this	s task was cancelled	d at the last	minute when the c	on -

cerned Base discovered grounds for field termination of the agent rather than providing tutorial training for the agent in the U.S. Mr. Flores was justifiably irritated at this turn of events which denied him what held promise for being a challenging initial training program.

niques for a

It was with regret that we learned, early into what turned out to be Mr. Flores' only independent training program, that a priority requirement of his home-base Division would necessitate his return to Division duty soonest. The Division agreed to our request that Mr. Flores conclude the training program he had tailored, and begun, and Mr. Flores is to be commended for having done an exceptionally fine job in this assignment. The completion-of-training report was also well organized, and the questionnaire which asks for an evaluative follow-up from the trainee's field Station is to the point.

Early in his assignment Mr. Flores took over the maintenance and improvement of the Unit's operations training slides, consolidated them into an extremely functional package, and solicited ideas from other instructors to improve the package. Much to his credit and the Unit's benefit, Mr. Flores managed to persuade another Agency component to undertake--without charge--a major revamping of some of the slides using computor-designed art work to replace some of the less impressive early work in this field.

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	FITNESS REP		
SECTION A	GENERAL INFORM		niula, sex 15 chaine fat 50
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ECTION B	QUALIFICATIONS U		MINORE BLACE THE
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SECTION C	PERFORMANCE EVAL	JATION	
	A rating in this category requires to further training, to placing on		
or proposed in Section D.	me aspects. The reasons for assign		·
taken ar recommended shauld	I be described.	-	n section V and (Amedia) delici
Proficient Performance is satisfactory, D Strong Performance is characterized	letired results are being produced by exceptional proficiency.	in the munner expected.	
	in relation to requirements of the w	rork and in comparison to the pe	rformance of others doing simila
, work of 19 warrant special re	SPECIFIC DUTIE	S	
t up to alk of the most important specific duties perfectors EACH specific duty. Consider ONLY effective	ormed during the rating period lase	rt rating letter which best describes	the manner in which employee onsibilities MUST be rated, on
els ability to supervise (indicate number of employer PECIFIC DUTY NO. 1	is supervised).		RATING
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suggestions made for improvement	of work performance. Give recommendations	ping in proper perspective their relationship to averall performance for training. Comment on foreign language competence, if requi- basis for determining future personnel action. Manner of perform	red f
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PAGE 001 TOH: 1820312 NOV 78 1584998 MEXI 47396

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CITE MEXICO CITY 47396

TO: MASHINGTON.
FOR: C/LA/PEHS

Pan Flores

SUBJECT: ADMIN/RYBAT/PERS/FITNESS REPORT FOR

- 2. THE FOLLUMING INFO IS KEYED TO FORM 45%, SECTION AS:
 1. 03-0130; 4. MS 5. GS-133 6. DQG; 9. MEXICO CITY;
 10. CAREER; 11. ANNUAL; 12. 15 FEB-30 SEP 78.
 - 3. SECTION B. PERFORMANCE EVALUTATION SPECIFIC DUTIES:
- 1. DIRECTS THE ACTIVITIES OF AN 18-MAN CI LIAISON TEAM RESPONSIBLE TO THE STATION, AND WHICH INCLUDES COORDINATING ALL REACTION UPS INITIATED BY THE TEAM, RATING LETTER -- S.
- 2. PESPONSIBLE FOR TARGETTING CI OPERATIONS AGAINST SOVIETS AND CUBANS IN MEXICO CITY. RATING LETTER -- S.

3. CA	SE	OFFICEP	FOR	
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OTHER NUMEROUS AGENCIES WITH ______ RATING

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MEXICO CITY.		•		•
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	ECRUITMENT OF THE	
	PHASES OF THE OPERATION	
AT THIS TIME.	THE OF THE OF	W. 1011 CO. 1110C
- 11125 12mc		
IN ADDITION TO T	HESE SPECIFIC OPERATIONS,	THE CI
INIT ALSO CARRIES OUT		
	ER WORK AS REQUIRED IN TH	F CT FIFLD.
	VES AS PROBABLY THE PRINC	
	SOVIETS AND THE CUBANS A	
	IVE TASKING MUST BE UNDER	
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OTATIO CHATE ON ELLICI	End I wom This owner one	•
SUBJECT ALSO HAN	OLES OF	THE .
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	IN MEXICO.	
INDEED, THE FIRS	T PART OF HIS TOUR IN MEXI	ICO HAS BEEN
	ION FINDS HIM TO BE AN ENE	
	QUALIFIED OFFICER. HE HA	
	ONAL PROBLEMS WHICH HAVE S	
	AND EFFECIENCY, AND HIS F	
IS	IS VERY GOOD. DURING	
ONVERSATIONS,		HAVE EXPRESSED
	SUBJECT'S ABILITIES.	

HIS ABILITY TO PASS AS A NATIVE IS AN ADDED FACTOR IN HIS FAVOR AND PROVIDES HIM WITH A GREATER DIMENSION FOR OPERATIONS. THE STATION HAS USED SUBJECT ON OCCASION FOR UPERATIONS, BUT THIS USE MUST BE SELECTIVE IN ORDER NOT TO ADVERSELY IMPINGE UPON HIS PRIMARY WORK WITH THE CI UNIT.

SUBJECT IS VERY COST CONSCIOUSNESS IN THE USE OF STATION FUNDS AND EXTRACTS A HEALTHY RETURN FOR PROJECT MONIES USED TO SUPPORT THE WORK OF THE CI UNIT.

SUBJECT WELL DESERVES A RATING OF STRONG FOR HIS

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VAPIOUS DUTIES AND AN OVERALL STRONG FOR THIS REPORTING PERIOD. HE LOOK-FORWARD TO A CONTINUED HIGH LEVEL OF PERFORMANCE DUPING THE YEAR TO COME.

5. SECTION D.1. SUBJECT MAS BEEN UNDER MY SUPERVISION FOR SEVER AND ONE-HALF MONTHS. D.3: COMMENTS BY REVIEWING OFFICIAL:

1 FULLY CONCUR WITH THE NARRATIVE COMMENTS OF THE REVIEWER.
SUBJECT HAS DISPLAYED A GREAT AMOUNT OF IMAGINATION AND ENERGY
IN DIRECTING A DIFFICULT ACTIVITY NAMELY COUNTERINTELLIGENCE
ACTIVITY THAT IS SEVERELY RESTRICTED BY ATTORNEY GENERAL GUIDE—
LINES TO THE EXISTING EXECUTIVE ORDER. SUBJECT HAS DESPITE THIS
BEEN ABLE TO KEEP A VERY POSITIVE THRUST TO HIS OPERATIONS AND
HAS BEEN ABLE TO MOTIVATE THE AGENTS AND PERSONNEL UNDER HIS
CONTROL. I AM TOTALLY SATISFIED WITH HIS ENERGY AND MOTIVATION.
DESPITE THE FRUSTRATIONS INHERENT IN THE COUNTERINTELLIGENCE ACTIVITY
HE CARPIES ON WITH A HIGH SPIRIT AND A TREMENDOUS AMOUNT OF GOOD
WILL—NO MEAN ACHIEVEMENT AT THIS JUNCTURE OF AGENCY COUNTER—
INTELLIGENCE ACTIVITIES. E3, IMPDET.

END OF MESSAGE

SECRET CLASSIFICATION

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i.

			FITNE	SS REPORT					
SECTION A				INFORMATIO			1277 =71		
1. EMPLOYEE NUM	F1c	ores, Dar	niel	DIV/DR OF ABBIG	4	Aug_3		_GS:12	_D
operations	Officer		DDO	/LA/COG	· · · - · · <u>i</u>	adqua	rters	10 COE I	DP
	1	YPE OF APPOIN	OTHER (Spec)		l,	!#. TV	PE OF REPOR	RT	
XX CAREER	RESERVE	CONTRACT		TEMPORARY	XX ANNU		READSIGN. MENT	OPEC	:IAL
13. REPORTING PER 01 July 19				14. DATE REPOR	1976				
SECTION B			QUALIFICAT	IONS UPDAT	<u>E</u>				
IF QUALIFICATIONS WORD "YES" IN TH			UBMITTED WITH C						
SECTION C			PERFORMANC	E EVALUATIO	N				
U— <u>Unsatisfactory</u> M— <u>Marginal</u> P—Proficient	could range fro or proposed in Performance is taken or recomm	m counseling, to Section D. deficient in some mended should b	rating in this categ further training, to aspects. The reason a described. and results are bein	placing on probation for assigning this	n, to reassign	be stated:	separation. D	escribe action	taken
S-Strong	Performance is	characterized by	exceptional proficier	cy.	•				
O-Outstanding		a exceptional in rant special reco	relation to requireme inition.	nts of the work and	l in compariso	n to the p	erformance of	others doing	similar
			SPECIFI	C DUTIES	·				
List up to six of the mos performs EACH specific heir ability to supervise	duty. Consider (ONLY effectiveness	in performance of i	period. Insert rating hat duty, All emplo	letter which by	est describe ervisory res	s the manner in ponsibilities MU	which employ ST be rated	700 CR
Handle a sen travel to me	sitive an						ns via TD ts.	Y	TING TTER
Review income and ensure the	ing opera						oan matte	TS RA	TING
Maintain a the our operation appropriate.	horough fa							nd RA	TING TTER
Develop lead: data on the t	s against		ctc., of	ls in approa			timately assessmen	LET	TING TTER
Work closely required corn	with the	IA's of the	ne section t	o ensure th	nat they	answer	all ductive.	, LET	TING TER
PECIFIC DUTY NO.	,						**************************************	BAT	TING
							•		TER
		OVER *** *		IN CURRE	7 000	- · ·			
ske inte acrount everyf	king obset the e	mpleyee which h	ERFORMANCE	osa o ba reran s	مادد میانید	. parturan	e of specific de	-	7 (A) 43 7 1 5 R
eductivity, conduct on employee's everall pe toly reflects his level of	formance during	the rating parts	aprofitrate or bobi 6 place the latter is	t and particular be the rating bed for	istophane as to responding to	lents Based De phytome	an your \$1000 1400 0 Hall In	same S	`
				ICATION	· · · · · · · · · · · · · · · · · · ·			-	أحسموا

45 SLCRET

S E C R E T CLASSIFICATION

1	SECTION D		NARRATIVE COM	MENTS	
ı	Indicate significant strengths or weakn	esses demoinst	prices aution trents in beta	proper perspective their relationship to averall performan	ire State
Ì	suggestions made for improvement of	work perform	ance Give recommensation for t	uning. Comment on foreign language competence, it req	uired for
ı				or determining future personnel action. Manner of perfori	
l	managerial or supervisory dulies and control space is needed to complete Section			equipment and funds, must be commented on, if appli	cable. If
I				for approximately six months.	This
ı				n. After two field tours and his	
ł				is developed into a solid and	•
				hope our employees will develop	. Ua
l	ie now highly motivator	l and cr	antiva in his work	He has demonstrated, particular	, (K
	recent months, a gratif				Ty III
l					'. AL
I			r most productive a		ith
				east six months, some of the high	
	quality intelligence or			_this Agency has obtained. Beca	
				sponsible case officer must be a	
j	to work with very littl	e guida	nce and have the tr	decraft skills and reports writi	ng
				e Mr. Flores has demonstrated his	mserr
				to operational information and	
ľ	quality intelligence pr				
l.				ily to provide the institutional	
I				operations directed against	
L,				irect responsibility, but through	
Ŀ	atin America. Since a				_ and
١.,	agents, Mr. 1-10	res nas	requently acted as	Section Chief during the absence	cor
1	the other officers,	a (2-1)	position. He has	been able to handle the job well	both
S	ECTION E	CE	RTIFICATION AND CO	MMENTS	
	Per		1. BY SUPERVISO		
	ONTHS EMPLOYER HAS BEEN INDER MY SUPERVISION	IF THIS RE	PORT HAS NOT SEEN SHOWN	O EMPLOYEE, GIVE EXPLANATION	
		1.	•		
		<u> </u>			
E	BTA	OFFICIAL	TITLE OF SUPERVISOR	TYPED OF PRINTED MAME AND BIGNATURE	
		CI	A/COG/NHA	Leonard D. Therry	
_				of Leonard by merry	
		<u> </u>	2. BY EMPLOYER	O ONATURE OF EMPLOYEE	
	STATEMENT CONCERNING THIS EN	ALUATION	13 //0 (2)		´ •
-	MAYS ATTACHED MAYS MOS	ATTACHED	-100 (1 de 197)	W Men Coop	1
-	The state of the s	ATTACABO	3. BY REVIEWING OF	ICIAI DE	
c	MASATE OF REVIEWING OFFICIAL		J. DI KEVIENING OF	7	
-	•	ratinos	civen by the rating	officer. Mr. Flores is indeed a	Find
n	perations officer and s	should h	ave an exceptionall	successful career in operations	
				an occasional lack of drive and	٠ ا
•	elf-motivation and as r	ntal by	the rating officer	particularly in recent months,	ha
., S	reas to have cured this	and ha	s indeed been enine	at a fast pace.	
_				or a rotational tour in the Offi	co l
`	f Training I bolieve	that wh	on ha finishes this	tour, he should return for an	
				lle is an exceptionally fine case	
				way of dealing with his agents	
				ould involve supervision of youn	
٠,	no officers and he sho	add boo	in to make into the	managerial aspects of operations	,,, I
	AP AN THERES WHISH IN MIN	COPPLETAL TO	AFR ON HEATERING OLD THE	TIPES ON MENTER HAMA THE GOVERNOR	'
	•		•	I was to see the second	- 1
	!	Chie	r, was	Thomas A. Mayton	
_	· · · · · · · · · · · · · · · · · · ·		4 ST ENCOTE		
,			0418 4 .)	leveneture or employee	
•				The state of the	
		فعتاده	CLASSIFICATION		
	•	01·-	•	luc'	

S. E C R E T

FITNESS REPORT

Daniel Flores

cont.

SECTION D

in terms of paper flow and personnel administration. He demonstrates an ability to advance further along these lines. Also during the period under review he participated in an approach against the local head of Cubana Airlines in a Latin America country. Although the recruitment effort was not successful, it was conducted in a professional manner and Mr. Flores used an access agent relative in a very effective manner.

He has been perhaps the most aggressive officer in the Cuba Operations Group in pursuing leads for interviews of relatives, friends, and acquaintances of Cuban officials posted abroad. During the period under review he conducted at least six such interviews and developed good assessment data on various targets.

	As	a	native	Spanish	speaker, Mr. Flores has the ability to
	as	a			and has successfully carried out roles
as a			citi	izen, 🗀	. This
abili	ity	to) <u> </u>		has been of great assistance in
hand1	ling	z 1	the key	case he	relinguished only on leaving LA/COG.

Mr. Flores has now overcome an earlier reluctance to be aggressive which former supervisors might have noted. I am confident he will maintain and build further on what I have found to be a highly improved sense of enthusiasm. I am sure he will be a strong contributor to his new component.

No. 3

He is an officer who merits further responsibility and one who should continue to rise in rank as he assumes these additional responsibilities. It has been a pleasure to work with him and I should like to do so with him in the future.

SECRET

E2 IMPDET CL BY 025231 CLASSIFICATION

	FITNESS REPORT		
SECTION A	GENERAL INFORMATIO		
1. EMPLOYEE NUMBER 2. NAME (lost, first,		4 Aug 35 M GS-	ADE 6. 80
194737 Flores, D.	INICI		12 D
Ops Officer	DDO/LA/COG	Washington, D. C. XIM	
CAREER RESERVE CONTRACT	OTHER (SON.) TEMPORARY	X ANNUAL REASSIGN.	SPECIAL
13. REPORTING PERIOD (from-to-) 1 October 1974 - 30 June 1		1075	
SECTION B	QUALIFICATIONS UPDATE		
IF QUALIFICATION'S UPDATE FORM IS BEING WORD "YES" IN THE BOX TO THE RIGHT. IF N		ATTACHED TO THIS REPORT, PLACE TO HE WORD "NO" IN THE BOX AT RIGH	
SECTION C	PERFORMANCE EVALUATIO		
A could range from counseling, to or proposed in Section D. M-Marginal Performance is deficient in some taken or recommended should in the commendation of the commendation of the commendation of the commendation of the commence is satisfactory. Despiration of the commence is characterized by Performance is characterized by	e durther truining, to placing an probation or assigning this be described, ired results are being produced in the newseptional proficiency, relation to requirements of the work and	ste and positive remedial action. The nature, to reassignment or to separation. Describe rating should be stated in Section D and renanner expected. In comparison to the performance of others	action taken
ist up to six of the most important specific duties perform verforms EACH specific duty. Consider ONLY effectivens helr ability to supervise (indicate number of employees	se in performance of that duty. All employ		
PECIFIC DUTY NO. 1			RATING
Case Officer for COG's Lational support of LA field	tin America area res 1 Stations Cuba prog	ponsible for opera- rams.	s
PECIFIC DUTY NO. 8		ern, men men under er en en en en en en en en en en en en en	RATING LETTER
Case officer for two sensi	itive	operations.	S
PECIFIC DUTY NO. 3	<u> </u>		RATING
Develop leads to potential interview prospective acce	Cuban recruitment	targets and personaFi	LETTER
PECIFIC DUTY NO. 4			RATING LETTER
Supervisor for one Intelli	gence Analyst	, .	S
PECIFIC DUTY NO. 6			RATING
	•		LETTER
PECIFIC DUTY NO. 6			RATING
	• .		
OVERALL	PERFORMANCE IN CURRENT	POSITION	RATING
he into account averything about the amplayee which is aductivity, conduct on job, cooperativeness, partinent pr amplayee's everall performance during the rating parti- ply reflects his level of performance.	ersand traits or habits, and particular limi	tations or tolents. Based on your knowledge.	S
ay reliefs at their or performance	CLASSIFICATION	8 511 19/5	. (4)

E Curi

SECTION D	NARRATIVE COMM	NENTS
Indicate paymented promyths as would	nesses demanstrated in current position beeping in	proper perspective their relationship to overall performance. State
suggestant made for improvement of	work performance Gira recommendations for trus	nice Comprey; in furnigh language competence, if required for the mining furnish personnel action. Manner of performance of
current-another Ampley on explain to	utings given in Section C to provi BF\$10E.UKi	destining future personnel action. Manner of performance of
manageral or systematry dylas and	ion D, attach a separate sheet of paper.	equipment and funds, must be commented on it applicable If
		s +u 175
LA/COG is both	h a Headquarters Ambort	lesement and an active opera-
tional	71000	
1	As s	uch, Mr. Flores assignment is
a combination		7
H	is performance is being	rated in both capacities which
means that much hi	igher criteria is being	applied than for most Head-
quarters officers.	•	••
. i -		innal agent hundles and had
		ional agent handler, and has
Geen used very cit	fectively in new, ser	insitive operations
neadguarters, Ait	Blance transference beautiful	ipate in the recruitment of
these sources, Mr.	riones was prought in	to provide initial training,
and detailed guida	nce necessary to develop	the new assets into reporting who Mr. Flores
halmed debutter at	a complicated case of a	
helped debrief, th		The other
was a successful access to the	Mn Plan	f a source with excellent
	officer is to make the	es' job, after being introduced
by the recruiting	the exactions make the	source into a fully controlled
asset and maximize	the excellent potential	for intelligence information.
SECTION E	CERTIFICATION AND COM	MENTS
The state of the s	1. BY SUPERVISOR	
Months employee has been under my supervision	IF THIS REPORT HAS NOT BEEN SHOWN TO	EMPLOYEE, GIVE EXPLANATION
	Ī	, · · [
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PROTEET NAME AND STONATURE
	1	M. Michael Krine
8 August 1975	ADC/LA/COG	M. Mychael Krine
	2. BY EMPLOYEE	
	TOATE A	TOIDHATTAR OF EMPLOYES
STATEMENT CONCERNING THIS E. OF MY PERFORMANCE	VALUATION 1 //	1 1 100 /
HAVE ATTACHED MAYE NOT	ATTACHED CALLET 1915	Volund (Your
	3. BY REVIEWING OFFIC	CIAV
COMMENTS OF REVIEWING OFFICIAL		
14/COC has	operations officers per	forming duties similar to
		responsible for recruiting/
handling agents di	rected against a hard ta	rget and also staff duties
as a Desk Chief. 1	These tasks are	the Latin America
Division as these		and also as
Headquarters desk o		are handled by
these emolovees	I would rank Mr. Flo	res in the middle of this
group, but it must	be taken into considera	tion that all the other
officers are senior		
		1 20 1
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED WAME AND BIOMASUFE
8 August 1975	AC/LA/COG	Thomas G. Clines
	BY EMPLOYEE	
I CERT OF THAT I MAIT BEEN THE EI ALL BECTIONS OF THIS BEPURT	MTBIES IN 10/1/1/2 1/975	111111111111111111111111111111111111111
	-//5/4/1/1	
~	CLASSIFICATION	
<u> </u>	. 21	1

Continuation of Section D

His professional, no-nonsense handling has already contributed to highly significant information (a value quotient of 7.0 with one XX report) on some of the Agency's current Cuba priorities including Cuba's negotiating attitude vis-a-vis the U.S.

In his capacity as Desk officer for field stations in Latin
America, Mr. Flores is charged with providing guidance and support
aimed at recruitment operations against . He has
conducted interviews of in the U.S. and initiated a
promising
. He supervisesintelligence analyst and, together,
they effectively ensure timely response to field requests and help
stations to identify operational opportunities, recruitment targets
and where necessary keep them aware of the priority of the Cuban
target.
By his performance, Mr. Flores has demonstrated he is a versatile
case officer with good operational instincts; he is showing increasing.
agressiveness and imaginative support of field stations in their
efforts to While he is an excellent agent
handler who gets maximum intelligence production from his assets, he
is less thorough when handling the administrative details involved in
his operations. He needs more supervisory experience, and still tends
to rely excessively on his IAs to search for operational leads and
conduct operational research.
conduct operational research.
Mr. Flores was sponsored by the Division, and attended the mid-
career course in November 1974. He has excellent potential for further
advancement in the Division and has been a significant factor in
LA/COG's success over the last year in developing access to Cuba, a
recognized hard target.
Continuation of Section E
Subject excels as an agent handler motivating his agents and
disciplining them when required to obtain quality intelligence. He
handles of LA/COG's most sensitive and during
this period, he has met these in and in
. He has certainly targetted these agents against priority
objectives and the intelligence produced has been of vital interest to
U.S. Government policymakers in this delicate period of Cuban nego-
tiations. Latin America Division has received commendations from

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Signet

Continuation of Section E

the intelligence community for reports acquired through Mr. Flores. Subject's staff duties include desk chief responsibilities for support and guidance to field programs including the research and targetting required to conduct an effective recruitment program. Although such duties requiring supervision are new to him, he is also making progress in this capacity. With proper guidance and assistance, he will develop into a most effective supervisor.

Mr. Flores native fluency in Spanish and his Latin background have proven most valuable to Cuban operations. In fact he represents himself as ________. For an officer his grade, he is very mature, self assured, has good common sense and is certainly a professional. Subject has completed two tours in the field and is an experienced ops officer. He is intelligent, imaginative, uses good tradecraft at all times and has a clear headed approach to the business. He expresses himself well orally and in writing, and works very well with other case officers. Mr. Flores keeps up to date on political, economic and social affairs pertaining to Cuba and he willingly accepts difficult tasks requiring frequent separations from his family.

Subject definitely has potential. He is operationally agressive and is gaining experience as a manager. Mr. Flores is already performing at a higher level than his grade. In approximately a year, he should be again dispatched to the field as a senior officer responsible for handling Soviet, Chinese or Cuban targets. During the next reporting period, Mr. Flores should receive training in superivsion. He is a solid performer in the Cuban Operations Group and has contributed much to our successes during the past year.

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		FITNESS	REPORT			
SECTION A	BER 2. NAME (Lost, first.		PORMATIO		PF BIRTH 4	GRADE 6. 8D
194737	Flores, D	aniel	RR OF ASSIGN	!	35 M	
Ops Of	ficer	DDO/L	A/COG	Wash	ington DC	X HQB DF
CAREER	RESERVE CONTRACT	OTHER (Spec	TEMPORARY	X ANNUAL	REASSIGN.	SPECIAL .
11. REPORTING PE			DATE REPORT	DUE IN O.P.		
SECTION B	h 1974 - 30 Sept	QUALIFICATION	NIS HIPDATE			
IF QUALIFICATIONS	UPDATE FORM IS BEING HE BOX TO THE RIGHT, IF N	SUBMITTED WITH CH	ANGES, AND IS	ATTACHED TO		
SECTION C		PERFORMANCE	EVALUATIO	N		
U- <u>Unsatisfactory</u>	Performance is unacceptable. A could range from counseling, to ar proposed in Section D.	L rating in this category of urther training, to pla	requires inmedia king on probution	ote and positive re , to reassignment	or to separation. De	scribe action taken
M- <u>Marginal</u>	Performance is deficient in som taken or recommended should	e aspects. The reasons f be described.	or assigning this s	rating should be st	ated in Section D or	ed remedial actions
P - Proficient S-Strong O-Outstanding	Performance is satisfactory. De Performance is characterized by Performance is so exceptional in	sired results are being , r exceptional proficiency.		•		
O-Contonaino	work as to warrant special rec	ugnition.		in comparator to	ne performance of b	thers daing similar
		SPECIFIC	DUTIES			
performs EACH specific	est important specific duties perfor : duty. Consider ONLY effectivence se (indicate number of employees	is in performance of tha				
SPECIFIC DUTY NO.	1					RATING LETTER
Primary ca	se officer for	a sėnsitive		<u>`</u>		s
SPECIFIC DUTY NO.	2	· ·	,	- 1	164	RATING LETTER
	Provide operational support and guidance for Cuban operations conducted by LA Division Stations.					
SPECIFIC DUTY NO.	3.		····			RATING LETTER
	supervise Inte esponsibilities		istants	assigned	to specifi	
SPECIFIC DUTY NO.						RATING
	officer for acc			rt assets	in I.A	LETTER
	tations' Cuban	operations.		N. 2.1		S
Search for	leads in the U	.S. for LA D	ivision (Cuban ope	rations and	RATING
personally	debrief and exp					S
SPECIFIC BUTY NO. (•				٠.	RATING
	045844	DEDE ODMANICE !	NI CHROEN'S	DOCUMENT		
		PERFORMANCE I				BATING
productivity, conduct an	thing about the employee which job, cooperativeness, pertinent performance during the rating per performance.	ersonal traits er kabits, i	and particular limi	lations or talents. A	eleans tuay no become	
;;;; 45 ;;;;;;;	*#6+1	CLASSIFIC	ATION	EZ IMPORT CL),	جهر الله

Pro-

1	NARRATIVE COMMEN	
Indicate significant strengths or weak	nesses demonstrated in current position beeping in propi	or perspective their relationship to overall performance. State
suggestians made for improvement of	work performance. Give recommendations for training	Comment on fareign language competence, if required far
Eurrent position. Amplify or explain t	atings given in Section C-to provide best basis for det	ermining future personnel action. Manner of performance of
managerial or supervisory duties and	cost consciousness in the tree of pelighifeld shippy equi	ement and funds, must be commented on, if applicable. If
watra space is needed to complete Sect	tion D, attach a separate sheet of paper,	1
LA/COG's efforts t	to directly handle Cuban 🗔	come an important factor in and to
expand its recruit	ment program. His fluent	Spanish, past operational
experience, versat	ility and ability to	in
most Latin America	n countries, make him high	ly qualified for his present
assignment. He de	monstrates sound operation	al judgment under often
trying conditions,	and good ability to commu	nicate effectively both
orally and in writ	ing. His frequent TDYs de	mand long and unusual hours,
which he gives ung	rudgingly.	
Mr. Flores was call agent had already	ately after his assignment led upon to handle a sensi been recruited and many of	tive case. The the developmental aspects
of the case had be	en resolved prior to Mr. F	lores' introduction, but it
still required a H	cadquarters based case off	
sary continuity who		The case is com-
pricated and time-	consuming, involving exten	ded TDYs and utmost
adnerence to good	tradecraft procedures. It	has developed into one of
our most productive	e sources of	
SECTION E	CERTIFICATION AND COMME	NTS (cont'd)
SECTION E	CERTIFICATION AND COMME	MID (COLLE A)
MONTHS EMPLOYEE HAS SEEN	1. BY SUPERVISOR	PLOYEE GIVE EVELANATION
UNDER MY SUPERVISION	I INIU NECONI NAS NOI DEEN SNOWN TO EM	COTES, SIVE EAFERMATION
DATE	OFFICIAL TITLE OF AUTOMOSOG	VPSD OO SOULTED NAME AND SIGNATURE
DATE	OFFICIAL TITLE OF SUPERVISOR	YPED OR PRINTED NAME AND SIGNATURE
1 (1:0V 1974	1	YPED OR PRINTED NAME AND BIGNATURE
	LA/COG/OPS	Affer MONTINE
	LA/COG/OPS 2. BY EMPLOYEE	Afficia M Skrine
1 (DÚV 1974	LA/COG/OPS 2. BY EMPLOYEE EVALUATION DATE	PPED OR PRINTED NAME AND BIGNATURE WHOM MINE OF EMPLOYEE
1 (HÚV 1974	LA/COG/OPS 2. BY EMPLOYEE EVALUATION DATE EVALUATION DATE	Afficia M Skrine
1 (HÚV 1974	LA/COG/OPS 2. BY EMPLOYEE EVALUATION DATE EVALUATION (2///2//974)	Afford MS ATTINE HONATURE OF EMPLOYEE GREAT DON
I (IIÚV 1974 STATEMENT CONCERNING THIS E OF MY PERFORMANCE MAYE ATTACHED HAVE NO	LA/COG/OPS 2. BY EMPLOYEE EVALUATION DATE (2//2//9//9//9// 3. BY REVIEWING OFFICIAL	Afford MS ATTINE HONATURE OF EMPLOYEE GREAT DON
1 (IIÚV 1974 STATEMENT CONCERNING THIS E OF MY PERFORMANCE MAYE ATTACHED HAVE NO	LA/COG/OPS 2. BY EMPLOYEE EVALUATION TATTACHED 3. BY REVIEWING OFFICIAL	Affor Mortine HOMATURE OF EMPLOYEE CHILL DON
1 (IIÚV 1974 STATEMENT CONCERNING THIS E OF MY PERFORMANCE HAVE ATTACHED HAVE NO COMMENTS OF REVIEWING OFFICIAL I CONCUR WITH	LA/COG/OPS 2. BY EMPLOYEE EVALUATION CATTACHED 3. BY REVIEWING OFFICIAL the rating officer's common	MATINE MONATURE OF EMPLOYEE CALL DON Ints and performance evalua-
STATEMENT CONCERNING THIS OF MY PERFORMANCE MAYE ATTACHED HAVE NO COMMENTS OF REVIEWING OFFICIAL I CONCUR With tion. Soon after h	LA/COG/OPS 2. BY EMPLOYEE EVALUATION CAPTURED 3. BY REVIEWING OFFICIAL the rating officer's comments arrival at LA/COG, Mr.	INTON MONTH ATTINE HOMATURE OF EMPLOYEE CICLO Don Ints and performance evalua- Flores took over the
STATEMENT CONCERNING THIS E OF MY PERFORMANCE MAVE ATTACHED HAVE NO COMMENTS OF REVIEWING OFFICIAL I CONCUR With tion. Soon after h handling of a sensi	LA/COG/OPS 2. BY EMPLOYEE EVALUATION DATE (2//2//9//9/ 3. BY REVIEWING OFFICIAL the rating officer's comments arrival at LA/COG, Mr. tive agent. While the age	Ints and performance evalua- Flores took over the Int's bona fides had already
STATEMENT CONCERNING THIS OF MY PERFORMANCE HAVE ATTACHED HAVE NO COMMENTS OF REVIEWING OFFICIAL I CONCUR With tion. Soon after handling of a sensibeen established an	LA/COG/OPS 2. BY EMPLOYEE EVALUATION TATTACHED 3. BY REVIEWING OFFICIAL the rating officer's comments arrival at LA/COG, Mr. tive agent. While the agent of the modus operandideter	Ints and performance evalua- Flores took over the ent's bona fides had already mined, considerable ad hoc
TATEMENT CONCERNING THIS OF MY PERFORMANCE HAVE ATTACHED HAVE NO COMMENTS OF REVIEWING OFFICIAL I CONCUR With tion. Soon after handling of a sensibeen established an judgement and direct	LA/COG/OPS 2. BY EMPLOYEE (2//2//9//9/ 3. BY REVIEWING OFFICIAL the rating officer's comments arrival at LA/COG, Mr. tive agent. While the agent of the modus operandideter tion were required to contents.	Ints and performance evalua- Flores took over the Int's bona fides had already mined, considerable ad hoc inue the agent's motivation
STATEMENT CONCERNING THIS OF MY PERFORMANCE HAVE ATTACHED HAVE NO COMMENTS OF REVIEWING OFFICIAL I CONCUR With tion. Soon after handling of a sensibeen established an judgement and direct and ensure his viab	LA/COG/OPS 2. BY EMPLOYEE TYATTACHED 3. BY REVIEWING OFFICIAL the rating officer's comments arrival at LA/COG, Mr. tive agent. While the agend his modus operandi determinents of the second of t	ents and performance evalua- Flores took over the ent's bona fides had already mined, considerable ad hoc inue the agent's motivation remely well in his guidance
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FITNESS REPORT - Daniel Flores

SECTION D (CONTINUED)

activities in Latin America, due largely to Mr. Flores' professionalism.

Mr. Flores' current assignment is a combination of operational and Headquarters desk responsibilities, the latter calling for the support of field stations in their efforts to develop individual Cuban recruitment programs. His extended TDYs have understandably prevented Mr. Flores from devoting much time to his desk responsibilities and it is somewhat difficult to judge his performance as a desk officer. He has a good grasp of what needs to be done, and his handling of specific tasks indicates good managerial potential. Nevertheless, he does need additional desk experience, especially in areas which will allow him to use his operational ability to support and guide field stations that are developing Cuban operational programs.

COMMENTS BY REVIEWING OFFICIAL (CONTINUED)

this aspect of his performance was less noteworthy, and it is believed more attention and research could have been given to this activity. Mr. Flores writes concisely and well, and his CI/CE instincts are sharp and true. He can be expected to turn in a solid desk performance in the future.

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Continuation of Narrative Comments

In carrying this heavy workload, Subject demonstrated that he is a superior agent handler. He succeeded in conveying to these people a sense of mission and participation which has kept their morale and motivation, and hence their production, at a high level. He also insisted upon work and security discipline, with a result that the record of these agents in prompt and reliable appearance for meetings and in responding in writing to requirements is extraordinarily good. They all have a clear idea of what is expected of them, confidence that performance will be rewarded and conversely that non-performance will not be tolerated. Just prior to his departure, Subject successfully terminated an entire surveillance team of long standing, a measure which was decided upon simply because the team had been heavily used for over five years and from a security standpoint replacement seemed to be in order. Letting old agents go is always a delicate and usually a thankless task. It takes finesse and bargaining skill. Subject showed these and more in divesting us of the team without a hitch.

During his last month in Lima, despite the fact that he was burdened with the problems of closing out his household and the normal operational and administrative cleanup prior to PCS departure, Subject made two very significant contributions to Station objectives. First, he coordinated with the Peruvian Government the official but necessarily discreet visit of a senior BKHERALD officer. Since the Station is not declared, Subject had to maintain his throughout, further complicating this delicate assignment. During the visit, he coordinated frequently with the head of the Peruvian National Intelligence Service and with the chief administrative aide of the President of Peru. He also participated directly in one meeting with the President. This was of course not the type of assignment which would normally be entrusted to a "junior officer", but Subject is junior only in relative grade, certainly not in maturity, self-assurance or judgment. Then with only three days left in Lima, Subject led an installation team which entered a building recently purchased by the MPCHEEKs, remained for almost 48 hours and made two apparently excellent audio installations.

The Station will miss Subject a great deal. As the above incidents demonstrate, when the tough or sensitive assignments came up, he was the officer we turned to most frequently. He never balks, argues inconvenience, or seeks the way out. He is cooperative, helpful, and in a low-key way is always effective. We hope he will not object to the term "old reliable" -- he has been that in Lima, and more.

Continuation of Comments of Reviewing Officer

first instance he was bilingual and could fade into the Lima background. But he would not have been so regarded if he had not shown ample good sense, zeal, and balanced judgment in unfamiliar situations. We hope Subject can get overseas again within a reasonable time and consider that the Station that gets him will be fortunate.

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M	Unsatisfactory Marginal Proficient Strong Outstanding	tould ra or prope ferforma tuken or Performa Performa Performa	inge from osed in Se ince is del recommentation ince is solution ince is chosen ince is so i	acceptable. A reconsisting to faction C. licient in some indeed should be infactory. Deure practerized by a paceptional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular recognitional in rectangular rectangula	urther to described result aception	taining, to the reason ed to are being to proficien	placin s for g pro sy.	g on probation assigning this duced in the n	, to rec rating sl	onignm hauld i	ent or t be stated d.	lo map	eration, D	escribe	action take
_						SPECIFIC	CD	UTIES							
S	cific buty Notation of arget.	D. 1			·		r a t	ions ag	aine	9 t (he l	1P C1	HEEK		RATING LETTER
PE	CIFIÉ DUTY N	D. A				· ·		,	,					_	PATING LETTER
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PE	IFIC DUTY NO	D. 8			 					·					RATING LETTER
S	pervise	princip	al age	ent				•		ì	571	•	ť		5
PE	IFIC DUTY NO), 4									······································				RATING
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				VERALL PE	0600	MANICE	INI	CHUDENIT	POC	TIO					<u></u>
edw 1-1	nte account ever thity, conduct e tayon's exercial colleges the for al	4 job. 10091	t the emp retreness	loyee which kills partinent pers	uences l multo	ing offgafings its or habits	ees is	Likis current per particular limit	aliana and	ch as p	erlermer is besed	OF F	our beaute	dge	BATING LETTER
															7 .

CONFIDENTIAL 12 INFOLT (1 21 00182) TELETINE

SECTION C	NARRATIVE, COMMEN	ITS						
Indicate significant strangths or meginesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance, are recommendations for training. Comment on foreign language competence, it required for current position. Amplify or explain ratings given in Section B. 19 profile beyings, for determining future personnel action. Manner of performance of managerial or supervisory duties and cost consciousness in the vise of personnel, space, equipment and funds, must be commented on, if applicable. If eater space is needed to complete Section C, attach a separate sheet of papers.								
Following realignment of Station officer assignments last year, Subject was given the responsibility for operations against the MPCHEEK "hard target". He also assumed								
	additional tasks in more traditional areas, such as coverage of the							
penetration of the Com		The breadth of these						
		nal ability and versatility. (This ption and Subject's performance at						
		elerated promotion last year.)						
	the difficult MPCHEEK target,							
		ations and disappointments of work-						
		g the period under review, his job						
	icult since the MPCHEEKS, in a							
Station		bject played a major role), have						
withdrawn into a defend	sive shell which makes access	operations verge on the impossible.						
Nevertheless, he has co	ontinued to probe their defens	ses, and has managed to develop two						
		cation of his proven operational						
	ually to the							
	ome discouraged, a quality off	icers working on hard targets must						
have.	.46 0.11							
		d to make recontact and establish revolutionary government. The						
	•	the belief that such action was.						
		bject to attempt to recontact this						
		skittish Latins and our belief						
	g it off with tact, reading t							
SECTION D	CERTIFICATION AND COM	MENTS						
1.	BY EMPLOYEE							
I CERTIF	THAT I HAVE SEEN SECTIONS A, B, A	AND C OF THIS REPORT						
DATE	SIGNATURE OF EMPLOYEE							
28 June 1973	/s/ Daniel Flores BY SUPERVISOR							
MONTHS EMPLOYEE HAS BEEN	IF THIS REPORT HAS NOT BEEN SHOWN TO E	MPLOYEE, GIVE EXPLANATION						
UNDER MY BUPERVISION								
20								
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE						
28 June 1973	Deputy Chief of Station	/s/ Thomas J. Keenan						
3.	BY REVIEWING OFFICIAL							
COMMENTS OF REVIEWING OFFICIAL								
_	fficer is a steady and solid p							
	• • • • • • • • • • • • • • • • • • • •	int. He has even volunteered						
	ork when he has seen opportun							
	use he blends in well on the l							
	of <u>ad hoc</u> operational work. T cressive but also shows lively							
	e and does not push beyond wh							
	seriousness, which permits hi							
them. He is a pillar o								
	· · · · · · · · · · · · · · · · · · ·	1						
DATE.	UPPICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND DIGNATURE						
DATE								
2 July 1973	Chief of Station	/s/ Pichard S. Wolch						

Section C continued.....

the		ject's performand	
effective and, given the operati		an really be call	
The agent is again a prime source			, which is
crucial to developments locally.	•		
• •			
Further, this officer cont	inues to manage an		agent who in
turn	and [so directing these
efforts that they contribute eff	ectively to overal	l Station objecti	ves. More
recently. Subject has taken over	the	of a new	
targetted against a senior		and is ca	rrying it through
successfully. This officer also	handles much of the	ne support requir	ements for his
various operations, including ma	magement of	, over	seeing a small
, and acquisiti	on of rental cars a	and property	. There is
little doubt that some of Subjec	t's success can be	attributed to hi	s Latin background
and fluent Spanish. But both of	these advantages n	aight be wasted b	y a less capable
all-round officer. In his case,			
enhance his superior performance			
carries more than his own share	nere in Lima in A m	munet normalia c	HITIUK TOL WU

CONFIDENTIAL

		· · · · · · · · · · · · · · · · · · ·			EMPLOYEE SERIAL	
•	036130	NUMBER				
SECTION A	····	CE	IERA		000100	
1. NAME (Last)	(Fire)	TE OF BIRTH 3. SEX	14. GRACE 13. 50			
Flores	Dani	c1	4	Aug 1935 M	GS-11 D)
6. OFFICIAL POSITION TITLE				FIDIVIBE OF ASSIGNME	ENT 8. CURRENT STATIO	N
Ops Offic	cer			DDP/WH/3	Lima	
9. CHECK IN TYPE OF APPOI			10. c	HECK (N) TYPE OF REF	PORT	
X CAREER RESE		TEMPORARY	1712	INITIAL	TREASSIGNMEN	
CAREER-PROVISIONAL	See Instructions	• Section C)	XX	ANNUAL	RE ASSIGNMEN	TEMPLOYE
SPECIAL (Specify):			12. 91	SPECIAL (Specify):	me toel	
31 August	1972				971 - 30 June	1072
SECTION B		PERFORMANCE	EV	LUATION	JIX - JO Vane	1314
U-Unsatisfactory Performance is unacceptable. A ruting in this category requires immediate and positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C. McMarginal Performance is unacceptable. A ruting in this category requires immediate and positive remedial action to the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C. Performance is unacceptable. A ruting in this category requires immediate and positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.						
P-Proficient Performance	is satisfactory. D	esired results are being pro	duced	in the manner expected.		
*******		by exceptional proficiency				
O-Outstanding Performance	is so esceptional irrant special rec	in relation to requirements	of the	work and in comparison to	the performance of others o	loing similar
		SPECIFIC	C DII	ries		
ist up to six of the most impo- lanner in which employee perfo lith supervisory responsibilitie	orms EACH sp	ecific duty. Consider	ONLY	effectiveness in perfo	rmance of that duty. Al	l employee
PECIFIC DUTY NO. 1 Direction of and	adminia	tuntina aum	· · · ·	e		LETTE
Direction of and administrative support for principal agents whose efforts he directs						s
PECIFIC DUTY NO. 2	.					RATING
Coordinator of almanagement of the	ll Statio projec	on operations t covering th	ag is	ainst the activity.	, including	S
PECIFIC DUTY NO. 3					D ~ 1 .	RATING
Case officer in c	harge o	f the Station	's [P
ECIFIC DUTY NO. 4						RATING LETTER
		_				
ECIFIC DUTY NO. 3		· 		EXEMPT FROM FEVERIE DI	MC:SSIFICE:13A	RATING
			\$:	OF E 0 11500, F FM27 55(1) (1) / AUT.	At the second second	LETTER
ECIPIC DUTY NO. 6				INDACE		RATING
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	OVERA	LL PERFORMANCE	IN C	URRENT POSITION		I RATING
the into account everything ab emance of specific duties, pe eticular limitations or talents, ace the letter in the rating box	Based on yo	anduct on job, coopera or knowledge of empl	livene oyee's	iss, pertinent personal overall performance	traits or habits, and during the rating period	LETTER

SECTION C	NARRATIVE COMMENTS
overall performance. State sugget on foreign language competence, basis for determining future perso in the use of personnel, space, eq Section C, attach a separate sheet	nace in the case of the case o
family at this posoperations against by an officer two task. He learned handling of his carequirement of the aggressive officer shown maturity and against the His intimate knowled contact with a After thoroughly define with him due to specific to the specific possession.	grades senior to Subject. He has proved equal to the his new assignment rapidly and adapted well to the ses through agents, a security which can be frustrating for an with fluent Spanish such as Subject. However, he has superior handling ability in directing his assets and particularly the enabled him to plan secure who at first appeared genuine. Ebriefing this individual, drawing upon his knowledge Subject was able to recommend no continuing contact effic fabrications on the part of the
operations and provin a timely manner, in writing. He has that he is now comp	n management of funds entrusted to him for his vides required administrative and operational reports. There have been past comments on Subject's weakness worked hard on this, and the rating officer feels wetently producing the reports required. Subject its is an area that requires continuing attention for mal. /CONTINUED/
SECTION D	CERTIFICATION AND COMMENTS
1	BY EMPLOYEE
	RTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT
DATE	SIGNATURE OF EMPLOYEE
15 August 1972	/s/ Daniel Flores
2.	BY SUPERVISOR
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION
10	
15 August 1972	peputy Chief of Station Typed of Painted Name and Signature /s/ Thomas J. Koenan
15 August 1972	Deputy Chief of Station /s/ Thomas J. Keenan By Reviewing Official
15 August 1972 3. Subject has conhis education for his maturi have given Subto how much cocourse, bi-linuses well. A	me up the hard way, both in pushing on to finish and in BKTRUST. As a result he is way under-graded ty and for his operational contributions. That we ject a major responsibility here (STPAGODA) attests of idence we have in him and his ability. He is, of gual and mixes well with Latins, an advantage he good "street" operator, he still has a way to go in paper work and in relating to Hqs needs.
Subject has conhisted education for his maturi have given Subto how much cocourse, bi-linuses well. A	me up the hard way, both in pushing on to finish and in BKTRUST. As a result he is way under-graded ty and for his operational contributions. That we ject a major responsibility here (STPAGODA) attests infidence we have in him and his ability. He is, of gual and mixes well with Latins, an advantage he good "street" operator, he still has a way to go in

SECTION C continued....

A comment must be made on Subject's great ability to adjust rapidly to one-time and target of opportunity assignments. His performance in meeting with two high level agents of other stations who had to be met during stays in Peru, and his on-site assistance in an against a priority target have been of the highest order. No doubt his fluent Spanish greatly assisted him in these tasks, but his experience and good judgment were major factors in his excellent performance in the role of utility operations officer.

To exploit Subject's talents to the fullest, and provide him with the professional challenge equal to his ability, he has now been assigned the management and handling of the difficult Chinese target, a top priority for the Station. This is a true measure of our confidence in him.

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				FITNE	ESS REPORT				EMPLOYEE SERIAL	NUMBER
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	TION A					HERAL.			+	
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11. D	ATE REPORT				~	1		100 (From-	·	
	31 Oct	oper	1971		DERESPULLA			- 30	Soptember 19	71
	TION B				PERFORMANC					
	nsatisfactory	could	mance is unaccitange from cou posed in Section	inseling, t	A rating in this category o further training, to pl	y requires in ocing on pro	imediate and isonism, to re-	positive teme	idial action, Tre eathre o to separation. Describe o	oction taken
	arginat	taten	or recommende	d should l	be described.		_		d in Section Conditeme	dial actions
	ficient				sized results are being pr		ke manner ess	pected.		•
\$-511	4				y exceptional proficienc	-				
<u></u>	utstanding		mance is so exci s to warrant spi		gnition.			parison to the	performance of stiners d	oing similar
					SPECIFI	C DUTIE	3			
nanne	r in which a	mployer	o performs E/	ACH spo		ONLY 44	ectiveness	in performs	letter which best de noe of that duty. All players experiends.	
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Respond to Carriagnorma

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SECTION C	NARRATIVE COMMEN	TS
or fareign language competence, basis for determining future persin the vise of personnel, space, a Section C, ottach a separate she Mr. and depar Mr. Flore two month This traid Driving,	is the made for impropresent of section between in the comment of the comment of the comment of mone suitement and lynds, must be commented on the of paper. Daniel Flores completed the reted the field on 28 May the commented of the field on 28 May the commented of the commente	A keeping in proper perspective their relationship to their Give recommendations for training. Converent sold in ratings given in Section B to provide best greated a supervisory duties and cost consciousness training. Westra space is needed to complete the first tour in Gunyaquil 1971. Following home leavo, is in August for approximately text assignment to Lima, Peruniliarization and Defensive Communist Party, TSD artiting Familiarization.
	e Mr. Flores has been on of this reporting period, yen.	
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ECTION D	CERTIFICATION AND COMM	Fire
·	BY EMPLOYEE	ENIS
	ERTIFY THAT I HAVE SEEN SECTIONS A, B, AN	D C OF THIS REPORT
PATE	SIGNATURE OF EMPLOYEE	-
	BY SUPERVISOR	
ONTHS EMPLOYEE HAS BEEN NDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO E	MPLOTEE, GIVE EXPLANATION
	employee in trainin	•
16 August 1971	WH/Porsonnel Officer	Jaon Forgupon
	BY REVIEWING OFFICIAL	
DMMENTS OF REVIEWING OFFICIAL		
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OFFICIAL FIFTE OF REVIEWING OFFICIAL ... TYPED OF PRINTED HAME AND SIGNATURE

					EMPLOISE	SFRIAL	HUMBER
FITHE	ESS REPORT	,	1		03613	o	
SECTION A		ERAL				***	
Flores, Daniel (Fire)	(M-4-110)	4 Aug	1935	М	35-10	9. 90	D
o. Oppicial position title Ops Officer	a Company	DDP/	TH/3	SIGNMENT	. CHABENT	STATIO	H
P. CHECK (X) TYPE OF APPOINTMENT		10. CHECK	LETTYPE C	PREPURT			
XX CAREEN RESERVE	128400481	INTERE INTERESTALL					
CAREER-PROVISIONAL (See Instructions	- Beellin C)		446		XX == ++	I I GH ME H	f FMPLO
SHECIAL (Specify):		<u>-</u>	CIAL (Specif				
I. DATE REPORT DUE IN G.P.			tober.		-	. 197.	1.
ECTION B	PERFORMANCE						
U-Unsatisfactory Performance is unacceptable. A could range from counseling, to proposed in Section C.	s further training, to plac	ing on prob	shen, to reass	ignment or to	separation.	Describe o	oction take
M-Marginal Performance is deficient in some taken or recommended shooted by	e aspects. The reasons for he described,	assigning th	is rating show	ld be stated	in Section C	and seme	dial action
P-Proficient Performance is satisfactory. Des	•	•	manner expec	ted.			
S-Strong Performance is characterized to	•	1					
O-Outstanding Performance is so exceptional re- work as to warrant special reco		of the work	end in compa	ison to the p	erformance o	of others d	oing simile
	SPECIFIC	DUTIES	· · · · · · · · · · · · · · · · · · ·				
th supervisory responsibilities MUST to rete Ectric buty No. 1 Case Officer responsible							RATIF
Case Officer responsible including the selection coperation.	for a censit of intelligen	ive te	chnica	l oper from	ation the	,	CETT
BCIFIC DUT / NO. 3				· · · · · · · · · · · · · · · · · · ·			RATIA
Development of new agent	assets.			· .	15%	,2	P
ECIPIC DUTY NO. 4							RATIN
Preparation of dispatches correspondence pertinent	, intelligen to his area	ce rep	orts a	nd oth		o	P
ECIPIC DUTY NO. \$				······································			RATING
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OVERAL	L PERFORMANCE	N CURR	IZCA THE	TION			
e into account everything about the employe nance of specific duties, productivity, com	e which influences hi duct on job, sooperat	s affective	ness in his pertinent pe	Current par reand tre-	is - habite	, and	BATIM
iquior limitations or ratants. Based on your athe latter in the rating box corresponding							S

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Reviewed by Critical

ECTION C	NAPHATIYE COMMENT

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to avail performance. State suggestions made for impresented of with performance. Give recommendations for training. Current of the training in the section of the s

There has been little Enalge-3125 Bubblect's performance since the submission of his last report covering the period through 30 September 1970.

MAL ROLLS

The highpoint of his activities during this period, as it has been throughout his tour, has been his management of a sensitive technical operation which has been a consistent producer of unique and high level intelligence. This has been a good performance on Subject's part indicative of his professional capability to conduct clandestine operations.

Subject's writing ability has improved during this period, and there is little doubt that his efforts in this regard are paying off. Further experience should see continued improvement of his writing skills.

As Subject's first tour comes to a close he can look back on a generally strong performance in all phases of his operational activity on behalf of the Base's objectives.

SECTION D	CERTIFICATION AND	COMMENTS				
1.	BY EMPLOYE					
	CERTIFY THAT I HAVE SEEN SECTIONS A	, B, AND C OF THIS REPORT				
3 May 1971	/s/ Daniel Flore	s				
2.	b7 SUPERVISO					
MONTHS EMPLOYER HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION					
20		·				
DATE	OFFICIAL TIFLE OF SUPERVISOR	TYPEU OR PRINTED NAME AND SIGNATURE				
3 May 1971	COB,	/s/ Robert Fambtini				
3. COMMENTS OF REVIEWING OFFICE	BY REVIEWING OFF	ICIAL				
his first tour ab of activity. His porsistence not o in improving hims presenting his ide	road, Subject has done outstanding attribute nly in going after operelf. He has encounterens in written form but	rational targets but also				
1416	COPPLIAL TIPLE OF BIR DIS BING OFF	CHAL - ITTPED ON PRINTED NAME AND SIGNATURE				
17 Nav 71	COS. Ohito	/s/ Paul V. Harwood				

Continuation of Comments by Reviewing Official

Subject has a clear-headed approach to the collection of intelligence and is realistic in evaluating potential sources. His fluency in the Spanish language has facilitated his movement in the local community and he has developed several potentially useful sources and identified others.

In considering this officer for promotion, two facts should be kept in mind:

- a. He is probably older and certainly more mature than the average officer at his grade level. He is anxious to get ahead and this explains much of his initiative and drive.
- b. The rating officer has rated him very realistically which, in my view, adds to the importance of the outstanding rating given him on Specific Duty No. 2.

C-O-N-F-I-D-E-N-T-I-A-L

TRAINING REFORT

Weapons Training/Defensive Priving Course No. 1/72 2-6 August 1971

Date

TRAINEE: FLORES, Daniel

OFFICE: WH

FURFOSE AND SCOPE OF CCURSE:

The course provides basic proficiency training in the use of weapons for self-defense and in the techniques of defensive driving to counter vehicular kidnaping for Agency officers being assigned to hostile or unstable political and operational environments abroad.

ACHIEVENENT RECORD:

This is to certify that Mr. Flores has satisfactorily completed the prescribed course of instruction.

FOR THE DIRECTOR OF TRAINING:

JOSEPH M. HUDACEK
Chief, Special Activities Branch

9 August 1971

C-O-N-F-I-D-E-N-T-I-A-L

Certification of Handgun Qualification

	9 August 1971 Date
Vr. Frederick E. Owens (Instructor SAB Steff, OTG, ISOLA) Identity	
Trainee FLORES, Daniel, WH Identity	
on 2-6 August Mr. Flore date identity	s was given 28 hours
instruction in firing techniques,	weapon care and safe weapons handling
iden	lores fired the handgun qualifica-
Automatic(Cal9ation course with aRevolver(Cal.38ation)	mm) 258 chieving a score of 261 out
of a possible 300	Mr. Flores demonstrated that he identity
had absorbed the instruction on sa	fe weapon handling and that he exercises
due care and discretion. According	identity
qualified with the Automatic (Cal. Revolver (Cal. weapon	- 9mm) - 38 as of this date.

Signed

FREDERICK E. OWENS, SAB/OTO
INSTRUCTOR Identity

Continuation of Narrative Comments

the target is good. The project is, however, in need of good human reporting assets and it is expected that as Subject overcomes a weakness mentioned in the next paragraph he will be able to devote more of his time to this important task.

The Subject has encountered some difficulty in the preparation of written material -- dispatches, intelligence reports -- and finds it necessary to spend an extended portion of his time on its preparation. The rater has discussed this with Subject on several occasions, and it is believed that his difficulty is due to a lack of experience, and that in time and with a continuing effort on his part he will develop his writing skills.

The Subject's overall attitude and response towards his professional responsibilities during the first tour have been positive. He is interested in the kind of work he is doing, likes it and is willing to put in the kind of long hours it sometimes demands without complaint.

Continuation of Comments of Reviewing Official

of the Base. He responds positively to guidance and direction; he is eager for new opportunities to enlarge his experience and knowledge. He appears to be completely motivated toward the work of this organization; it is a pleasure to have him in

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SECTION C	MARRATIVE COMMENT	3
overall performance. State sugges on Foreign language competence, to base for determining future person in the way of personal, space, as section C, attack a separate sive. The period of the Subject's during this period of intelligence as clandestine operate he will need to oppotential.	stons mode for improvement of most performs in required for current position. Amplify or end need action. Managet of performance of money with ment and funds, must be commented on it to overed by this report encefirst tour as a Case Official has been balanced in the and maturity necessary to stional activity. He has a vercome in order to achieve	at he has shown the kind successfully carry out also shown a weakness which we his full operating
management of a vertical has been under his and careful handli to a secure, uncom of support agents, information. Subjueen especially us installation has been especially us	and the dissemination of ect's natural fluency in eful in this operation. een of a high professiona	operation which allation phase. His sure sees of this operation led be recruitment and training valuable intelligence the Spanish language has His handling of this all caliber throughout.
targetted against has been good; he		e management of a project handling of this project knows how to target his e; and, his knowledge of (Continued)
SECTION D	CERTIFICATION AND COMME	NTS
1.	BY EMPLOYEE	
ICE	RTIFY THAT I HAVE SEEN SECTIONS A. B. ANI	D C OP THIS REPORT
DATE	SIGNATURE OF EMPLOTES	
30 Oct, 1970	/s/ Daniel Flores	•
2.	BY SUPERVISOR	
MONTHS EMPLOYEE HAS DEEN UNLER MY SUPSEY BIOM	IP THIS REPORT HAS NOT BEPN SHOWN TO 2	MPLOYEE, GIVE EXPLANATION
0478	SPPICIAL FITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND DIGNATURE
30 Oct, 1970		Robert L. Fambriat /s/
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Section C

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Narrative Comments, Cont'd

disciplined, effective manner enabling him to maintain a continuity and productivity within the Base operational requirements with security and dispatch.

Socially Subject and his wife are proving to be good mixers and both are gaining in popularity within the local foreign and indigenous communities. They both have gained the respect and appreciation of the complex not only as compatible personalities, but in her willingness to participate actively in joint charitable endeavors and his professional cooperative attitude. Their optimistic and positive conduct at official and non-official functions is a credit to the Base.

Subject's native fluency in Spanish and his Latin background is proving to be a definite asset in the performance of his assigned operational tasks and ability to handle agent assets amicably and productively.

He maintains accurate accounting records and is demonstrating responsible acute cost consciousness in the use of funds and properties.

This rater's principal criticism of this employee is his tendency toward impulsiveness and too-quick judgement before weighing all the facts and implications in the pursuit of his operational requirements; however, this weakness is more a function of his inexperience in the field and will be resolved as he gains more field experience.

Subject, although exhibiting resourcefulness and imagination in performing his assigned operational tasks also has a tendency to accept the judgement of other senior grade officers too readily rather than express his own convictions and trust in his own assessment of a situation.

This rater has consoled this Officer regarding these tendencies and he is taking measures to rectify them.

In judging his over all performance, this Rater is of the opinion if he continues to apply himself in handling tasks worthy of a senior grade officer, he should be considered for a promotion to the GS-10 level at the earliest opportunity.

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CTION B PERFORMANCE EVALUATION	
f • <u>West</u> Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category repositive remedial action. The nature of the action could range from counseling, to further training, to plac probation, to reassignment or to separation, Describe action taken or proposed in Section C.	
Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency excellence.	nof
• Proficient Performance is more than satisfactory. Desired results are being produced in a proficient manner.	
- Strong Performance is characterized by exceptional proficiency.	
- Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance others doing similar work as to warrant special recognition.	of
SPECIFIC DUTIES	
of up to six of the most important specific duties performed during the rating period. Insert rating letter which best describ noer in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All emp h supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).	
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Case Officer responsible for the handling of sensitive below	TTER
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ase Officer responsible for writing his own intelligence	
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OVERALL PERFORMANCE IN CURRENT POSITION	
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s the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.	

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SECTION C NARRATIVE COMMENTS								
Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to averall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties and cast consciousness in the use of personnel, space, equipment and lands, must be commented on, if applicable. If estra space is needed to complete Section C, attach a separate sheet of paper.								
This employee, a GS-09, arrived PCS at the Base on 13 May 1969 and has been under this Rater's supervision during this four and one-half month period Is his first overseas assignment with this Agency.								
During this short reviewing period, this Officer has demonstrated a marked insight and knowledgeableness of the operations he has been assigned, and has provided a number of good ideas and suggestions for the betterment of these operations. Subject is proving to be a hard worker and has not complained of the many extra hours he has devoted to his operations. He has accepted responsibilities without hesitation and is not afraid to take on difficult tasks using initiative and ingenuity in their completion. This latter quality has been amply demonstrated when the Rater was unexpectedly confined to a hospital in the Panama Canal Zone for the full month of August 1969, leaving this employee solely responsible for the Base as the only inside Case Officer at the Base during this time. Rater's absence corresponded with a change in Case Officer PCS assignments at the Baze, which left the Base temporarily depleted of Officers. During this period, Subject exhibited an ability and maturity expected of an officer of higher grade and greater field experience. He organized his increased workload in aContinued								
SECTION D	CERTIFICATION AND COMMI BY EMPLOYEE							
	RTIFY THAT I HAVE SEEN SECTIONS A, B, AN	D C OF THIS REPORT						
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2 October 1969	Chief of Base BY REVIEWING OFFICIAL	/s/ Neil Hinckley						
This Officer has made a most impressive beginning in He has in a few short months adapted to new tasks and a new environment with mature, if modest, assurance and a professional approach which speaks highly for the training and experience he has had. He has taken on, in the absence of the Chief of Base and other senior officers, responsibilities uncommon to an officer of his junior position, and he has handled them in a superior fashion. He and his wife have entered into their representational responsibilities with great enthusiasm and effectiveness, and I predict a most highly successful tour for him in Because he has shown a personal and professional competence beyond his grade level, it is strongly recommended that he be considered for promotion to GS-10 at the earliest opportunity.								
16 October 1969	Chief of Station	/s/ John S. Morgan						

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Mr. Flores did a fine job while he was as a policy to the Chile desk. He had responsibility for a variety of FI projects, including several complex and sensitive ones, which he ably handled. He had a full workload and in addition to his assigned responsibilities he was given FI assignments of every type as they arose. On one occasion he was sent on an operational trip to New York City where he was to contact, assess and support a target personality. Owing to circumstances beyond his control nothing went as expected but Mr. Flores, acting alone, improvised and adapted to the situation. This is indicative of the initiative and eagerness he displayed in his desk work. He was willing to learn and he accepted guidance and instruction to the letter. In addition Mr. Flores writes well and this is always an asset. Mr. Flores is fluent in Spanish. It is my impression that if there is one thing that Mr. Flores wants to be that is a field case officer. He is now getting that chance. He will soon leave on an assignment to I have no doubt that he will do very well. Mr. Flores did not have any managerial duties.							
SECTION D	CERTIFICATION AND COMM	ENTS					
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28 April 69	C/WH/4/Chile	Robert Wiccha					
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(FIRST FRIEND) A. S.

FLORES,

Daniel 07 036130

30 November 1968 17 December 1967 - 31 October 1968

This faceur leadens has ten a compare in commer of it is represent Program with extension inclaing to Clandestine Operations.

Ditabled evaluations of his performance in early names are recognized in the Otilelal Personnel Folder. Definition of the variety latest corresponds to that in Section 8, Fireest Report Form to 14 & 1.

COMMAND PROPORTATION OF THE LANGUAGE PROCESSOR

COMMENT AND PRITING TO ORSE VARIOUS.

Mr. Flores entered the CT Program on 11 December 1967, sponsored by DDP/WH Division. His work during formal training was characterized by determination, hard work, and a strong ambition to become a successful Clandestine Services operations officer. He responded well to supervision and guidance and experienced no difficulties in assimilating the principles and techniques covered by the instruction. In Operations Course Phase I, the key course for DDP case officers, he achieved an overall performance rating of HIGH PROFICIENT.

At the previous request of his Division Chief, Mr. Flores was, effective 10 October 1968, reassigned to DDP/WH Division.

25 November 1968

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SECTION A		ENERAL			
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Mr. Flores is a part-time staff employee who works a maximum of 19½ hours per week while attending university full-time. In August 1967 he will obtain his bachelor's degree in political science. He will revert to full-time employment upon finishing his university studies and will be recommended to the Office of Training for admission in the CT class beginning November 1967.

The limitations imposed by part-time employment have prevented us from assigning Mr. Flores to jobs within the branch such as the monitoring of active field cases which require close, daily attention. However, he is qualified for this type of duty. His performance in the duties described above is excellent. He accomplishes his tasks quietly and efficiently with a minimum of guidance from his supervisor. Because he is bi-lingual in Spanish and English he is of great use to the Branch in screening quickly and accurately materials which are of counter-intelligence interest.

Mr. Flores agency work background, coupled with his formal education about to be completed and his own desire to make a career in intelligence make him an extremely valuable employee, one in whom the Agency should not hesitate to invest time and money for the advancement of his career training.

SECTION D	CERTIFICATION AND CO	DWMEN 12
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II. DATE REPORT DUE IN OUP.		i		IOD (From- I	(-o)		
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SECTION B PE	RFORMANCE	EVALL	ATION				
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	SPECIFIC	DUTIE	<u> </u>				
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PECIFIC DUTY NO. 3							RATING
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PECIFIC DUTT NO. 8	inthug video with house, don higher gradhan			**** *********************************			BATING LETTER
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NARRATIVE COMMENTS

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JAN 30 10 48 AH '67

· Mr. Flores has continued to perform at the same proficient level cited in his previous fitness "Man Brow". The ratings and remarks appended to this report, accordingly, still remain applicable.

SECTION D	CERTIFICATION AND CO	MMENTS					
1.	BY EMPLOYEE						
1	CERTIFY THAT I HAVE SEEN SECTIONS'A, B	, AND C OF THIS REPORT					
DATE	of and the	/					
2.	BYSUPERVISOR						
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IP THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYER, GIVE EXPLANATION					
5 months	1						
DATE	OPPICIAL TITLE OF SUPERVISOR	TYPED OF PRINTED MANE AND SIGNATURE					
26 January 67	Chief, WH/COG/CICS	Harry T. Mahoney					
1	. BY REVIEWING OFFICE	A)					

Mr. Plores turns in a good piece of finished work and has demonstrated increasing ability as a Case Officer. As soon as he graduates I plan to recommend him for CT training. I have discussed the matter with him and hepplans to make a career with the Agency which will be mutually advantageous to him and the Agency.

30 Jan 87 Doputy Chief, NH/COG Engl William Milli

		EMPLOYER SPRIAL NUMBER
FITNESS REPORT	T	036130 4
SECTION A	GENERAL	4.5
1. NAME (Line) (Pirat) (Middle		4. GRADE 9. SD
FLORES, Daniol	4 Aug 35 M	GS-05 D
6. OFFICIAL POSITION TITLE	7. OFF/DIV/BH OF ASSIGNMEN	NT B. CURPENT STATION
Intelligence Asst.	DDP/WH/C	Washington D.C.
CAMER RESERVE TEMPOHAN	INITIAL	BEATS COME IN S. A. COME
CARLER PROVISIONAL (See Instructions - Section C)	NANNUAL .	ME ADDIGNASH T ENGLAIS
special (Specify):	SPECIAL (Specify):	
11. DATE REPORT DUE IN O.P.	12. REPORTING PERIOD (From	• 100)
30 April 1966	1 April 65 - 31	March 66
SECTION B PERFORM	ANCE EVALUATION	
W - Wesh Performance ranges from wholly inadequate positive remedial action. The nature of the probation, to reassignment or to separate A - Adequate Performance meets all requirements. It is	ne action could range from counseling on. Describe action taken or propose	g, to further training, to placing so od in Section C.
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P - <u>Prolicient</u> Performance is more than satisfactory. Do S - Strong Performance is characterized by exception		u proticient mannet.
O - Outstanding Performance is so exceptional in relation others doing similar work as to warrant sp	to requirements of the work and in co	omparison to the performance of
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Maintains files and handles ac same two contract agents, incl ments, etc.		
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OVERALL PERFORMA	ANCE IN CURRENT POSITION	
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the into account everything about the amployee which influed memore of specific duties, productivity, conduct an job, criticular limitations of talents. Based on your bnowledge of see the letter in the raying bas corresponding to the statement of the statement	ooperativeness, pertinent personal f employee's overall performance di	traits or hibits, and uring the rating porting.
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CTION C NARRATIVE COMMENTS

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Mr. Flores is a part-time staff employee who works a minimum of nineteen hours per week; he is also a full time college student in his senior year, majoring in political science and specializing in Latin American studies. Subsequent comments should be prefaced by the statement that Mr. Flores' overall performance of his assigned duties would be considerably more efficient if he were able to devote full time to his assignment. On the other hand, Mr. Flores is preparing himself academically for a useful career with the Agency and in the rater's opinion shows promise of becoming a very capable and competent officer.

Mr. Flores is bilingual and has served very efficiently as a translator for the Branch. He has gained very valuable experience as a case officer in the handling of two contract agents of WH/COG/CICS and in doing so has demonstrated tact, sound judgment and a fine ability to handle people. Mr. Flores is very personable, intelligent and makes an excellent appearance. With the completion of his studies he should be able to make the transition from Intelligence Assistant to Junior Case Officer, which the rator heartily recommends.

SECTION D	CERTIFICATION AND CO	MENTS
1.	BY EMPLOYEE	
	CERTIFY THAT I HAVE SEEN SECTIONS A. B	, AND C OF THIS REPORT
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2.	BY SUPERVISOR	
MONTHS EMPLOTES HAS DEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	FO EMPLOYRE, GIVE EXPLANATION
11 months		
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30 November 66	DC/WII/COG/CICS	John A. Castoro
J.	BY REVIEWING OFFICE	AL /
in the handl Specific Dut Castoro and o will make a p	ing of the two contract y No. 1 and 2. I concur can only emphasize that good Case Officer and I	with the rating of Mr. I believe Mr. Flores
30 Nov 1966	Chief, WH/COG/CICS	Harry T. Mahoney

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ECTION B				PERFORMANO					
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	other s	doing simil	or work a	is to warrant special	<u>-</u>				
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SECTION C	NARRATIVE COMMENT

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their retorionship to averall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain necking given in Section B to provide best basis for determining future personnel action. Manuer of performance of managerial or secentiary duties and cost consciousness in the use of personnel, space, equipment and funds, must be commented on, if applicable, it extra space is needed to complete. Section C, attach a separate sheet of paper.

Mr. Flores is a part-time staff employee she works a maximum of 19g hours per week while attending university full-time. In August 1967 he will obtain his bachelor's degree in relitical science. He will revert to full-time employment upon finishing his university studies and will be recommended to the Office of Training for admission in the CT class beginning November 1967.

The limitations imposed by part-time employment have prevented us from assigning Mr. Flores to jobs within the branch such as the monitoring of active field cases which require close, daily attention. However, he is qualified for this type of duty. His performance in the duties described above is excellent. He accomplishes his tasks quietly and efficiently with a minimum of guidance from his super-visor. Because he is bi-lingual in Spanish and English he is of great use to the Branch in screening quickly and accurately materials which are of counter-intelligence interest.

Mr. Plans agency work background, coupled with his formal education about to be completed and his own desire to make a career in intelligence make him an extremely valuable employee, one in whom the Agency should not hesitate to invest time and money for the advancement of his career training.

SECTION D	CERTIFICATION AND CO	MILENTE
1.	BY EMPLOYEE	MMEN 13
	CERTIFY THAT I HAVE SEEN SECTIONS A. A	, AND C OF THIS REPORT
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2/	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
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3.	BY REVIEWING OFFICE	AL
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	igence Asst.		i	DDP/S		M 331U NME N 1	i	ington 1	
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30 Apri	1 1965		1			1964 -	31, M	arch 196	55
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P - Proficient		than satisfactory. Desired			ing pr	oduced in a	proficie	nt mannet.	
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SECTION C	NARRATIVE COMMENTS 1945 17 apr					
Indicate significant straigths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain payings given in Section B to provide bost basis for determining future personnel action. Manner of performance of managerial brisupervisory duties must be described, if applicable.						
Mr. Flo	ores was a particularly useful and versatile employee in the					
WH/SA counterintellig	WH/SA counterintelligence operations unit. Although he had no operational training					
or previous operationa	or previous operational experience, he learned rapidly and performed well the					
operational support type duties assigned to him. His fluent knowledge of the Spanish						
language, his willingness to learn and perform tedious tasks, and his conscientious						
approach to his work were important factors in his performance. His previous						
assignments in the RI	assignments in the RI Division and in WH/SA as a translator and in conducting name					
traces gave him a good	background.					
With res	spect to specific duty #3, on two separate operations in New					
York City Mr. Flores	participated in the training and preparation of agents for					
In the	ne first operation he interpreted for training in					
) a	nd related subjects. The second operation involved					
only. This experience	enable Mr. Flores to perform duties (specific duty #3.)					
relating to communicat						
Mr. Flo	res plans to continue his university education and attain a					
degree. Arrangements	s have been completed so that he may work in the Agency on a					
	ng in January 1965. He will attend classes at a local					
university as a full tim						
Mr. Flo	res was promoted from GS-04 to GS-05 on 16 March 1964. He					
has been performing du	ties at the GS-06 level, and he should be promoted.					
	(see page two)					
SECTION D	CERTIFICATION AND COMMENTS					
1,	BY EMPLOYEE					
DATE:	RTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT					
Claric 1965	Raine Cour					
2.	BY SUPERVISOR					
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IP THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION					
15 months						
DATE A C	OFFICIAL TITLE OF SUPERVISOR TYPED ON PRINTED NAME AND SIGNATURE					
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West 1965	C/WH/SA/Q Ops (WH/C/RR/QS) - Richard Tansing /					
J. /	BY REVIEWING OFFICIAL					
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	C. 1711 W. C. [174] C. C. C. C. C. C. C. C. C. C. C. C. C.					

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Mr. Flores is cost conscious and effective in the use of space, equipment and funds.

Mr. Flores does not hold a supervisory position.

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Of.		FITNE	SS REPORT		036130	NUMBER ,
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	ROVISIONAL (SPE	methic fices	Section C)	ANNUAL	MEASSIGNMEN	FMPLOYER
SPECIAL (S				18. REPORTING PERIOD (F	Promotion Recommen	dation
11. DATE REPORT	DUE IN O.P.			10 June 1963 to		
SECTION B	·		PERFORMAN	CE EVALUATION		
W - Weak	positive remedia	el action. T	he nature of the a	slightly less than satisfacto ction could range from course Describe action taken or prop	ling, to further training, to	placing on
A - Adequate	Performance me	ets all requi	rements. It is en	tirely satisfactory and is chor	acterized noither by defici	ancy nor
P - Proficient			· · ·	ed results are being produced	In a proficient manner.	
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SECTION.C

HARRATIVE COMMENTS

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applicable Mr. Flores entered on duty with Special Affairs Staff in June 1963. Due to his proficiency in Spanish he was assigned to translating duties and immediately proved to be an invaluable asset to this office as well as to the Staff as a whole. He worked many late hours and weekends helping to facilitate the flow of translations from this office to the different components within SAS. His performance of these duties can best be characterized as "exceptional" in all degrees.

Mr. Flores expressed a desire to move into a position of greater responsibility and this request was readily granted approximately one month ago. He is currently being trained as an intelligence assistant in Ops Support functions and his performance to date has been excellent. In his new duties Mr. Flores requires very little supervision. This can be attributed in part to his degree of intelligence as well as the background he obtained for his present duties while assigned to his previous job in RID/INDEX. Mr. Flores spent approximately one year in his former job and the knowledge he brought with him realiting to name tracing procedures has enabled him to grasp the duties of his new position quite rapidly.

As a means of furthering his education Mr. Flores is attending American University at night. He has expressed a desire to obtain some agency training and would like very much to be enrolled in the Intelligence Orientation Course as soon as possible.

Mr. Flores entered the agency as a GS-4 in March 1962. It is strongly grecommended that he be promoted at the earliest possible date to a GS-5.

in u. la	CHIEF, SAS/INTL	RAIN K. ALM
In his dec responsibl be promoted	ee with the assessment of ision to move Mr. Flores lity, and I support the du. hed is a formal recommend	f the supervisor, concurinto a position of greater recommendation that Mr. Flores dation.
COMMENTS OF REVIEWING OFF	· · · -	
1. 6. 7/ 4	BY REVIEWING OFFI	
17 Dec 3963	CHIEF, SAS/ICS	JOSEPH A. MOUGHAN
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2.	BY SUPERVISOR	R N TO EMPLOYER, GIVE EXPLANATION
17 Dec 1963	Daniel Plores	anil cherry
	I CERTIFY THAT I HAVE SEEN SECTIONS A	, B, AND C OF THIS REPORT
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SECTION A	•			ENERA	[
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During this reporting period, Mr. Flores continued to conduct himself in the exceptionally proficient manner which was noted in Alle Titness Report. He is one of two name tracers who specialize in a particular area, a fact which tends to increase the difficulty as well as the responsibility of name tracing. In spite of this burden, Mr. Plores has consistently maintained an above average level of production and an exceptionally high quality in his finished products.

Mr. Flores is a conscientious and highly motivated employee who evidences a sound sense of responsibility. He has frequently voiced a desire to take advantage of any career opportunities ties Agency may offer to him. He is currently enrolled as a full-time student at the American University.

SECTION D	CERTIFICATION AND COMM	EHTS
1.	BY EMPLOYEE	
	CERTIFY THAT I HAVE SEEN SECTIONS A, B, A	ND C OF THIS REPORT .
10 april 1963	SIGNATURE OF EMPLOYEE	
2.	BY SUPERVISOR	
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10 months		
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10 ary 1963	Deputy Chief, RID/II (H/S)	JAMES J. RALEY, Jr.
3.	BY REVIEWING OFFICIAL	
	•	
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NARRATIVE COMMENTS

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From the outset Mr. Flores has shown many characteristics of an above-average employee. His initial training in the intricacies of his duty assignment was marked by a high degree of application, interest, and achievement. Since that time Mr. Flores has provem himself a conscientious and responsible employee, one whose work record is distinguished by a high calibre of quality and quantity.

Because of his fine record, Mr. Flores was chosen one of the three are specialists for this section. He specializes in the Spanish-Portuguese area and his work is characterized by exceptional proficiency.

At present Mr. Flores is registered at American University as a sophomore. Inasmuch as he has exhibited both potentiality and strong working habits, I recommend that Mr. Flores be given the Professional Eattery Test at the earliest opportunity.

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REPORT OF TEST RESULTS (CLERICAL SKILLS)

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,	OFFICE OF TRAINING, ASSESSMENT EVALUATION OF TEST RESUL	TS (CLERICAL)	1h Farch 1962
NAME	FIORES, Daniel (DE)	GB-1. Gla Clent	TAD

TEST RESULTS ARE AN INTEGRAL PART OF THE FACT FINGING PHASE OF MOST PERSONNEL OPERATION". EVALUATION OF THESE MEASUREMENTS IN RELATION TO OTHER FACTUAL MATERIAL IN THE PERSONNEL REFORD PROVIDED ONE OF THE BASES FOR THE SELECTION AND PLACEMENT OF APPLICANTS AND FOR COUNSELING WITH NEW IMPLOYEES. MODIFIER THE DECISION AS TO BHETHER AN INDIVIDUAL CAN AND BILL PERFORM THE DUTIES OF A SPECIFIC JOB MUST REST ON THE JUDGMENT OF THE RECRUITER OF PLACEMENT OFFICER. BHO CONSISES ALL ASPECTS OF THE INDIVIDUAL'S ABILLTY, BACRGROUND, AND PERSONALITY IN RELATION TO THE REQUIREMENTS OF THE ASSECT.

THIS REPORT EVALUATES THE SUBJECT'S PERFORMANCE BY COMPARING HIS SCORES WITH THOSE OF A HATIONWIDE GROUP OF TWELFTH GRADE STUCENTS OF THE SAME SEX.. SPECIFIC APTITUDES ARE IDENTIFIED BY USING A VARIETY OF TESTS RANGING PROW WORK SAMPLES OF FILING AND CHECKING TO BE REPT IN WINDO, (1) TESTS ARE ONCE FFECTIVE IN SCREENING OUT POTENTIAL FAILURES THAN IN IDENTIFY FYING THOSE WHO BILL PERFORM SUCCESSFULLY. (2) PERSONS WHOSE SCORES ARE PREDOMINANTLY IN THE LOWEST 16% GROIMABILY ARE NOT SUITED FOR OFFICE WORK. (3) MOST JOSS DO NOT REQUIRE HIGH SCORES ON ALL TISTS, BUT HAYE A RANGE WITHIN WHICH PROPLE CAN DO THE WORK EFFECTIVELY AND TEND TO TEMBER OF THE JOS., (4) EFFICIENCY IN PLACEMENT MECESSITATES MATCHING THE JOS AND THE TIGHTUNGLIFIED ARE LIKELY

A DESCRIPTION OF THE SIX TESTS IN THE BATTERY IS GIVEN ON THE BACK OF THIS FORM. IN CABLS WHERE THE PATTERW OF THE TEST SCORES APPEARS TO INDICATE APTITUDE IN PARTICULAR AREAS THIS WILL BE NOTED IN THE REMARKS SECTION, WHERE RESEARCH STUDIES WAVE BEEN CONDUCTED ON THE RELATIONSHIP OF THE TESTS TO JOB PERFORMANCE THESE COMMENTS WILL RELATE TO SPECIFIC JOBS. THIS SECTION MAY ALSO INCLUDE A BRIEF ANALYSIS OF THE INDIVIDUAL'S POTENTIAL IN RELATION TO HIS INTERESTS AND BACKGROUND.

CONSULTATION OF FURTHER INFORMATION REGARDING INTERPRETATION OF TEST SCORES IS AVAILABLE BY CALLING EXTENSION ADIT.

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Limison Officer in charge of an 18-man unit.

Training in a third language.

Additional management training offered either by the Agency or by a private institution. Consideration for an appointment to a War College.

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As noted in 'B below, my first choice for my next assignment in this of Chief of Base in Latic America. I have served three tours excises and a four-year tour at Headquarters in Cuban Operations. In the past ten years I have gained experience in technical operation, operations related to the priority and hard targets and, prior to my assignment to Mexico City, as supervisor of one of the four branches in Cuban Operations. In Mexico City my responsibilities consist of the supervision and administration of an 18-man unit composed of nationals which I manage and direct operationally in coordination with the Government of I have been in Mexico City fifteen months. Should the Chief of Base position in become available in the
summer of 1989 or 1981 and this job is offered to me. I would be
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Based upon Subject's experience both prior to and during his corrent tour, his requests for assignment as stated by him are very reasonable. I fully endorse his requests.
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amenable to an extension in Mexico City for a period of 12 to to months depending on the timing of the assignment. If I were to be assigned to a country where an additional language is needed, time for language training should be taken into consideration.

In the event that a position as Chief of Base does not become available within the next year or two, my second choice is to be considered for a war College either for calendar year 1980 or 1981. This would enable me to more fully participate in the Agency's rotational program and would provide me with a higher level of training needed for career mobility in the Agency.

My third choice is to be considered as a candidate for the agency's management program at one of the participating Universities in the United States with the intention of accepting a field assignment immediately after the termination of this training. am prepared to make all the necessary arrangements toward this end (i.e., applying for admission, etc.) provided a list of

Universities in furnished to he.

As noted above, I am willing to remain in Mexico City through the summer of 1981 if my first choice is approved. In the event that my first choice caenet be granted I would be available to return to the United States in the summer of 1980 to prepare for my second or third choice. Should my second or third choice not he granted, I would prefer to return to the United States for an assignment in Washington.

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Central Processing Branch has been charged with responsibility for ensuring that all employees processing RUS to the field have reviewed the field version of the haployee Commet Hamiltook. You will not be checked cut for your proposed travel mptil you sign the following statement and return it to GPB. Your Personnel Officer can provide you with a copy of the Handbook.

MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Field Handbook 20-4, Employee Conduct, dated 9 July 1970.

DANIEL FLORES

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NOTE TO OUTGOING PCS TRAVELERS

Central Processing Branch has been charged with responsibility for ensuring that all employees processing PUS to the field have reviewed the field version of the Employee Conduct Handbook. You will not be checked out for your proposed travel until you sign the following statement and return it to CPB. Your Personnel Officer can provide you with a copy of the Handbook.

MEMORANDUM OF UNDERSTANDING

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Daniel Flores

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I. GENERAL

IT IS UNDERSTOOD THAT YOU AGREE TO SERVE THE PERIOD OF SERVICE ABROAD PRESCRIBED IN SECTION II BELOW AND THAT THE GOVERNMENT IS OBLIGATED TO SETUAN YOU, YOUR DEPENDENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS UPON THE SATISFACTORY COMPLETION OF THIS PERIOD. YOUR ALLOWABLE ENPENSES WILL BE DETERMINED IN ACCORDANCE WITH AGENCY REGULATIONS.

IF YOU TERMINATE YOUR SERMANENT ASSIGNMENT OUTSIDE THE CONTINENTAL UNITED STATES BEFORE YOU COMPLETE 12 MONTHS OF CHEDITABLE SERVICE FOLLOWING THE DATE OF YOUR ARRIVAL ABROAD, YOU WILL BE REQUISED TO REIMBURSE THE GOVERNMENT FOR ALL EXPENSES IT INCURS IN THE TRAVEL AND TRANSPORTATION OF YOU, YOUR DEPENDENTS, YOUR SCHOLD AND PERSONAL EFFECTS TO YOUR POST. IF YOU FAIL TO COMPLETE YOUR PRESCRIBED TOWN OF DUTY ABROAD YOU WILL NOT BE ENTITLED TO THE RETURN TRAVEL AND TRANSPORTATION OF YOURSELF, YOUR DEPENDENTS AND YOUR HOUSEHOLD AND PERSONAL EFFECTS TO THE UNITED STATES IF, HOWEVER, AGENCY OFFICIALS DETERMINE THAT YOUR EARLY DEPARTURE IS NECESSARY FOR OFFICIAL REASONS. OR FOR PERSONAL REASONS OF SIGNIFICANT INTEREST TO THE GOVERNMENT. THEY MAY WAIVE THE REIMBURSEMENT OF EXPENSES ALREADY INCURRED. OR AUTHORIZE YOUR RETURN TRAVEL AND THANSPORTATION, WHICHEVER IS APPLICABLE.

IF ELIGIBLE UNDER THE TERMS OF HR 20-30, YOU WILL BE GRANTED HOME LEAVE AS SOON AS IT CAN BE ARRANGED AT GOVERNMENT CONVENIENCE AFTER COMPLETION OF YOUR PRESCRIBED TOUR OF DUTY, PROVIDED YOU HAVE SERVED AT LEAST 18 MONTHS OF CONTINUOUS CREDITABLE SERVICE OUTSIDE THE UNITED STATES. HOME LEAVE AND HOME LEAVE TRAVEL ARE CONTINGENT UPON YOUR HILLINGNESS TO RETURN, AND CONTEMPLATION BY AGENCY OFFICIALS THAT YOU WILL RETURN TO SERVICE OUTSIDE THE UNITED STATES IMMEDIATELY AFTER HOME LEAVE OR UPON COMPLETION OF AN ASSIGNMENT IN THE UNITED STATES.

YOU ARE ADVISED THAT ANY MONIES DUE YOU FROM THE GOVERNMENT MAY BE APPLIED IN LIQUIDATION OF ANY INDEBTEDNESS ARISING FROM VIOLATION OF THIS AGREEMENT. YOU WILL BE AFFORDED ALL NORMAL RECOURSE IN APPEALING DECISIONS MADE PURSUANT TO THIS AGREEMENT.

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TRAINING REPORT/CERTIFICATION OF HANDOWN QUALIFICATION

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Office of Personnel, Control Division, Statistical Reporting Branch STRIAL NO. LAST (Print) T-24 INSTRUCTIONS USE APPROPRIATE SPACE BELOW TO REPORT DATA FOR EITHER PCS OR TOV. INSERT APPROPRIATE CODE NUMBER IN "CODE TO DESIGNATE WHITHER SUBMISSION IS OR BASIC DATA. CORRECTION, OR CANCELLATION (One only). REPORT DATES OF THE NUMBER FOR THE MONTH. AND LAST TWO DIGITS ONLY FOR YEAR. REFER TO OFF NO. 38. REVISCO. PCS DATES OF SERVICE ARRIVAL O'S OFFARTURE O'S TOV DATES OF SERVICE TOV DATES OF SERVICE ARRIVAL O'S OFFARTURE O'S TYPE OF DATA O'P USE ARRIVAL O'S OFFARTURE O'S TYPE OF DATA O'P USE ARRIVAL O'S OFFARTURE O'S TYPE OF DATA USE O'P SOURCE DOCUMENT AND CERTIFICATION OFFICE OF PERSONNEL USE ONLY - PUNCH AREA SOURCE DOCUMENT AND CERTIFICATION	
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Experience in the handling of employee emergencies has lays and complicates the settlement of estate and fine	ARY ENTRIES shown that the absence of certain personal data often de - ncial matters. The information requested in this section
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ARE YOU & WINDER OF THE NORTHBEST FEDERAL CRECIT UNIONF	Nes
IF YES, DO YOU HAVE A JOINT ACCOUNT?	YF5 40
HAVE YOU COMPLETED A LAST WILL AND TESTAMENT?	No. (If 'Yes' shere is document located?)
HAVE YOU PREPLANAED AN ARRANGED GUARDIANSHIP OF YOUR CHE YES NO. (If "You" give name(s) and address)	LUREN IN CASE OF COMMON DISASTER TO BOTH PARENTS?
HAVE YOU EXECUTED A POWER OF ATTORNEY!	NO. (If "Yes", who pussess the power of stearney")
6. ADDITIONAL DATA AND/OR COM	TINUATION OF PRECEDING ITEMS
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TRAINING PEPOPT

Instructor Training Workshop

Student: Flores, Daniel Office: OTR

Year of Birth: 1935 SD: D

Grade: CS-12 EOD Date: 1962

Number of Students Ecrolled: 6 Date of Course: 7/26 - 8/8/76

COURSE OBJECTIVES -- CONTENT AND METHODS

The Workshop objectives provide participants with a knowledge of the major principles, methods, and practices of effective instruction, and an opportunity to develop skills as an instructor by applying this knowledge in an instructional actting. Participants are able to analyze their audience and teaching objectives, prepare lesson plans, effectively present the material to be learned, and then evaluate the results of their training efforts.

The instruction required maximum cludent involvement with major emphasis on the application of instructional methods in the students presentation of units of instruction. Students were not graded during the Workshop, but they were constructively evaluated by the instructor and fellow participants both verbally and through the use of video tape.

Students were required to give a fifteen-minute lecture, a twenty-minute demonstration, and a fifty-minute lesson in his basic subject.

ACHIEVEMENT RECORD

This is a certificate of attendance only, since examinations are not used in the course.

FOR THE DIRECTOR OF TRAINING

10/76 Stankell Stecken

Chief Instructor

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MEMORANDUM FOR THE RECORD

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SUBJECT: Meritorious Unit Citation -- Cuban Operations Group, Latin America Division

On 13 November 1975 the Director of Central Intelligence approved award of the Meritorious Unit Citation to the Cuban Operations Group in recognition of the outstanding performance of the following employees from 1 October 1974 to 30 September 1975:

Felipe Acevedo
Carol A. Barr
Vivian A. Barry
P. Claudette Broyles
Daniel Calloway
Thomas G. Clines
Frank Esquivel

Mary D. Felton
Daniel Flores
Nancy B. Fortson
Ann Goldsworthy
Clyde I. Hinkley
Christine Hopkins
Kathryn Kemp
Myron M. Kline

Barbara Morgenthaler Mary Muldoon Mary Musgrave

Elizabeth Reilly
Carol Rhodes
Nestor D. Sanchez
Joan Silverlieb
Allen Smith
John Blake Smith
Priscilla Tench
Len Therry
Mary A. Velous
Donald Venute
William Watkins
Anne Zimmerman

R. L. Austin, Jr. Recorder Honor and Merit Awards Board

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· ADMINISTRATIVE Internal Use Only PUNCHED REPORT OF SERVICE ABROAD Office of Personnel, Control Division, Statistical Reporting Zowne SERIAL NO. 1 - 4 (Print) 36130 Flores DANIEL INCTRICTIONS USE APPROPRIATE SPACE RELOW TO REPORT DATA FOR FITHER PCG OF TOY. INSERT APPROPRIATE COST BUMBER IN "CODE" COLUMN TO DESIGNATE BUTTHER SUBMISSION IS OF BASIC DATA, CORPECTION, OR CANCELLATION (One offy). PERORT DATES BY USING THE NUMBER FOR THE MONTH, AND LAST TRO DIGITS ONLY FOR FERS. REFER TO OFF NO. 58 PEROSES. PCS DATES OF SERVICE TYPE OF DATA DIPARTURE 0/3 0/2 638 646 f ARRIVEL D/S COUNTRY UQNTH | 847 | 7548 WONTH DAY TEAR 0008 1 - PCS (Basic) 3 - COPPECTION 5 - CANCELLATION 31-32 33-34 35-30 25-26 27-29 29-30 37 39 39 49-42 TOY DATES OF SERVICE TYPE OF DATA 5/P AREALSI ABBIVAL 9/5 OFPARTURE 0/5 DAY 7848 CDDE *** 29.30 35-30 18 35 31-32 23-24 40.42 4 . COMMISTION WH U OFFICE OF PERSONNEL USE ONLY - PUNCH AREA SOURCE DOCUMENT AND CERTIFICATION TRAVEL VOUCHER DUTY STATUS OR TIME AND ATTENSANCE SEPORT OTHER (Specify) DOCUMENT IDENTIFICATION NG. SOCUMENT DATE PERIOD ABOVE DATA CERTIFIED CAMPECT - 88359 UPON SOUNCE OCCUMENT CITES 1/15/15

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7. NUMBER AND AGES OF DEP					
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September 197	1 - July 1972	- Activi	ties of th	e Communist	Party and Propara-
-	tion of pro	oject ou	tlines and	progress r	eports.
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attend the mid-c	Arcer course.		an the 1	arato 1 BOU)	W LIEU LO
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THE DESCRIPTION THE TYPE OF BOTH THE BUILD PREFER FOR HERT ASSIGNMENT IF DIFFRUINT FROM THAT INDICATED IN THE NO. 9 ABOUT. THE YOU HAVE MURE THAN ONE POFFIFIENCE, INDICATE YOUR CHOICE,
At this point in my career the Soviet and Chinese targets are of major interest to me. Although I would prefer to work on Chinese operations in my next assignment, as an alternative I would consider working on Soviet operations.
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118. INDICATE IF YOU DESIRE TO EXTEND YOUR CURRENT FOUR BY CHECKING IN APPROPRIATE ROX, ALSO INDICATE PREFERENCE FOR NEXT REGULAR ASSIGNMENT BY INSURTING 1, 2, 6 3 (for lat, 2nd, and led choice) in Remaining Boyes, Complete all Alternate Choices and Options in all cases even though you are requesting an extension of your tour.
RESTEND TOUR 14 WONTHS AF CUBBERT STATION TO 31 NOVEMBER 1974
DE ABBIGNED TO HEGTES FOR A TOUR OF DUTY- INDICATE YOUR CHOICE OF DIVISION, STAFF OR OFFICE,
BE ANSIGNED TO ANOTHER FIELD STATION: INDICATE CHOICE OF GEOGRAPHIC ARTY OR SPECIALIZATION THE CHOICE CAPACAS AFOR
AETURN TO MY CURRENT STATION
TO BE COMPLETED BY FIELD STATION
T. IN CONSIDERATION OF THE EXPERIENCE AND PERFORMANCE OF THE EMPLOYIE AND HIS PRIFFRENCE FOR MEXT ASSIGNMENT, INDICATE YOUR RECOMMENDATION FOR HIS NEXT ASSIGNMENT AND TRAINING.
Concur. This officer is doing a good job on his assigned targets and his overall abilities give the Station a flexibility it often needs to call on.
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TO BE COMPLETED BY MPPROPPIATE MEADQUARTERS OFFICE
13. IN CONSIDERATION OF THE EXPERIENCE AND PERFORMANCE OF THE EMPLOYEE, HIS PREFIRENCE FOR NEXT ASSIGNMENT, AND THE STAPPING REQUIREMENTS OF YOUR COMPONENT, INDICATE YOUR COMPONENT'S RECOMMENDATION FOR HIS NEXT ASSIGNMENT AND TRAINING.
Subject's tour has been extended fourteen months to 31 , November 1974.
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at # 17
DATE 4/23/73 TITLE C/NIL/Pers SIGNATURE H.L. Beythold
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BIFORE YOU COMPLETE 12 MONTHS OF CPEDITABLE ABROAD, YOU WILL BE REQUIPED TO PEIMBURGE 1. THE TRAVEL AND THANSPORTATION OF YOU, YOUR FECTS TO YOUR POST. IF YOU FAIL TO COMPLET WILL NOT BE ENTIFIED TO THE PETUPN TRAVIL A FILS AND YOUR HOUSEHOLD AND PEPSONAL EFFECT OFFICIALS DITERMINE THAT YOUR EARLY DEPARTU	DEPENDENTS, YOUR MOUSTHOLD AND PERSONAL EF- E YOUR PRESCRIBED TOUR OF DUTY ABROAD YOU ND THANSPORTATION OF YOURSELF, YOUR DEPEND- N TO THE UNITED STATES. IF, HOWEVER, ASENCY NE IS NECESSARY FOR OFFICIAL REASONS, OR FOR THE GOVERNMENT, THEY MAY WAIVE THE RELMBUSSE.
IF ELIGIBLE UNDER THE TERMS OF HR 20- AS IT CAN BE ARRANGED AT GOVERNMENT CONVENING TOUR OF DUTY, PROVIDED YOU HAVE SERVED AT LE SERVICE OUTSIDE THE UNITED STATES. HOW LET UPON YOUR WILLINGNESS TO RETURN, AND CONTEM HETURN TO SERVICE OUTSIDE THE UNITED STATES COMPLETION OF AN ASSIGNMENT IN THE UNITED ST	EAST 18 MONTHS OF CONTINUOUS CHEDITABLE NYE AND HOWE LEAVE TRAVEL ARE CONTINGENT PLATION BY ACTIVE OFFICIALS THAT YOU WILL IMMEDIATELY AFTER HOME LEAVE OR UPON
YOU ARE ADVISED THAT ATT WONLES DUE YO LIQUIDATION OF ANY INDEBTEDUESS ARISING FROM AFFORDED ALL NORMAL RECOURSE IN APPEALING DE	
NAME OF IMPLOYEE Daniel Flores	50 D
	DUTY ABROAD
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11. PREFERENCE FOR NEXT ASSIGNMENT:
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I would like a position of increased responsibility, preferably as a Case Officer for Soviet Operations in Latin America. If this is possible I would like to take the Soviet Operations Course at Headquarters prior to my next assignment.
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118. INDICATE IF YOU DESIRE TO EXTEND YOUR CURRENT TOUR BY CHECKING IN APPROPRIATE BOY. ALSO INDICATE PREFERENCE FOR NEWT REGULAR ASSIGNMENT BY INSERTING 1. 2. & 3 (for let, let, and let choice) IN MEMAINING BOXES. COMPLETE ALL ALTERNATE CHOICES AND OPTIONS IN ALL CASES EVEN THOUGH YOU ARE REGUESTING AN EXTENSION OF YOUR TOUR.
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It is believed that this officer's performance at his present post of assignment has provided sufficient indication of his competence as a field case officer, and that he sould have no problem filling a Soviet Operations Officer slot at a medium sized field installation. He should attend the Soviet Operations Course prior to such assignment.
TO BE COMPLETED BY APPROPRIATE MEADQUARTERS OFFICE
18. IN CONSIDERATION OF THE EXPERIENCE AND PERFORMANCE OF THE EMPLOYIE. HIS PREFERENCE FOR NEXT ASSIGNMENT. AND THE STAFFING REQUIREMENTS OF YOUR COMPONENT, INDICATE YOUR COMPONENT'S RECOMMENGATION FOR HIS NEXT ASSIGNMENT AND TRAINING.
WH Division has selected Mr. Flores for assignment to Lima in
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IN THE INDIVIDUAL'S OFFICIAL PERSONNEL FOLDER SECRET

THIS REPORT WILL BE FILED IN THE OFFICE OF PERSONNEL .

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Ent Approved by CS Carear Service

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MEMORANDUM FOR: Secretary, CSCS Panel (Section C)

SUBJECT

Recommendation for Promotion to Grade

GS-10, Daniel Flores

1. It is recommended that Mr. Daniel Flores be promoted from GS-09 to GS-10.

- 2. Mr. Flores joined the Agency in 1962; initially he was employed on a part-time basis in the Wil Division while attending the American University. He received his AB degree in 1967 and became a full-time staff employee. On the strong recommendation of his supervisors, Mr. Flores was accepted for the Career Training Program which he completed in August 1968. After rejoining the Wil Division, he was selected for assignment as an operations officer at the Base where he arrived in May 1969. Mr. Flores is bi-lingual in Spanish.
- 3. Both as a Headquarters and field operations officer Er. Flores has carried out his assignments with intelligence, enthusiasm and initiative. As the Base officer in charge of Communist penetration operations, his performance has been of high caliber. In August 1969, during the forced absence of the Chief of Base and other senior officers, Mr. Flores assumed the full responsibilities for running the base for a period of several weeks. He performed the duties of Acting Chief of Base in a superior manner. In addition to his operational competence, the Chief of Base has observed that Ar. Flores ability to develop social relations with ease has been a distinct asset for the Base.
- 4. Mr. Flores has already proven to be a competent operations officer. As he further develops through experience and responsibility he should become eligible for rapid advancement. In any case he is already performing at a level far higher than his current grade and a promotion at this time is strongly recommended.

willian V. Broe
Chief
Bestern denisphere Division

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IMPORTANT

Central Processing Branch has been charged with responsibility for ensuring that all employees processing PC3 to the field have reviewed the field version of the Employee Conduct Handbook. You will not be checked out for your proposed travel until you sign the following statement and return it to CPB. Your Personnel Officer can provide you with a copy of the Handbook.

MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Field Handbook 20-4, Employee Conduct, dated 23 October 1964.

Signature

DANTEL PLOPES

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Group 1 - Excluded from automatic downgrading and declassification.

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CONFIDENTIAL (When Filled In)

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Effective	10 April 1969		
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UNITED STATES GOVERNMENT

Personnel Office

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ELECTION, DECLINATION, OR WAIVER OF LIFE INSURANCE COVERAGE

FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM

IMPORTANT AGENCY INSTRUCTIONS ON BACK OF ORIGINAL

TO	COMPL	.ETE	THIS	FORM—
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FOLLOW THESE GENERAL INSTRUCTIONS:

- Read the back of the "Duplicate" carefully before you fill in the form.
 Fill in BOTH COPIES of the form. Type or use ink.
- . Do not detach any part.

2	FILL IN THE IDENTIFYING INFORMATION BELOW (please print or type): NAME (last) C3 & (first) 0 (middle) DATE OF BIRTH (month, day, year) SOCIAL SECURITY NUMBER Flores Danie ("August 1735" EMPLOYING DEPARTMENT OR AGENCY LOCATION (City, State, ZIP Code)	
^	MARK AN "X" IN ONE OF THE BOXES BELOW (do NOT mark more than one):	

3	MARK AN "X" IN ONE OF	THE BOXES BELOW (do NOT mark more than one):
V	Mark here	ELECTION OF OPTIONAL (IN ADDITION TO REGULAR) INSURANCE
	WANT BOTH optional and regular insurance (A)	I elect the \$10,000 additional optional insurance and authorize the required deductions from my salary, compensation, or annuity to pay the full cost of the optional insurance. This optional insurance is in addition to my regular insurance.
	Mark here	DECLINATION OF OPTIONAL (BUT NOT REGULAR) INSURANCE
	If you DO NOT WANT OPTIONAL but do want regular insurance	I decline the \$10,000 additional optional insurance. I understand that I cannot elect optional insurance until at least I year after the effective date of this declination and unless at the time I apply for it I am under age 50 and present satisfactory medical evidence of insurability. I understand also that my regular insurance is not effected by this declination of additional optional insurance.
	Mark here	WAIVER OF LIFE INSURANCE COVERAGE
	want Neither regular nor optional insurance (C)	I desire not to be insured and I waive coverage under the Federal Employees Group Life Insurance Program: I uniterstand that I cannot current this weiver and obtain regular in surable until at least 1 year after the effective date of this weiver and unless at the time I apply for insurance I am under age thi and phasent satisfactory more all endough of insurables, I understand also that I cannot neve or later have the \$10,000 additional optimal insurance unless I have the regular members.

SIGN AND DATE IF YOU MARKED BOX "A" OR "C",	FOR EMPLOYING OFFICE USE ONLY
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S-E-C-R-E-T

- TRAILING REFORT -

Operational Interrogation Course No. 2-69 (Full time - three weeks) 4 - 22 November 1968

Student: Flores, Daniel

Office: WH

Grade : 08

14-00000

EOD : Mar 62

Number of Students Enrolled: 9

Service Designation: D

COURSE OBJECTIVE

To teach the student to interrogate and to manage interrogation.

RATING

Class Performance : Satisfactory

Interrogation Aptitude: Average

GENERAL CLASS PERFORMANCE

Excellent: 3

Satisfactory: 6

Unsatisfactory: 0

GENERAL CLASS APPITUDE POR INTERROGATION

High: 2

Average: 6

FOR THE DIRECTOR OF TRAINING:

27 DEC 1958

Chief Instructor

6-E-C-R-E-T

OPERATIONS COURSE	Course No.			Finished	Dates of	
(RULL TIME)	00-1-3/4-68		Began	To Taranea	16 Augus	
	STUDENT IDENTI	FYING INFO	MOITAN			
NAME OF STUDENT	YOB	EC	E ALE	OFFICE	CS_	SD
FLORES, Daniel	1731	March 18	ω	CTP	60	55
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A - Adequate	Hes echieved tized neither b				actory, ch	aracte
P - Proficient	More than satisficiency. This "average" on o	s rating ma	y be inter			
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LARRATIVE COMMENTS

Significant strengths and weaknesses and their relationship to overell performance in the Operations Course. This section amplifies and explains. as necessary, the rating letters given above.

Mr. Flores' overall performance in this course was at the high proficient level. He is a very friendly and personable individual who put forth a good deal of effort to do well in the course. Mr. Flores takes a very practical approach to solving problems and his attitude throughout the course was excellent.

Mr. Flores acquired a good understanding of the principles and techniques of Clandestine Services operations, and in problems requiring face-to-face encounters with simulated agents in the live exercises he came through as a very friendly and personable individual. He was particularly effective in debriefing situations and demonstrated flexibility in meeting the problems that arose during the simulated agent meetings.

Mr. Flores demonstrated a good understanding of Claudestine Services programs in Foreign Intelligence, Counterintelligence and Covert Action. His performance was graded strong in handling of a simulated walk-in defector, and in a Counterintelligence case study and a Covert Action case study his understanding and analyses were judged highly proficient. He received a rating of adequate in photography.

Mr. Flores has good writing skills and acquired a thorough understanding of intelligence and operational reporting procedures and formats of the Clandestine Services. His intelligence reports were consistently complete, accurate and clear. His operational reports suffered occasionally from weak organization, and on one occasion he had difficulty distinguishing operational from intelligence information; but his reports were generally complete and accurate and showed a sound : understanding of operational reporting requirements.

Mr. Flores is a personable and intelligent individual who got along very well with his colleagues and with the instructors. With his excellent attitude and strong desire for a career in the Clandestine Services together with his willingness to work hard, Mr. Flores should have little difficulty in developing into an effective case officer as he gets greater experience.

FOR THE DIRECTOR OF TRAINING:

Chief Inggructor

23 August 1968

B-E-C-H-E-T

TRAINING REPORT

Operations Course, Phase II-3-68 (416 hours, full-time)

4 March - 3 May 1968 (Date)

Student

FLORES, Daniel

Office

: CTP/OTR

Year of Birth:

1935

Service Pesignation: BJ

Grade : GS-07

.

No. of Students: 60 Began; 60 Finished

EOD

March 1962

COURSE OBJECTIVES:

The course is designed to prepare junior clandestine services officers for duties related to the conduct of Special Operations. Upon completion of training, the officer will be capable of developing and implementing actions which will contribute to the elimination of subversive insurgency in the underdeveloped area of the world in furtherance of U.S. policy. He shall also be capable of developing plans for the conduct of Special Operations in support of United States military operations in wartime; and will be able to plan for the use of special ground, air, and maritime operations in direct support of other intelligence activities.

ACHIEVEMENT RECORD:

The performance rating and narrative comments below are derived from a synthesis of all observations and evaluations submitted on each trainee by the instructor staff. Student rating is indicated by the asterisk.

INCOMPLETE O

ADEQUATE 0

PROFICIENT + 48

STRONG 12

NARRATIVE COMMENTS:

Mr. Flores is a self-sufficient, steady worker, who demonstrated an excellent ability to adapt himself to the various training situations. His proficient performance during Operations Course, Phase II-3-03 did not fluctuate appreciably from beginning to end.

Mr. Flores was always mentally alert, receptive to instruction and responsive to instructional exercises. He cheerfully accepted all responsibilities, consistently produced satisfactory results, and appeared to demonstrate a sense of pride in his accomplishments. His conscientious effort, sincerity, and cooperative attitude enabled him to develop a sound working relationship with his colleagues.

Continued on Page 2

TRAINING PEPORT

Operations Course, Phase II-3-68 (416 hours, full-time)

4 March - 3 May 1968

Student

: FLORES, Daniel

Office

: CTP/OTR

Service Designation: 8J

NAKRATIVE COMMENTS (Continued)

Of noteworthy mention was Mr. Flores' pleasant, industrious performance throughout the He established a cheerful environment for his colleagues and completed assigned responsibilities with enthusiasm, determination and cooperation. His sustained high-level performance and ability to adapt to the terrain earned him the respect and appreciation of his classmates.

The degree of performance attained in the course indicates Mr. Flores has gained a sound familiarization of the Special Operations activities, responsibilities, skills, and concepts.

FOR THE DIRECTOR OF TRAINING:

Chief Instructor, operations Course, Phase II

2

S-E-C-R-E-T

TRAINING REFORT

NAME OF TRAINEE: Flores, Daniel CCURSE: CS RECORDS II

(Bicgraphic Research)

DATE : 9 - 16 May 1968

DOB: 1935 3D: SJ

OFFICE: CTP GS: 07

HCURS: 30 - part time

OBJECTIVES

1. To provide briefing in the C3 requirement for bicgraphic research, the importance of this research in the investigative process, and in the importance of the role of the bicgraphic researcher.

2. To provide instruction in the nature, content and means of access to repositories of biographic information in the CS and other elements of the Agency and the community.

3. To introduce the concept of research and investigation and the processes involved therein, and to provide practical work in research as done at headquarters.

4. To alert the students to the nature of analysis in producing finished reports of biographic research.

5. To provide practice in writing the report of biographic research.

METHOD OF INSTRUCTION

The course is presented by means of lecture, discussion and demonstration. More than fifty percent of the class time is devoted to an exercise in biographic research, an exercise in analysis of the materials recovered, and preparation of a report of the research.

ADJECTIVAL RATINGS USED IN THE TRAINING REPORT

EXCELLENT Student demonstrated unusual competence in achieving the course objectives. His understanding of the course content was unusually thorough and perceptive. Where

skills were taught, he demonstrated particular facility

in their use.

SATISFACTORY Student's achievement of the course objectives was competent. He demonstrated good understanding of the course content. Where skills were taught, he demon-

strated basic facility in their use.

UNSATISFACTORY Student did not demonstrate adequate competence.

Although he may have made some progress, he fell
short of the minimum standards for achievement of
the course objectives.

SECRET

NARRATIVE RATING OF ACHIEVEMENT:

Mr. Flores showed considerable ability and experience in his handling of the practical problem. He should have no trouble in doing work of this kind with a minimum of supervision.

Overall adjectival rating of achievement:

Satisfactory 1

Overall adjectival ratings of achievement of all employees in the course:

EXCELLENT:

2 SATISFACTORY:

14 UNSATISFACTORY:

Attendance at this course does not provide the student with operational knowledge and background sufficient to qualify him as an independent researcher, capable of making operational judgments.

NOTE: CS Records I (Introduction to Records) is a prerequisite for this course.

FOR THE DIRECTOR OF TRAINING:

2 4 MAY 1968

Date

Charles H. Schafer

Chief Instructor

- 2 -

SECRET

				(When Pi	iled (n)						
	TRAINING			120	Hours)	COUMSE	·0.	NO. STUDENTS		or co Jan	
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FLORES, Daniel				35	Mar	1962		СТР		07	SJ
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SECRET

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2070

S-E-C-R-E-T

FERFORMANCE RECORD

The Challenge of World-Wide Communism

CT Class 12 FSV = 1 " p 10 P

Course Pescription

A. Statement of Objectives

- The student should recognize the challenge confronting the United States and the free world posed by the objectives, activities, and capabilities of World-Wide Communism.
- 2. The student should schieve a knowledge of the doctrine, organization and tectics of free-world Communist parties; and, similarly, of the capabilities, the policies, and the problems of the USSR and the People's Republic of China.

B. Course Method

- Approximately one-half of the course is devoted to lectures, one-fourth to seminars, exercises and demonstrations, and onefourth to individual study.
- Student achievement is judged on the besis of performance in one written examination and perticipation in seminars and exercises.

NAME	Flores, Errich	
Writ	ten Work	
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Orel	Work	
	Seminers, Exercises	Pro Clarket
Comm	ent:	

GRCUP I Excluded from automatic downgrading and decimalification

3-E-C-R-K-T

THAIRING REPORT

OPERATIONS FACILITATION COUNTRY BG. 2-68 (152 hours, full-time)

2 Jan. - 26 Jan. 1968

STUDENT : FLORE

: FLORES, Doniel

DFY12:8

· CIP

YEAR OF STRIE: 1935

SERVICE DESIGNATION: SJ

GRADE

: G3-07

PINZES OF STUDENTS : 114 Boyan

BOD DATE

14-00000

: March 1962

114 Finished

COURCE CAURCTIVE AND CONTENT

The Operations Familierization Course is a four-week course designed to provide the student with an understanding of the Claudestine Pervices programs, operational methods and reporting techniques - operate expansis is given the basic elements of

ME271003

The instructional methods used included class discussions, lectures, films demonstrations, practical exercises and case studies. Practical exercises were

The operational programs of various Clandestine Services Divisions were discussed by representatives of the respective Headquarters economics.

BIALLIATION OF PERFORMANCE

The student's rating is based on understanding of the material presented as demonstrated by his participation in class discussions, the preparation of intelligence and operational reports, the application of operational principles in the practical exercises and the grade received on a comprehensive written equalisation given in the final week of the course which covered all areas of course content. Other factors considered in determining the final rating were the extent's interest, attitude and preparation for assignments. The number of students receiving each adjectival rating on overall course performance is shown below. This student's rating is indicated by an asterisk. Explanatory survetive comments are included with a rating of ADEQUATE or STREED. When considered partisent by the training staff, comments may also be included with a PROFICIENT (average) rating.

INS/	ATT STA	AMIN'IN'	ADECCATE

* PROFICIEST

<u>97740340</u> 25

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87

Mr. Flores' overall performance in the course was at the solid proficient level. It should be noted that he demonstrated a particularly good attitude throughout the course. He took full advantage of the training offered to increase his knowledge of the Clandestine Services.

FOR THE SERVICE OF TRAINING

--

9 Feb. 1963

S-E-C-R-E-T

ORIENTATION TO INTELLIGENCE FOR CT'S (Class of December 1967)

nuration: 11-22 December 1987

(30 hours, full time)

YEAR OF BIRTH: 1935

Daniel FLORES

OFFICE

. .

GRADE : GS-07

SERVICE DESIGNATION: SJ

EOD

STUDENT

March 1962

NUMBER OF STUDENTS: 88

COURSE UBJECTIVES - CONTENT AND HETHODS

In the Orientation to Intelligence Course the objectives are: (1) to instruct the student in the basic concepts and terminology of Intelligence; (2) to describe the history of U.S. Intelligence and the current role of intelligence in the national security structure; (3) to outline the composition and mission of the intelligence community, noting the Agency's significant role therein; (4) to define the mission of CIA in supporting the DCI and to identify the functions of the Agency's major components, particularly in the collection, production, and dissemination of intelligence; and (5) to identify and discuss major problems facing the Agency. The area surveys and "Articulating the United States" elements of the course are designed to introduce the students briefly to some of the intelligence problems presented by major regions of the free world and to stimulate thought about the American way of life and its relationship to these areas.

Instructional techniques include lectures given by members of the Orientation and Briefing Faculty, guest speakers from Agency components, seminars, directed reading, review exarcises, training films, and intelligence exhibits.

ACHIEVEMENT RECORD

The individual student evaluation is based on his score achieved on a written examination given at the conclusion of the course. This test, consisting of 100 items, covered all major aspects of the course content. The rating assigned to this student is:

PROFICIENT

The evaluation system used was as follows:

0 = Outstanding - 0-3 wrong S = Strong - 4-8 wrong

P = Proficient = 9-15 wrong

A = Adequate = 15-25 wrong
W = Weak = 26- wrong

FOR THE DIRECTOR OF TRAINING: Laurelies C. Bases Co. 8 January 1968
Chief, Urientation & Brieffing Faculty
Date

S-E-C-R-E-T

CACO F Example 20 September 2 September 20 September 2 September 20

26 October 1967

MEMORANDUM FOR: Daniel Flores

THROUGH

Executive Secretary

C3CT Selection Board

SUBJECT

: Application for Unrear Training Program

- 1. I am pleased to inform you that you have been accepted for the Career Training Program. Let me congratulate you and wish you the maximum profit and pleasure from your proposed training.
- 2. You will remain with your present Component until the beginning of the next Integrated Training Program, to begin 11 December. At that time you will be reassigned to the CTP T/O where you will remain until your training has been completed.
- 3. Should you have any further questions, do not hesitate to call on the Program Officers.

ROBERT B: FREEMAN Chief, CTP

SECKET

(When Filled In)

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	JOHN A. MAYO, Jr. Security Officer, RID		(v.,		,			•
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. COmcus	PRINCES AND/OR APPROVAL WITHIN OPE FOR COMPLETION BY EMPLOY		100	(signed) Josef M. Chief	hn M. WIGOD, RID/	Winglesworth ESWORTH ELMCA		

CIA INTERNAL USE ONLY (19-10)

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REMARKS							_

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MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Handbook 20-4, Employee Conduct, dated 29 August 1961.

Signature

18 Mars L1962

CONFIDENTIAL

STANDARD FORM 61
RESISTED JUNE 1917
U. S. CIVIL SERVICE FOMMISSION
F. P. W. CHAPTER AS

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APPOINTMENT AFFIDAVITS

IMPORTANT. Before swearing to these appointment affidavits, you should read and understand the attached information for appointee

the attache	ed information for ap	opointee	•
CENTRAL DITELLIGENCE AGENCY	WASHID	HUTON, P. C.	• •
(Department or agency)	(Bureau or division)	(Place of employment)	!
I, FLORES, DANIEL	*************************	, do solemnly swear (or a	affirm) that—
A. OATH OF OFFICE			•
I will support and defend the Constit domestic; that I will bear true faith and without any mental reservation or purpo- duties of the office on which I am about	allegiance to the saise of evasion; that I	me; that I take this oblig will well and faithfully d	gation freely
B. AFFIDAVIT AS TO SUBVERSIVE ACTIVITY			:
I am not a Communist or Fascist. organization that advocates the overthre United States, or which seeks by force of Constitution of the United States. I de nor will I knowingly become a member of ployee of the Federal Government or any	ow of the constitution or violence to deny of further swear (or of such organization)	onal form of the Govern other persons their right affirm) that I will not s	ment of the so advocate,
C. AFFIDAVIT AS TO STRIKING AGAINST TH	HE FEDERAL GOVERN	MENT	1
I am not participating in any strik agency thereof, and I will not so particip States or any agency thereof. I do not a ment of the United States or any agency United States or any agency thereof. I member of an organization of Government Government of the United States or any Government of the United States or any organization.	ate while an employ and will not assert they thereof while an odo further swear (on the employees that a agency thereof, known agency thereof, known agency thereof, known agency thereof, known thereof,	ree of the Government of the right to strike against the employee of the Government affirm) that I am not know the right to strike I will not, while an employee.	the United the Govern- ment of the mowingly a against the loyee of the
D. AFFIDAVIT AS TO PURCHASE AND SALE I have not, nor has anyone acting in sideration for or in expectation or hope of	my behalf, given, tr	ansferred, promised or pu in securing such appoin	id any con- tment.
E. AFFIDAVIT AS TO DECLARATION OF APPO The answers given in the Declaration correct.		he reverse of this form as	re true and
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DECLARATION OF APPOINTEE

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This form is to be completed before entrance on duty. Answer all questions. Admitted unfavorable information about such matters as arrests or discharges will be considered together with the favorable information in your record in determining your present fitness for Federal employment. However, a false statement or dishonest answer to any question may be grounds for dismissal after appointment and is punishable by law.

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YES NO. (If "You" give named of and address) HAVE YOU EXECUTED A POWER OF ATTOMINE TO YES NO. (II "Yes", who possess the power of attorney") ADDITIONAL SATA AND/OR CONTINUATION OF PRECEDING ITEMS

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REQUEST FOR MEDICAL E	VALUATION	28 July 1976
Flores, Daniel DOB: 4 August 1	935 a Position files Instructor	GS-12
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CONFIDENTIAL. (When Filled In) I. DATE REQUEST FOR PRE-EMPLAYMENT MEDICAL EVALUATION 6 October 1961 2. HAVE ILOHI PLORES, (Fleat) 3. SEX DANIEL X | Male 4. ORGANIZATIONAL ASSIGNMENT DDP/OPGER 5. POSITION, TITLE AND GRADE File Clerk GS-C4 6. MEDICAL STAFF REQUESTED TO CHECK DESIRED ACTION RELOW, RETURN ORIGINAL COPY TO DEFICE OF PERSONNEL. Hold Peniling Receipt of Addi-tional Medical Information (Form Letters Attached) Rejected For Medical Reasons 7. REMARKS 259 Forwarded as of 6 October 1961 CONFIDENTIAL

E. Lemman Maria

SECRET (ther filled In)

QUALIFICATIONS UPDATE

READ INSTRUCTIONS CAREFULLY BEFORE COMPLETING, TYPL OR PRINT, AVOID USING LIGHT COLORED INKS

Now that your qualifications are a matter of computer record, they must be periodically updated. This is done automatically for much information; however, some must be obtained directly from you. This form is for that purpose. Section I must be completed in all cases. You need provide other information only if there have been changes since you submitted your Form 444: "Qualifications Supplement to the Personal History Statement," or a previous update form.

If you are in doubt whether information has been previously submitted, enter it in the appropriate section. The signed and dated form should be returned through administrative channels to the File Room, Office of Personnel, Room 5E-13 Headquarters, whether information is added or not. Additionally, a qualifications wedgete may take place at any time there is information to be added or changed simply by completing and returning an update form on your initiative. SECTION 1 BIOGRAPHIC AND POSITION DATA MP. SER. NO NAME (Last-First-Widdle) DATE OF BIRTH Flores, Daniel 036130 08/04/35 CECTION II EPUCATION HIGH SCHOOL ADDRESS (City, State, Country) LAST MIGH SCHOOL ATTENDED VEARS ATTENDED (From-To) GRADUATE □··· □ ··· COLLEGE OR UNIVERSITY STUDY SUBJECT YEARS ATTENDED NO. SEM/QTR. HRS.(Specify) NAME AND LOCATION OF COLLEGE OR UNIVERSITY PEGREE ECEIVE Pelilical American University, Washington, DC 1962-7967 B.A. 1967 120 hm Schare IF A GRADUATE DEGREE HAS BEEN NOTED ABOVE WHICH REQUIRED SUBMISSION OF A WRITTEN THESIS, INDICATE THE TITLE OF THE THESIS AND BRIEFLY DESCRIBE ITS CONTENT. TRADE, COMMERCIAL AND SPECIALIZED SCHOOLS NAME AND ADDRESS OF SCHOOL STUDY OR SPECIALIZATION FROM 10 NO. OF MONTHS OTHER HON-AGENCY EDUCATION OR TRAINING NOT INDICATED ABOVE NO. OF MONTHS NAME AND ADDRESS OF SCHOOL STUDY OR SPECIALIZATION FPOM 10 SECTION III HARITAL STATUS PRISENT STATUS (Single Married, Midowed, Separated, Divorced Annulled Reserved) SPECIFY. (First) (Voiden) NAME OF SPOUSE (6001) S DATE OF BIRTH 4. PLACE OF BIRTH (City, State, Country) S. OCCUPATION . PRESENT IMPLOYER ? C41126 mgm 19 FORMS & C'*!ZENSHIP(S) COUNTRY!!!S) D. DATE U.S. CITIETSSWIP BE GIFOS P DEPENDENT CHILDREN AND DEPENDENTS OTHER THAN SPOUSE SECTION IV D *20 100 🗍 लवम SECRET

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(196) (196) [1975]	LANGUAGE DATA RECORD								
Frances		PART I-GEN	ERAL						
1. NAME (Last-First-Widdle))	(7-74)			2 DATE OF BIRTH	(13-10)		
	מאובר				Asg. of, Miss		//40		
1. LANGI-AGE (J)	(+ 3))	4. TODAY'S DATE	134	. 131	3.				
SPANISH 1	20	20 MARCH 12 1962 IN ANY FOREIGN LANGUAGE							
PART II-LANGUAGE ELEMENTS									
SECTION A.	ECTION A. Remling (40)								
1. ONLY BARELY.	NY DIFFICULTY, O	F A GENERAL NATURI	09 IN F	HELDS I AM	FAMILIAN WITH, UT	ING THE	DICTIONARY		
	O DECTIONARY OCCUPIONALLY.								
3. FREQUENTLY,	VERAGE DIFFICULTY	v (newspapers, ref	erence e		fe _j), Using the D	ICTIONAR	ý		
4. I CAN READ SIMPLE TEXT	4. I CAN READ SIMPLE TEXTS, SUCH AS STREET BIGNS; NEWSPAPER HEADLINES, ETC., USING THE DICTIONARY FHIQUENTLY.								
5. I HAVE NO READING ABIL	. ITY IN THE LANG	IAGE .							
SECTION B.		Writing (41)	 					
I. WRETE FACTUAL NARRATIN	I CAN WRITE PERSONAL LETTERS AND SIMILAN MATERIAL WITH COMPLETS SUCCESS WITHOUT USING THE DICTIONARY. I CAN I- Brite factual narrative and expository material with reasonable clamity, with very few grammatical errors, in Native Style. Using the dictionary only rarely,								
? CAY WRITE PERSONAL P 2. RARELY. I CAN WRITE P ERRORS, BUT IN A STYLE	ACTUAL HARRATIVE	AND EXPOSITORY M.	ATEPIAL	BITH REASON.	ABLE CLARITY. WITH				
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5. I CANNOT ORITE IN THE	L AN GU A GE ,								
SECTION C.		Pronunciation	n (42)]		
() MY PROMUNCIATION IS NA	TIVE.								
2. WHILE NATIVES CAN DETER	CT AN ACCENT IN S	AV PRONUNCIATION T	HEY HAYE	NO DIFFICU	LTY UNDERSTANDING	WE.			
3. MY PRONCHCIATION IS OB	VIGUSLY FOREIGN.	BUT ONLY RARELY C	AUSES DI	FFICULTY FO	* MATIVES TO UNDE	PSTAND.			
4. MY PROMUNCIATION IS OCC	ASIONALLY DIFFIC	CULT FOR MATINES TO	0 U401R4	TAND.					
5. I HAVE NO SAILL IN PRON	ILNCIATION.								
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CONTINUATION OF PART 11-LANGUAGE ELEMENTS
SECTION D. Spenking (43)
1 SPEAR PLUENTLY AND ACCUMATELY IN ALL PRACTICAL AND SECOND SETURITIONS IT CONVERSE PRIETY AND EDIGNATICALLY IN ALL PREEDS WITH MHICH I AM FAMILIAM.
2. BETH BUICK I AM BANDLIAR AND A CONTROL OF COME POPULAR DATIFUL AND SOCIAL NETWATIONS. I CAN CONTROL IN MOST FIELD BUTH BUICK I AM BANDLIAR AND LEMPLOY SOME POPULAR DATINGS, CITERARY QUOTAFIONS, AND COMMUN PROVINCES.
3. I GET ALONG OUTTE BELL IN SITUATIONS OF DAILY 23FF AND THANKL AND CAN CONDUCT ROUTINE BUSINESS IN PARTICULAR FIX
4. I MANAGE IS SET ALONG IN THE MOST COMMON SETURTIONS OF DALLY LIFE AND TRAVEL,
5. I HAVE NO ABILITY TO USE THE LANGUAGE IN ANY OF THE ABOVE RESPECTS.
SECTION E. (Interstanding (44)
I UNDERSTAND NON-TECHNICAL CONVERSATION ON ALL SUBJECTS, BOTH FACE-TO-FACE AND ON THE TELEPHONE: I UNDERSTANDED REAPLY EXPRISITING I HEAR ON THE PAULO AND AT THE MOVIES, PLANS, AND LECTURES.
I UNDERSTAND NON-TECHNICAL CONVERSATION ON NEADLY ALL SUBJECTS, BOTH FACE-TO-FACE AND ON THE TELEPHONE: I Z. UNDERSTAND MOST OF WHAT I HEAR ON THE RADIO AND AT THE MONTES, PLAYS, AND LECTURES, INCLUDING MOST JOKES AN PURS,
3. PASTERSTAND NEARLY ALL CONVERSATION ON TOPICS OF DAILY LIFE AND TRAVEL. BOTH FACE-TO-FACE AND ON THE TELE- PASTER I UNDERSTAND MUCH OF WHAT I HEAR ON THE PADIO, AND AT THE MOVIES, PLAYS, AND LECTURES.
4. I UNUSPECIATION THE SIMPLEST CONVERSATION, BOTH FACE-TO-FACE AND ON THE TELEPHONES I UNDERSTAND SOME OF WHAT I PLAY ON THE MADIO AND AT THE MOVIES, PLAYS, AND LECTURES.
5. I AM NOT ABLE TO UNDERSTAND THE SPOYEN LANGUAGE.
BEFORE CONTINUING - CHECK PART II TO ENSURE THAT YOU HAVE CIRCLED ONE NUMBER PER SECTION.
PART (II-EXPERIENCE AS TRANSLATOR OR INTERPRETER (45)
1. I HAVE MAD EXPERIENCE AS A TRANSLATOR.
2. I MAYE MAD EYPERIENCE AS AN INTERPRETES.
3. BOTH OF THE ABOVE STATEMENTS APPLY.
(4) BIGGE OF THE ABOVE STATEMENTS APPLY.
PART IV-CERTIFICATION
I CERTIFY THAT THE INFORMATION GIVEN ABOVE IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE AND BELIEF, THIS CERTIFICATION CONSTITUTES MY APPLICATION FOR A MAINTENANCE AWARD PROVIDED I AM ELIGIBLE UNDER THE TERMS OF BEGULATION NO. 23-115. PAR. IC(4). I UNCEDSTAND THAT I MUST PASS AN OBJECTIVE LANGUAGE PROFICTION TEST DEFORE SILCME ELIGIBLE FOR AN ABARD, AND THAT INFESTECTIVE OF THE DATE OF TESTING, ANNUAL MAINTENANCE AWARDS WILL DE CUMULATIVE AS OF THE ANNIVERSARY DATE OF COMPLETING THIS FORM.
parch 13, 1962 Daniel Slow
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MA THE PARTICULARS CONCERNING PREVIOUS NATIONALITY. NA

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12. HAVE YOU TAKEN STEPS TO CHANGE TES 12. G	NA			
14. IF YOU HAVE APPLIED FOR US CITIZENSHIP, SHAT 13 PA	TRANSTATUS OF TOUR APPLICATION (First Papers, Etc.)*			
15. DATE OF ARRIVAL IN U.S. 16. PORT OF ENTRY	17, ON PASSPORT OF CHAT COUNTRY			
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OTE SPECIAL If your answer is "YES"	to the fallowing Questions 10, 11 or 12, provide	the information requested for	
NSTRUCTIONS question on a separate,	signed sheet and attach the sheet to this form in	a scaled envelope.	
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Mrs. Daniel Flores	<u> </u>	11.00	
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So.	guin, Texas - Islamana -	Fr 9-1007	

SECTION XAVI	CERTIFICATION
YOU ARE INFORMED	THAT THE CORRECTHESS OF ANY STATEMENT MADE IN THIS APPLICATION WILL BE INVESTIGATED.
Non-America and solution to a	the instructions. I Certify that the foregoing one wers are true and correct by the best of my se that any misstatement or amission is to a reterial field will constitute grounds for immediate application, I also understand that any false statement made herein may be punishable by iction 1991).
delinichen S	1961 Sometime to Appropriate
SHIPES AT (City and Simo)	trice de columbia Caucalle Co-olis
NATE. Use the following spece !	for estra datasis. Hoteromin dauti continued item by anything for item minima to which it related for the added material. If additional again so minimal difference care gains are saint as this
MARITAL STATUS:	Item #4, Section XII i to Cotabor 6, 1956. Married to Lt. Col. i, Oregon, by Circuit Court Judge. Used mane of Moran. i, 1760, when changed to Piores.
PATHER-IN-LAW: I Short name for Ra	tem #5, Bection XVII
GEOGRAPHIC AREA X	MOWLEDGE AND FOREIGN TRAVEL: Item #1, Section VI
Argentina -	2 July 1959 to 3 July 1959 Travel
Panama .	10 November 1953 to 13 November 1958 Travel
SEZ ATTACHED SHE	ET FOR PERTINENT INFORMATION PELATIVE TO STEP-MOTHER.
Signed at 1	Washington, D. C., this Tolk day of September,
	Lavel Dlace.
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ATTACHMENT TO FORM NO. WILL - PUNCOUNT MICTORY STATEMENT

Section XV - STEPMOTHER

Full name: Concepcion R. Flores
Living: Yes
Other Names She Has Used: None to my knowledge
Current Address: 501 S. Guadalupe Street, Sin Marsos, Fexus
Date of Birth: December S, 1914
Place of Birth: Mexico
Citizenship: Mexican
If Born Gutsile U.S. - Date of Entry: December 8, 1922
Place of Entry: Unknown
Former Citizenships: None
Occupation: Homemaker and Missionary
Present Employer: Mexican Baptist Church, SanMarsos, Texas
Never served in Military or other Government service to my knowledge.

This paper is attuched to and hereby made a part of Form No. 444.

Land Con-

SECURITY APPROVAL

DA	W
YO	ERENCE: 07100 OPEER
CA:	SENO.: 195221
10	Director of Porsonnel
FRO	M : Director of Security
SUB	SECT : FLORES, Daniel
1.	This is to inform you of security approval of the subject person as follows:
	Subject has been approved for the appointment specified in your request under the provisions of Regulations 10-210 and 20-730 including access to classified information through Top Secret as required in the performance of his duties.
	Subject has been approved for appointment under the authority of Paragraph 4(d) of Regulation 10-210, and under Regulation 20-730 including access to classified information through Top Secret as required in the performance of his duties.
2.	Unless arrangements are made within 60 days for entrance on duty within 120 days, this approval becomes favelid.
3.	As part of the entrance on duty processing:
•	XXX A personal interview in the Office of Security must be arranged.
	A personal interview is not necessary.
	POR THE DIRECTOR OF SECURITY:
	1014423 (11 May 2) م

CONFIDENTIAL

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