 <p>U.S. DEPARTMENT OF STATE OFFICER EVALUATION REPORT FOREIGN SERVICE OFFICERS FOREIGN SERVICE RESERVE OFFICERS UNLIMITED FOREIGN SERVICE RESERVE OFFICERS FOREIGN SERVICE STAFF OFFICERS</p>	<p>TYPE OF REPORT (check one)</p> <p><input checked="" type="checkbox"/> Probationary <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Interim, Change of Duties <input type="checkbox"/> Interim, Departure of Rated Officer <input type="checkbox"/> Interim, Departure of Rating Officer <input type="checkbox"/> Other</p>
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NAME OF OFFICER BEING RATED (surname first) HARRIS, F. Allen	CLASS FSO-4	SOCIAL SECURITY NO.	FUNCTIONAL TITLE Political Officer
POST OR ORGANIZATION American Embassy, Buenos Aires-Argentina		PERIOD COVERED July 31, 1977 - April 15, 1978	
DATE REPORT SUBMITTED TO PER/PCE, PE	DATE REPORT RECEIVED IN PE	DATE RELEASED TO FILES	

I. WORK REQUIREMENTS

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

Mr. Harris is a member of a four-officer Political Section, working under the supervision of the Counselor for Political Affairs. The expanding workload in his field required the addition of a contract Argentine to the Political Section's staff, and Mr. Harris is her supervisor. He is also helped in his work by an American Secretary, who has besides clerical responsibility for two other of the Section's officers.

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

Mr. Harris is responsible for a new area of Foreign Service reporting and activity: Human Rights Affairs. Since March of 1976--the date a military junta deposed the fading regime of Isabel Peron--human rights matters have increasingly become the central issue between the United States and Argentina. Even before Mr. Harris' began work in Buenos Aires in August 1977 the volume of activity associated with this question had come to be the full-time concern of an officer of the Political Section, and a part-time concern of virtually every other member of the Embassy.

Mr. Harris is assigned responsibility for human rights reporting, case work, and policy recommendations and interpretation. He receives all correspondence and visitors on human rights subjects. (There is a very large volume of both including the correspondence of many members of Congress and the visits of many distraught Argentine families who have lost members to the government's counter-terrorism activity.) He must cultivate and maintain contact with elements of the Argentine Government whose work has to do with human rights, and with Argentine and international human rights organizations. Mr. Harris does spot reporting on decisions and developments affecting human rights in this country and prepares papers and policy recommendations in this field for use by the Ambassador, the Deputy Chief of Mission and the Department.

Mr. Harris has as collateral duties those of Post Library Officer and Graphics Officer.

A statement listing the above responsibilities and goals was signed by rating, rated and reviewing officers on August 15, 1977 and is on file at the post or office. (date of original statement is in officer's report unless otherwise noted)

RATING OFFICER (Typed, surname first) HALLMAN, William H. TITLE: Political Counselor GRADE: FSO-3	REVIEWING OFFICER (Typed, surname first) CHAPLIN, Maxwell TITLE: Deputy Chief of Mission GRADE: FSO-1
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SPECIAL CIRCUMSTANCES INFLUENCING PROGRAM

The circumstances of Mr. Harris' work have been extremely difficult. Our own policies in the human rights field have been in formulation during the period of this report. We in Buenos Aires and our colleagues in Washington have proceeded cautiously, but often with the confusion that comes of newness in a complicated field and often without coherence. Through it all, the cutting edge of our policy has been felt here, because of Argentina's human rights record.

The subject matter in which Mr. Harris has dealt is also one that generates passionately held opinions within the Mission. There are several sound and honest ways of approaching an understanding of Argentina's tragedy--and some of these ways lead to directly opposite conclusions. There was opportunity that the Embassy become polarized on the subject of human rights. Among reasons for this not happening can be found Mr. Harris' skill and intelligence. Mr. Harris' workload was heavy and complex.

II. STATEMENT BY RATED OFFICER

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

This job is the most difficult and most challenging I have held in the Service. It is a key position within an Embassy which has grave reservations about implementation of the human rights policy that has become a central focus of our bilateral relations here. It is a position of conflict externally between the Administration's views of how people ought to be treated and the Argentine Government's position of how people must be treated. It is a position of conflict internally with a Country Team whose programs are being eliminated as a result of our human rights program. It is a position of great hope and trust for the many victims of repression here, as well as some concerned outsiders. It is an impossible position in terms of workload--the "in box" has become the "in-drawer". Lack of time and energy--physical and emotional--become daily tests of self.

I have had three goals--to know what is going on, to be responsive, and to report accurately. Knowledge in this underground area comes slowly, piece by piece; little from the press, much from hundreds of interviews and the case histories which I have developed. A wide range of contacts with the military from a Junta member down to the operational levels, with Human Rights groups, with the Press, other diplomats, as well as the usual contacts in the Foreign and Interior Ministries have rounded off the picture. Responsiveness is a major effort--each of the innumerable visitors to the Embassy are seen, often by shuttling back and forth between rooms like a busy dentist. All letters, whether to the President or to the Embassy, are answered. These contacts provide evidence of our Government's concern, as well as basic data for evaluations of the human rights situation here. Reporting is a major problem. The content and timing of the Embassy human rights reports are of immediate policy consequence. Therefore, my reporting has been forged with hammer and anvil. "Accurate" reporting often becomes "fair and balanced" reporting as the Country Team struggles to maintain its equilibrium. In only one very tough and important case was agreement impossible and I submitted a minority recommendation.

Despite these daily clashes, the Country Team listed as a major achievement for last year that the Embassy has become a "beacon of hope" of human rights in Argentina; and, for the guy who puts the oil in the beacon, that is progress.

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RATED OFFICER (Typed, surname first)

HARRIS, F. Allen

SOCIAL SECURITY NUMBER

III. EVALUATION OF PERFORMANCE

A. GENERAL APPRAISAL (check one)

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

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

Mr. Harris had a rare responsibility--that of creating a new job, under circumstances that were trying. He started knowing that the country in which he began service was widely regarded by people in Washington as Latin America's most flagrant human rights violator. Large numbers of U.S. citizens were affected by Argentina's problem through family members or friends, or were-- as in the case of members of Congress--motivated by the aggregate of cases. The volume of work Mr. Harris has accomplished has been prodigious: We have had about 150 pieces of congressional correspondence to be answered plus numerous public inquiries in the approximately 350 Argentine death, imprisonment or disappearance cases of special interest to U.S. citizens. He initiated planning for a "Right of Option" certification program for Argentine political detainees who may be released and found eligible for parole into the U.S.

In all Mr. Harris has been extremely skillful. He quickly established contacts among human rights groups in the United States and Argentina, providing himself with a data base for the problem area. He has been equally able however to establish friendly and close working relations with official organs of the Argentine Government which have cognizance over areas where human rights violations take place--at the Ministry of Foreign Affairs and the Ministry of Interior and the Argentine Navy for example. He has worked hard to establish sources at other embassies and activities such as the International Red Cross and the United Nations Human Rights Commission. From these distinct, often hostile points of view Mr. Harris has evoked an understanding of events in a series of reports and during on-the-scene briefings of several Departmental, Congressional and distinguished private groups that have visited Argentina to look into the situation on the ground. The materials he has prepared on the subject of human rights violations in Argentina have had direct and continuous bearing on the policy the United States adopts toward this country. Often a particular report was demanded on very short notice to provide data for a specific policy decision shortly to be made.

In addition to dealing with policy and the information prepared by interest groups Mr. Harris has taken on an enormous amount of "casework"--the hearing out of innumerable tragic cases reported to the Embassy by the distraught family members of persons disappeared or otherwise caught up in tragic events. Mr. Harris has counselled and consoled, and though there was little hope he could offer he has comforted many with the belief that the United States is aware of dramatic personal needs.

That he has done all this while retaining his own balance and the basic confidence of persons holding opposing opinions in this controversy is impressive.

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

1. Effectiveness of Communication (written and oral expression, public speaking, foreign language facility, etc.)
 Mr. Harris is a dynamic and persuasive talker, truly gifted in the kind of timed briefing often required in the Foreign Service. Given five minutes with a mildly interested member of Congress--say on the subject of human rights--Mr. Harris could be counted on to spot the most appealing and memorable highlights. He could do equally well with a human rights special interest group--giving them the best two hours possible, if that were its members' time allotment. He speaks excellent Spanish, with good comprehension. Mr. Harris was several years away from the kind of Foreign Service drafting Embassy work requires, and he is not a skillful writer.

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

Mr. Harris handles people with extraordinary skill and without tiring. This is clearly his greatest ability, and it is one which has paid off handsomely. He meets people easily, impresses them indelibly, seeks them repeatedly--all the while expanding his circles of friendship and acquaintance to the point that his professional and personal contacts are enormous. He inspires confidence among most Argentines and Americans he meets, and he has great skill as a supervisor able to motivate people to work for him. He is fair and utterly without malice. He is genuinely warm and he genuinely likes people, and this is reciprocated.

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

Basically, Mr. Harris is an excellent manager. He had the wit to find in an under-used Foreign Service local employee a kind of genius of order and industry who worked under Mr. Harris' direction to create a human rights care and filing system. He inspires confidence and loyalty. He is good at delegating work and maximizing human potential. What sometimes betrays him is inattention to detail, perhaps deriving from an unfounded belief that once he has established a system to spin off work it will do this without further intervention. He has trouble also with deadlines and priorities, and his response to management goals and principles imposed from outside has often been faulty.

4. Effectiveness and Candor as a Rating Officer

Not observed.

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

As a Political Officer Mr. Harris has those skills of observation and analysis that are vital, as well as the quick intelligence to recall stray facts and mate them with random events to acquire new insights. In dealing with human rights violations in Argentina Mr. Harris has had to strain to remain detached and dispassionate. He did not invariably succeed, but I think his sincerity and sympathy (plus my own editor's blue pencil) compensated. A more bloodless man would not have done as well.

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RATED OFFICER (Typed, surname first)

HARRIS, F. Allen

SOCIAL SECURITY NUMBER

D. The quality of the work performance was ~~XXXXXX~~ reviewed with the rated officer during the course of the rating period. Enter or significant discussions: Oct. 25 and Dec. 28, 1977. Describe briefly the tenor of these discussions and the rated officer's response.

Mr. Harris and I often talked about problem areas, and he was responsive and willing. Most of our talks dealt with hard-hearted bureaucratic responsibilities: deadlines and priorities, back-up research and precision of fact and language.

IV. EVALUATION OF POTENTIAL

A. Check one:

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

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

Mr. Harris' performance has been creative and solid. He has demonstrated his capacity as a self-starter and one who can size up new and difficult situations and then relate these to bureaucratic exigencies. He works easily and well with persons far senior to him in rank, just as he has proved his ability to deal with many levels of Argentine society. He has been tireless and enthusiastic.

My judgment, based on having observed other FSO-4's in action and having seen the level of responsibility and performance expected, is that Mr. Harris' demonstrated abilities already transcend those usual for his class.

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

Mr. Harris needs to get better hold of his wide ranging interests and stiffen himself to get on with chores that he dislikes. He has a voracious appetite for subjects and materials, and likes to be "into everything." He is also an inveterate hand shaker and seeker after persons and personalities. Under conditions of perfect self control these two attributes form the admirable qualities of "broad gauged," "personable" and "marvelously well connected." But within the strictures of an extremely demanding job, the minute requirements of a complicated bureaucratic system and the inevitable hierarchic arrangements of an Embassy they spell too that dull but necessary chores--like drafting reports--are given the short end on a scale of priorities.

Mr. Harris--who is an excellent player in so many ways in the diplomatic life of this city--needs to keep better in mind the personal responsibilities that service in an embassy abroad entails: loyalty to the organization, recognition of the expertise of others, an understanding of the divisive forces at work upon such an organization and the frequent need of suborning one's own will to that of a consensus. He must take pains to assure himself--and his bosses up the line--that he does not seek to arrogate matters they feel are more suitably theirs.

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

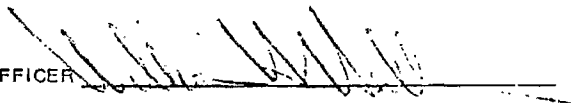
Should Mr. Harris ask formally for training in any field I believe his intelligence and competence would make him a first class candidate. His interests now may lead him to seek university training on the impact of global issues--population, technology transfers, the environment, etc.--on the conduct of American foreign policy. He may also seek university training in Latin American studies. I would endorse either or a combination of both.

Mr. Harris would perform with distinction in any assignment, but my own estimate is that he would be of maximum use to U.S. diplomacy where his extraordinary ability with people and with diverse, complicated subject matter could both be maximized. I believe his goals should be toward multilateral affairs, and that in this field he should be given responsibility for significant U.S. interests.

DATE

May 1, 1978

SIGNATURE OF RATING OFFICER



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RATED OFFICER (Typed, surname first)

SOCIAL SECURITY NUMBER

HARRIS, F. Allen

V. REVIEWING OFFICER'S STATEMENT

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

A. The job requirements and priorities describe the responsibilities in general terms. Sections I-C and Section II provide some additional data about the responsibilities. The position does deal with a problem which is highly charged emotionally and the subject of disagreements on how policy should be executed. The emotional demands of the position are great, and the workload requires a major effort to assure that priority responsibilities are covered.

B. Since his area of responsibility is this mission's major concern, I have had ample opportunity to see Mr. Harris perform. I am at least equally impressed as is the rating officer with his talents: his energy, his skills at personal relations, his remarkable ability as a talker, and his enthusiasm for his subject. His ability to go out and make contacts with the most diverse groups and individuals is truly impressive. He has invested much time and emotional capital in hearing the tragic stories of those whose friends or relatives have been victims of counter-terrorism.

My perspective on the whole mission's efforts leads me to be somewhat less indulgent of Mr. Harris' shortcomings. He does not draft rapidly and clearly, and has had difficulty in producing the volume of reporting required. Mr. Harris felt that his reporting was being muzzled while the front office was definitely of the opinion there wasn't enough of it. This misperception of what was expected of him and what he thought he should be doing has, I hope, been reduced. Mr. Hallman noted in Section III-C-3 that his response to management goals and principles imposed from outside has often been faulty.

The rating officer observed in Section IV-C that Mr. Harris spreads himself too thin--his enthusiasms are boundless. This shows enviable zest for life, but has to be a bit more controlled. Likewise, I would second the observation that his great talents have to be directed at the objectives of the organization of which he is a part. He is a very talented person, and when he gets his interests and energies sorted out he can look forward to a career with increasingly broader responsibilities.

C. The report is fair, complete and somewhat on the generous side, from my perspective.

D. Relations between the two officers were good.

DATE May 8, 1978

SIGNATURE OF REVIEWING OFFICER

VI. RATED OFFICER'S COMMENTS

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

This report reflects the differences over the responsibilities and priorities attached to my position. My job is not a traditional political job. It has developed into a hybrid of reporting, special consular services, and diplomatic advocacy. The Country Team would greatly prefer that the Embassy's "Human Rights Attache" maintain a lower profile, concentrating on political reporting. However; such a policy does not respond to the real demands made on the Embassy by this Administration, the Congress, and the American and Argentine publics. Despite the fact that my active approach has contributed to a positive image of Embassy, it is viewed with considerable reserve within the Embassy.

The reviewing officer from his perspective sees the Embassy's Human Rights reporting as inputs in a Washington bureaucratic policy struggle about Argentina. The timing and style, as well as the substance, of each human rights report is carefully considered before its transmittal. A great number of my human rights reports either have not been sent or were deferred by the DCM who later complains that there was not enough reporting. During the nine months covered by this report, I sent in over 200 cables to the Department on human rights.

Defending one's writing is like defending one's masculinity. I am not a Foreign Service stylist. My legal training shows through. My sentences are short and clear. A certain amount of concern seeps into my prose to challenge the blue and red pencils above me. As a result, I have not made the tragic human rights events I record sound like Memorial Day accident statistics. However, the criticisms of my writing as "too colorful," "too detailed," "not gray enough," often reflect differences in substance, rather than style.

There must be an easier way to earn a living, but it would be hard to imagine one more personally challenging.

I acknowledge receipt of a copy of this report.

DATE

6/16/75

SIGNATURE OF RATED OFFICER

A. Allen Harris

VII. REVIEW PANEL STATEMENT

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

DATE OF APPROVAL

SIGNATURE OF PANEL CHAIRMAN

(with typed name, rank and title)

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